

# COMMITTEE AGENDA



TO **Infrastructure, Development & Enterprise Committee**

DATE Tuesday, July 5, 2016

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

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## DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

**CONFIRMATION OF MINUTES** – May 3, 2016 and June 7, 2016 Meeting  
Minutes

## PRESENTATIONS (Items with no accompanying report)

a) None

## CONSENT AGENDA

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

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
IDE-2016.21 Waste Resource Innovation Centre (WRIC) Site Logistics, Yard Waste and Rate Structure	• Ramesh Ummat, General Manager, Environmental Services		✓
IDE-2016.22 Integrated Operational Review (IOR) – Annual Report (2015 – 2016)	• Karol Murillo, Downtown Renewal Officer		✓
IDE-2016.23 Corporate Asset Management Overview and Work Plan	• Daryush Esmaili, Manager, Corporate Asset Management		✓
IDE-2016.24 Stormwater Funding Study – Implementation Strategy	• Kealy Dedman, City Engineer/General Manager, Engineering and Capital Infrastructure Services		✓

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IDE-2016.25 Guidelines for the Development of Contaminated or Potentially Contaminated Sites	• Terry Gayman, Manager of Infrastructure, Development and Environmental Engineering		√
IDE-2016.26 Process Recommendation for Identifying Potential Downtown City-owned Real Estate Partnerships	• Ian Panabaker, Corporate Manager, Downtown Renewal		√
IDE-2016.27 Sign By-law Variances – 37 Quebec Street			
IDE-2016.28 Sign By-law Variances – 111-193 Silvercreek Parkway North			

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

### **ITEMS EXTRACTED FROM CONSENT AGENDA**

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

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

### **STAFF UPDATES AND ANNOUNCEMENTS**

### **CLOSED MEETING**

### **OPEN MEETING**

### **ADJOURNMENT**

**Infrastructure, Development & Enterprise Committee  
Held in the Council Chambers, Guelph City Hall  
Tuesday, May 3, 2016 at 5:00 p.m.**

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**Attendance**

Members: Chair B. Bell                      Councillor L. Piper (*arrived at 5:22 p.m.*)  
Mayor C. Guthrie                      Councillor M. Salisbury  
Councillor D. Gibson

Councillors: Councillor P. Allt                      Councillor J. Hofland  
Councillor C. Downer                      Councillor M. MacKinnon  
Councillor J. Gordon                      Councillor K. Wettstein

Staff: Mr. S. Stewart, Deputy CAO – Infrastructure, Development & Enterprise  
Mr. T. Salter, General Manager, Planning, Urban Design & Building Services  
Ms. K. Dedman, City Engineer/General Manager, Engineering and Capital Infrastructure  
Mr. P. Cartwright, General Manager, Business Development and Enterprise  
Mr. R. Kerr, Manager, Community Energy  
Mr. A. Chapman, Program Manager, Corporate Building Maintenance  
Mr. R. Reynen, Chief Building Official  
Dr. T. Myles, Termite Control Officer  
Ms. D. Black, Council Committee Coordinator

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

Chair Bell called the meeting to order.

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

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Councillor Gibson  
Seconded by Mayor Guthrie

That the open meeting minutes of the Infrastructure, Development & Enterprise Committee held on April 5, 2016 be confirmed as recorded.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Gibson and Salisbury (4)*

*VOTING AGAINST: (0)*

CARRIED

**Consent Agenda**

The following items were extracted from the May 3, 2016 Consent Agenda to be voted on separately:

- IDE-2016.12 Guelph Energy Efficiency Retrofit Strategy (GEERS) Pilot Implementation**  
**IDE-2016.13 Update on Source Water Protection Plan and Appointment of the Risk Management Official and Risk Management Inspectors**  
**IDE-2016.14 Termite Control Program 2015 Annual Report**  
**IDE-2016.15 2015 Building Permit Revenue & Expenditures, Building Stabilization Reserve Fund, Annual Setting of Building Permit Fees and Building By-law Amendments**

### **Balance of Consent Items**

2. Moved by Mayor Guthrie  
Seconded by Councillor Gibson

That the balance of the May 3, 2016 Infrastructure, Development & Enterprise Committee Consent Agenda, as identified below, be adopted:

### **IDE-2016.16 180 Gordon Street Brownfield Tax Increment-Based Grant Agreement Extension**

1. That IDE report #16-27, regarding 180 Gordon Brownfield Tax Increment-Based Grant Agreement Extension, dated May 3, 2016 be received.
2. That the request to extend the deadline for project completion from March 28, 2017 to March 28, 2021 be approved.
3. That staff be directed to prepare an amendment to the Tax Increment-Based Grant agreement between the City and 180 Gordon Street Ltd., to the satisfaction of the General Manager of Planning, Urban Design and Building Services, the City Solicitor, and the City Treasurer;
4. That the Mayor and Clerk be authorized to execute the amendment to the Tax Increment-Based Grant Agreement.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Gibson and Salisbury (4)*

*VOTING AGAINST: (0)*

CARRIED

### **Staff Updates and Announcements**

Kealy Dedman, City Engineer/General Manager, Engineering and Capital Infrastructure, introduced new staff member Daryush Esmaili, Manager of Corporate Asset Management.

### **Procedural Motion**

3. Moved by Councillor Salisbury  
Seconded by Mayor Guthrie

That Section 7.7 of the Procedural By-law be suspended to allow Evan Ferrari, Executive Director, eMERGE Sustainability to speak to the Guelph Energy Efficiency Retrofit Strategy (GEERS) Pilot Implementation.



*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Gibson and Salisbury (4)*

*VOTING AGAINST: (0)*

CARRIED

### **Extracted Consent Items**

#### **IDE-2016.12 Guelph Energy Efficiency Retrofit Strategy (GEERS) Pilot Implementation**

Rob Kerr, Manager, Community Energy provided an overview and highlights of the Guelph Energy Efficiency Retrofit Strategy (GEERS) Pilot Implementation report.

Councillor Piper arrived at the meeting. (5:22 p.m.)

There was discussion regarding timing, funding and logistics of the program.

The following addressed the Committee:

- Cynthia Bragg
- Evan Ferrari, Executive Director, eMERGE Sustainability

4. Moved by Mayor Guthrie  
Seconded by Councillor Gibson

That report IDE- BDE-1606 entitled Guelph Energy Efficiency Retrofit Strategy (GEERS) Pilot Implementation be referred back to staff to gather further information from outside sources, further options for potential third-party finances and support and further information on a city-wide residential energy audit option as a first step for consideration within a GEERS program.

#### **First Amendment**

5. Moved by Councillor Gibson  
Seconded by Mayor Guthrie

That the referral to staff include that staff report back regarding how electric vehicle charging infrastructure might be facilitated through GEERS in residential homes.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Gibson, and Piper (4)*

*VOTING AGAINST: Councillor Salisbury (1)*

CARRIED

#### **Second Amendment**

6. Moved by Councillor Piper  
Seconded by Councillor Salisbury

That the referral to staff regarding GEERS include that staff report back on:

- i) further development of GEERS as a pilot
- ii) further identifying pilot participants
- iii) analysis of the costs and revenue related to administration
- iv) transaction costs

- v) budget implications
- vi) determining the technologies and/or efficiencies to be supported.

There was a request to vote on the clauses separately.

7. Moved by Councillor Piper  
Seconded by Councillor Salisbury

That the referral to staff regarding GEERS include that staff report back on further development of GEERS as a pilot.

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

*VOTING AGAINST: (0)*

CARRIED

8. Moved by Councillor Piper  
Seconded by Councillor Salisbury

That the referral to staff regarding GEERS include further identifying pilot participants.

*VOTING IN FAVOUR: Councillors Piper and Salisbury (2)*

*VOTING AGAINST: Mayor Guthrie, Bell and Gibson (3)*

DEFEATED

9. Moved by Councillor Piper  
Seconded by Councillor Salisbury

That the referral to staff regarding GEERS include analysis of the costs and revenue related to administration.

*VOTING IN FAVOUR: Councillors Bell, Gibson, Piper and Salisbury (4)*

*VOTING AGAINST: Mayor Guthrie (1)*

CARRIED

10. Moved by Councillor Piper  
Seconded by Councillor Salisbury

That the referral to staff regarding GEERS include transaction costs.

*VOTING IN FAVOUR: Councillors Bell, Gibson, Piper and Salisbury (4)*

*VOTING AGAINST: Mayor Guthrie (1)*

CARRIED

11. Moved by Councillor Piper  
Seconded by Councillor Salisbury

That the referral to staff regarding GEERS include budget implications.

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

*VOTING AGAINST: (0)*

CARRIED

12. Moved by Councillor Piper  
Seconded by Councillor Salisbury

That the referral to staff regarding GEERS include determining the technologies and/or efficiencies to be supported.

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

*VOTING AGAINST: (0)*

CARRIED

### **Main Motion as Amended**

15. Moved by Mayor Guthrie  
Seconded by Councillor Gibson

- 1. That report IDE- BDE-1606 entitled Guelph Energy Efficiency Retrofit Strategy (GEERS) Pilot Implementation be referred back to staff to gather further information from outside sources, further options for potential third-party finances and support and further information on a city-wide residential energy audit option as a first step for consideration within a GEERS program.**
- 2. That staff report back regarding how electric vehicle charging infrastructure might be facilitated through GEERS in residential homes.**
- 3. That the referral to staff regarding GEERS include that staff report back on:**
  - i) further development of GEERS as a pilot**
  - ii) analysis of the costs and revenue related to administration**
  - iii) transaction costs**
  - iv) budget implications**
  - v) determining the technologies and/or efficiencies to be supported.**

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

*VOTING AGAINST: (0)*

CARRIED

### **Motion**

14. Moved by Mayor Guthrie  
Seconded by Councillor Piper

**That staff report back to the Infrastructure, Development and Enterprise Committee on the GEERS report no later than October, 2016.**

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

*VOTING AGAINST: (0)*

CARRIED

### **Suspension of Procedural By-law**

13. Moved by Mayor Guthrie  
Seconded by Councillor Piper

That Section 21.6 (b) of the Procedural By-law be suspended to allow Councillor Downer to speak to the amendments.

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

*VOTING AGAINST: (0)*

CARRIED

### **Motion**

14. Moved by Mayor Guthrie  
Seconded by Councillor Piper

**That the GEERS report referral back to staff be placed on the Infrastructure, Development and Enterprise Committee Consent Report for consideration at the May 24, 2016 Council meeting.**

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

*VOTING AGAINST: Councillor Gibson (1)*

CARRIED

The meeting recessed at 7:42 p.m. and reconvened at 7:50 p.m.

### **IDE-2016.13 Update on Source Water Protection Plan and Appointment of the Risk Management Official and Risk Management Inspectors**

Kealy Dedman, City Engineer/General Manager, Engineering and Capital Infrastructure provided highlights and a summary of the Update on Source Water Protection Plan and Appointment of the Risk Management Official and Risk Management Inspectors report.

17. Moved by Councillor Piper  
Seconded by Councillor Gibson

1. That Peter Rider, the City of Guelph's current Risk Management Official (RMO) be appointed as the RMO and as a Risk Management Inspector (RMI), and that Prasoon Adhikari, the City's current Environmental Engineer be appointed as a RMI under subsection 47(6) of the *Clean Water Act* (CWA), 2006.
2. That the Clerk be directed to issue Certificates of Appointment to RMOs and RMIs as required under subsection 47(7) of the *Clean Water Act* (CWA), 2006.

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

*VOTING AGAINST: (0)*

CARRIED

### **IDE-2016.14 Termite Control Program 2015 Annual Report**

Dr. Tim Myles, Termite Control Officer presented highlights of the 2015 Annual Termite Control Program and outlined plans and goals for 2016.

18. Moved by Mayor Guthrie  
Seconded by Councillor Gibson

That report 16-29 dated May 3, 2016 entitled "Termite Control Program 2015 Annual Report" be received.

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

*VOTING AGAINST: (0)*

CARRIED

**IDE-2016.15     2015 Building Permit Revenue & Expenditures, Building Stabilization Reserve Fund, Annual Setting of Building Permit Fees and Building By-law Amendments**

Mr. R. Reynen, Chief Building Official provided a summary and highlights of the 2015 Building Permit Revenue & Expenditures, Building Stabilization Reserve Fund, Annual Setting of Building Permit Fees and Building By-law Amendments report.

19.    Moved by Councillor Gibson  
       Seconded by Mayor Guthrie

1. That report 16-33 dated May 3, 2016 entitled "2015 Building Permit Revenue & Expenditures, Building Stabilization Reserve Fund, Annual Setting of Building Permit Fees and Building By-law Amendments", be received.
2. That an amended Building By-law, included as Attachment 2, be enacted to, among other things, repeal appointment by-law (1995)-14803.

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

*VOTING AGAINST: (0)*

CARRIED

**Staff Updates and Announcements**

Scott Stewart provided information regarding staff management and communication of current construction.

**Authority to Resolve into a Closed Meeting**

20.    Moved by Councillor Gibson  
       Seconded by Councillor Salisbury

That the Infrastructure, Development and Enterprise Committee now hold a meeting that is closed to the public with respect to Sec. 239(2) (b), (c) and (e) of the *Municipal Act* with respect to personal matters about identifiable individuals, proposed or pending acquisition or disposition of land by the municipality or local board and litigation or potential litigation, including matters before administrative tribunals.

CARRIED

**Closed Meeting (8:34 p.m.)**

The following matters were considered:

- IDE-C-2016.1      Resident Appointments to the Waste Innovation Centre Public Liaison Committee**  
**IDE-C-2016.2      200 Beverly Street – Former IMICO Property – Development Options**  
**IDE-C-2016.3      Dolime Update**

**Open Meeting** (9:23 p.m.)

**Closed Meeting Summary**

Chair Bell addressed the matters discussed in the closed meeting and identified the following:

- IDE-C-2016.1      Resident Appointments to the Waste Innovation Centre Public Liaison Committee**

Direction was given to staff.

- IDE-C-2016.2      200 Beverly Street – Former IMICO Property – Development Options**

Direction was given to staff.

- IDE-C-2016.3      Dolime Update**

This item was withdrawn from the agenda.

**Adjournment** (9:24 p.m.)

21. Moved by Councillor Gibson  
Seconded by Mayor Guthrie

That the meeting be adjourned.

CARRIED

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Dolores Black  
Council Committee Coordinator

**Infrastructure, Development & Enterprise Committee  
Held in the Council Chambers, Guelph City Hall  
Tuesday, June 7, 2016 at 5:05 p.m.**

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**Attendance**

Members: Chair B. Bell                      Councillor L. Piper  
             Mayor C. Guthrie                Councillor M. Salisbury

Absent:        Councillor D. Gibson

Councillors: Councillor K. Wettstein

Staff:        Mr. S. Stewart, Deputy CAO – Infrastructure, Development & Enterprise  
             Mr. T. Salter, General Manager, Planning, Urban Design & Building Services  
             Mr. P. Cartwright, General Manager, Business Development & Enterprise  
             Mr. I. Panabaker, Corporate Manager, Downtown Renewal  
             Mr. A. McIlveen, Manager, Transportation Services  
             Mr. P. Busatto, Plant Manager, Water Services  
             Ms. C. Clack, General Manager, Culture, Tourism & Community Investment  
             Ms. D. Black, Council Committee Coordinator

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**Call to Order (5:05 p.m.)**

Chair Bell called the meeting to order.

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

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Mayor Guthrie  
Seconded by Councillor Piper

That staff confirm the accuracy of the voting record for Clause 5 on page 3 of the May 3, 2016 Infrastructure, Development and Enterprise Committee minutes and bring forward the minutes to the next committee meeting for confirmation.

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

*VOTING AGAINST: (0)*

CARRIED

**Consent Agenda**

The following items were extracted from the June 7, 2016 Consent Agenda to be voted on separately:

- IDE-2016.17      Parking Master Plan, Wilson Street Reconstruction and Parking Structure Project Update**  
**IDE-2016.18      Water and Wastewater Customer Accounts By-Law, Phase 1**

## **Balance of Consent Items**

2. Moved by Councillor Piper  
Seconded by Mayor Guthrie

That the balance of the June 7, 2016 Infrastructure, Development & Enterprise Committee Consent Agenda, as identified below, be adopted:

### **IDE-2016.19 Sign By-Law Variances – 175 Chancellors Way**

1. That Report 16-43 from Infrastructure, Development and Enterprise dated June 7, 2016 regarding sign by-law variances for 175 Chancellors Way, be received.
2. That the request for variances from the City of Guelph Sign By-law to permit one (1) illuminated freestanding sign with a sign face area of 6.14m<sup>2</sup> and a height of 4.87m above the adjacent roadway at 175 Chancellors Way, be approved.

### **IDE-2016.20 Sign By-Law Variances – 125 Chancellors Way**

1. That Report 16-42 from Infrastructure, Development and Enterprise dated June 7, 2016 regarding sign by-law variances for 125 Chancellors Way, be received.
2. That the request for variances from the City of Guelph Sign By-law to permit one (1) non-illuminated freestanding sign with a sign face area of 3.65m<sup>2</sup> and a height of 1.9m above the adjacent roadway within a 7m by 5m driveway sightline triangle at 125 Chancellors Way, be approved.

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

*VOTING AGAINST: (0)*

CARRIED

## **Extracted Consent Items**

### **IDE-2016.17 Parking Master Plan, Wilson Street Reconstruction and Parking Structure Project Update**

Ian Panabaker, Corporate Manager, Downtown Renewal provided an overview of the Parking Master Plan, Wilson Street Reconstruction and Parking Structure Project Update.

The following individual spoke on this matter:

Doug Minett, on behalf of the Downtown Advisory Committee

Scott Stewart, Deputy CAO, Infrastructure, Development & Enterprise, provided clarity regarding the process and summarized the comments made by committee.

3. Moved by Councillor Piper  
Seconded by Councillor Salisbury
1. That Infrastructure, Development and Enterprise Report BDE IDE-BDE-1610, dated June 7, 2016 and titled "Parking Master Plan, Wilson Street Reconstruction and Parking Structure Project Update", be received.



2. That staff be directed to present the results and recommendation for the Wilson Parking Structure design-build RFP to Council for approval and award.

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

*VOTING AGAINST: (0)*

CARRIED

Councillor Piper left the meeting. (6:15 p.m.)

### **IDE-2016.18 Water and Wastewater Customer Accounts By-Law, Phase 1**

Peter Busatto, Plant Manager, Water Services, provided an overview of the customer accounts by-law, the benefits and proposed next steps.

4. Moved by Mayor Guthrie  
Seconded by Councillor Salisbury
  1. That the report from Infrastructure, Development and Enterprise dated June 7, 2016, regarding the Water and Wastewater Customer Accounts By-law, be received.
  2. That the Water and Wastewater Customer Accounts By-law and revisions to the Water Supply By-law as outlined in the report from Infrastructure, Development and Enterprise, dated June 7, 2016 be approved.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell and Salisbury (3)*

*VOTING AGAINST: (0)*

CARRIED

### **Staff Updates and Announcements**

There were no updates or announcements.

### **Authority to Resolve into a Closed Meeting**

5. Moved by Mayor Guthrie  
Seconded by Councillor Salisbury

That the Infrastructure, Development and Enterprise Committee now hold a meeting that is closed to the public with respect to Sec. 239(2) (c) of the *Municipal Act* with respect to proposed or pending acquisition or disposition of land by the municipality.

CARRIED

### **Closed Meeting (6:32 p.m.)**

The following matters were considered:

**Minutes - Infrastructure, Development & Enterprise Committee Closed Session  
– May 3, 2016**

### **IDE-C-2016.4 Potential Disposition or Acquisition of Real Property**

**Open Meeting** (6:43 p.m.)

**Closed Meeting Summary**

Chair Bell addressed the matters discussed in the closed meeting and identified the following:

**Minutes - Infrastructure, Development & Enterprise Committee Closed Session  
– May 3, 2016**

The May 3, 2016 minutes were confirmed by Committee.

**IDE-C-2016.4 Potential Disposition or Acquisition of Real Property**

Staff were given direction regarding the Potential Disposition or Acquisition of Real Property.

**Adjournment** (6:47 p.m.)

6. Moved by Councillor Salisbury  
Seconded by Mayor Guthrie

That the meeting be adjourned.

CARRIED

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Dolores Black  
Council Committee Coordinator

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

**Tuesday, July 5, 2016**

Members of the Infrastructure, Development & Enterprise Committee.

### **SUMMARY OF REPORTS:**

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

#### **A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p><b>IDE-2016.21      Waste Resource Innovation Centre (WRIC) Site Logistics, Yard Waste and Rate Structure</b></p> <ol style="list-style-type: none"><li>1. That the report from Infrastructure, Development and Enterprise dated July 5, 2016 entitled "Waste Resource Innovation Centre (WRIC) Site Logistics, Yard Waste and Rate Structure" be received.</li><li>2. That staff be directed to increase the minimum fee for mixed solid waste from \$3.00 to \$5.00 as of August 1st, 2016.</li><li>3. That staff be directed to implement a new minimum residential yard waste fee of \$5 per load as of August 1st, 2016.</li><li>4. That the provision of free drop-off of the first 50 kg. of yard waste at the Public Drop-off Facility for commercial and residential loads as approved in the 2016 User Fee By-law be rescinded and that the commercial rate of \$60 per tonne be applied to all commercial operations in addition to the minimum \$5.00 fee.</li><li>5. That staff be directed to transfer \$200,000 from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop-Off Facility and proceed with interim site works to enhance site access, egress and safety.</li></ol>	Approve

6. That staff be directed to transfer \$25,000 from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop-Off Facility and that staff proceed with conceptual design of new scale infrastructure and site works in 2016 and that budgetary numbers be included for consideration as part of the 2017 capital program.

**IDE-2016.22      Integrated Operational Review (IOR) –  
Annual Report (2015 – 2016)**

Approve

1. That Report 16-53 from the Infrastructure, Development and Enterprise Services, regarding the Integrated Operational Review Status Report for the period 2015-2016 be received.
2. That the draft by-law as shown in Attachment 2 – Site Plan Control By-law – in Report 16-53 from Infrastructure, Development and Enterprise Services, be enacted.
3. That Council commend the Business Stakeholder Working Group and City Staff for their efforts and collaboration on all IOR achievements to date.

**IDE-2016.23      Corporate Asset Management Overview  
and Work Plan**

Approve

1. That the report "Corporate Asset Management Overview and Work Plan," dated July 5, 2016, be received and that staff be directed to proceed with the work plan as outlined.

**IDE-2016.24      Stormwater Funding Study – Implementation  
Strategy**

Approve

1. That the report "Stormwater Funding Study Implementation Strategy," dated July 5, 2016, be received and that staff be directed to proceed with the implementation strategy as outlined.

**IDE-2016.25      Guidelines for the Development of Contaminated  
or Potentially Contaminated Sites**

Approve

1. That the "*Guidelines for Development of Contaminated or Potentially Contaminated Sites*", dated May 2016, be received and approved.

<b>IDE-2016.26</b>	<b>Process Recommendation for Identifying Potential Downtown City-owned Real Estate Partnerships</b>	Approve
<ol style="list-style-type: none"> <li>1. That Council receive report IDE-BDE-1611, dated July 5, 2016, titled "Process Recommendation for Identifying Potential Downtown City-owned Real Estate Partnerships", describing the procurement approach to engaging and identifying potential private sector partners in the development of city-owned downtown real estate.</li> <li>2. That Council endorses the Real Estate Partnership process as described in report IDE-BDE-1611.</li> </ol>		
<b>IDE-2016.27</b>	<b>Sign By-law Variances – 37 Quebec Street</b>	Approve
<ol style="list-style-type: none"> <li>1. That Report 16-49 from Infrastructure, Development and Enterprise dated July 5, 2016 regarding a sign by-law variance for 37 Quebec Street, be received.</li> <li>2. That the request for a variance from the City of Guelph Sign By-law to permit one (1) illuminated sign with an area of 0.38m<sup>2</sup> and projection of 0.76m to be located perpendicular to the building face on the second storey of 37 Quebec Street, be approved.</li> </ol>		
<b>IDE-2016.28</b>	<b>Sign By-law Variances – 111-193 Silvercreek Parkway North</b>	Approve
<ol style="list-style-type: none"> <li>1. That Report 16-50 from Infrastructure, Development and Enterprise dated July 5, 2016 regarding a sign by-law variance for 111-193 Silvercreek Parkway North, be received.</li> <li>2. That the request for a variance from the City of Guelph Sign By-law to permit one (1) illuminated freestanding sign to be located 101m from another freestanding sign at 111-193 Silvercreek Parkway North, be approved.</li> </ol>		

attach.

# **City of Guelph**

## **Waste Resource Innovation Centre**

### **Site Logistics and Yard Waste Rate Structure**

# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Background**

- 2015 negative variance from the approved WRIC budget caused by a number of factors. Mitigating actions initiated by staff in 2016 budget.
- Projected negative variance for 2016 about \$749,000 (\$180,000 for Yard Waste & PDO collections) mostly due to unrealistic revenue projections in the 2016 budget.
- Staff working diligently to mitigate projected (–ve) variance.
- Opportunity to review issues causing this negative variance with a fresh set of eyes and develop mitigating solutions / strategies.

# WRIC – Site Logistics & Yard Waste Rate Structure

## Background

- Change in yard-waste program fee structure implemented in 2016. The fee structure includes:
  - Yard Waste drop off fee - **\$60/T** with first **50Kg** free.
  - Mixed municipal solid waste (grey waste) - **\$75/T**.
- Fee Structure requires each vehicle/load to be weighed before and after drop-off to calculate charges.
- Severely exceeds scale processing capacity at PDO – not practical due to capacity limitations.
- Result – Long wait times, lineups & public complaints & potential ECA non-compliance.



# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Immediate Solution**

- Staff response – Study/research to understand and address the issue initiated.
- Simultaneously immediate steps taken to provide relief to public coming to PDO for yard waste drop-off.
  - Yard-waste carrying vehicles diverted from the scales to Gate #3.
  - Drop-off fee for yard waste waived.
  - Mixed municipal waste vehicles diverted from scales at supervisor discretion.
  - Small MSW loads charged a flat fee of \$3.00 and larger loads directed to scales.

# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Immediate Solution Impact**

- Impact of immediate solution for the Yard waste diversion:
  - Weighing of yard-waste loads eliminated – temporary relief from scale capacity issues.
  - Long line-ups and large wait times reduced considerably.
  - Immediate relief to residents dropping-off yard waste.
  - Challenges in realizing anticipated/budgeted revenues.
  - Ultimately impacts the City's SWR Budget bottom-line if changes are not made.

# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Intermediate Solution**

- Study/research to understand and address the issue carried out.
  - Public consultation/survey on yard waste drop-off preferences.
  - Analysis of existing scale capacity.
  - Jurisdictional scan - Analysis of charges for Comparator Municipalities.
  - Analysis of traffic re-routing and scale re-configuration.
  - Additional analysis of past budgetary trends for budgeted v/s actual revenues from yard waste.

# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Intermediate Solution**

- Public Survey results provide public opinion.
  - Strong support for curb-side yard waste collection to reduce trips to PDO.
  - Preferred wait times of 10 minutes or less in a typical day and no more than 20 minutes at peak periods.
- Current scales severely under-capacity requiring increase in capacity (number of scales) as well as re-configuration.
- Current traffic routing allows heavy vehicles to mix with small cars and vehicles – safety and traffic management issues – requires re-routing and design.

# WRIC – Site Logistics & Yard Waste Rate Structure

## Intermediate Solution

- 2016 yard-waste budgeted revenue projections grossly overstated.
  - 2014 budgeted revenue \$25,000 – actual collection \$24,495.
  - 2015 budgeted revenue \$25,000 – actual collection \$17,534.
  - 2016 budgeted revenue \$215,000 – current approx. \$12,500  
*(based on proposed fee structure in 2016 budget)*
  - Negative variance for 2016 projected at \$180,000.
- Create by-pass lanes at existing PDO scale location to augment/bypass scales at peak, resolve scale capacity issues, improve traffic routing & safety issues.
- Implement new fee structure for remainder of 2016.

# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Intermediate Solution Impact**

- Conceptual design for increasing scale capacity, configuration and traffic re-routing (\$25,000).
- Creation of by-pass lanes at existing scales to resolve current capacity issues (\$200,000).
- Continue yard-waste drop-off without weighing – institute a minimum fee of \$5.00 per load as of 1<sup>st</sup> August 2016.
- Continue weighing MSW – institute a minimum fee of \$5.00 per load as of 1<sup>st</sup> August 2016.
- Commercial yard-waste and MSW drop off rate of \$60.00/T and \$75/T respectively to continue.

# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Long Term Solution**

- Staff to study and develop a curb-side yard waste collection program combined with current loose-leaf pick-up program in consultation with Public Works Operations.
- Review drop-off fee structure to complement the service level enhancement of curb-side yard pick-up.
- Design, develop and install additional scales to augment current scale capacity (capital investment).
- Develop a business case and bring forward long-term solutions to Council as a part of 2017 budgeting process.

# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Recommendations**

- Provision of free drop-off for first 50Kg residential yard-waste be rescinded.
- New minimum residential yard-waste drop off fee (as of 1<sup>st</sup> August 2016) - \$5.00 per load.
- New minimum mixed-solid-waste drop off fee (as of 1<sup>st</sup> August 2016) - \$5.00 per load.
- Commercial rate of \$60.00/T be applied for yard-waste as well as \$75/T for mixed-solid-waste in combination with the minimum fee of \$5.00.



# **WRIC – Site Logistics & Yard Waste Rate Structure**

## **Recommendations**

- Transfer of \$25,000 from Greenhouse Gas Reserve to WRIC Capital account for conceptual design of new scale infrastructure.
- Transfer of \$200,000 from Greenhouse Gas Reserve to WRIC Capital account for design and construction of bypass lanes to address interim capacity issues, site access, egress and safety.

A decorative wavy line runs horizontally across the top of the slide, just below the logo. It is composed of a series of small, colored squares in shades of blue, green, yellow, and orange, creating a rainbow-like effect.

**THANK YOU**

# STAFF REPORT

TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 5, 2016

**SUBJECT Waste Resource Innovation Centre (WRIC)  
Site Logistics, Yard Waste and Rate Structure**

REPORT NUMBER

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

Provide an update for Council on the status of immediate term actions taken to address customer concerns and identified processing bottlenecks, provide interim recommendations to allow for improved site access, egress and safety and to discuss long-term WRIC requirements for inclusion and consideration as part of the 2017 capital program in the 10-year Solid Waste Resources (SWR) capital forecast.

### KEY FINDINGS

- The fee structure with respect to yard waste as contemplated in the approved 2016 User Fee By-law and 2016 SWR Budget is not practicable due to the volume of yard waste received and limited scale capacity at the WRIC site.
- Revenue projections associated with the yard waste component of the approved 2016 User Fee By-law are over stated due to the practical limitations associated with scale capacity as well as the inclusion of a free component for loads under 50kg. SWR is currently projecting an \$180,000 year-end negative variance associated with the yard waste component of the approved 2016 budget.
- The City of Guelph currently has the lowest minimum public drop-off fee for mixed solid waste among comparator municipalities at \$3.00 per load, whereas the majority of municipalities within our municipal comparator group are at \$5.00 or more per load.
- Increasing the minimum fee for mixed solid waste to \$5.00 and adding a minimum residential yard waste fee of \$5.00 will address and mitigate the current projected negative variance associated with yard waste in 2016.
- Feedback obtained through an on-line community survey that ran from May 2 to May 26 which received 534 responses showed that there is strong support for an expanded curbside yard waste collection program, and that the desired wait time at the WRIC is less than ten minutes on

average and less than 20 minutes at peak times.

- Benefits of an expanded curbside yard waste program include reduced traffic as well as wear and tear on roadways and at the WRIC site. Additionally reducing traffic flow through an expanded curbside yard waste program reduces the carbon footprint associated with the current yard waste disposal practice by an estimated 200 tonnes of carbon dioxide equivalent (CO<sub>2</sub>) per year. Further an expanded curbside yard waste collection in conjunction with a yard waste disposal fee at the WRIC encourages other green initiatives such as backyard composting and grass-cycling.
- Moving to an expanded curbside yard waste collection program in conjunction with a minimum yard waste fee is recommended by staff. The envisioned expanded program would see yard waste collection increase from two (2) weeks in the spring and (2) weeks in the fall to regular bi-weekly collection running from April to November annually per best practice.
- An expanded curbside program will also support the current loose leaf collection service provided by the City's Operations Department and will enhance service levels by providing greater predictability and efficiency in terms of scheduling and conversion of the equipment utilized to support the loose leaf program operations to winter control operations. Further, a curbside yard waste program operated in conjunction with the loose leaf program provides the greatest flexibility to address variable seasonal peak leaf-shedding loads.
- Scale capacity is limited under peak conditions (excluding yard waste) and expanded scale capacity is required to meet customer expectations and current and future demands.
- Expanded scale capacity is also desirable to enhance site logistics and way-finding, enhance commercial operations and to separate commercial and residential uses of the WRIC site to promote enhanced site safety.

## **FINANCIAL IMPLICATIONS**

The current projected year-end negative operating variance of \$180,000 that is attributable to unrealistic yard waste revenue projections that were put forward in the 2016 budget can be offset through an increase in the minimum public drop-off fee for mixed solid waste from \$3.00 to \$5.00 per load and the introduction of a new minimum residential yard waste drop off-fee of \$5.00 per load for the remainder of 2016 (August to December) in conjunction with elimination of the free 50 kg. yard waste drop-off at the Public Drop Off Facility.

An expanded curbside yard waste collection program is recommended as a service level increase in 2017 and will be included for consideration as part of the 2017 budget process. The proposed service level increase will also address fee changes required to fund the program as well as a mechanism to review the

fee structure.

Additionally, the curb-side yard waste collection program presents an opportunity for other socio-economic benefits including estimated reduction in carbon footprint associated with yard waste disposal activities, reduced wear and tear on public infrastructure, reduced wear and tear on personal vehicles, reduced vehicle idling both on site and due to traffic congestion (not factored into carbon footprint reduction estimate discussed previously), reduced fuel cost for personal vehicles and more discretionary time for residents.

Interim site works and conceptual design work is required in 2016 to address the unanticipated bottlenecks associated with the new public drop off facility as well as conceptual design to address identified limitations in scale capacity. This will also provide budgetary estimates for inclusion in the 2017 capital budget and 10 year capital forecast. Staff are currently working to develop costs in order to provide a more robust interim solution. To facilitate this effort staff is recommending that \$200,000 be transferred from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop Off Facility for interim site works to enhance access, egress and safety. Further staff is recommending that \$25,000 be transferred from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop Off Facility to support the required conceptual design work.

## **ACTION REQUIRED**

City Council approve the WRIC Site Logistics, Yard Waste and Rate Structure report and recommendations

## **RECOMMENDATION**

1. That the report from Infrastructure, Development and Enterprise dated July 5, 2016 entitled "Waste Resource Innovation Centre (WRIC) Site Logistics, Yard Waste and Rate Structure" be received.
2. That staff be directed to increase the minimum fee for mixed solid waste from \$3.00 to \$5.00 as of August 1st, 2016.
3. That staff be directed to implement a new minimum residential yard waste fee of \$5 per load as of August 1st, 2016.
4. That the provision of free drop-off of the first 50 kg. of yard waste at the Public Drop-off Facility for commercial and residential loads as approved in the 2016 User Fee By-law be rescinded and that the commercial rate of \$60 per tonne be applied to all commercial operations in addition to the minimum \$5.00 fee.

# STAFF REPORT

5. That staff be directed to transfer \$200,000 from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop-Off Facility and proceed with interim site works to enhance site access, egress and safety.
6. That staff be directed to transfer \$25,000 from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop-Off Facility and that staff proceed with conceptual design of new scale infrastructure and site works in 2016 and that budgetary numbers be included for consideration as part of the 2017 capital program.

## BACKGROUND

As part of the 2016 budget process, the 2016 User Fee By-law was passed on December 9th, 2015 and signed on December 10th, 2015. Embedded in the By-law were changes to the fee structure associated with the collection and disposal of residential yard waste. In 2015 there was a fee for commercial yard waste disposal at the Public Drop-off Facility at SWR and residential drop-off was free, however in 2016 the fees for commercial and residential were harmonized meaning that there would be a charge for residential yard waste disposal in 2016 and that all residential yard waste loads therefore needed to be weighed in order to determine the applicable charge. Additionally, there was a provision of waiver of any drop-off fee if the yard waste weighed less than 50 kg.

Based on feedback received as the yard waste season ramped up it became apparent that there was confusion about the new requirement to have residents pay for yard waste disposal and that excessive wait-times and processing bottlenecks were being experienced at the WRIC. A staff review determined that the financial assumptions, the technical assumptions as well as process assumptions associated with the yard waste fee structure were flawed. These flawed assumptions flowed through to the projected revenue associated with yard waste disposal and that was carried forward as part of the 2016 budget process.

At issue is the fact that there existed a shortfall in scale capacity at the WRIC site which in turn was exacerbated by the 2016 fee requirement to weigh all residential vehicles carrying garbage and yard waste.

As a result of community feedback and experiences, a fee structure review was initiated and internal workshops held to determine the root cause of the problem and to identify and implement interim solutions. Further it was discovered that in light of the free component attributable to yard waste and limitations in scale capacity, the 2016 revenue projections were overstated by approximately \$180,000. For context the budgeted revenue for yard waste in 2014 and 2015 was \$25,000 each year and actual revenue for 2014 and 2015 was \$24,495 and \$17,534 respectively. Conversely the 2016 approved SWR budget yard waste revenue projection is \$215,000.

# STAFF REPORT

Based on the findings of the internal review and in order to address the immediate concerns and enhance customer service and site safety it was determined that both the fee collection mechanism and the associated anticipated revenue were unrealistic. As an immediate step to provide relief to the citizens, the yard waste fee structure was waived until an assessment of options could be completed.

As part of the immediate term solution dedicated yard waste loads were directed to Gate #3 to address yard waste traffic volumes. Further in order to handle peak capacity requirements for municipal solid waste (MSW) only and excluding yard waste the site and scale configuration was reconfigured for Saturday operations. Currently on Saturday's vehicular traffic with mixed solid waste is being weighed in on the commercial scale at Gate #2. Customers are then directed to the new public drop off and then weighed out through one of two scales, both operating in outbound mode, at the PDO at Gate #1. In addition, staff are actively managing traffic volumes and during peak traffic times, to manage wait times and peak traffic load, inbound vehicles with mixed waste loads estimated to be below the minimum 50 kg. threshold may be directed by staff to bypass the scale and pay the current \$3.00 minimum fee to an attendant.

## REPORT

A community survey with respect to yard waste (Attachment 1), an assessment of site utilization and scale capacity (Attachment 2), a scan of capabilities, fees and practices of other operating authorities in our municipal comparator group (Attachments 3) and safety, traffic and way-finding assessments were undertaken to assess utilization patterns and community preferences relative to current and future needs in order to better inform near-term decisions as well as future programming and infrastructure requirements. This above work revealed the following key observations:

1. Strong support among respondents for an expanded curbside yard waste collection program;
2. An expectation among respondents for wait times at the WRIC of less than 10 minutes on average and less than 20 minutes during peak times;
3. Scale capacity at the WRIC is limited at peak times for municipal solid waste and completely inadequate when residential yard waste is added;
4. Operating authorities that offer comprehensive curbside yard waste collection programs charge a premium fee at the waste management site in order to promote use of the curbside collection program;
5. The City of Guelph currently has the lowest minimum mixed solid waste fee among those surveyed at \$3.00 per load whereas the majority of municipalities within our municipal comparator group are at \$5.00 or more;
6. There are several opportunities to enhance way-finding at the WRIC site through signage and site layout modifications; and,

7. That separating residential and commercial operations is recommended in order to better manage traffic congestion, minimize confusion and enhance site safety and overall customer experience.

To elaborate further on the above, moving to an expanded curbside yard waste collection program and applying a yard waste fee at the WRIC has additional benefits in terms of reduction of road and site traffic; reduction in carbon footprint associated with the current yard waste handling practice by an estimated 200 tonnes CO<sub>2</sub> equivalent per year; and, promoting other green initiatives such as backyard composting and grass-cycling.

The expanded curbside program envisioned and modelled for Guelph would be bi-weekly commencing in April and ending in November of each year and would run, at least initially and depending on program uptake, in addition and as a complement to the current loose leaf collection service offered by the City's Operations Department. A bi-weekly curbside yard waste collection program would in part address some of the concerns voiced as part of the yard waste survey (Attachment 1) regarding the City's loose leaf program by creating more options for residents to manage fall leaf-shedding volumes and peak demand.

The loose leaf program will be monitored (weights and volumes) to determine the impact of the bi-weekly curbside collection program to determine future optimization potential up to and including modification of or transition from providing loose leaf service in favour of bi-weekly curbside yard waste collection if warranted. Having said that, there will always remain a requirement to keep the right of way clear of loose leaves that the public will not collect and therefore it is not envisioned that the loose leaf program conducted by Operations department will be minimized to zero. Staff will develop a business case for the proposed curbside yard waste and loose leaf collection and will bring it to the attention of Council in 2017 budget process.

In order to meet customer service expectations with respect to wait times at peak day utilization, doubling of scale capacity at the public drop-off is required. Although the immediate term peak solution appears to be working it is not desirable in the interim nor long term due to the fact that it requires two of the three scales currently on site at the WRIC to operate in reverse direction thereby requiring patrons to exit their vehicle to complete transactions, leading to further delays in transaction handling operations.

Further all of the scales at the WRIC are currently designed for heavy truck use with elevations and approach lengths that are not suitable for light trucks and passenger vehicles thereby compounding issues related to transaction times. Finally due to the location of the scales on site, during peak Saturday operation patrons are required to follow a convoluted path from the inbound scale at Gate #2 (commercial) to the public drop off to offload, and then to exit via Gate #1.



# STAFF REPORT

Constructing purpose built scale capacity address the constraints as identified (Attachment 2). Additional scale capacity is required to accurately measure inbound and outbound loads in order to understand the effectiveness of various diversion programs, to develop meaningful budget numbers, to support further planning and program development, to facilitate regulatory reporting per the site environmental certificate of approval as well as to provide enhanced customer service by ensuring equity among customers i.e., all loads are weighed, thereby reducing opportunities for dispute and conflict.

Taking advantage of the new public drop-off site and capacity to plan for and construct purpose built scale capacity creates opportunities to consolidate the recycling zone currently at Gate #3 into the public drop-off at Gate #1 thereby creating capacity at Gate #3 for special diversion programs while allowing the incorporation of best practices into the public drop-off facility at Gate #1 such as the ability to drop off recyclables before going over the scale to be weighed for mixed solid waste. Additional scale capacity also allows for the repurposing of the existing commercial scales to enhance commercial operations and creates the required separation of commercial and residential operations. Further, this strategy greatly simplifies operations and enhances way-finding and safety for both residential and commercial customers.

It is envisioned that in the future, Gate #1 will be dedicated to public drop-off traffic needs, Gate #2 will be dedicated to commercial traffic needs, and that Gate #3 will be dedicated to the existing household hazardous waste depot and special diversion programs such as the bike reuse program. To that end it is staff's recommendation that conceptual design work be completed in 2016 to generate budgetary numbers for consideration as part of the 2017 capital program and 10 year capital forecast. To facilitate the conceptual design and costing effort, staff are recommending that \$25,000 be transferred from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop-Off Facility.

Until the long term solution described above can be budgeted for, designed and implemented there is a need to move forward from the immediate term solution to an interim solution that addresses the convoluted route experienced on Saturdays and the current need to run scales in a backward configuration, in order to create enough outbound capacity to address the traffic volumes experienced.

To address peak conditions in the interim, a kiosk and additional by-pass lanes are required to be constructed around the existing scale house leading to the new public drop-off area (Gate #1). The conceptual interim lane layout is illustrated in Attachment #4. With these changes, Gate #1 will then become the dedicated public drop-off gate as intended. Also, and under the interim scenario yard waste will continue to go to Gate #3 for the remainder of 2016 and for the duration of the interim solution where the proposed yard waste disposal fee would be collected. Mixed solid waste loads will be weighed and charged at Gate #1 with the provision of by-passing traffic during peak times by utilizing the minimum fee component for

# STAFF REPORT



loads estimated to be below 50 kg. Way-finding enhancements will also be implemented as part of the interim solution. To facilitate the interim effort, staff are recommending that \$200,000 be transferred from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop Off Facility.

## **CORPORATE STRATEGIC PLAN:**

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions
- 2.2 Deliver public services better
- 2.3 Ensure accountability, transparency and engagement
- 3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City

## **FINANCIAL IMPLICATIONS:**

The current projected negative operating variance of \$180,000 that is attributable to unrealistic yard waste revenue projections that were put forward in the 2016 budget can be offset through an increase in the minimum public drop off fee for mixed solid waste from \$3.00 to \$5.00 per load and the introduction of a new minimum residential yard waste drop off fee of \$5.00 per load for the remainder of 2016 (August to December).

An expanded curbside yard waste collection program is recommended as a service level increase in 2017 and will be included for consideration as part of the 2017 budget process. The proposed service level increase will also address fee changes required to fund the program as well as recommend a mechanism to review the fee structure.

The proposed increase in service levels through curbside yard waste collection presents opportunities for other socio-economic benefits including the estimated reduction in carbon footprint associated with yard waste disposal activities, reduced wear and tear on public infrastructure, reduced wear and tear on personal vehicles, reduced vehicle idling both on site and due to traffic congestion (not factored into carbon footprint reduction estimate discussed previously), reduced fuel cost for personal vehicles and more discretionary time for residents.

Interim site works and conceptual design work is required in 2016 to address the unanticipated bottlenecks associated with the new public drop-off facility as well conceptual design to address identified limitations in scale capacity and to provide budgetary estimates for inclusion in the 2017 capital budget and 10 year capital forecast. Staff are working to develop costs in order to provide a more robust interim solution. To facilitate this effort staff are recommending that \$200,000 be transferred from Reserve 352 – Greenhouse Gas Reserve to capital account WP0001 New Public Drop Off Facility. Further staff are recommending that \$25,000 be transferred from Reserve 352 – Greenhouse Gas Reserve to capital account

# STAFF REPORT

WP0001 New Public Drop Off Facility to support the required conceptual design work.

## DEPARTMENTAL CONSULTATION:

Communications  
Finance  
Operations

## COMMUNICATIONS:

- A community survey was conducted between May 2 and May 26 to determine preferences with respect to yard waste services and wait times.
- SWR will continue to work closely with communications to update the communications plan to ensure critical information with respect to services and fees is communicated in a timely and effective manner.

## ATTACHMENTS

ATT-1 Yard Waste Survey Report  
ATT-2 Site Utilization and Scale Capacity  
ATT-3 Municipal Comparator Scan  
ATT-4 PDO Scale Interim Configuration

### Report Author

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### Approved By

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Report to Infrastructure, Development and Enterprise Committee  
July 5, 2016  
WRIC Site Logistics, Yard Waste and Rate Structure

**Attachment #1**

## **Yard Waste Survey Report**

### **Executive Summary**

A survey was advertised and then posted online through the City of Guelph's website to understand resident opinions and perceptions about the current yard waste programs and services offered. The survey was available for 24 days during the period of May 2 to May 26, 2016. The respondents were able to self-select themselves for participation, and no controls were placed on the sample. This information should be used for guidance and directional information only. A total of 534 participants responded to the survey.

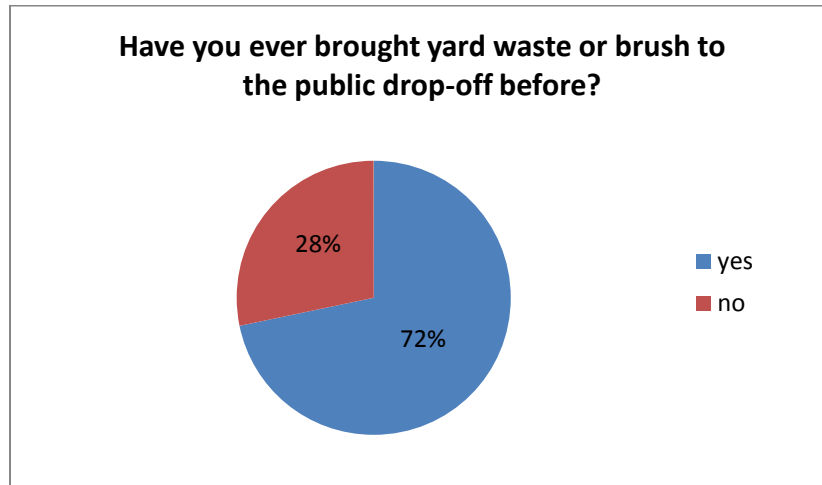
#### **Key Insights**

- 57% of respondents indicated they brought yard waste to the public drop-2-5 times per year, while a further 20% brought yard waste more than 6 times year
- 60% of the respondents brought between 2-4 bags or bundles of yard waste/brush while an additional 37% brought 5 bags or more per load
- About half (51%) of residents absolutely support the City collecting yard waste at the curb more often with another 23% tending to think so. 84% of survey respondents felt that on a typical day a reasonable amount of time to wait for service at the public drop off is less than 10 minutes while 57% of respondents indicated that during peak times (weekends or a busy season) a reasonable amount of time to wait for service would be less than 20 minutes.

WRIC Site Logistics, Yard Waste and Rate Structure  
Attachment #1 (cont'd)

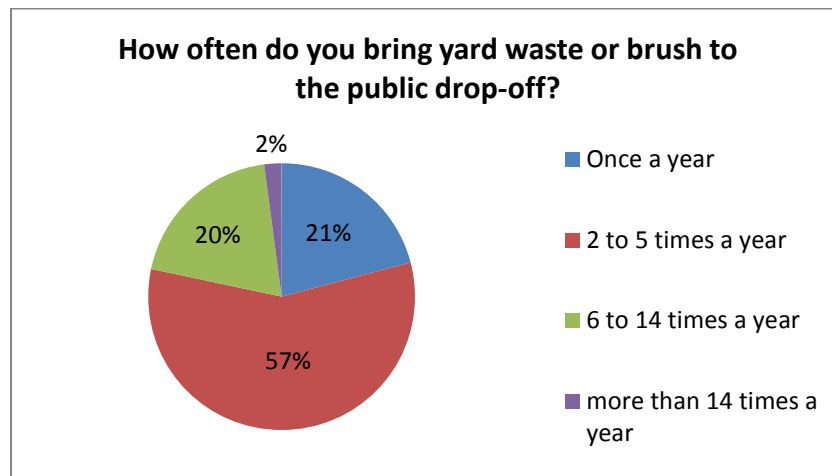
## Survey Questions and Responses

*Question #1: Have you ever brought yard waste or brush to the public drop-off before?*



Response	Count
yes	383
no	151
<b>Total</b>	<b>534</b>

*Question #2: How often do you bring yard waste or brush to the public drop-off?*

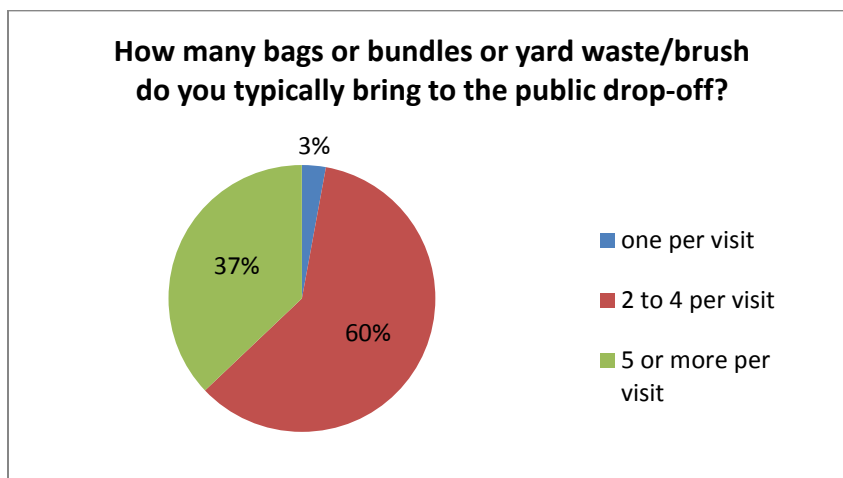


Response	Count
Once a year	80
2 to 5 times a year	220
6 to 14 times a year	75
more than 14 times a year	8
<b>Total</b>	<b>383*</b>

\*Only participants who answered "yes" to Question #1 were prompted to answer Question #2.

WRIC Site Logistics, Yard Waste and Rate Structure  
Attachment #1 (cont'd)

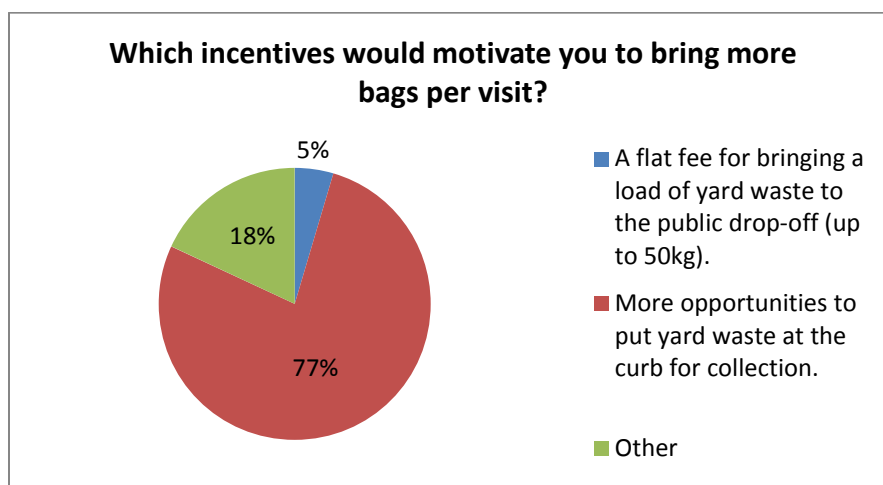
*Question #3: How many bags or bundles of yard waste/brush do you typically bring to the public drop-off?*



Response	Count
one per visit	11
2-4 per visit	230
5 or more per visit	142
<b>Total</b>	<b>383*</b>

\*Only participants who answered "yes" to Question #1 were prompted to answer Question #3.

*Question #4: Which incentives would motivate you to bring more bags per visit?*

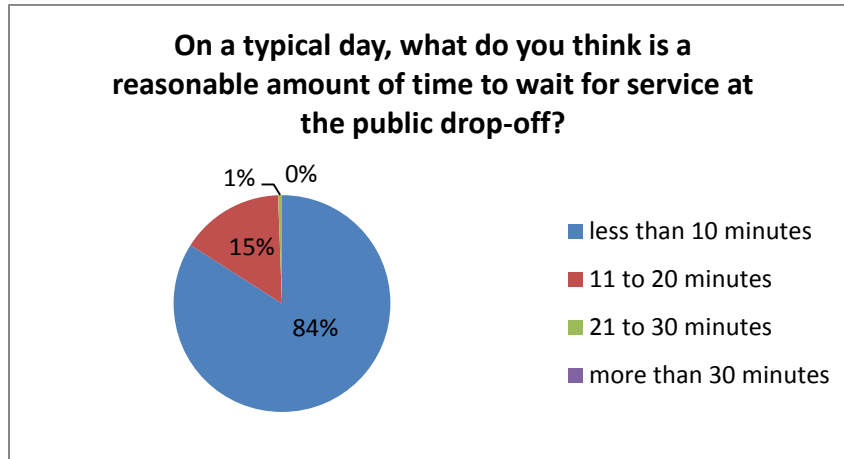


Response	Count
A flat fee for bringing a load of yard waste to the public drop-off (up to 50kg).	18
More opportunities to put yard waste at the curb for collection.	304
Other	71
<b>Total</b>	<b>363</b>

\*Only participants who answered "yes" to Question #1 were prompted to answer Question #3.

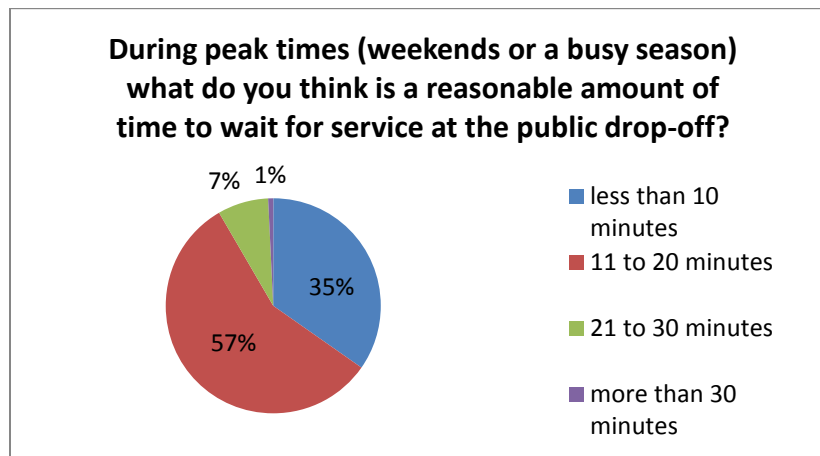
WRIC Site Logistics, Yard Waste and Rate Structure  
Attachment #1 (cont'd)

*Question #5: On a typical day, what do you think is a reasonable amount of time to wait for service at the public drop-off?*



Response	Count
less than 10 minutes	443
11 to 20 minutes	81
21 to 30 minutes	3
more than 30 minutes	0
<b>Total</b>	<b>527</b>

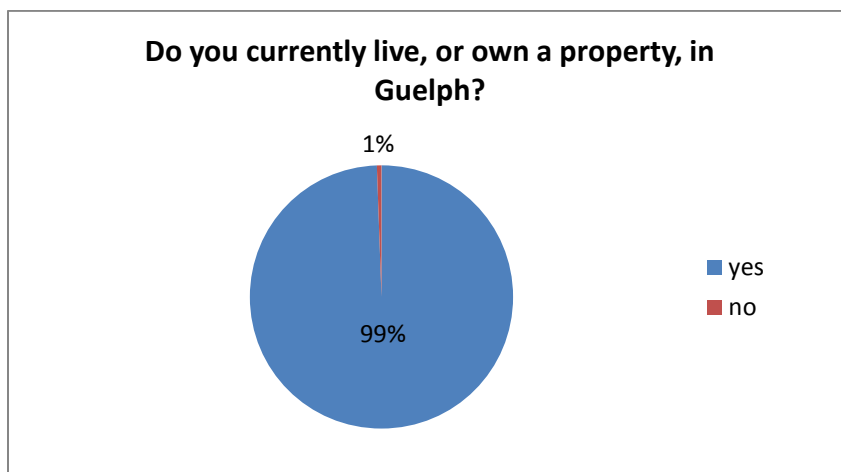
*Question #6: During peak times (weekends or a busy season) what do you think is a reasonable amount of time to wait for service at the public drop-off?*



Response	Count
less than 10 minutes	182
11 to 20 minutes	298
21 to 30 minutes	40
more than 30 minutes	4
<b>Total</b>	<b>524</b>

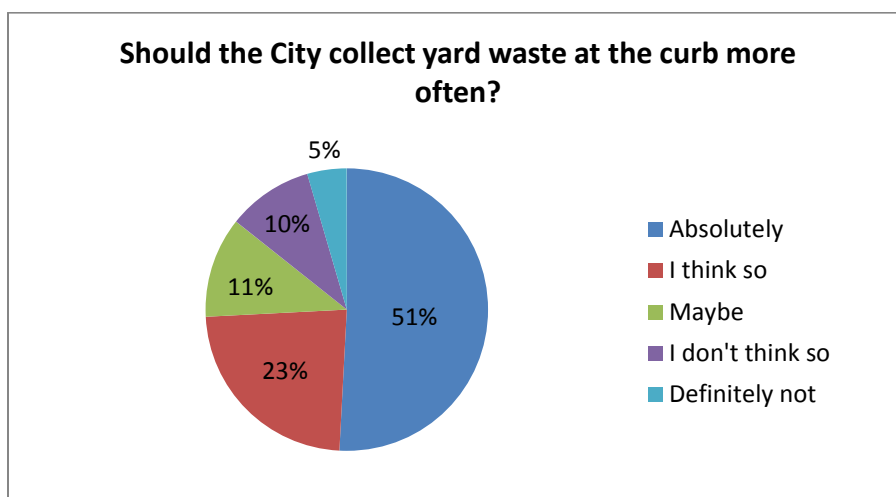
WRIC Site Logistics, Yard Waste and Rate Structure  
Attachment #1 (cont'd)

*Question #7: Do you currently live or own property in Guelph?*



Response	Count
yes	531
no	3
<b>Total</b>	<b>534</b>

*Question #8: Should the City collect yard waste at the curb more often?*

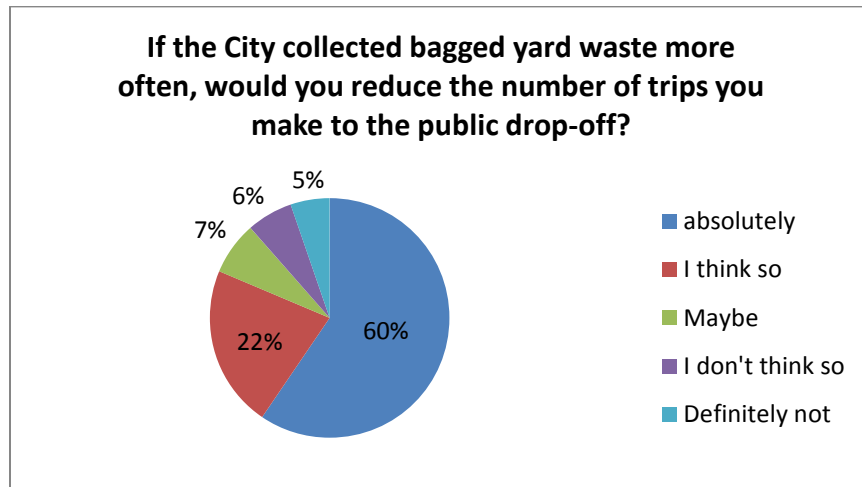


Response	Count
Absolutely	270
I think so	124
Maybe	61
I don't think so	52
Definitely not	24
<b>Total</b>	<b>531</b>



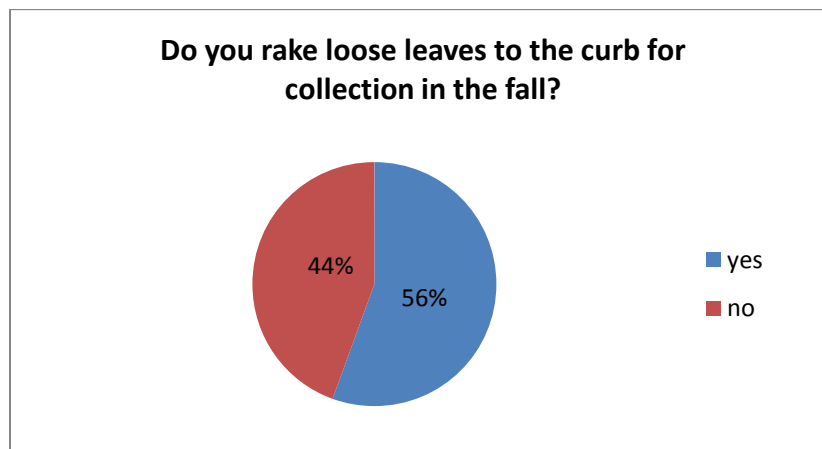
WRIC Site Logistics, Yard Waste and Rate Structure  
Attachment #1 (cont'd)

*Question #9: If the City collected bagged yard waste more often, would you reduce the number of trips you make to the public drop-off?*



Response	Count
Absolutely	316
I think so	116
Maybe	38
I don't think so	33
Definitely not	28
<b>Total</b>	<b>531</b>

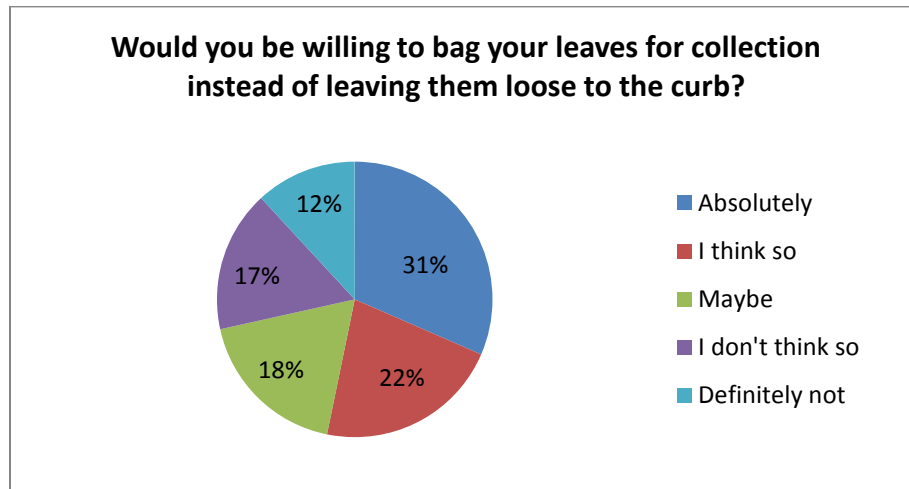
*Question #10: Do you rake loose leaves to the curb for collection in the fall?*



Response	Count
Yes	295
No	236
<b>Total</b>	<b>534</b>

WRIC Site Logistics, Yard Waste and Rate Structure  
Attachment #1 (cont'd)

*Question #11: Would you be willing to bag your leaves for collection instead of leaving them loose to the curb?*



Response	Count
Absolutely	93
I think so	64
Maybe	54
I don't think so	49
Definitely not	35
<b>Total</b>	<b>295*</b>

\*Only participants who answered "yes" to Question #10 were prompted to answer Question #11.

WRIC Site Logistics, Yard Waste and Rate Structure  
Attachment #1 (cont'd)

### **Additional Comments from Respondents:**

There were 272 (51%) respondents that provided additional comments. Staff conducted content or theme analysis of the responses, identified specific topics, and tallied the various requests and comments made accordingly as presented in the table below.

<b>Topic or request</b>	<b>Count (times mentioned in open ended comments)</b>
Desire more frequent curbside collection.	105
Appreciate services and communications as they are.	38
Yard waste drop-off should be free.	29
Are opposed to the loose leaf collection program. Concerns were noted related to parking, slippery conditions, blowing leaves, blocking storm drains, and collection issues.	24
Improved communications needed are needed. Specifically regarding what to do with soil/sod, yard waste collection days (maybe put in calendar), where to go on-site, mulching, and that yard waste can go in organics.	19
Desire later spring collection (many wish it were post May 24 weekend).	18
Suggested larger green bins or additional carts for yard waste collection.	15
Complaints about new design of the public drop-off.	13
Wants loose leaf collection to continue.	8
Desire no yard waste collection at curb.	5
Desire yard waste collection in the fall to be later in the year.	5
Desire satellite drop off locations (near the west end specifically noted).	5
Should reintroduce Christmas tree collection program.	5
Provide compost or mulch from Christmas trees to residents for free.	3
Concerned about using paper bags because they break down when wet.	3
Promote mulching by selling mulching blades or by having City staff mulch leaves at curb.	2
Suggests no parking during loose leaf collection period.	2
Complaints about PDO staff – too many staff, not happy with service.	2
Greater enforcement of rules needed (by-law).	1
After hours drop-off desired.	1
Thinks we should pick up branches more than 2" thick at the curb as long as they are cut into an appropriate size for pick-up.	1
Complaint regarding staff who pick up leaves not doing a good enough job.	1

# **City of Guelph Solid Waste Resources WRIC Site Utilization and Scale Capacity Analysis**

03-June-16

## **1. Summary**

An analysis of the City of Guelph Waste Resources Innovation Centre site utilization and scale capacity was undertaken to assess utilization patterns relative to current and future needs in order to better inform near term decisions as well as future programming and infrastructure requirements. It is envisioned that this assessment will be incorporated into and updated through and as part of planned updates of the Solid Waste Management Master Plan.

The assessment revealed that there are current limitations with respect to scale capacity relative to peak traffic volume at the WRIC that cause excessive wait times (community expectations discussed below) for mixed solid waste (MSW) loads. The addition of yard waste exacerbates this issue and can double the loads received at the site during peak season. The assessment revealed that it is not currently practical to weigh yard waste with the current scale infrastructure at the WRIC.

A scan of 8 municipal/regional operating authorities in the GTHA revealed highly varied approaches to yard waste programming and capacity management based on site specific community needs, however the scan revealed similar peak day issues as experienced by the City of Guelph with wait times approaching or in excess of 1 hour on peak days, as well as the associated traffic control concerns i.e., traffic back up off site and onto public roadways.

Operating authorities had varied approaches to managing traffic congestion including scale capacity designed for peak loads, adding queuing capacity through the incorporation of long turn lanes on public roads leading into the site, having staff manage and direct traffic, having police officers manage and direct traffic, and through the use of by-pass lanes around the scale house on site, used as a solution or in combination with the aforementioned approaches.

The assessment revealed that service level expectations around peak requirements need to be factored in, in addition to site specific considerations such as layout, services provided on site and utilization patterns in order to create the context for planning and required capital infrastructure. To that end, the City of Guelph conducted a community survey to assess preferences, specifically targeting yard waste and expectations around wait times. The results indicated that there was strong support from respondents to move to a curbside yard waste collection program and for wait times of 10 minutes or less on average and 20 minutes or less at peak times.

## Attachment #2

An analysis of peak day hourly demand was conducted and revealed that peaking periods of several consecutive hours can be experienced on a peak day where processing requirements can exceed 100 transactions per hour. Multiple factors can impact transaction time including but not limited to equipment reliability, queue time, reaction time of customers and scale operators (new operator vs. seasoned), questions and clarifications, cash handling/debit and credit card handling and dispute resolution. For the purposes of the assessment an upper (conservative) and a lower transaction time (best case) were assessed of 1 minute per transaction and 30 seconds per transaction respectively which represent the range of transaction times that can be experienced at the WRIC based on staff experience and data.

Due to practical limitations in the data management system Monday was assessed (the 2<sup>nd</sup> busiest peak day next to Saturday) as the data was most representative i.e., a “mass create” or bulk transaction feature is used on Saturdays due to transaction volume that can skew the results when assessed on an hourly basis thereby creating artificial peak numbers. In order to account for this a factor of 15.5% has been applied to the Monday data which represents the increased traffic volume experienced on a Saturday.

Peak wait times were assessed against the 50<sup>th</sup>, 75<sup>th</sup> and 95<sup>th</sup> percentile at the 20<sup>th</sup> customer in line meaning that for example at current 50 percent of the time the 20<sup>th</sup> customer in line will experience wait times of less than 11.7 to 23.5 minutes and 50 percent of the time the 20<sup>th</sup> customer in line will experience wait times in excess. At the 75<sup>th</sup> percentile the 20<sup>th</sup> customer in line will experience wait times of less than 18.8 minutes and 37.5 minutes and 25 percent of the time the customer will experience wait times in excess. At the 95<sup>th</sup> percentile the 20<sup>th</sup> customer in line will experience wait times of less than 23.9 minutes and 47.8 minutes and 5 percent of the time the customer will experience wait times in excess.

The peak wait time assessment in conjunction with the community survey results revealed that at the 20<sup>th</sup> customer in line customer service expectations are met ~50% of the time depending on transaction time. This means that customer service expectations are not met approximately 50% of the time at the 20<sup>th</sup> customer in line and are worse for customers further down in the queue. Further, the assessment is one-way. Total customer experience is the product of inbound transaction time, plus offloading time plus outbound transaction time. Compounding factors that make meeting customer service expectations more challenging under the current scenario include sustained peak periods of 3-4 hours whereby processing requirements exceed 100 transactions per hour necessitating the need for faster processing times and thereby creating less flexibility or buffer to account for the factors that can negatively impact transaction and processing times.

## Attachment #2

Further analysis reveals that doubling both inbound and outbound scale capacity eliminates the current bottleneck at peak times (excluding yard waste) and that based on current growth rates (5.9% over the most recent census period) the investment in scale capacity would provide continued customer service benefits both in terms of turnaround time and transparency by having all loads weighed over the 10 year planning horizon. Having said that based on processing time excessive wait times could be experienced by some in 2026. In conjunction with additional scale capacity, site design and technological advancements should be leveraged to reduce transaction times as well as make transaction times more predictable to extend scale capacity and provide continued customer service benefits and to facilitate future planning.

### **2. Site Utilization**

Figure 1 illustrates WRIC site utilization. In 2015 the WRIC processed approximately 75,000 loads of yard waste and brush and 94,000 loads of Municipal Solid Waste (MSW). Receiving yard waste at the WRIC greatly increases site utilization and demands on infrastructure. The current scale capacity at the WRIC (discussed in more detail in section #3) is insufficient to weigh yard waste. In addition scale capacity relative to MSW is limited with under peak conditions. Figure 2 illustrates peak day sustained peak hour conditions which also need to be factored in to the analysis of scale capacity relative to the peak hour assessments, discussed further in section 3. The implications of sustained peaking means that issues experienced in hour #1 can impact and compound in hour #2 and so on to create an extremely aggravated condition. In light of the above, yard waste has been excluded from the scale capacity discussion and requires separate consideration.

Figure 1: Monthly WRIC Utilization

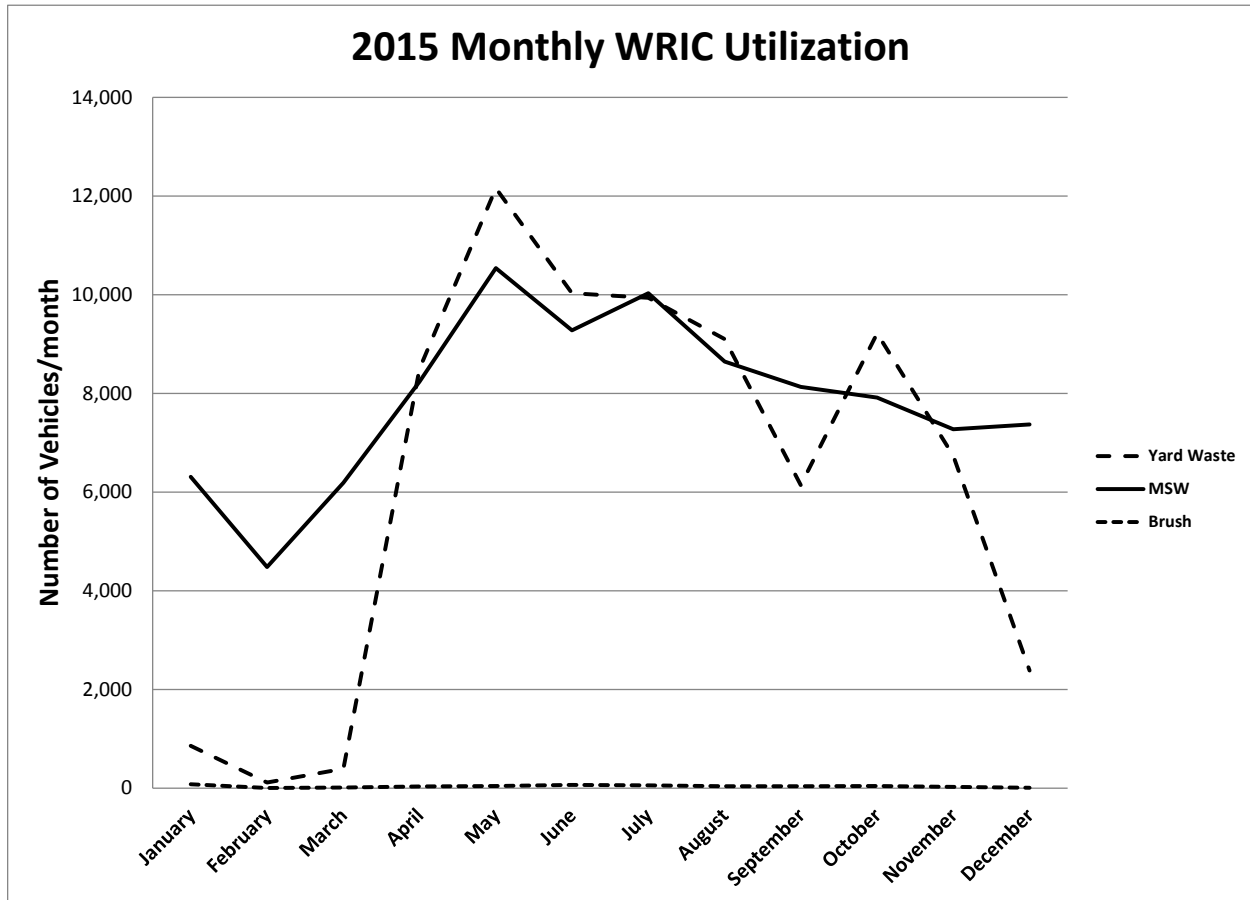


Figure 2: Peak Day Site Utilization Curve

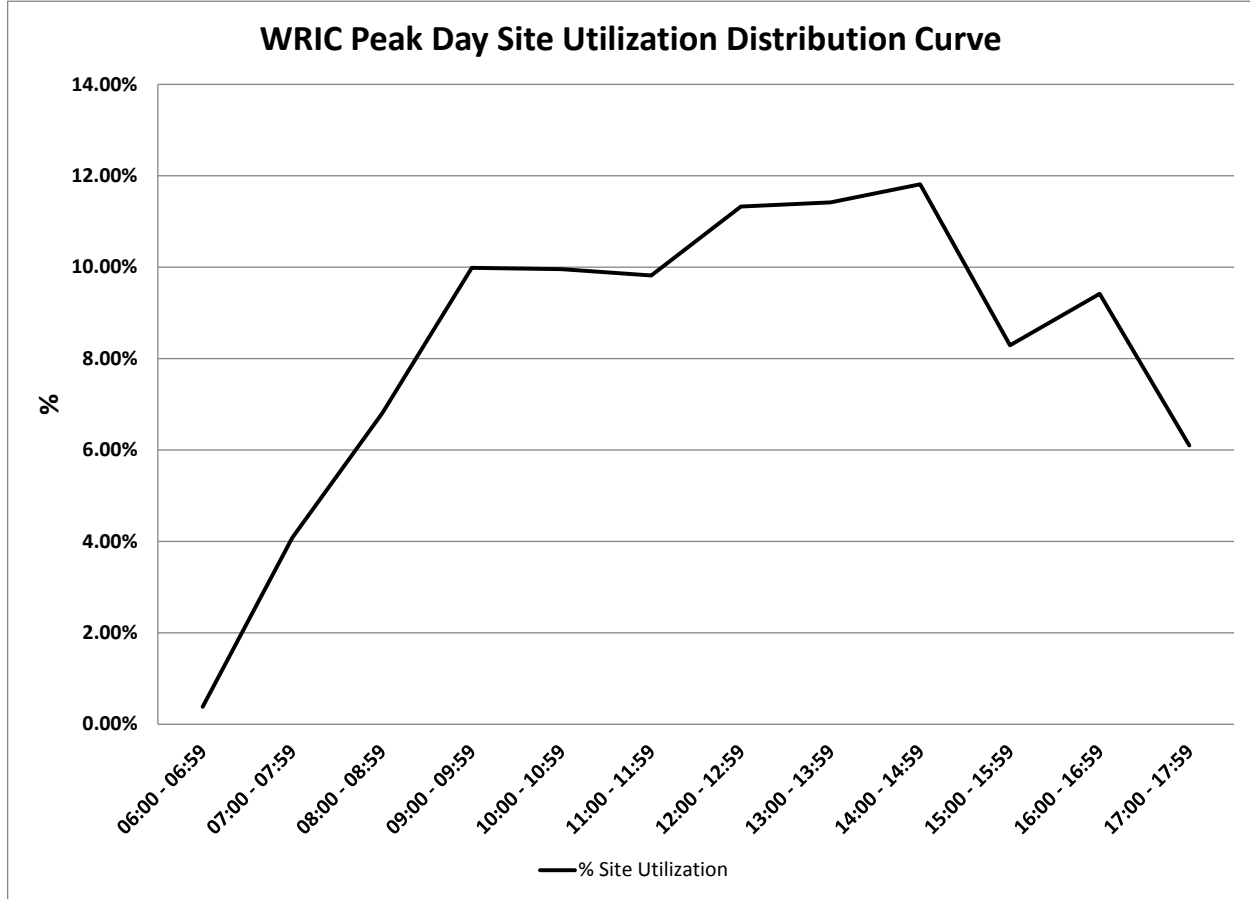
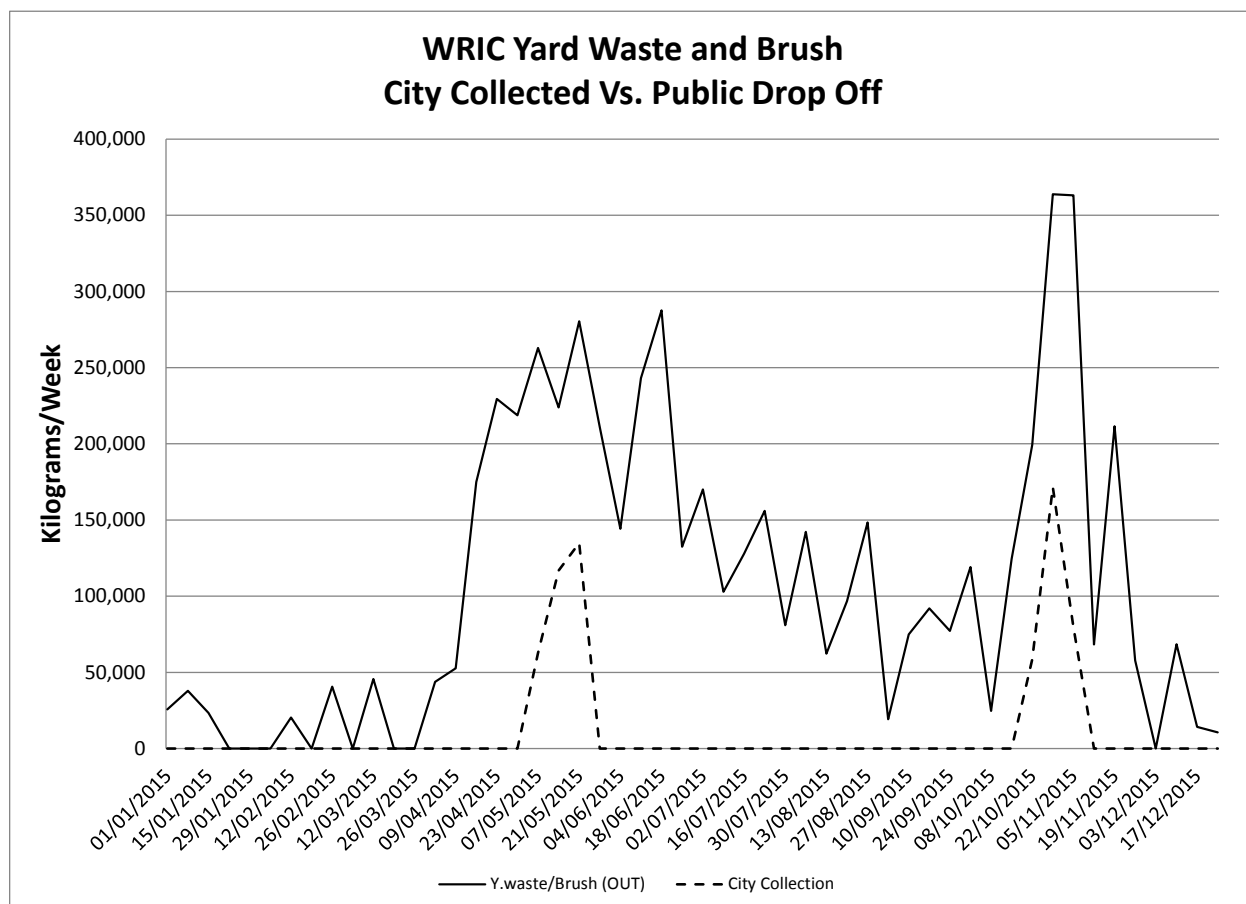


Figure 3 illustrates the impact of SWR's current spring and fall yard waste collection program relative to the volume received and process at the site through the public drop off of yard waste. The City's current program coincides with peak season and has the effect of shaving peak load king to the site. Additionally in the fall the City provides loose leaf collection services that also coincide with the fall peak. Other operating authorities have implement curbside yard waste programs in addition to or in place of loose leaf programs in order to alleviate on site traffic, reduce the carbon foot print of yard waste operations and to promote green alternatives such as composting and grass-cycling. A seasonal (~8 month) curbside yard waste program should be evaluated in conjunction with scale capacity and customer service considerations at the WRIC.



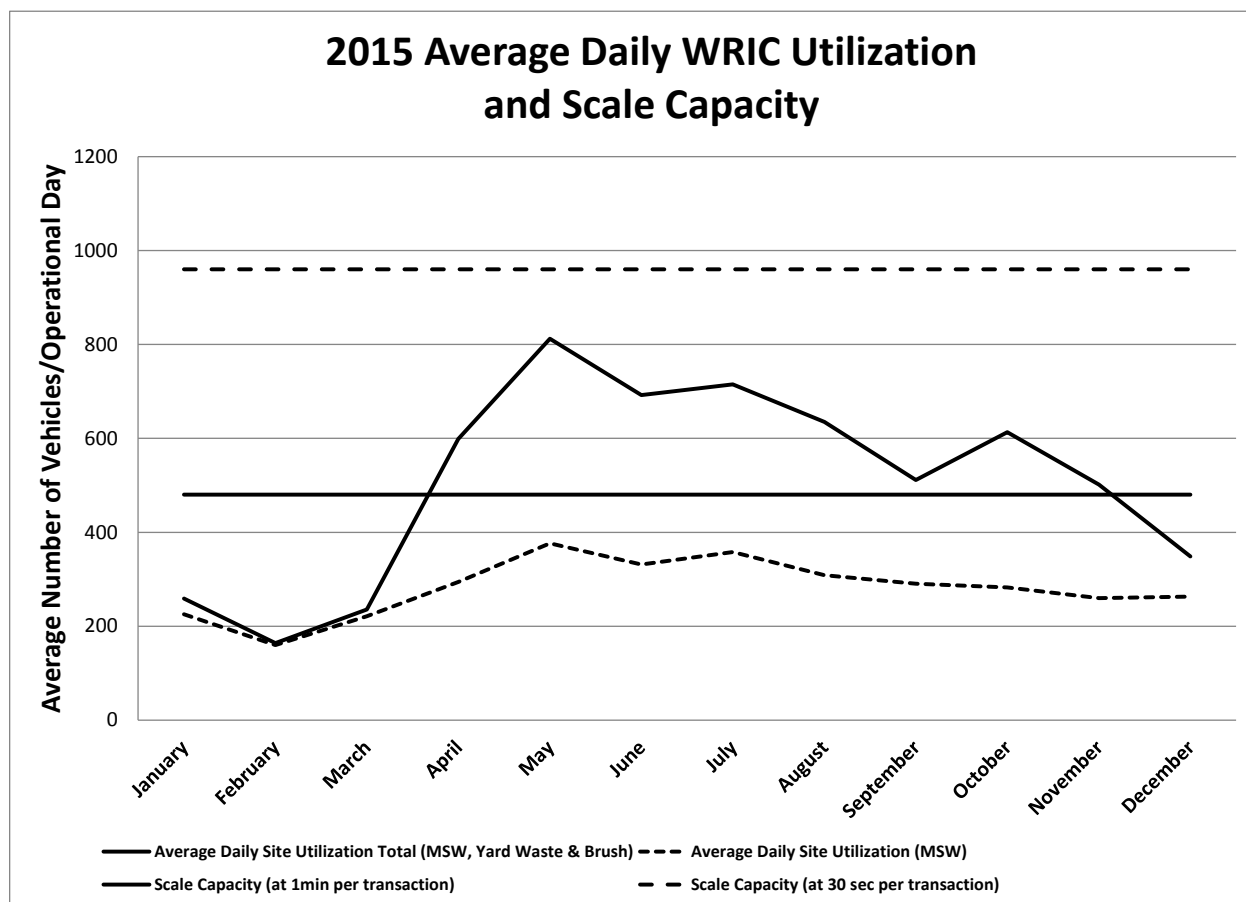
Figure 3: Yard Waste and Brush (City Collected Vs. Public Drop Off)



### 3. Scale Capacity (Current and Future)

Under average conditions and excluding yard waste (Figure 4), there is adequate scale capacity at current. Seasonal, weekly and daily variations mask the impact of limited peak capacity which only presents as a problem at peak utilization times. Other utilities that manage similar seasonal, weekly and diurnal trends, and where tolerance for failure is low such as water and wastewater utilities, incorporate peak capacity requirements into their planning and design in addition to average conditions. This enables the utility to function as intended over the spectrum of conditions that are anticipated to be encountered. Redundancy and by-pass features are also often incorporated to allow for maintenance activities. Peak needs have not been accounted for as part of Guelph's current on site scale capacity at the WRIC creating a condition whereby during average conditions there system is adequate however during peak times excessive wait times are experience and workarounds must be implemented.

Figure 4: Current Average Scenario



In order to assess peak requirements expectations needed to be better defined. A community survey was initiated to assess both preferences for yard waste management and customer expectations around wait times under average and peak conditions. The survey revealed desired average day wait times of 10 minutes or less and peak wait times of 20 minutes or less. Per the discussion above and with yard waste excluded there are no concerns relative to average day conditions however there are limitations under peak conditions.

Peak wait times were assessed against the 50<sup>th</sup>, 75<sup>th</sup> and 95<sup>th</sup> percentile at the 20<sup>th</sup> customer in line meaning to assess what the customer experience would be on a typical peak day. Based on current conditions (Figure 5) 50 percent of the time the 20<sup>th</sup> customer in line will experience wait times of less than 11.7 to 23.5 minutes and 50 percent of the time the 20<sup>th</sup> customer in line will experience wait times in excess. At the 75<sup>th</sup> percentile the 20<sup>th</sup> customer in line will experience wait times of less than 18.8 minutes and 37.5 minutes and 25 percent of the time the customer will experience wait times in excess. At the 95<sup>th</sup> percentile the 20<sup>th</sup> customer in line will experience wait times of less than 23.9 minutes and 47.8 minutes and 5 percent of the time the customer will experience wait times in excess. It should be noted that the times

represented are one-way only and need to be doubled to provide a rough estimate for the total customer experience however based on load type, composition and offloading time the 20<sup>th</sup> customer in line on the inbound may be the 5<sup>th</sup> customer in line on the outbound for example. For the purposes of evaluation one-way wait times were assessed. Total customer experience equals inbound time plus offloading time plus outbound time. At current conditions, in light of the community survey feedback and based on current operating experience under current conditions there is a very high probability of excessive wait times and a poor customer experience when utilizing the site under peak day conditions and as it is currently configured.

**Figure 5: Calculated Wait Times at Current (1 inbound and 1 outbound scale)**

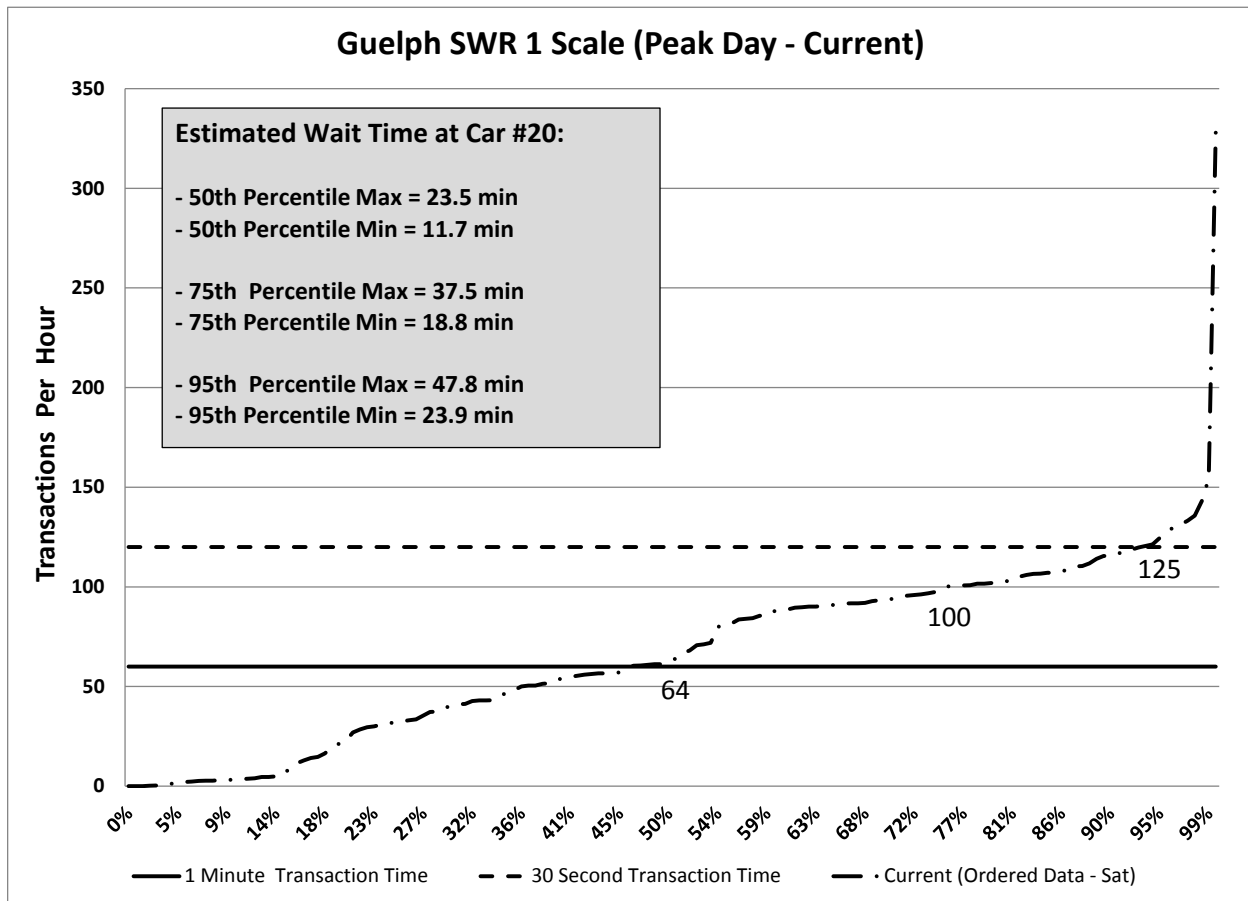


Figure 6 illustrates the impact of doubling scale capacity which alleviates the concern with respect to wait times, especially if faster transaction times can be reliably attained through scale design, site design and technology enhancements. With expansion 95 percent of the time the 20<sup>th</sup> customer in line will experience wait times of 11.9 minutes to 23.9 minutes or less.

**Figure 6: Calculated Wait Times at Current with Scale Expansion (2 inbound and 2 outbound scales)**

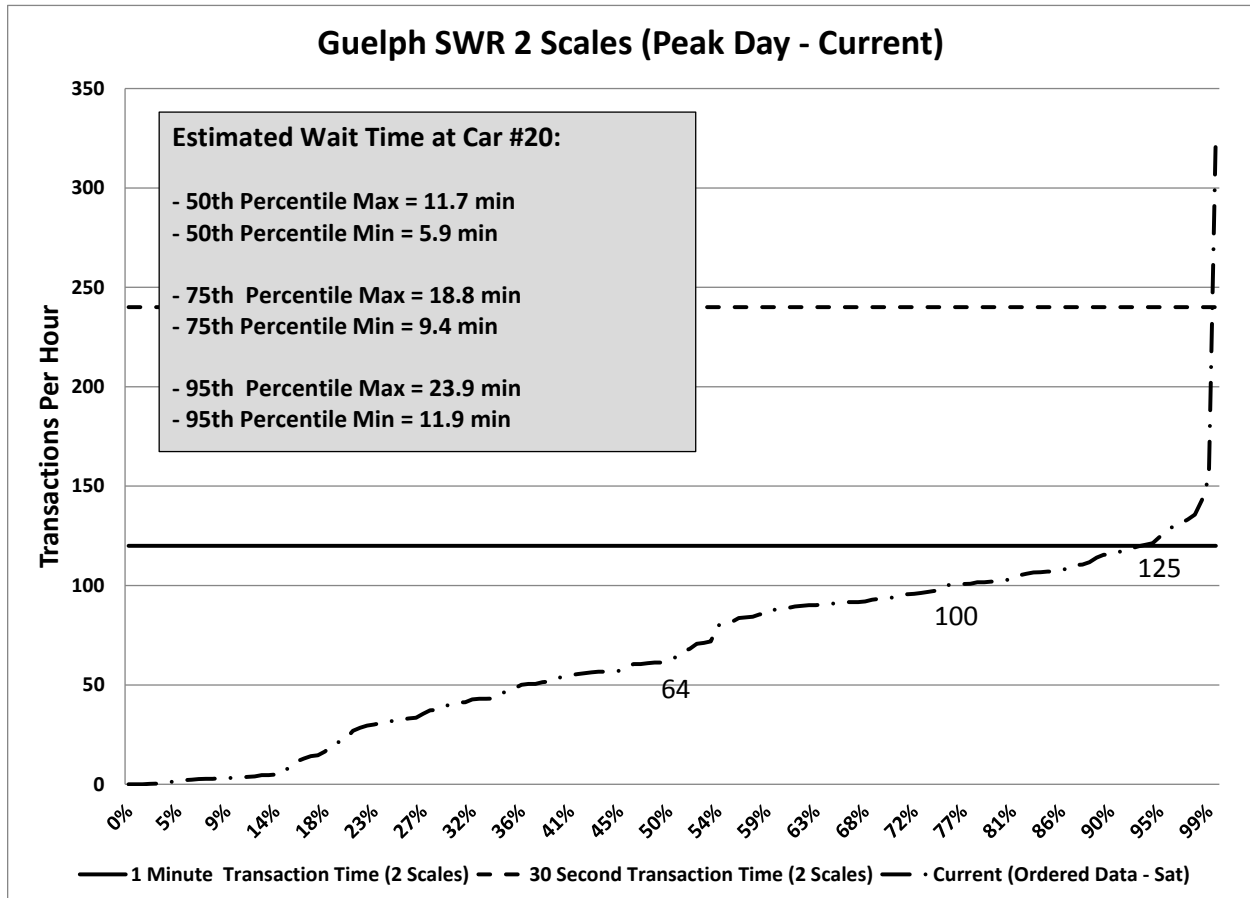
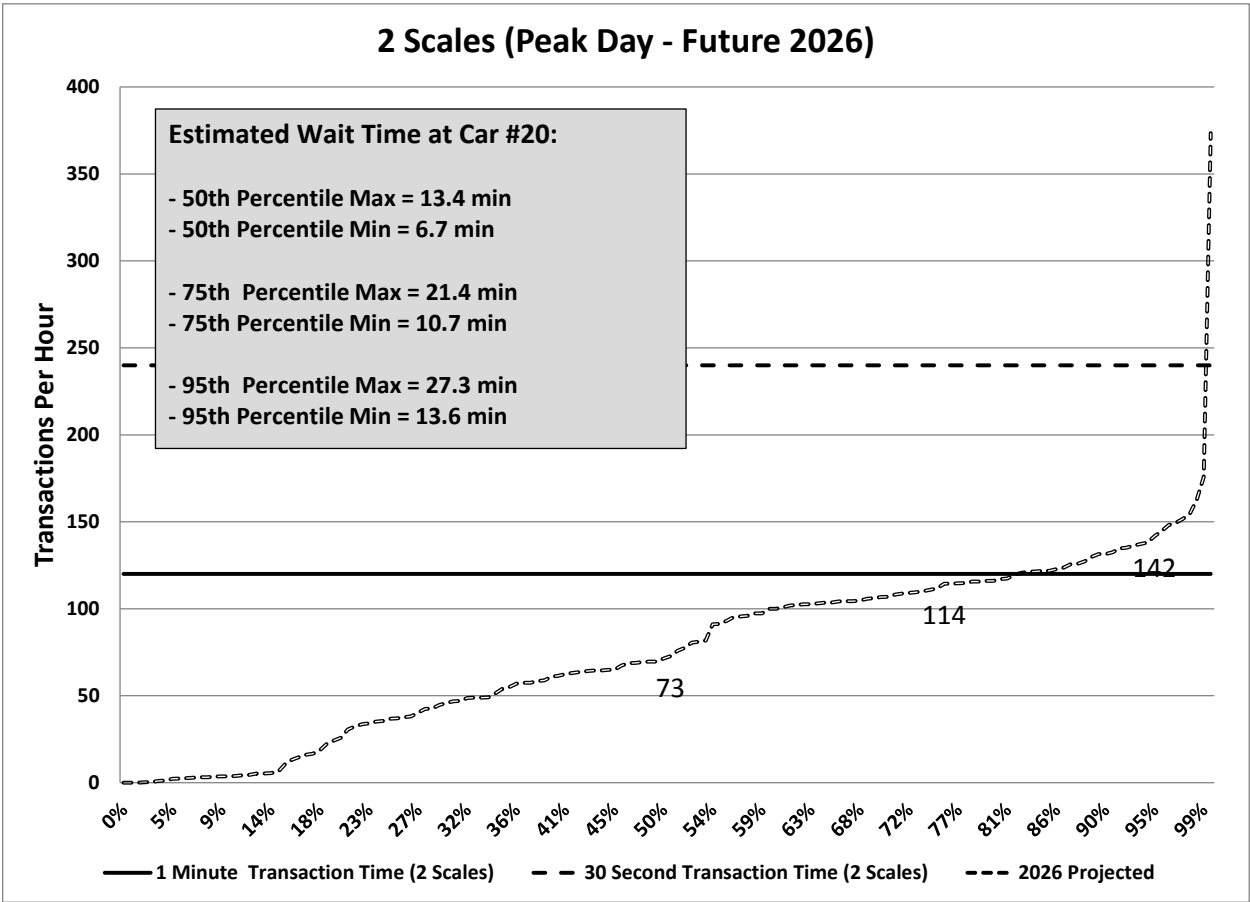


Figure 7 illustrates the impact of growth with respect to the expanded scale capacity over a 10 year planning horizons. A 10 year horizon was chosen to coincide with the 2017 – 2026 10 year capital forecast. Although some erosion with respect to wait times is predicted in relation to growth, based developments in site design, scale design and technological advancements enhanced transaction times can be reliably attained and as a result no further expansion of scale capacity is anticipated as being required before 2026, and scale capacity may be able to be extended well beyond 2026.

In conjunction with consideration of expanded scale capacity, opportunities to leverage existing scale capacity to make the commercial operations more reliable as well as to leverage the new public drop off area to separate commercial and residential traffic should be assessed

Figure 7: Calculated Wait Times at Future 2026 (2 inbound and 2 outbound scales)



## **Municipal Comparison Scan**

### **Overview**

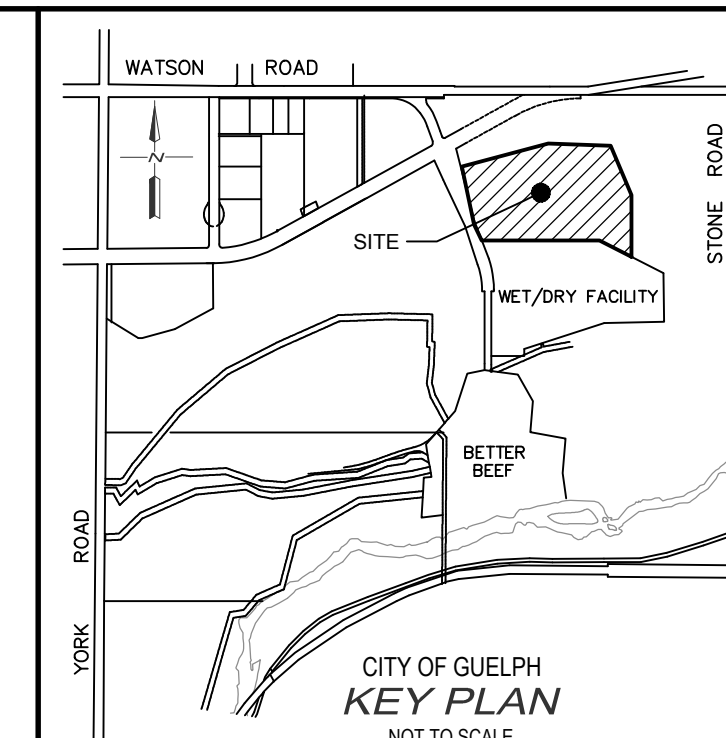
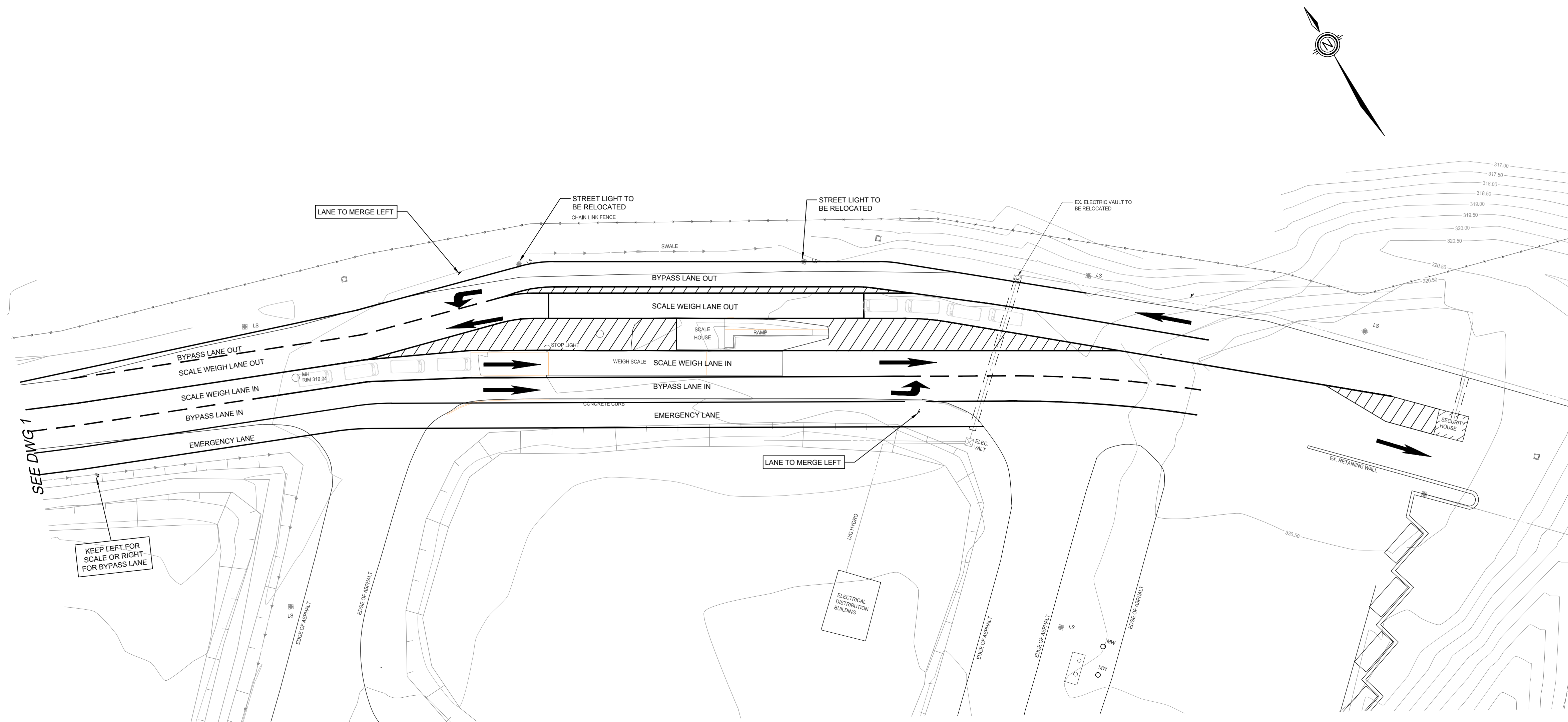
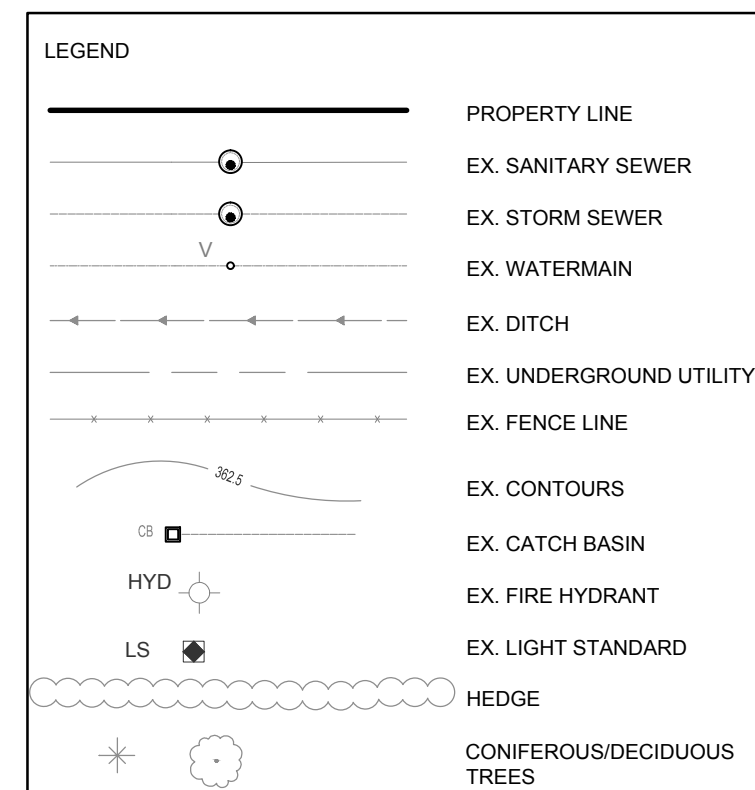
Between Thursday April 21 and Monday April 23, twelve municipalities were contacted regarding the operations of their public drop off locations and yard waste collection program. Out of the twelve municipalities contacted, eight responded.

1. Dufferin County
2. Durham Region
3. Halton Region
4. City of Hamilton
5. Niagara Region
6. Peel Region
7. Waterloo Region
8. Wellington County

### **Key Observations**

- Most locations typically have all vehicles pass over the scales with some exceptions. In once case residents can access a the drop off location for free items before they pass over the scale in the other, only residents with garbage weigh in and out. Several use vehicle bypass lanes, to keep traffic off roads and reduce wait times however this can create customer complaints when residents avoid the scale and fees at certain times, but then do not at other times.
- Wait times are highly varied, ranging from 10 minutes to an hour.
- Some experienced traffic backups onto pubic roads and traffic control issues. Solutions ranged from the use of Kiosks, utilization of bypass lanes, having staff manage traffic and having police manage traffic.
- All locations have a minimum charge. They range from \$5 to \$28.
- All locations charge for the full weight of the material in the vehicle.
- Some allow residents to cross over the scale multiple times to avoid incurring fees for free materials. Some are designed in such a manner that allows residents to drop off free materials before passing over the scale, avoiding charges and multiple trips over the scale.
- Some allow residents to weigh in and out to dispose of garbage before moving onto the area for disposing of free waste items.

- Some others have minimized the challenge of managing mixed loads by having flat rates and no free zone in order to promote curbside programs.
- Locations that charge for yard waste typically offered very frequent curbside collection (weekly or bi-weekly). In these cases, the charge at the public drop off was put in place to encourage use of the curbside program. Locations with infrequent curbside pick-up offered cheaper or free disposal at their drop-off locations.
- Scale configurations varied widely from one (1) inbound and (1) outbound to (2) inbound and (2) outbound, (1) inbound and (3) outbound based on needs and included flexibility for by-pass of the scale house



NOTES :

1. TOPOGRAPHIC INFORMATION FROM LANTHIER & GILMORE SURVEYING LTD. DATED FEBRUARY, 2008 AND NOVEMBER 28, 2011.

BENCH MARKS :

STATION 00119663660  
NORTHING 4823885.885  
EASTING 564115.240  
ELEVATION 332.370m

THE POSITION OF POLE LINES, CONDUITS, WATERMAINS, SEWERS AND OTHER UNDERGROUND AND OVERGROUND UTILITIES AND STRUCTURES IS NOT NECESSARILY SHOWN ON THE CONTRACT DRAWINGS, AND, WHERE SHOWN, THE ACCURACY OF THE POSITION OF SUCH UTILITIES AND STRUCTURES IS NOT GUARANTEED.

BEFORE STARTING WORK, THE CONTRACTOR SHALL INFORM HIMSELF OF THE EXACT LOCATION OF ALL SUCH UTILITIES AND STRUCTURES, AND SHALL ASSUME ALL LIABILITY FOR ANY DAMAGE TO THEM.

PRELIMINARY  
GM BluePrint Engineering

NO.	DATE	REVISION DESCRIPTION	



110 DUNLOP DRIVE

*WET/DRY RECYCLING PLANT*

CITY OF GUELPH

*SITE PLAN - 2*

DRAWN BY : C..C	APPROVED BY : B.F.	PROJECT NO. : 115106	<b>2</b>
DESIGNED BY : B.F.	DATE : JUNE 2016	SCALE : 1:400	



# IOR Implementation

Annual Report 2015-2016



**IDE Committee**  
**July 5, 2016**

# Agenda

---

Completing IOR

2015 – 2016 Accomplishments

Q3-Q4 2016 Priorities

Continuous Improvement – Beyond 2016

# Integrated Operational Review (IOR)

In its final year, IOR is *coming together* with various customer service enhancements leading the way.



# Completing IOR

- IOR improvements and enhancements are either completed or on track to be completed by the end of Q4/2016
- IOR is switching to an outward facing model where the public and stakeholders can begin to more directly see and experience the improvements
- As IOR concludes, the significant culture shift for staff and Guelph's development community will continue to advance
- All stakeholders need to stay committed to complete IOR and work with the City during the transition to a post-IOR focus on customer service and continuous improvement opportunities



# Completing IOR

## IOR Implementation Work Plan (2013-2016)

IOR Implementation Work Plan (2013-2016)		Status	Comments
<b>Theme 1: Build a more adaptive learning organization</b>	1.1 Re-establish Planner II positions and implement team organization	✓	Implemented (further assessment needed)
	1.2 Establish HR staffing and & a Succession Plan	✓	Underway – Continuous Improvement
	1.3 Integrate and orient new employees and provide mentorship and training	✓	
<b>Theme 2: Improve management direction and communications</b>	2.1 Clarify roles and responsibilities of all manager positions in PBEE 2.2 Establish Manager Level IMCD 2.3 Planning and Engineering General Managers to review, track, and monitor application processing, project issues and timelines	✓	Implemented
<b>Theme 3: Improve Development Review Process</b>	3.1 Develop a Business Services Centre in conjunction with the Information Services Area on the main floor of City Hall	✓	BSWG & Staff – to not proceed with R3.1 as being considered through other corporate initiatives BSWG & Staff – R 3.2-3.3 being addressed through other IOR recommendations Zoning By-law Review to be addressed outside of IOR. 3.10 and 3.11 implemented Implemented
	3.2 Establish a new position of “Business Facilitator” to assist City businesses, including the development industry	✓	
	3.3 Establish Gold Star Protocol for new development proposals which would have major benefits to the City – Gold Star Program	✓	
	3.9 Review the City's Comprehensive Zoning By-law relative to allowable uses*	✗	
	3.10 Consolidate enforcement of all property-related By-laws within one department	✓	
	3.11 Improve the management, coordination and review of the City's capital projects	✓	Implemented
	3.4 Implement a Mandatory Pre-consultation Process for all development applications	✓	
	3.5 Establish a Development Review Committee with regularly scheduled meetings	✓	
	3.6 Implement a revised Site Plan Review process with updated Urban Design Guidelines	✓	Implemented
	3.7 Reinstate One Step Engineering Review and Comments Process*	✓	Underway 4 of the 7 processes will be completed by the end of 2016, with the remaining 3 in Q1/Q2 2017 Implemented
	3.8 Expand the Use of & Improve Management Information Systems and Performance Measurement to Support Development Application Processing*	✓	
	3.13 Enterprise Departments Should Become More Proactive in Investment Attraction & Business Retention	✓	
	3.14 Process Mapping and Establish Service Targets – Supporting Development Approval Processes (Process Manuals)	✓	Service Targets completed with manuals Underway
	3.15 23 Process Enhancements identified w/stakeholders in 2015 *Linked or aligned to other IOR Recommendation	✓	To be complete by Q4/2016
	4.1: Develop an overall Communications Plan to support the IOR	✓	Implemented
<b>Theme 4: Improve Communications (interdepartmental and with external stakeholders)</b>	4.4: Encourage better interdepartmental communication and coordination amongst PBEE and Enterprise staff	✓	Underway – linked with Corporate Initiative
	4.2: Establish a Customer Service Mission Statement in consultation with staff and provide Customer Service training	✓	Implemented
	4.3: Revise the City website to better support development	✓	

# Four themes



# 2015/2016 Accomplishments

## Website refresh

The screenshot displays the City of Guelph website's header and main content area. The header features the City of Guelph logo on the left and a search bar on the right, which is highlighted by a large yellow arrow. Below the header is a dark navigation bar with links for Living, Business, City Government, Careers, Visit Guelph, Newsroom, and How can we help you?. The main content area includes social media icons (Facebook, Twitter, YouTube, Email, and a plus sign) with a count of 746. A red banner announces 'June is recreation and parks month' with a link to 'Join in celebrating the benefits of recreation and parks in everyday life.' Below this is a photo of children playing in a water fountain. To the right, there is a section for 'Arts and culture' with three articles: 'City hosts Aboriginal Day celebration June 21' (June 9, 2016), 'River Run announces 2016-17 season' (June 1, 2016), and 'Talented youth in the spotlight at River Run' (April 26, 2016). Further right is a 'Weather updates' section for Guelph, showing a forecast of 18° and falling, with light rain starting in 3 minutes and stopping 7 minutes later. A green button labeled 'Weather archive' is also present. At the bottom right, there is a 'LEVEL 1 YELLOW REDUCE USE' water conservation notice.

**CITY OF Guelph**

What are you looking for?

Living ▾ Business ▾ City Government ▾ Careers ▾ Visit Guelph Newsroom How can we help you?

f t y e + 746

**June is recreation and parks month**  
Join in celebrating the benefits of recreation and parks in everyday life.

**Arts and culture**

**City hosts Aboriginal Day celebration June 21**  
June 9, 2016

**River Run announces 2016-17 season**  
June 1, 2016

**Talented youth in the spotlight at River Run**  
April 26, 2016

**Weather updates**

Guelph [Forecast.io](#)

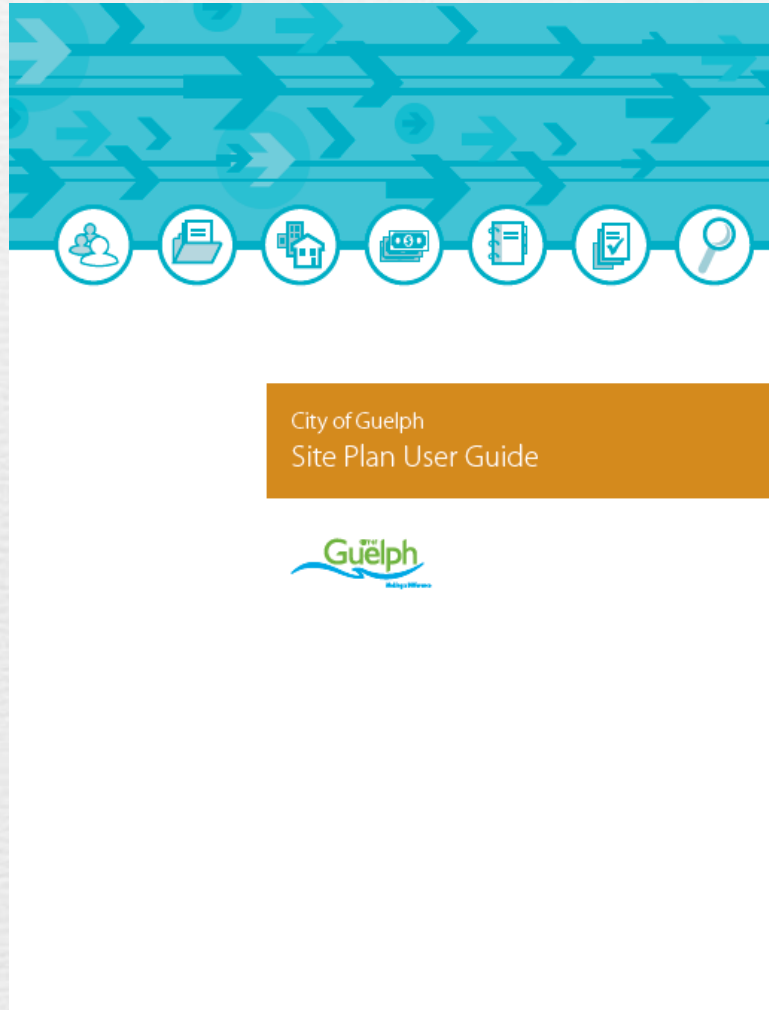
**18°**  
and falling

**Light rain starting in 3 min.,  
stopping 7 min. later.**  
Wind: 22 km/h (NW)

[Weather archive](#)

**LEVEL 1 YELLOW REDUCE USE**

# 2015/2016 Accomplishments



## Process manuals:

### ★ ***Site Plan User Guide*** *release July 2016*

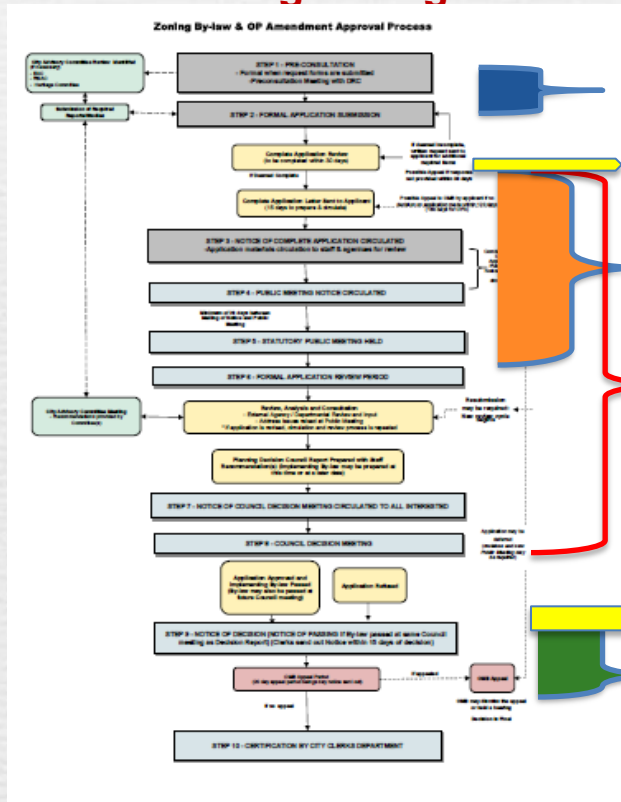
- ❖ Staff produced
- ❖ Business Stakeholder Working Group vetted
- ❖ Modernized documents with updated forms and notices
- ❖ More user-friendly reflecting enhanced and clarified processes
- ❖ Survey to accompany user guide for feedback



# 2015/2016 Accomplishments

## Measuring what we do

### Official Plan Amendments/ Zoning Changes



Key Step (City Controllable)	City of Guelph "As-Is" Benchmark
<b>Step 1 (Pre-consultation)</b> For formal pre-consultation (from formal request to formal pre-consultation meeting with Development Review Committee)	<b>2 - 4 weeks</b>
Uncontrollable = applicant takes feedback from Pre-con for Formal Submission	
Complete Application Review (City Controllable within 30 days as per Plng Act)	
<b>End of Step 2 (Application deemed complete) to Step 5 (Statutory Public Meeting)</b> From application deemed complete to statutory public meeting	<b>8-10 weeks</b> <i>*Overlaps with staff 1<sup>st</sup> Review Cycle</i>
<b>End of Step 2 (Application deemed complete) to Step 6 (Formal Application Review Period)</b> From application deemed complete to end of <b>1<sup>st</sup> Review Cycle</b> Official Plan Amendment and Zone Changes	<b>16-20 weeks</b>
Draft Plan of Subdivision	<b>20-24 weeks</b>
Uncontrollable = applicant responds to all comments and makes resubmission as required. 2 <sup>nd</sup> Public Meeting may be required if major revisions.	
<b>End of Step 6 to Step 8</b> From completion of staff review (i.e. all issues resolved, application formalized to decision report)	<b>8-12 weeks</b>

# 2015/2016 Accomplishments



## KPI Model

Key Step (City Controllable) <i>Data collected July 2015-May/June 2016)</i>	City of Guelph "As-Is" Benchmark
<b>Step 1 (Pre-consultation)</b> For formal pre-consultation (from formal request to formal pre-consultation meeting with Development Review Committee)	<b>2 - 4 weeks</b>
<b>End of Step 2 (Application deemed complete) to Step 5 (Statutory Public Meeting)</b> From application deemed complete to statutory public meeting	<b>8-10 weeks</b> <i>*Overlaps with staff 1<sup>st</sup> Review Cycle</i>
<b>End of Step 2 (Application deemed complete) to Step 6 (Formal Application Review Period)</b> From application deemed complete to end of <u>1<sup>st</sup> Review Cycle</u>	<b>16-20 weeks</b>
Official Plan Amendment and Zone Changes	<b>20-24 weeks</b>
Draft Plan of Subdivision	
<b>End of Step 6 to Step 8</b> <input type="checkbox"/> From completion of staff review (i.e. all issues resolved, application formalized to decision report)	<b>8-12 weeks</b>



Sample Size # <i>(completed)</i>	Average Processing Time
30	<b>3 weeks</b>
12	<b>9.5 weeks</b>
5	<b>23 weeks</b>
None	<b>Incomplete dataset</b>
4	<b>7 weeks</b>

# 2015/2016 Accomplishments



## *KPI Model*

Average Processing Time	Key Step
<b>3 weeks</b>	<b>Step 1 (Pre-consultation)</b> <ul style="list-style-type: none"> <li>✓ % of applications with &lt;than 2 weeks to hold meeting = 55%</li> <li>✓ % of applications with &gt;4 weeks to hold meeting = 25%</li> <li>✓ Shortest # of weeks from request to pre-con = &lt; 1 week</li> </ul>
<b>9.5 weeks</b>	<b>End of Step 2 (Application deemed complete) to Step 5 (Statutory Public Meeting)</b> <ul style="list-style-type: none"> <li>✓ % of applications with &lt;than 8 weeks = 42%</li> <li>✓ % of applications with &gt;than 10 weeks = 50%</li> </ul>
<b>23 weeks</b>	<b>End of Step 2 (Application deemed complete) to Step 6 (Formal Application Review Period)</b> <ul style="list-style-type: none"> <li>✓ % of applications with &lt;than 16 weeks = 20%</li> <li>✓ % of applications with &gt;than 20 weeks = 60%</li> </ul>
<b>7 weeks</b>	<b>End of Step 6 to Step 8 From completion of staff review (i.e. all issues resolved, application formalized to decision report)</b> <ul style="list-style-type: none"> <li>✓ % of applications with &lt;than 8 weeks = 50%</li> <li>✓ % of within benchmark = 100%</li> <li>✓ Shortest # of weeks = 4 weeks</li> </ul>



# 2015/2016 Accomplishments

## 23 process enhancements

Staff and stakeholders developed a total of **23 process enhancements**

Recommendation	Process	Staff Lead	Timing of Implementation	2016 Status					
City staff will produce process manuals in 2015 formalizing roles and responsibilities for each SPRC Member that will establish clear protocols and identify standard conditions in the development approval process.	SPA	Process Manuals Group ✓ To be established in early April ✓ Will review a priority list and devise a plan moving forward	Q2/Q3-2015 Q3/Q4-2016	Underway w/clear protocols completed Q3/2016	Staff to review the EAC process including processing times and deferrals. In addition, an updated version of EIS Guidelines are set to be released in 2015.	OPA, ZC, PoS	Environmental Planner	Q2/Q3 - 2015	Completed
Staff to update SPRC Guidelines and schedules and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants. In addition, established protocols to ensure any significant changes to SPRC process are reviewed with business stakeholders in advance of implementation.	SPA	Process Manuals Group	Q3/Q4 - 2015	Completed	Staff to define the subdivision registration process following draft approval in 2016	OPA, ZC, PoS	Engineering and Capital Infrastructure Services	2017	Revised to 2017 Eng. Work plan
Staff to provide a user friendly template to applicants outlining which items need to be addressed before resubmission.	SPA	Process Manuals Group	Q3/Q4 - 2015	Completed	Applicant to provide final registered documents in order for staff to use for street numbering and record keeping.	PLC/Condo	Process Manuals Group w/discuss with BSWG	Q3/Q4 2016	Underway
Update site plan process flowchart and manual to clarify the purpose of the different types of meetings between the City and applicant.	SPA	Process Manuals Group and Manager of Development Planning ✓ Pre-consultation by-law drafted and will be presented at the July Council Meeting	Q3/Q4 - 2015	Completed	Staff to present the pre-consultation by-law to City Council with standard operating procedure to follow in Q3/2015	OPA, ZC, PoS	Manager of Development Planning ✓ Pre-consultation by-law drafted and will be presented at the July Council Meeting	Q3/2015	Completed
Update site plan process flow chart and manual to indicate the site plan coordinator to be the central point for all complete submissions (reports, plans, securities) are received from the applicant. Informal discussions directly with technical staff as necessary.	SPA	Process Manuals Group	Q3/Q4 - 2015	Completed	Staff to develop a simplified checklist (a component of pre-consultation) to qualify submissions in order to deem submissions complete	OPA, ZC, PoS	Manager of Development Planning ✓ Materials completed reviewed by GWDA and pre-consultation materials at first DRC Meeting in March 2015	Q2/Q3 - 2015	Completed
Staff will provide a list of unacceptable tree and shrub species that should not be used in landscaping plan. (Note: This does not address planting in environmental buffer areas which are normally subject to specific EIS/EIR requirements).	SPA	Process Manuals Group ✓ Landscape Planner additional resource	Q3/2015	Completed	The Development Review Committee to be operationalized following the adoption of the pre-consultation by-law in Q3/2015. It will be the platform to resolve issues during the development review process.	OPA, ZC, PoS	Manager of Development Planning ✓ Consulted with all service areas ✓ DRC to be piloted in March 2015	Q1/Q2 - 2015	Completed
Through the update to the Site Plan Guidelines, staff to define what constitutes a minor and major application and subsequent implications.	SPA	Process Manuals Group w/subgroup	Q3/Q4 - 2015	Completed	The development coordination process will be the central point where staff can manage and track development applications.	OPA, ZC, PoS	Development Coordination Committee ✓ DCC will require assistance to share both processes internally & externally	Q2/Q3 - 2015	Completed
As a part of the pre-consultation process, staff will develop and prioritize a detailed list of terms of references for studies (e.g. planning justification) to deem applications complete.	OPA, ZC, PoS	Process Manuals Group	Q3/2016	Underway	Staff to develop criteria for exemptions to the condominium process resulting in a streamlined approval process that would reduce the time which staff would have to spend processing new condominium applications.	PLC/Condo	Legal Working Group ✓ To start in April/May and will determine deliverables given that exemptions are a priority for our external stakeholders	Q3/Q4-2016	Proceeding with Simplified Exemption
0 The lead planner to provide clarity for the circulation of comments and information back to the applicant.	OPA, ZC, PoS	Process Manuals Group	Q3/2016	Underway	Approval of a part lot control exemption by-law should not require that a building foundation be installed. Surveyors now pin the location of the foundations accurately. By not requiring the foundation to be installed prior to a part lot control exemption by-law being approved the number of by-laws and the amount of staff time required to process these applications will be reduced	PLC/Condo	Legal Working Group	Q2 - 2015	Completed
1 City staff will produce process manuals in 2015 that will establish clear protocols and procedures including how condominium registration and the timing of building inspections can align. In addition, the pre-consultation process will allow staff to provide this information to applicant.	PLC/Condo	Process Manuals Group ✓ To be established in early April ✓ Will review a priority list and devise a plan moving forward	Q2/Q3-2015 Q3/Q4-2016	Underway w/clear protocols completed Q3/2016	Staff to align all results from current process mapping into the new version of City's file management system set to be launched in 2015. This will enable the future development of accessible 'online' real time status for development applications.	SPA, OPA, ZC, PoS, PLC/Condo	IOR Tech Steering Committee ✓ To begin in June 2015 and will determine deliverables for 2015/2016	Q3/Q4 2016	Underway In 2016
2 City staff to update standard conditions and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants.	PLC/Condo	Process Manuals Group	Q3 - 2016	Underway - in draft form					
3 Staff to provide detailed documentation of the condominium registration process during pre-consultation resulting in improved timing for the applicant.	PLC/Condo	Process Manuals Group	Q3 - 2016	Underway - in draft form					



**Over 50 per cent of the process enhancements** are completed including *Development Review Committee and the Preconsultation*. Remaining on track to be completed by the end 2016.

# Q3-Q4 2016 Priorities

## Amanda

Several process enhancements will begin in Q3-Q4 and will be focused and embedded into the City's file management system – Amanda.



The upgraded Amanda software is the **centerpiece** of all the process improvements and will:

- Track all development applications
- Report on City processing times and applicant timelines
- Proactive file management (i.e. client/applicant will receive automated notifications throughout the process)

# Q3-Q4 2016 Priorities



## Releasing all process manuals in Fall 2016

- ❖ Official Plan Amendments
- ❖ Zone Changes
- ❖ Plan of Subdivision
- ❖ Part Lot Control
- ❖ Condo and Vacant Land  
Condo/Conversion

## Customer Service Strategy

- ❖ Customer Service Strategy gets underway in Q3/Q4 2016
- ❖ Aligns with City of Guelph Customer Service Strategy, Citizen First Round table, and Customer Relations Management



## Service Level/Development Fee Review

- ❖ Review our current fee structure, competitiveness, and current as is service levels



# Moving Beyond 2016



# Thank you





# COMMITTEE REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 5, 2016

**SUBJECT Integrated Operational Review (IOR) – Annual Report (2015 – 2016)**

REPORT NUMBER 16-53

## EXECUTIVE SUMMARY

### PURPOSE OF THE REPORT

The purpose of IDE Report 16-53 is to update Council on all IOR accomplishments over the past year. The three-year IOR Implementation program was launched in 2013/2014. In its final and third year, staff and the Guelph development community are completing one of the most ambitious multi-year, multi-stakeholder programs this Corporation has undertaken in relation to the City's development approval process. The purpose of the program was to bring city staff and development stakeholders to work together to implement the IOR recommendations of the Phase 2 IOR Report and begin reporting on outcomes. This third and final report summarizes all of the foundational elements of this initiative, while highlighting how IOR is "coming together" and headed toward completion later this year. A discussion of the next phase of initiatives – customer service - and its central role in IOR will also be explored.

### KEY FINDINGS

As outlined in the second IOR Annual Report PBEE Report 15-63, the IOR work plan was revised with year 3 targeted priorities. The following is a summary of key 2015/2016 accomplishments:

Priority Areas	2015/2016 Accomplishments
23 Process Enhancements	Over >50% of the 23 process enhancements are completed with the remaining on target to be completed by year end.
Development Review Committee and Mandatory Pre-consultation	Development Review Committee is in place and has held over 17 meetings reviewing 30 mandatory pre-consultation applications
Piloting ICI Lead Handling and Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities.	The protocol contributed to the expansion of two local companies and Guelph being short-listed by two new investment prospects.
Operationalizing performance measurement systems and targets in the development review process in 2015-2016	AS-IS Performance Model in place with 75% of proposed KPIs meeting performance targets.

Process manuals	The Site Plan User Guide is completed. Additional manuals set for completion by Q4/2016.
Revised website/web content review showcasing development approval processes and related IOR materials.	To date +100 pages of online content have been reviewed and reorganized by Corporate Communications and Web Services unit in collaboration with all IOR units. This will be complete in Q/3 2016.

2015 was the year when staff and the development community continued to focus on comprehensively mapping the City's development approval process. By tackling the details behind the processes, this core IOR foundational building block allowed City staff to review and confirm the City of Guelph's development approval processes (DAPs) and began formally documenting our processes.

We are currently completing manuals and incorporating all process enhancements with performance tracking systems into the City's AMANDA 6 (Amanda) software.

### **Towards Completion**

- IOR improvements and process enhancements are either completed or progressing/tracking well towards the end of Q4/2016
- The program is now in its final year with IOR accomplishments becoming more apparent to the public and stakeholders can begin to more directly see and feel the improvements
- As the project concludes, the significant culture shift for staff and Guelph's development community will continue to be tested, refined and improved
- More than ever, all stakeholders need to stay committed to improving our processes and systems and to continue to work with the City during the transition to a post-IOR focus on ongoing customer service enhancements and continuous improvement opportunities.

### **Q3/Q4 PRIORITIES**

The following highlights Q3 and Q4 of 2016 priorities which will complete the IOR program:

- Completion of the 23 process enhancements
- Releasing all development manuals and related materials
- Upgrading Amanda software for all newly mapped development processes
- Integration of performance measurement systems and targets into the upgraded version of Amanda software
- Launching website restructuring showcasing development approval processes and related IOR materials
- Customer Service Strategy scoped and initiated in 2016

### **FINANCIAL IMPLICATIONS**

The IOR Program is in its third and final year. To date, the IOR Program has required significant and sustained multi-year commitment of existing staff and additional resources from all involved IOR service areas. The IOR investments approved in the 2016 budget - \$60,000K – included funding for staff training, communications, and feasibility assessment for remaining recommendations in the IOR Implementation Plan. These three recommendations - establishment of the Business Facilitator position, Business Services Centre, and Gold Star program – will

not be explored further based on discussions between staff and the Business Stakeholder Working Group. The basis for that decision will be described in the body of this report.

The need for additional investment to support post-IOR continuous improvement initiatives may include additional priorities and staff resources.

### **ACTION REQUIRED**

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






### **RECOMMENDATION**

1. That Report 16-53 from the Infrastructure, Development and Enterprise Services, regarding the Integrated Operational Review Status Report for the period 2015-2016 be received.
2. That the draft by-law as shown in Attachment 2 – Site Plan Control By-law – in Report 16-53 from Infrastructure, Development and Enterprise Services, be enacted.
3. That Council commend the Business Stakeholder Working Group and City Staff for their efforts and collaboration on all IOR achievements to date.

## **BACKGROUND**

As the following chart indicates, the IOR Implementation Plan with its original integrated four themes is on the verge of completion:

**Table 1: IOR Implementation Work Plan (2013-2016)**








IOR Implementation Work Plan (2013-2016)		Status	Comments
Theme 1: Build a more adaptive learning organization	1.1 Re-establish Planner II positions and implement team organization 1.2 Establish HR staffing and a Succession Plan		Implemented (further assessment needed)
	1.3 Integrate and orient new employees and provide mentorship and training		Underway – Continuous Improvement
Theme 2: Improve management direction and communications	2.1 Clarify roles and responsibilities of all manager positions in PBEE 2.2 Establish Manager Level IMCD 2.3 Planning and Engineering General Managers to review, track, and monitor application processing, project issues and timelines		Implemented
Theme 3: Improve Development Review Process	3.1 Develop a Business Services Centre in conjunction with the Information Services Area on the main floor of City Hall		BSWG & Staff – to not proceed with R3.1 as being considered through other corporate initiatives  BSWG & Staff – R 3.2-3.3 being addressed through other IOR recommendations
	3.2 Establish a new position of “Business Facilitator” to assist City businesses, including the development industry		
	3.3 Establish Gold Star Protocol for new development proposals which would have major benefits to the City – Gold Star		


	<p>Program</p> <p>3.9 Review the City's Comprehensive Zoning By-law relative to allowable uses*</p> <p>3.10 Consolidate enforcement of all property-related By-laws within one department*</p> <p>3.11 Improve the management, coordination and review of the City's capital projects*</p> <p><i>*Linked or aligned to other IOR Recommendation/Departmental Work Plan</i></p>	  	<p><b>Zoning By-law Review to be addressed outside of IOR. 3.10 and 3.11 implemented</b></p>
	<p>3.4 Implement a Mandatory Pre-consultation Process for all development applications</p> <p>3.5 Establish a Development Review Committee with regularly scheduled meetings</p> <p>3.6 Implement a revised Site Plan Review process with updated <i>Urban Design Guidelines</i>*</p>		<p><b>Implemented</b></p>
	<p>3.7 Reinstate One Step Engineering Review and Comments Process*</p> <p>3.8 Expand the Use of &amp; Improve Management Information Systems and Performance Measurement to Support Development Application Processing.</p>	 	<p><b>Implemented – Continuous Improvement</b></p>
	<p>3.13 Enterprise Departments Should Become More Proactive in Investment Attraction &amp; Business Retention</p> <p>3.14 Process Mapping and Establish Service Targets – Supporting Development Approval Processes (Process Manuals)</p>	 	<p><b>Underway</b>*4 of the 7 processes will be completed by the end of 2016, with remaining 3 in Q1/Q2 2017</p>
	<p>3.15 23 Process Enhancements identified w/stakeholders in 2015</p> <p><i>*Linked or aligned to other IOR Recommendation</i></p>		<p><b>Implemented</b></p>
			<p><b>Services Targets Completed with manuals underway To be complete by Q4/2016</b></p>
	<p>Theme 4: Improve Communications (interdepartmental and with external stakeholders)</p> <p>4.1: Develop an overall Communications Plan to support the IOR</p> <p>4.4: Encourage better interdepartmental communication and coordination amongst PBEE and Enterprise staff</p> <p>4.2: Establish a Customer Service Mission Statement in consultation with staff and provide Customer Service training</p> <p>4.3: Revise the City website to better support development</p>	  	<p><b>Implemented</b></p> <p><b>Underway</b> *IOR Customer Service Strategy will link with Corporate Initiatives in Q3/2016</p> <p><b>Implemented &amp; Ongoing</b></p>

## REPORT

### 1. 2015/2016 Accomplishments

The 2015/2016 accomplishments are related to the eight priorities identified in 2015/2016 July 2015 report. They are as follows:

Year 3 Priority Areas	Status	Accomplishments
Implementation of the 23 process enhancements.	 <b>Underway Q4/2016</b>	Over >50% of the 23 process enhancements are completed with the remaining on track and to be completed in Q4/2016.
Formalizing Mandatory Pre-consultation Process and Development Review Committees following Council pre-consultation bylaw approval.	 <b>Implemented</b>	Following approval of the pre-consultation by-law in July 2015, Development Review Committee is in place and has held over 17 meetings reviewing 30 mandatory pre-consultation applications. DRC is now active and formalized with meetings scheduled every two weeks. These meetings allow staff to meet with applicants to discuss their proposals and outline issues, time targets and to outline complete application requirements
Piloting ICI Lead Handling and Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities.	 <b>Implemented</b>	In 2015 staff commenced using the Rapid Response Protocol to respond to time sensitive ICI investment inquiries that were generated by companies, site selection consultants or Provincial Government investment programs. In all cases prompt, complete responses were provided within the proponent's required time frame. The protocol contributed to the expansion of two local companies and Guelph being short-listed by two new investment prospects.
Operationalizing performance measurement systems and targets in the development review process in 2015-2016	 <b>Implemented</b>	AS-IS Performance Model in place. 3 of the 4 proposed KPIs met the performance targets. Further discussion on one KPI – Formal Submission to end of 1 <sup>st</sup> review cycle – needs to be examined as these files are complex.
Releasing process manuals and related materials.	 <b>Implemented</b>	The Site Plan User Guide is completed.
Revised website/web content review showcasing development approval processes and related IOR materials.	 <b>Implemented</b>	An RFP was released in 2015 but did not result in a successful respondent. This component of IOR was rescoped and internal resources were committed to refresh IOR components on the City website. To date +100 pages of online content have been reviewed and reorganized by Corporate Communications and Web Services unit in collaboration with all IOR units. All remaining development-related content will be reviewed and updated by end of 2016.
Beginning Customer Service Strategy in 2016.	 <b>Underway Q4/2016</b>	Throughout IOR discussions, there has been a strong desire to explore new customer service approaches. More specifically, our stakeholders want to elevate the focus on customer service and the recognition of its importance among City staff to remove any barriers that may limit the level of service they are able to provide. The strategy will be scoped and initiated in 2016 with finalization and implementation expected to continue into 2017 as part of the post-IOR work plan.

Development of new GIS interactive mapping tools for internal and external use	 <b>Underway</b>	Through recent updates to Amanda datasets, staff have begun to examine and develop interactive mapping tools.
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### KPI Model

In 2015, the City presented a model for benchmarking performance against Guelph's own baseline data and performance targets over time. Staff focused on developing standards for the types of development applications in areas that allowed staff to measure and develop more tangible metrics. The following highlights the 2015-2016 Proposed Model and shares the City of Guelph's KPIs:

**Table 2: 2015-2016 KPI Model for Zone Changes, Official Plan Amendments and Plans of Subdivision (to draft plan approval)**

(Data from July 2015-May /June 2016)

Key Steps (City Controllable Hours)	City of Guelph "As-Is" <b>Performance Target</b>	Sample Size # (completed)	Average Processing Time
<b>Step 1 Mandatory (Pre-consultation)</b> For formal pre-consultation (from formal request to formal pre-consultation meeting with Development Review Committee)	2 - 4 weeks	30	<b>3 weeks</b>
<b>End of Step 2 (Formal Application Submission) to Step 5 (Statutory Public Meeting)</b>  From application deemed complete to statutory public meeting	8-10 weeks	12	<b>9.5 weeks</b>
<b>End of Step 2 (Formal Application deemed complete) to Step 6 (Formal Application Review Period)</b> • From application deemed complete to end of <b><u>1<sup>st</sup> Review Cycle</u></b>	OPA and/or ZC 16-20 weeks  Draft Plan of Subdivision 20-24 weeks	5  None	<b>23 weeks</b>  Incomplete dataset
<b>End of Step 6 to Step 8</b> From completion application to decision report	8-12 weeks	4	<b>7 weeks</b>

### Step 1 (Preconsultation)

- ✓ % of applications with <than 2 weeks to hold meeting = 55%
- ✓ % of applications with >4 weeks to hold meeting = 25%
- ✓ Shortest # of weeks from request to pre-con = < 1 week

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**End of Step 2**(Formal Application Submission) **to Step 5** (Statutory Public Meeting)

- ✓ % of applications with <than 8 weeks = 42%
- ✓ % of applications with >than 10 weeks = 50%

**End of Step 2** (Formal Application deemed complete) **to Step 6** (Formal Application Review Period) From application deemed complete to end of 1<sup>st</sup> Review cycle only

- ✓ % of applications with <than 16 weeks = 20%
- ✓ % of applications with >than 20 weeks = 60%

**End of Step 6 to Step 8** From completion application to decision report

- ✓ % of applications with <than 8 weeks = 50%
- ✓ % of within benchmark = 100%
- ✓ Shortest # of weeks = 4 weeks

It's important to note that the data behind these KPIs provide a snapshot of the intricate nature of these development files. Further reporting in the January 2017 IOR wrap up report will provide more fulsome data.

AMANDA performance improvements and related KPIs are scheduled to be in place by the end of 2016 when IOR concludes.

**Site Plan User Guide**

The Site Plan User Guide has been completed, and will be published in July 2016. User guides for Standard Condominiums/Exemptions, Part Lot Control are nearing completion – as is a consolidated manual for Official Plan Amendment/Re-zoning/Subdivision Draft Plan processes. All manuals are being designed in accordance with best practice lessons learned from researching manuals produced by other Ontario growth municipalities. Associated application forms and notices are also being updated and modernized.

*Site Plan Control By-law*

In accordance with the *Planning Act*, Council has the ability to implement site plan control through a site plan control bylaw. The bylaw outlines the lands and uses that are subject to site plan review in addition to providing the approval authority to the General Manager of Planning Urban Design and Building Services to approve site plans and execute site plan agreements and direct actions to be taken in the administration and execution of this bylaw. As part of the tools to implement the updated Site Plan process as outlined in the Site Plan Users Guide, a new Site Plan Control Bylaw has been developed (included as Attachment 2) which include the key highlights as follows:

- Delegation of Site Plan Approval to the current position title of General Manager of Planning, Urban Design and Building Services and his/her designate acting in their place
- Updated Definitions including “coach house”, “zero-lot line dwelling”
- Updated list of Site Plan Control Exemptions confirming the operating practice of exempting the development within the University of Guelph jurisdiction, except in the cases of development within 100m of a public road allowance or lands designated or listed on the Municipal Register of

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Cultural Heritage as well as structures for flood control, construction trailers on a construction site, etc.

- Revocation of approval of inactive applications including where five (5) years have passed since the approval was granted and the development has not been seriously commenced in the reasonable opinion of the General Manager.

The updated site plan control by-law will reflect current practice and process as contained in the newly released site plan manual. Council is being requested to approve the Site Plan Control Bylaw through Recommendation 2 of this report.

*Exemption Request: Freehold On-street Townhouses*

The Business Stakeholder Working Group requested the City consider exempting on-street townhouses from site plan approval. Staff has reviewed this idea, including looking at how it has been implemented in other municipalities. Through staff's research it has been found that municipalities that implement this exemption have often put other measures in place first, to ensure that important site design matters, such as built form massing, placement of garages and principle entrances, and street tree plantings, can be addressed through other mechanisms, such as more detailed zoning regulations, and design guidelines for this type of housing. Currently these other mechanisms are not fully in place throughout Guelph and as such staff are not recommending that this exemption be included in the site plan by-law at this time. Staff are open to continuing to explore this possibility through the future comprehensive zoning by-law review and ongoing urban design manual work, although these are not short term initiatives. Staff will also examine if there are shorter term opportunities to implement such an exemption under specific circumstances. If such shorter term opportunities are identified, staff may bring forward a proposal for Council's consideration.

**Web content review**

For years, the City website has struggled to provide helpful online content guiding for investors, developers and the public through the development application process. Today, the City has and will continue making improvements on this front.

This exercise began in earnest in late 2015 with the intent of contracting an external resource to update sections of the City website. What was discovered was that web content required a **refresh**. In order to advance the City's web site to a level similar to other communities with sophisticated development application web portals, a new direction was required. In other words, review and audit all pages on the website that focused on the development process. With this in mind, Corporate Communications and Web Services have worked with staff in Planning, Zoning, Building, Economic Development, and Engineering to review and reorganize more than 100 pages of online content.

Planning and development content was rewritten and reorganized based on the user's needs; information is presented in plain language, and grouped together by subject NOT by department or the City's organizational structure.

After removing outdated, irrelevant information and writing new content using plain language, the site delivers better search results on Google and its own internal



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search engine. When people search for terms like planning, development application, zoning, or Official Plan, they find relevant resources, guidelines, documents, and forms they need to complete the development application process.

The revised pages allow people to find information about proposed development projects, and learn how to participate in local planning decisions because the information is easier to find, understandable and useful.

This part of the website hinges on a few key pieces of information architecture:

- Plans and strategies library
- Development guidelines library
- Development applications forms and fees library
- Development application process library

Currently, staff is collecting feedback from users to find more places where improvements can be made. There will also be a plan in place to ensure online content is reviewed and updated to keep the site running smoothly.

The net result of these changes is a much needed upgrade to the user experience concerning planning and development information in general, and the development approvals process in particular.

## 2. Q3-Q4 2016 Priorities

### Completion of work related to 8 2015/2106 priority areas

Year 3 Priority Areas	
Implementation of the 23 process enhancements.	The remaining process enhancements to be completed are focused on the completion of the process manuals and updating the City's file management software – <b>Amanda</b> . Attachment 1 provides a detailed summary.
Operationalizing performance measurement systems and targets in the development review process in 2015-2016	Integration of performance measurement systems and targets into the upgraded version of the <b>Amanda</b> software.
Releasing process manuals and related materials.	<b>Process Manuals</b> for standard condominium/exemptions, part lot control, and manuals for Official Plan Amendment/Rezoning/Subdivision draft plan processes nearing completion.
Beginning Customer Service Strategy in 2016.	The <b>customer service strategy</b> will be scoped and initiated in Q3/Q4 2016.

### **Amanda**

A core IOR objective has been mapping new streamlined development approvals processes, and establishing "controllable business days" targets for City review. These targets will be compared to actual application "controllable business days" reported out from Amanda. The City's Amanda workflow software allows staff to simultaneously monitor/manage the review of numerous files. Using Amanda, development files can be more proactively tracked and managed by staff in accordance with documented processes and processing times.

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The newly mapped review processes that are being imbedded in Amanda are the **same processes** being documented in the “how to” development manuals for applicants already discussed in this report. The coordination of Amanda and the manuals is critical. Timeframe targets will generate Amanda “alerts” – think amber or red - for files in danger of aging beyond controllable-business-day targets set out for each key step in the mapped process.

Amanda is the centerpiece of all the IOR process related improvements. The **challenge** with Amanda is that it has not been updated to reflect our newly mapped approvals processes across City business units. In addition, Amanda has enhanced functionality that can automate the coordinated execution of New Amanda folders. With the assistance of expert programming resources currently in place, the necessary improvements to Amanda are proceeding with newly built and programmed folders being created to replace inadequate existing folders.

This software enables the creation of folders (i.e. data buckets) to document staff progress against specific approvals tasks that are organized into a critical path. Amanda can track these critical paths for all files. Amanda can also report on City processing timelines, and applicant timelines, using this critical path of tasks that are “time stamped”. Four new folders will be completed by the end of 2016.

Amanda workflow improvements are at the core of the IOR transformation work plan. They will provide the backbone for a new City business-like culture emphasizing coordinated customer service. They will enable evidence-based target setting and accountability reporting for timelines, specifically when it comes to the key performance indicators introduced in the 2015 IOR Report.

### **Releasing all Process Manuals**

The City is currently deep into the production of development approvals user guides that document detailed review process steps, requirements for applicant technical submissions, and new target timeframes for City review of complete/acceptable quality applications.

These user guides provide three-fold benefits. They provide process certainty and timeframe predictability for applicants. They also provide existing City residents with transparency about the City’s due diligence process for reviewing/approving new developments in their neighbourhoods. Finally, they provide City staff (whether current or new) with a useful reference document for executing each development review file in a consistent and technically complete manner. As described in the previous IOR Annual Report, Guelph did not have development manuals in place.

These user guides will be rolled out in a final published form as a consolidated support package for applicants in Fall 2016. The need for these process documents provide clarity and predictability and was identified as a key priority. The process manuals are central to responding to that need. All manuals are being reviewed by the Business Stakeholders Working Group as they are the core advisory team working with City staff.

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Beyond the specific development application process manuals, an overarching companion Engineering Standards and Development Manual has also been drafted. The new manual consolidates and replaces existing engineering standards information that was dispersed across multiple source documents. The draft manual has undergone internal technical review across the City, and is currently being reviewed by external stakeholders (Q3/2016). Following the external review, manual will be finalized by late Fall 2016, and will provide applicants with a helpful and transparent “one stop” reference document. As City engineering standards are modernized going forward, the manual will continue to be updated in order to preserve its value as the definitive “one stop” source of engineering technical requirements for development applications.

### **Customer Service Strategy**

As the customer service strategy gets underway in Q3/Q4 2016, there are several corporate initiatives that are exploring frameworks that enable customers to interact with staff in a manner that improves the customer experience. Initiatives such as the City of Guelph Customer Service Strategy, Citizen First Round table, and Citizen Relationship Management will be resources that will align with IOR. IOR service areas will be a testing area for these frameworks and can assist with the implementation of DAP process enhancements. Additional customer service training will also be a part of this IOR component (to commence in 2017).

All of these customer service initiatives will enhance the customer experience and provide new and accessible options that embed a customer centred culture in IOR.

### **Service Level/Development Fee Review**

Over the course of 2015 as staff and stakeholders reviewed our processes, it became clear this area needed more examination. Furthermore, it was felt this type of review would shed light on Guelph’s current standing among neighbouring municipalities with regards to our current fee structure, competitiveness and current “As-Is” service levels. It is intended that this work will be completed in time to inform the 2017 budget process and will be reported on later this year.

### **Initiate Final IOR Recommendations 3.1-3.3**

The IOR Implementation Work Plan (2013-2016) outlined the following three recommendations that were slated to begin in the final year of the IOR program:

#### **Recommendation 3.1: Develop a Business Centre in Conjunction with the Information Services Area on the Main Floor of City Hall**

- Economic development information and services
- Planning and Building applications
- Business Licensing and Information
- Financial program and incentive information and referrals
- Business facilitation and mediation services

#### **Recommendation 3.2: Establish a new position of “Business Facilitator” to assist City Businesses, including the development industry, to access City services and the assistance they need**

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### **Recommendation 3.3: Establish a Gold Star Protocol for new development proposal which would have major benefits to the City – Gold Star Program**

At the June 2016 Business Stakeholder Working Group meeting, each recommendation was discussed to determine whether each concept had a viable role moving forward. The group and staff felt Recommendation 3.1 did not need to proceed given the current role of the third floor service desk at City Hall. This counter space currently fulfills the requirements of the IOR program and has already begun implementing identified enhancements. Further actions should be directed to improve access to the third floor and its relationship with the main entrance to the center doors of City Hall. Similarly, all agreed that the intent behind Recommendations 3.2 & 3.3 – Business Facilitator and Gold Star Program – do not require further action as they are being addressed through the various process enhancements and the ICI Lead Handling and Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities. The consensus and recommendation of both staff and the Business Stakeholder Working Group is that no further actions be taken with respect to Recommendations 3.1, 3.2 and 3.3.

### **3. Moving beyond 2016**

After IOR wraps up at the end of 2016, it does not mean that the development approvals process will be static and unchanging. Recent follow-up conducted with external stakeholders confirm a common agreement that post IOR should focus on customer service training and identifying process enhancement opportunities on an ongoing basis.

This training is a part of the **Continuous improvement** that will continue as the City becomes more efficient at interdepartmental coordination and Amanda-supported execution of file reviews. For instance, future online file tracking can be achieved once Amanda performance has been upgraded. Additional process restructuring at the back-end of the sub-division and site plan processes (to manage risk associated with non-compliance of constructed works with development agreement conditions) could also be considered. Enhancing the customer service experience is also anticipated to be an ongoing key focus area post-IOR. The customer service strategy to be launched in Q3/Q4 will establish the framework for this focus area going forward. The service level/development fee review to be conducted in Q3 2016 may identify opportunities for further service level enhancements.

The transition to post-IOR focus activities will be presented in the final IOR report in January 2017 with an ongoing focus on continuous improvement and customer service. City staff will also work with stakeholders (internal and external) to confirm post-IOR priority areas (e.g. continuous improvement, customer service focus).

The wrap up report will also celebrate and recognize the tremendous work by city staff and stakeholders over the last three years.

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## **CORPORATE STRATEGIC PLAN**

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

### **1. Organizational Excellence**

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

### **2. Innovation in Local Government**

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

### **3. City Building**

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

## **DEPARTMENTAL CONSULTATION**

The following City departments have been involved in IOR Implementation activities:

- Planning, Urban Design & Building Services
- Engineering & Capital Infrastructure Services
- Business Development & Enterprise
- Office of the CAO
- Human Resources
- Information Technology
- Corporate Communications
- City Clerk's Office
- Finance
- Parks and Recreation
- City's Solicitor's Office

*Business Stakeholder Working Group* – This advisory group works collaboratively with City staff and provides feedback on all IOR initiatives.

## **FINANCIAL IMPLICATIONS**

As noted earlier, the IOR Program is in its third and final year. To date, the IOR Program has required significant and sustained multi-year commitment of existing staff and additional resources from all involved IOR service areas. The IOR investments approved in the 2016 budget - \$60,000K – included funding for training, communication materials and enhanced customer service strategies.

The business case for additional investment to support post IOR priorities for continuous improvement and customer service enhancements, including the potential for IOR related expansion packages (e.g. staff resources) will be examined as a part of future budget processes (including the 2017 budget).

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## COMMUNICATIONS

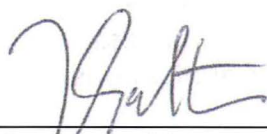
A detailed Communications Plan for the IOR was developed by the Communications and Customer Service Committee and is being implemented. The Plan supports the broad goals and specific objectives of the IOR implementation phase by drawing focus to process improvements.

## ATTACHMENTS

Attachment 1 – Summary of 23 Process Enhancements  
Attachment 2 – Site Plan Control By-law

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## Attachment 1 – Summary of 23 Process Enhancements

Recommendation	Process	Staff Lead	Timing of Implementation	2016 Status
1 City staff will produce process manuals in 2015 formalizing roles and responsibilities for each SPRC Member that will establish clear protocols and identify standard conditions in the development approval process.	SPA	Process Manuals Group ✓ To be established in early April ✓ Will review a priority list and devise a plan moving forward	Q2/Q3-2015 Q3/Q4-2016	Underway w/clear protocols completed Q3/2016
2 Staff to update SPRC Guidelines and schedules and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants. In addition, established protocols to ensure any significant changes to SPRC process are reviewed with business stakeholders in advance of implementation.	SPA	Process Manuals Group	Q3/Q4 - 2015	Completed
3 Staff to provide a user friendly template to applicants outlining which items need to be addressed before resubmission.	SPA	Process Manuals Group	Q3/Q4 – 2015	Completed
4 Update site plan process flowchart and manual to clarify the purpose of the different types of meetings between the City and applicant.	SPA	Process Manuals Group and Manager of Development Planning ✓ Pre-consultation by-law drafted and will be presented at the July Council Meeting	Q3/Q4 -2015	Completed
5 Update site plan process flow chart and manual to indicate the site plan coordinator to be the central point for all complete submissions (reports, plans, securities) are received from the applicant. Informal discussions directly with technical staff as necessary.	SPA	Process Manuals Group	Q3/Q4 -2015	Completed
6 Staff will provide a list of unacceptable tree and shrub species that should not be used in landscaping plan. (Note: This does not address planting in environmental buffer areas which are normally subject to specific EIS/EIR requirements).	SPA	Process Manuals Group *Landscape Planner additional resource	Q3/2015	Completed
7 Through the update to the Site Plan Guidelines, staff to define what constitutes a minor and major application and subsequent implications.	SPA	Process Manuals Group w/subgroup	Q3/Q4 -2015	Completed
8 As a part of the pre-consultation process, staff will develop and prioritize a detailed list of terms of references for studies (e.g. planning justification) to deem applications complete.	OPA, ZC, PofS	Process Manuals Group	Q3/2016	Underway
9 City staff to produce process manuals in 2015 formalizing roles and responsibilities for internal and external stakeholders.	OPA, ZC, PofS	Process Manuals Group	Q3/2016	Underway
10 The lead planner to provide clarity for the circulation of comments and information back to the applicant.	OPA, ZC, PofS	Process Manuals Group	Q3/2016	Underway
11 City staff will produce process manuals in 2015 that will establish clear protocols and procedures including how condominium registration and the timing of building inspections can align. In addition, the pre-consultation process will allow staff to provide this information to applicant.	PLC/ Condo	Process Manuals Group ✓ To be established in early April ✓ Will review a priority list and devise a plan moving forward	Q2/Q3-2015 Q3/Q4-2016	Underway w/clear protocols completed Q3/2016
12 City staff to update standard conditions and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants.	PLC/ Condo	Process Manuals Group	Q3 – 2016	Underway – in draft form
13 Staff to provide detailed documentation of the condominium registration process during pre-consultation resulting in improved timing for the applicant	PLC/ Condo	Process Manuals Group	Q3 - 2016	Underway – in draft form

14	Staff to review the EAC process including processing times and deferrals. In addition, an updated version of EIS Guidelines are set to be released in 2015.	OPA, ZC, PofS	Environmental Planner	Q2/Q3 - 2015	Completed
15	Staff to define the subdivision registration process following draft approval in 2016	OPA, ZC, PofS	Engineering and Capital Infrastructure Services	2017	Revised to 2017 Eng. Work plan
16	Applicant to provide final registered documents in order for staff to use for street numbering and record keeping.	PLC/Condo	Process Manuals Group w/discuss with BSWG	Q3/Q4 2016	Underway
17	Staff to present the pre-consultation by-law to City Council with standard operating procedure to follow in Q3/2015	OPA, ZC, PofS	<b>Manager of Development Planning</b> √ Pre-consultation by-law drafted and will be presented at the July Council Meeting	Q3/2015	Completed
18	Staff to develop a simplified checklist (a component of pre-consultation) to qualify submissions in order to deem submissions complete	OPA, ZC, PofS	<b>Manager of Development Planning</b> √ Materials completed reviewed by GWDA and pre-consultation materials at first DRC Meeting in March 2015	Q2/Q3 - 2015	Completed
19	The Development Review Committee to be operationalized following the adoption of the pre-consultation by-law in Q3/2015. It will be the platform to resolve issues during the development review process.	OPA, ZC, PofS	<b>Manager of Development Planning</b> √ Consulted with all service areas √ DRC to be piloted in March 2015	Q1/Q2 - 2015	Completed
20	The development coordination process will be the central point where staff can manage and track development applications.	OPA, ZC, PofS	<b>Development Coordination Committee</b> √ DCC will require assistance to share both processes internally & externally	Q2/Q3 – 2015	Completed
21	Staff to develop criteria for exemptions to the condominium process resulting in a streamlined approval process that would reduce the time which staff would have to spend processing new condominium applications.	PLC/Condo	<b>Legal Working Group</b> √ To start in April/May and will determine deliverables given that exemptions are a priority for our external stakeholders	Q3/Q4-2016	Proceeding with Simplified Exemption
22	Approval of a part lot control exemption by-law should not require that a building foundation be installed. Surveyors now pin the location of the foundations accurately. By not requiring the foundation to be installed prior to a part lot control exemption by-law being approved the number of by-laws and the amount of staff time required to process these applications will be reduced	PLC/Condo	<b>Legal Working Group</b>	Q2 - 2015	Completed
23	Staff to align all results from current process mapping into the new version of City's file management system set to be launched in 2015. This will enable the future development of accessible 'online' real time status for development applications.	SPA, OPA, ZC, PofS, PLC/Condo	<b>IOR Tech Steering Committee</b> √ To begin in June 2015 and will determine deliverables for 2015/2016	Q3/Q4 2016	Underway In 2016



## Attachment 2 – Site Plan Control By-law

### THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2016) – XXXXX

Being a by-law to designate all lands within the City of Guelph as an area of Site Plan Control and to delegate Council's Site Plan Control power to the General Manager of Planning, Urban Design and Building Services.

WHEREAS Section 41 of the Planning Act, R.S.O. 1990, C.P.13, as amended permits municipal councils to designate any lands within a municipality as a site plan control area provided that such area is shown or described as such in the municipal official plan;

AND WHEREAS the City of Guelph Official Plan designates all lands within the City as a site plan control area;

AND WHEREAS under Section 23.1 of the *Municipal Act*, 2001, S.O. 2001 c. 25, as amended, a municipal council may delegate its powers and duties to any person;

AND WHEREAS the Municipal Council of The Corporation of the City of Guelph deems it desirable to designate the City of Guelph as a Site Plan Control Area and to delegate its responsibilities with respect to processing site plan applications to the City's General Manager of Planning, Urban Design and Building Services.

THEREFORE THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. For the purpose of this By-law:

- a) "**Coach House**" means a separate, smaller residential dwelling unit, often located above or attached to a garage that is built on a lot occupied by an existing single-detached or semi-detached residential dwelling.
- b) "**Council**" means the municipal Council of The Corporation of the City of Guelph
- c) "**Development**" means the construction, erection or placing of one or more buildings or structures on land or the making of an additional or alteration to a building or structure that has the effect of substantially

increasing the size or usability thereof, or the laying out and establishment of a commercial parking lot or of sites of the location of three or more trailers as defined in clause (a) subsection 164(4) of the Municipal Act or of sites for the location of three or more mobile homes as defined in subsection 46(1) of the Planning Act or of sites for the construction, erection or location of three or more land lease community homes as defined in subsection 46(1) of the Planning Act;

- d) **“Education Institutional Development”** means development under the jurisdiction of the University of Guelph on lands designated Major Institutional within the City of Guelph Official Plan. Notwithstanding the foregoing, Education Institutional Development shall not include:
  - i. Development that fronts onto or is located within one hundred metres of a public highway; or,
  - ii. Development of any lands designated or listed on the Municipal Register of Cultural Heritage pursuant to section 27 of the *Ontario Heritage Act*, R.S.O. 1990, c. O.18, as amended.
- e) **“Extractive Use”** means the use of a pit or quarry for which a licences has been issued by the Minister of Natural Resources pursuant to the Aggregate Resources Act, R.S.O. 1990, c.A.8, as amended, and includes associated buildings and structures;
- f) **“Farm-Related Development”** means the erection of buildings or structures for agricultural usage on a farm and shall include the residence of the farm operator, but shall exclude any building or structure that is used or is to be used for commercial or industrial purposes;
- g) **“General Manager”** means an officer or employee of the City who:
  - i. Holds the position of the General Manager of Planning, Urban Design and Building Services or comparable position;
  - ii. Holds a successor position at the City with responsibility for subject matters similar to those of the General Manager of Planning, Urban Design and Building Services, or comparable position; or,
  - iii. Acts in place of either of the foregoing.

- h) **"Lodging House"** means *Lodging House Type 1* and *Lodging House Type 2* as defined in the Zoning By-law.
  - i) **"Low Density Residential Development"** means a residential development fronting on a public road, and is limited to Single-Detached Dwellings, and Semi-Detached Dwellings, all as defined in the Zoning By-Law, but does not include:
    - i. a Lodging House or Coach House (as defined herein);
    - ii. a Garden Suite, Bed and Breakfast, Group Home, Residential Retirement Facility, or Nursing Home (all as defined in the Zoning By-Law); or,
    - iii. a Zero Lot Line Dwelling.
  - j) **"Municipal Act"** means the *Municipal Act*, 2001 S.O. 2001, C25, as amended; and
  - k) **"Planning Act"** means the *Planning Act*, R.S.O. 1990, C.P.13, as amended.
  - l) **"Zero Lot Line Dwelling"** means a single-detached dwelling located on a lot in a manner that one or more exterior walls are located on the property line.
  - m) **"Zoning By-Law"** means the City's Zoning By-law No. 1995-14864, as amended and any successor zoning By-law passed by Council.
- 2. All of the land contained within the Official Plan of the City of Guelph Planning Area, as amended from time to time, is hereby designated as a Site Plan Control Area pursuant to Section 41 of the Planning Act.
  - 3. No person shall undertake any development on land located in the Site Plan Control Area unless Council, or, where a referral has been made under Section 41(12) of the Planning Act, the Ontario Municipal Board, has approved the plans and drawings to be submitted to the City pursuant to subsections 41(4) and (5) of the Planning Act.
  - 4. Notwithstanding section 3 of this By-law, and at the sole discretion of the General Manager, the following classes of development may be undertaken without the approval of plans and drawings otherwise required under subsections 41(4) and (5) of the Planning Act:

- a) Low Density Residential Development;
  - b) Educational Institutional Development;
  - c) Farm-Related Development;
  - d) Extractive Use;
  - e) Portable classrooms being placed on a school site of a district school board if the school site was in existence on January 1, 2007;
  - f) Structures for flood control, including, but not limited to dams, weirs, piers, and retaining walls developed under the authority of the *Great Lakes Protection Act*, 2015, S.O. 2015, c. 24, as amended, or the *Conservation Authorities Act*, R.S.O. 1990, c. C.27, as amended; resurfacing of existing uncovered parking facilities; and,
  - g) Construction Trailers on a Construction Site as defined in the Zoning By-law (not including a real estate sales office permitted as an Occasional Use by the Zoning By-Law) .
5. The drawings to be submitted pursuant to subsections 41(4) and (5) of the Planning Act shall, where applicable, be required to address, amongst other matters, the following:
- a) Matters relating to exterior design including, without limitation, the character, scale, appearance and design features of buildings and their sustainable design;
  - b) Sustainable design elements on any adjoining City highway, including, without limitation, trees, shrubs, hedges or other landscaping, permeable paving materials, street furniture, curb ramps, waste and recycling containers and bicycle parking facilities; and
  - c) Facilities designed to have regard for accessibility for persons with disabilities.
6. As a condition of the approval of the plans and drawings required under section 3 of this By-law, the City may require the owner of lands to:
- a) Provide and maintain, to the satisfaction of and at no risk or expense to the City, the facilities, works or matters set out in subsections 41(7)(a)(b) and (d) of the Planning Act;
  - b) Enter into one or more agreements with the City with respect to the provision and maintenance of such facilities, works or matters;
  - c) Enter into one or more agreements with the City to ensure that the development proceeds in accordance with the approved plans and drawings as required in section 3 of this By-law;

- d) Post securities in such amount(s) as the General Manager deems necessary and appropriate to ensure the provision and maintenance of the facilities, works or matters set out in subsections 41 (7)(a),(b), and (d) of the Planning Act as shown in the approved site plan. Securities are to be submitted in a form deemed acceptable to the General Manager.
- 7. Any agreement entered into under subsections 6.b)and 6.c) of this By-Law may be registered against title to the land to which it applies and the municipality is entitled to enforce the provisions thereof against the owner and, subject to the provisions of the Registry Act and the Land Titles Act, any subsequent owner(s) of the land.
- 8. The City's requirements with respect to consultation with the City before submitting the plans and drawings required under section 3 of this By-Law are set out in By-Law 2015-19937, as amended.
- 9. If a decision has not been made with respect to an application submitted to the City pursuant to section 41 of the Planning Act and such application becomes inactive for a period of more than one (1) year, then the General Manager shall have the discretion to close such application. For the purposes of this By-law, the term "inactive" shall mean a lack of correspondence to the City from the applicant or owner, which demonstrates a serious intent to proceed in regards to the specific application in question.
- 10.The City may recover any costs incurred by the City, including interest and administration expenses, to provide, maintain or complete facilities, site works or matters set out in subsections 41(7)(a),(b), and (d) of the Planning Act
- 11.Council's authority to approve the plans and drawings required pursuant to section 3 of this By-Law is hereby delegated to the General Manager.
- 12.Council's authority to require and approve and execute the Site Plan Agreement(s) pursuant to Sections 6.b) and 6.c) of this By-law and Section 41 of the Planning Act and amendment and to execute and cause to be registered said Site Plan Agreements(s) is hereby delegated to the General Manager.
- 13.Council's authority to determine and direct the appropriate action to be taken in the administration and enforcement of this By-Law, including any remedial action where an owner defaults in the carrying completion or maintenance of the facilities, site works, or matters set out in subsections 41(7)(a),(b), and (d) of the Planning Act is hereby delegated to the General Manager.

14. Council's authority to revoke any approval of plans and/or drawings granted pursuant to section 3 of this By-law, is hereby delegated to the General Manager where:

- a) such approval was granted on mistake, false, or incorrect information;
- b) such approval was granted in error;
- c) the owner of the lands requests, in writing to the General Manager, that the approval be revoked; or,
- d) five (5) years have passed since the approval was granted, and the development for which the approval was granted has not been seriously commenced in the reasonable opinion of the General Manager.

15. By-Law 1986-12024 and amending By-Law 1995-14866 are hereby repealed upon passage of this By-law.

16. This By-law shall come into force and effect on the date of final passing thereof by the Council of The Corporation of the City of Guelph.

PASSED THIS                      DAY OF                      , 2016.

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Cam Guthrie – Mayor

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Stephen O'Brien – City Clerk





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CORPRATE ASSET MANAGEMENT

# GOALS AND WORK PLAN

Daryush Esmaili, M.A.Sc, PMP, MIAM  
Manager, Corporate Asset Management

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July 05, 2016



# Agenda

## Asset Management Goals and Workplan

### Defining Asset Management

- An increasing Priority
- Definitions: Speaking the same language

### The Scope of Asset Management

- Key Activities
- Multi-disciplinary System
- Ensuring Organizational Alignment

### The Big Picture

- Key Principles
- Asset Lifecycle Activities
- Assets Systems and Decision Making

### Asset Management Roadmap

- Our Proposed Journey
- Proposed Work Plan Activities
- Summary: What We Aim to Achieve



# An Increasing Priority in Ontario

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## Defining Asset Management



### 2002 – Safe Drinking Water Act

Full Cost Accounting and Quality Management (DWQMS).



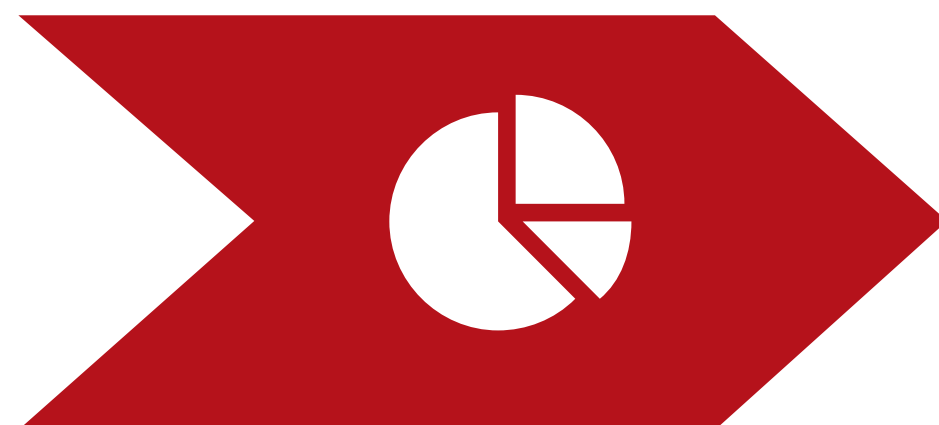
### 2009 – Public Sector Accounting Board (PSAB) 3150

Include Tangible Capital assets (TCA) in their financial reports.



### 2012 – Municipal Infrastructure Investment Initiative (MIII)

Detailed asset management plans required for Provincial grant funding.



### 2014 – AMO Federal Gas Tax Fund Administrative Agreements

Required to complete Asset Management Plans by December 31, 2016.

# Speaking the Same Language

Defining Asset Management



- **Asset:** An item that has value, or potential value, to an organization.
- **Asset Management:** The coordinated activities and practices of an organization to realize value from its assets.
- **Levels of Service:** A measure of the quality, performance, or output of the services provided (by an asset or group of assets).



# Key Principles

# Asset Management: The Big Picture



# Making the Best Possible Decisions About Assets



# Managing Risks



# Providing Satisfactory Levels of Service



# Optimizing Lifecycle Costs



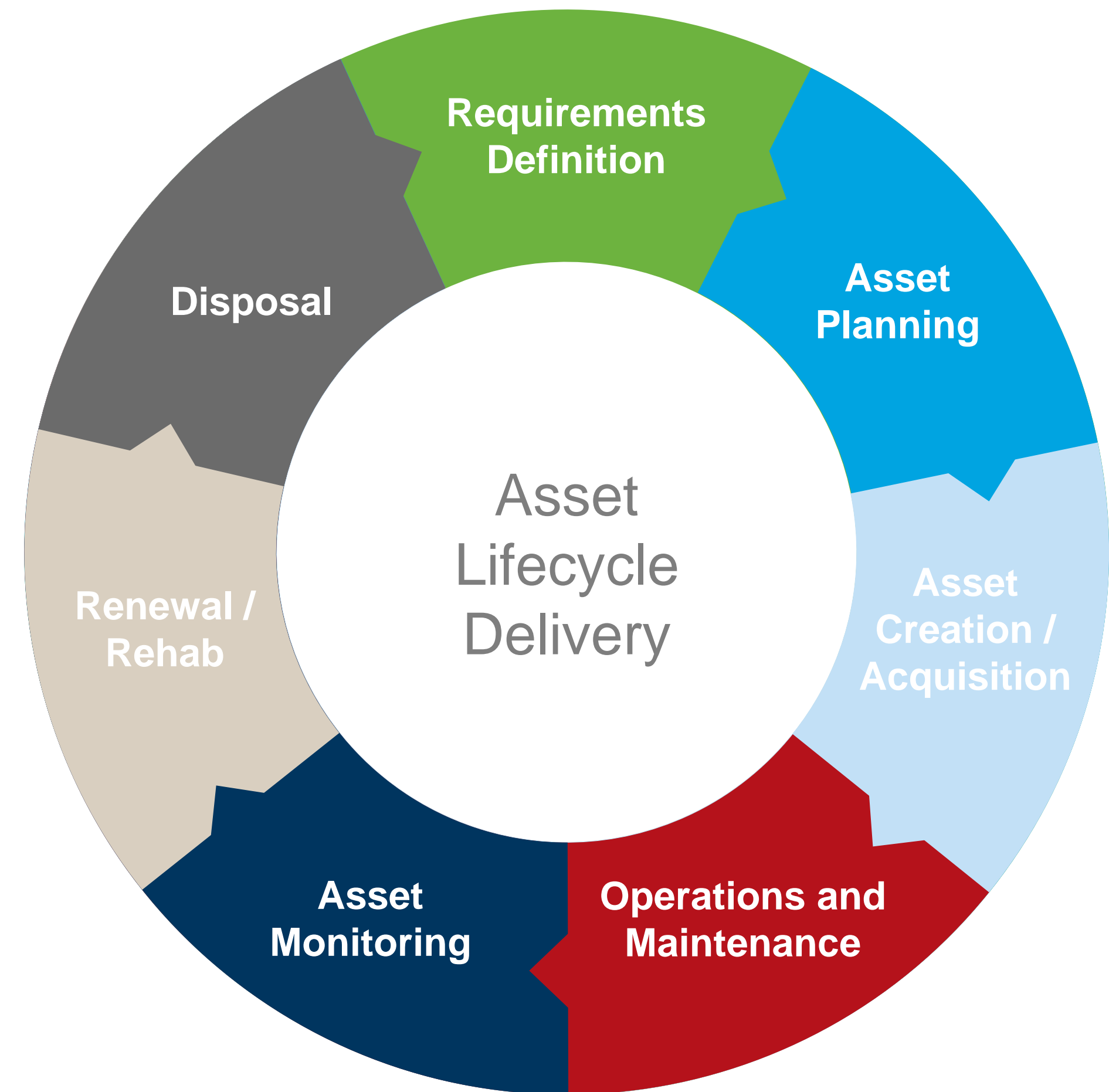
**All based on a clear  
understanding of the long  
term objectives and purpose**



# Asset Lifecycle Activities

Asset Management: The Big Picture

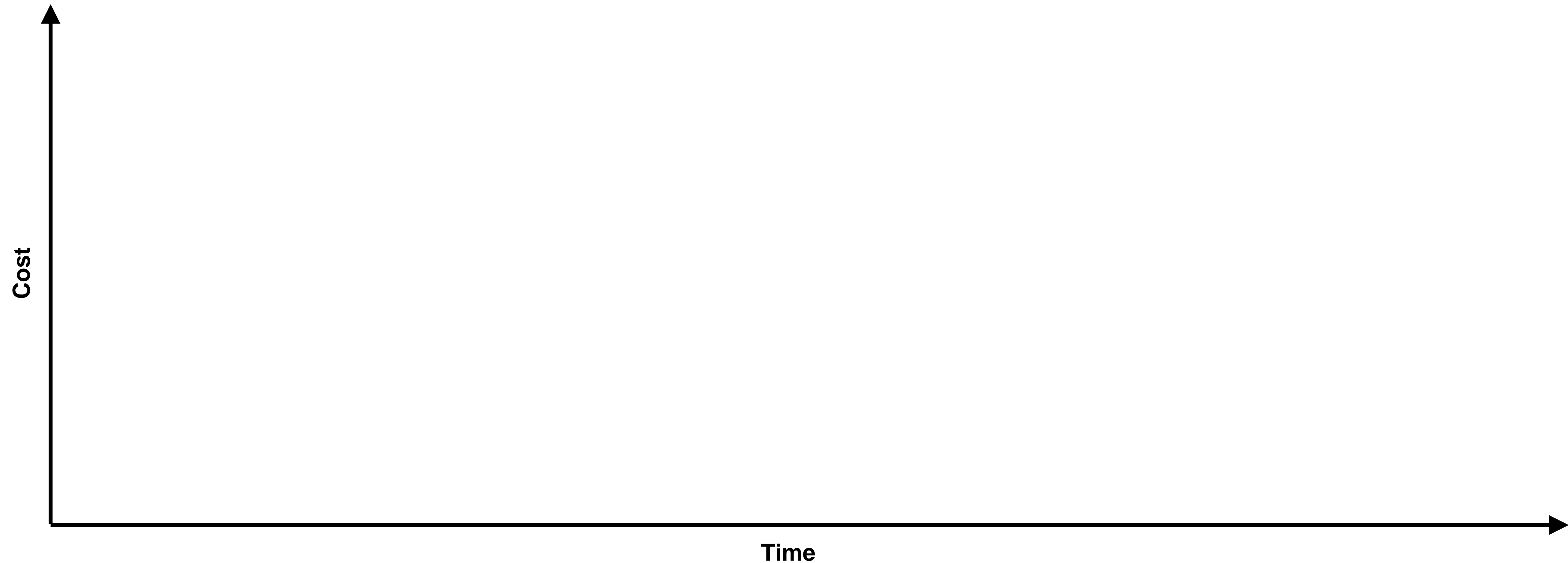
- Encompasses all practices from planning to disposal.
- The objective is to look at lowest long-term cost (rather than short-term savings) when making decisions.



# Asset Lifecycle Activities

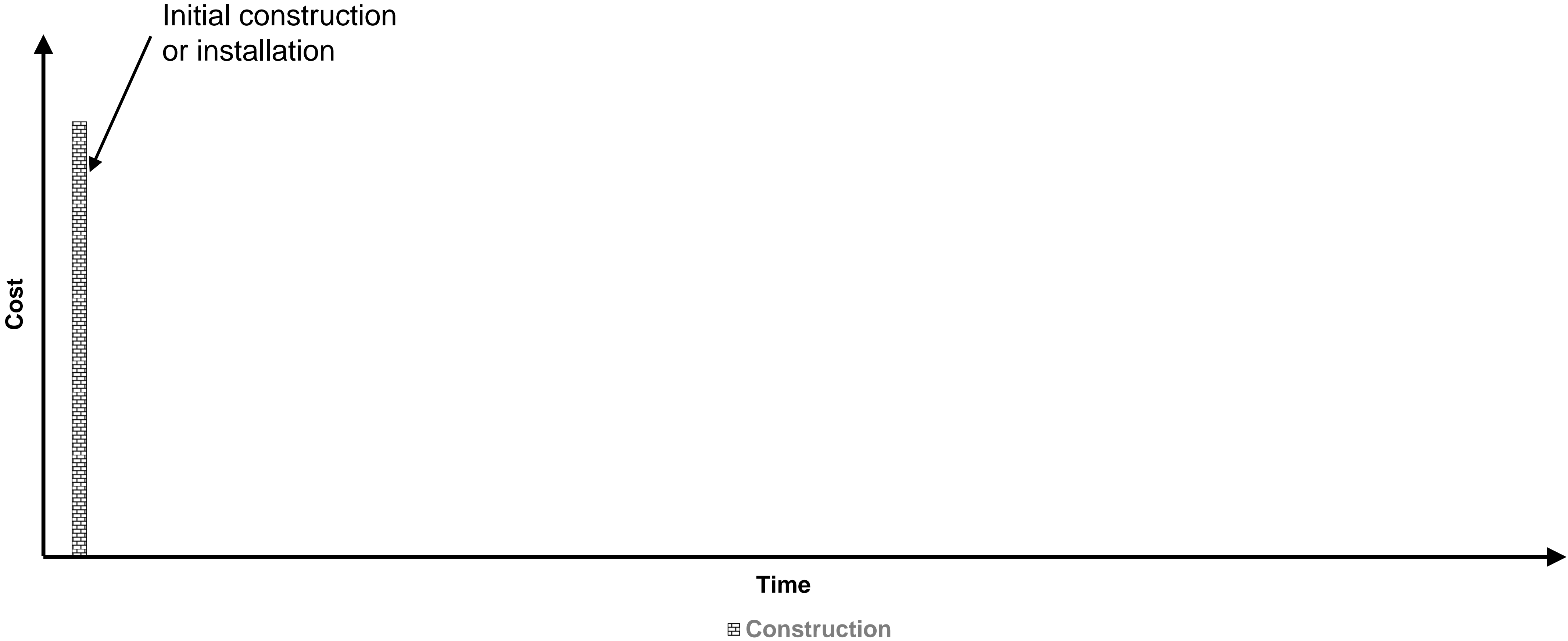
Asset Management: [The Big Picture](#)

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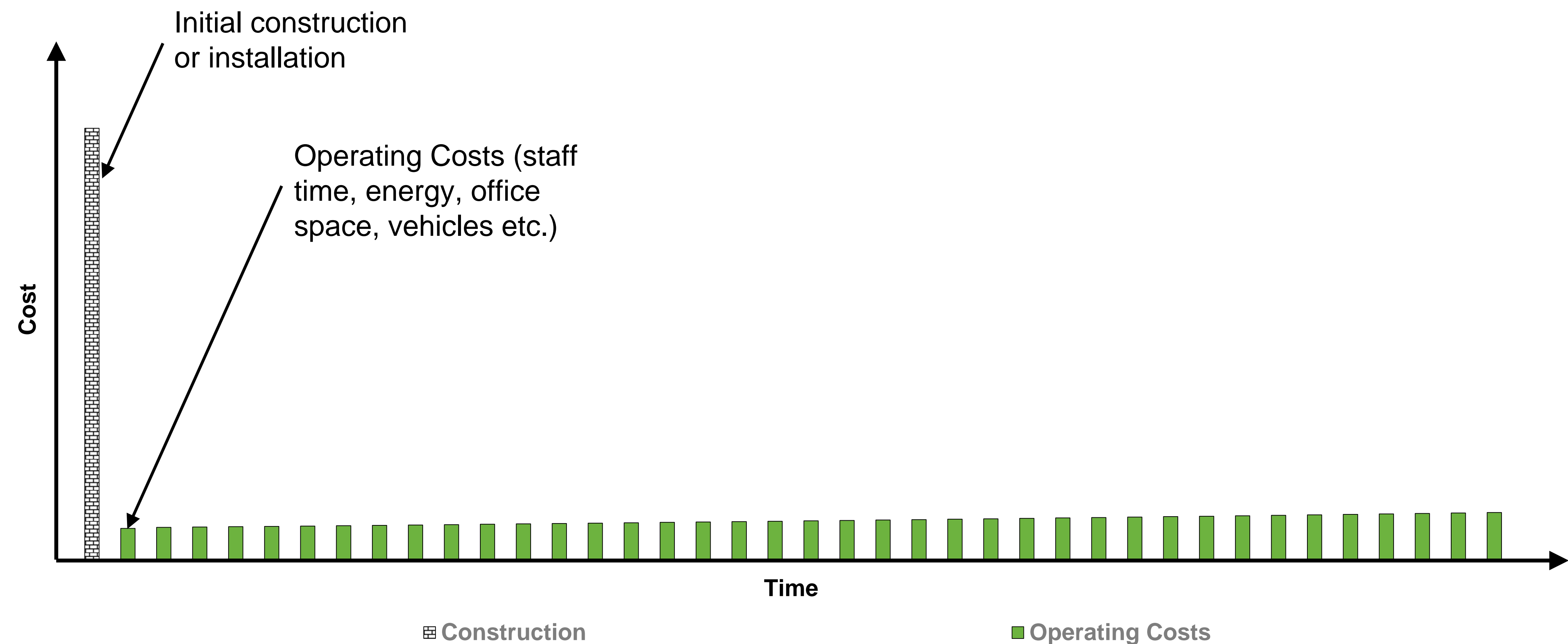
# Asset Lifecycle Activities

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# Asset Lifecycle Activities

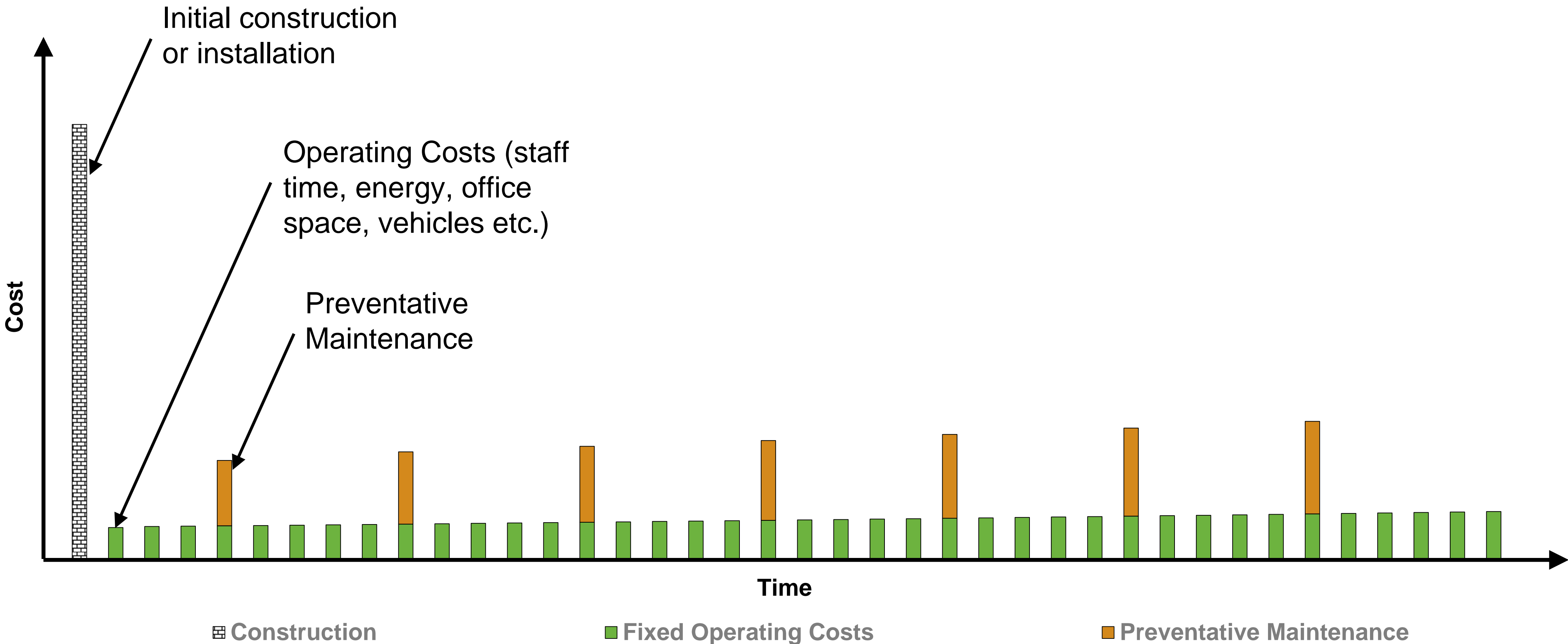
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# Asset Lifecycle Activities

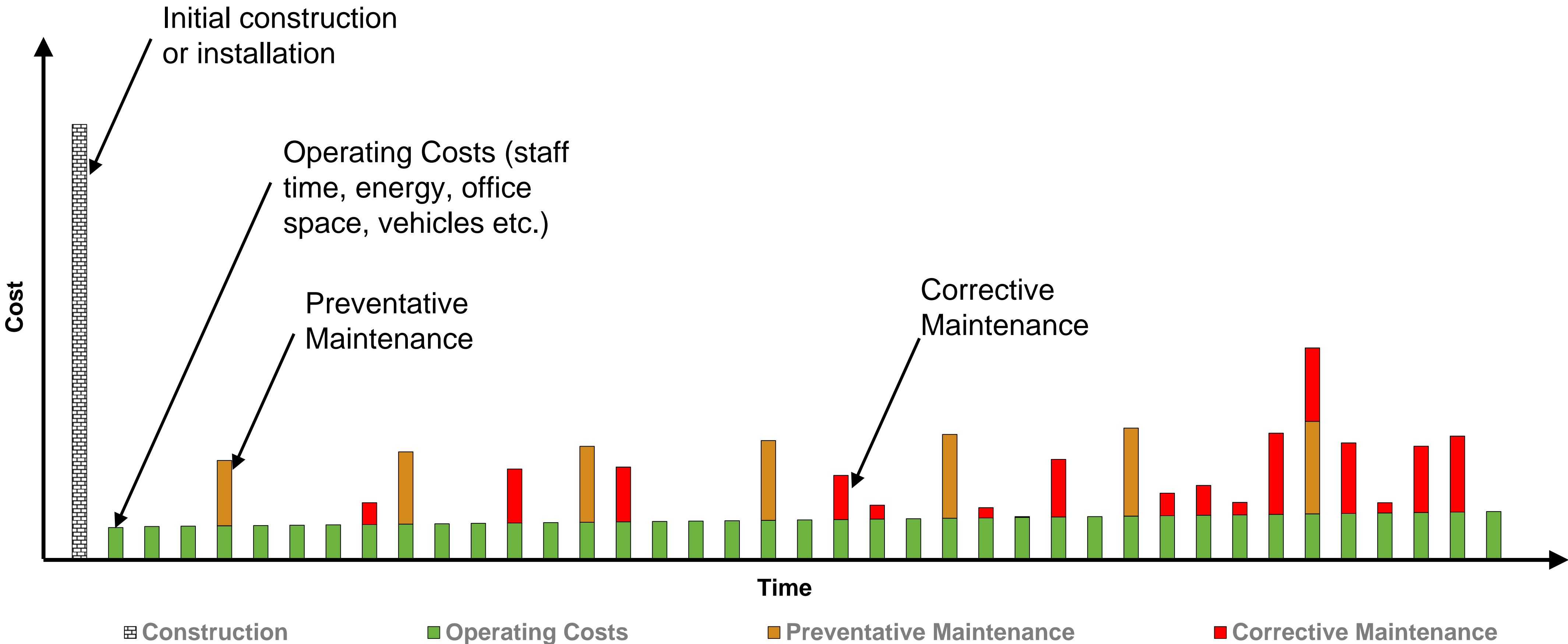
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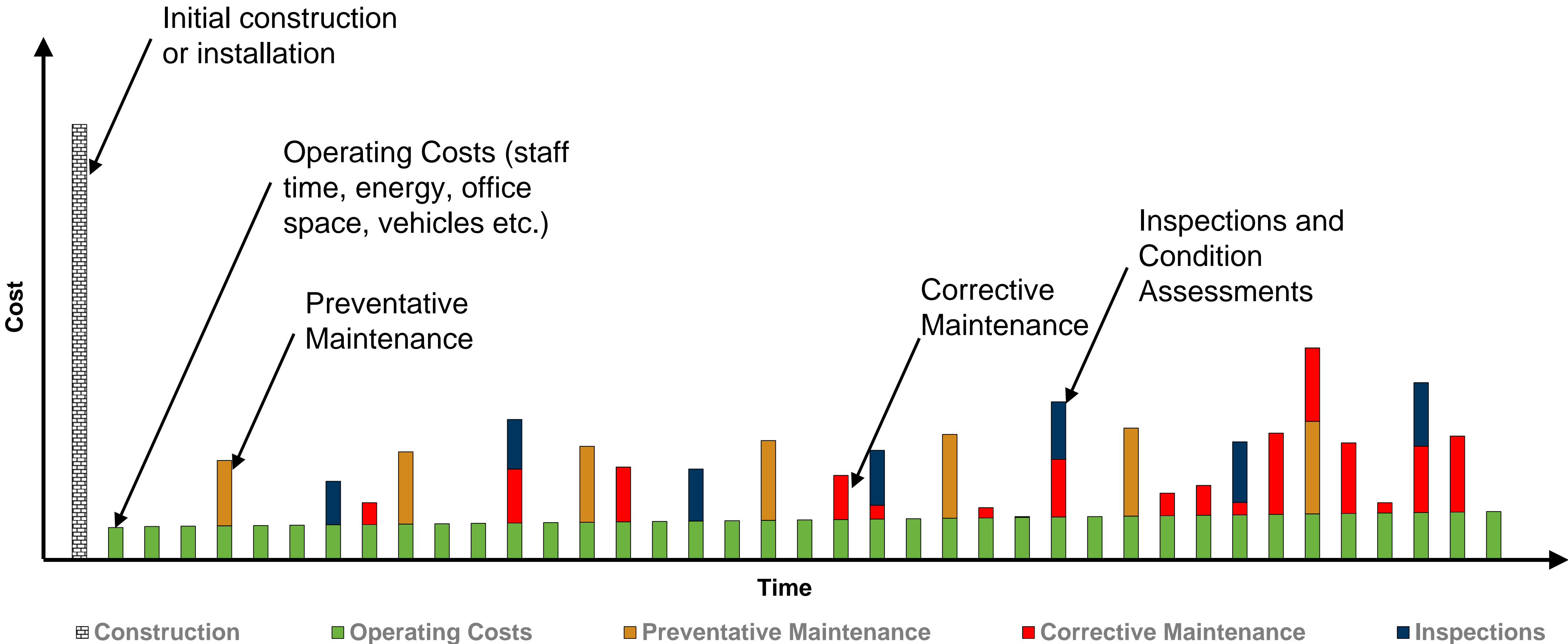
# Asset Lifecycle Activities

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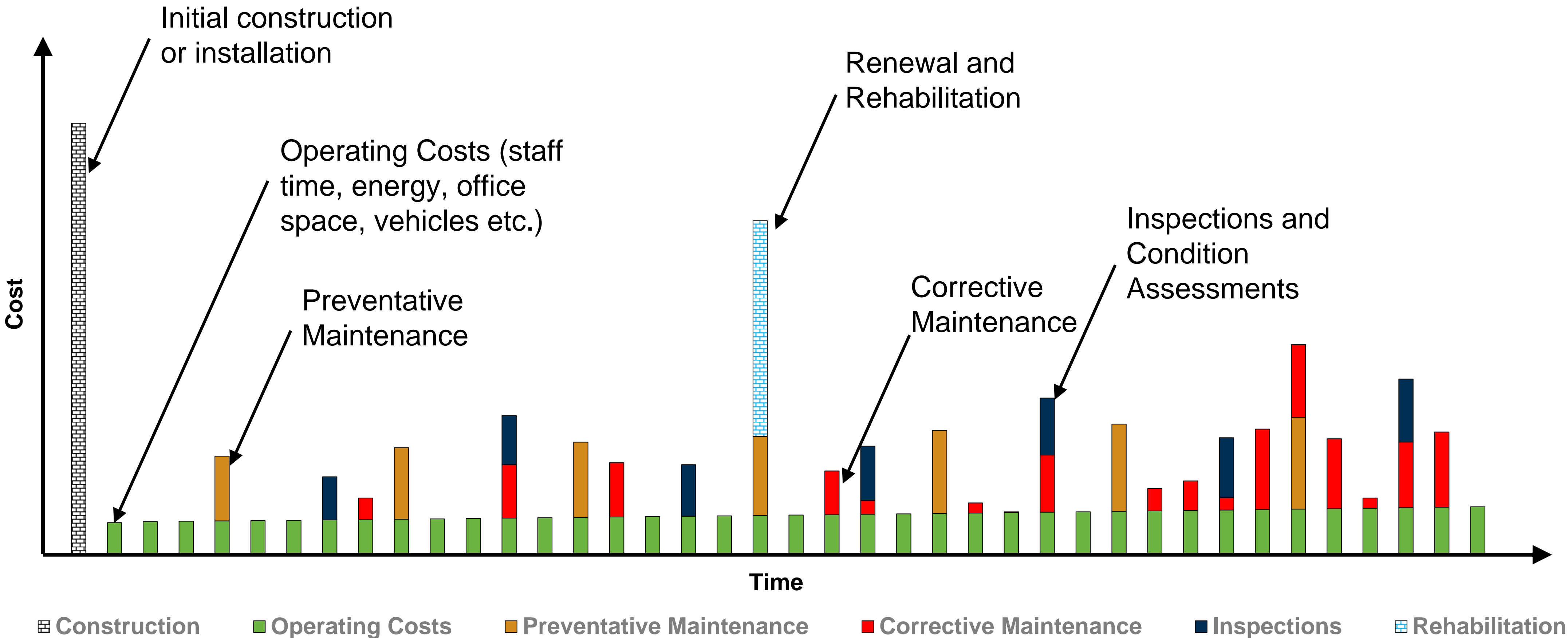
# Asset Lifecycle Activities

Asset Management: [The Big Picture](#)



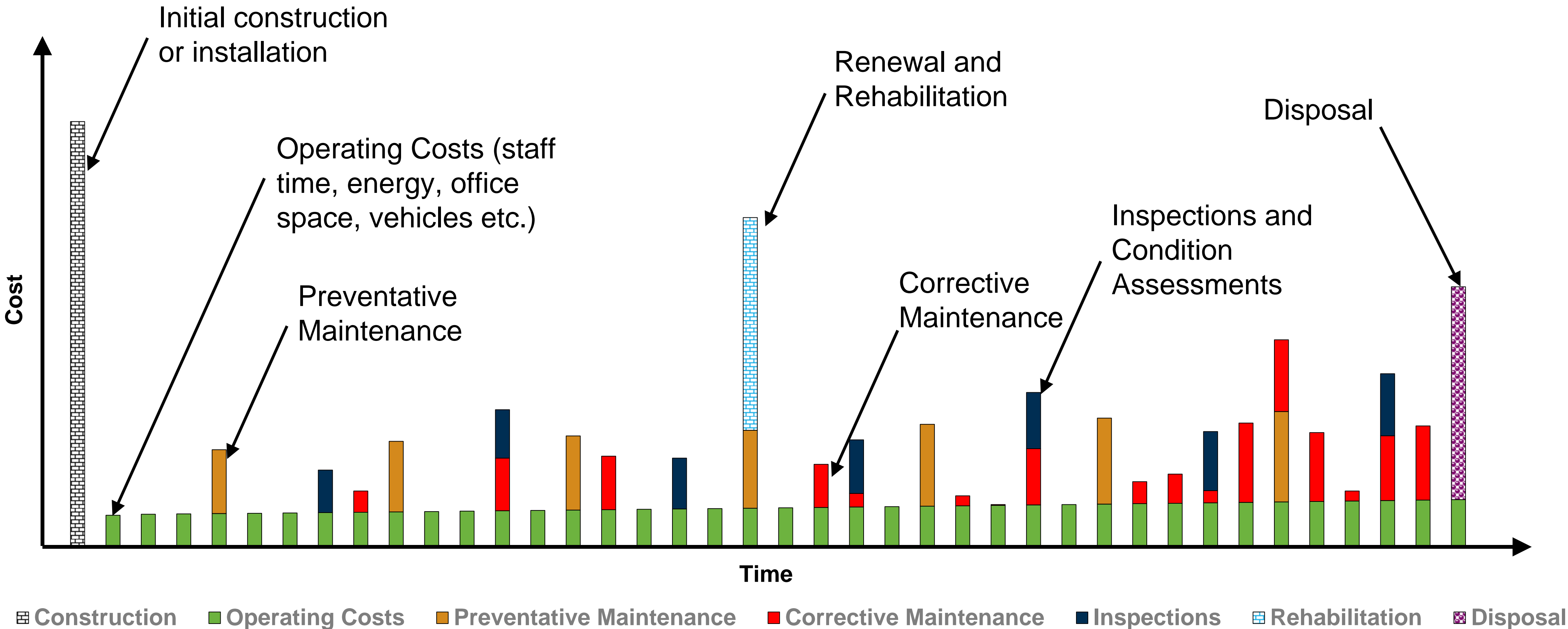
# Asset Lifecycle Activities

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# Asset Lifecycle Activities

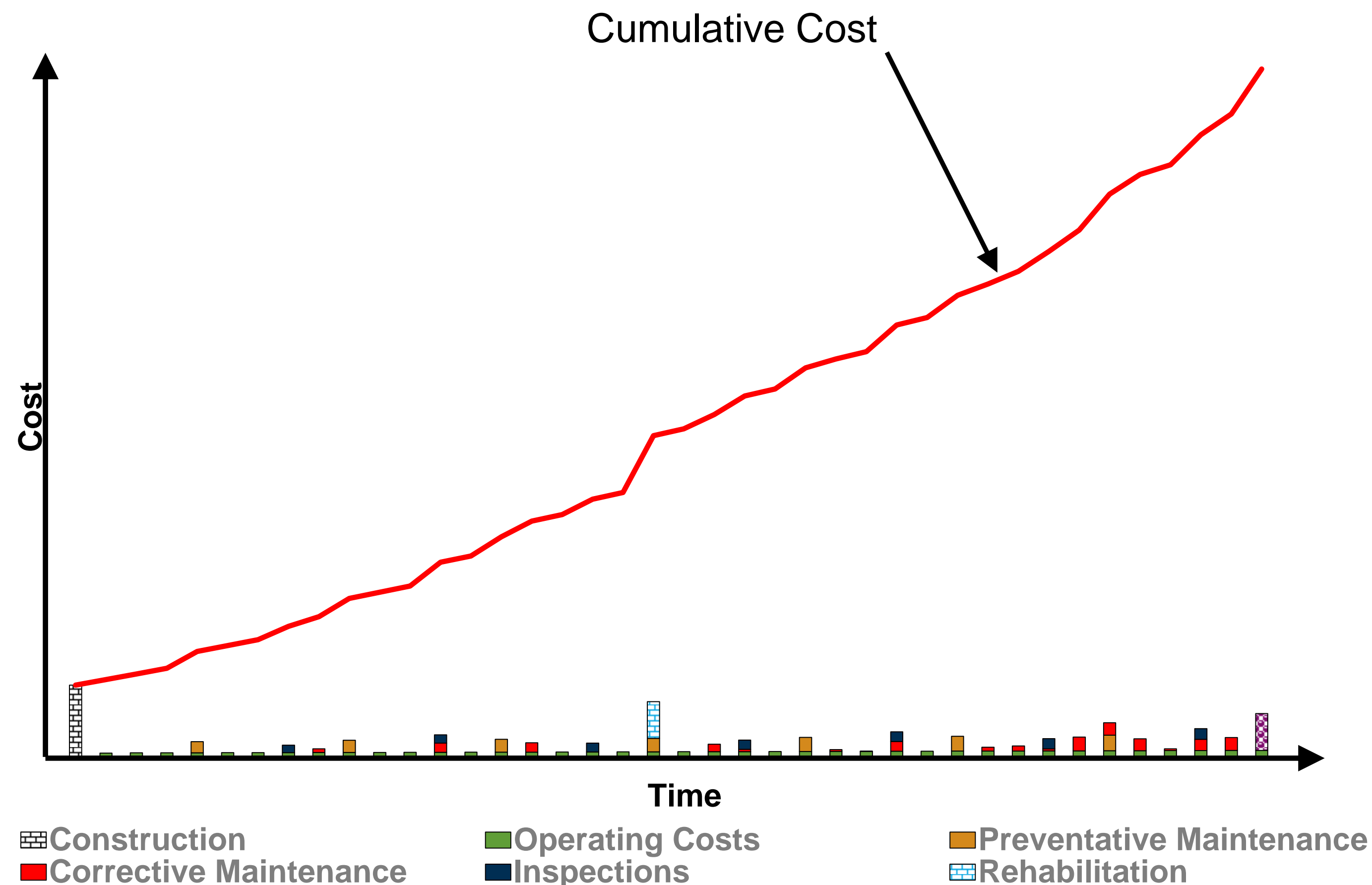
Asset Management: [The Big Picture](#)



# Cumulative Costs

Asset Management: [The Big Picture](#)

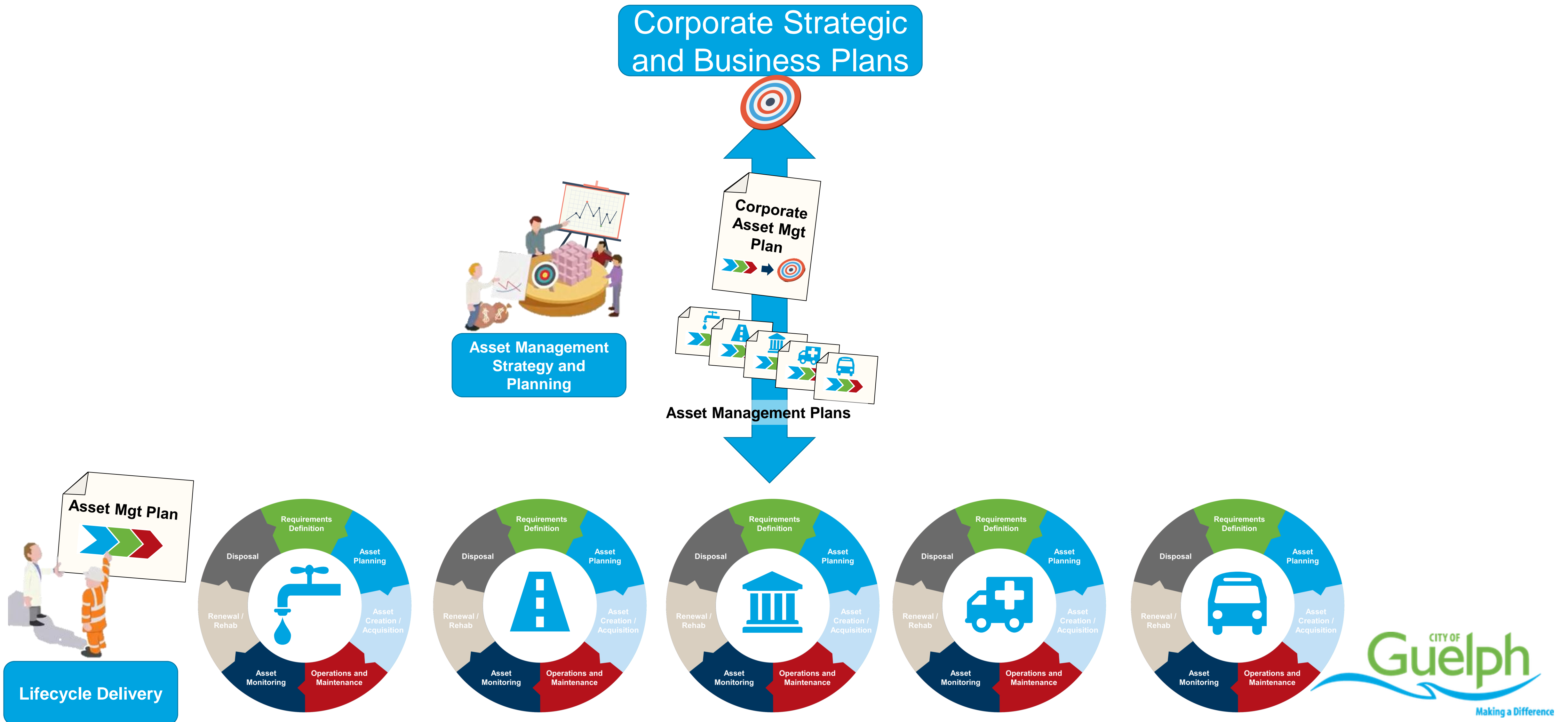
- Capital Costs (construction, rehabilitation and disposal) are only approximately 20% of the full lifecycle costs.
- However, the highest influence on the cost is early in the lifecycle.



# Assets are Part of a Bigger System

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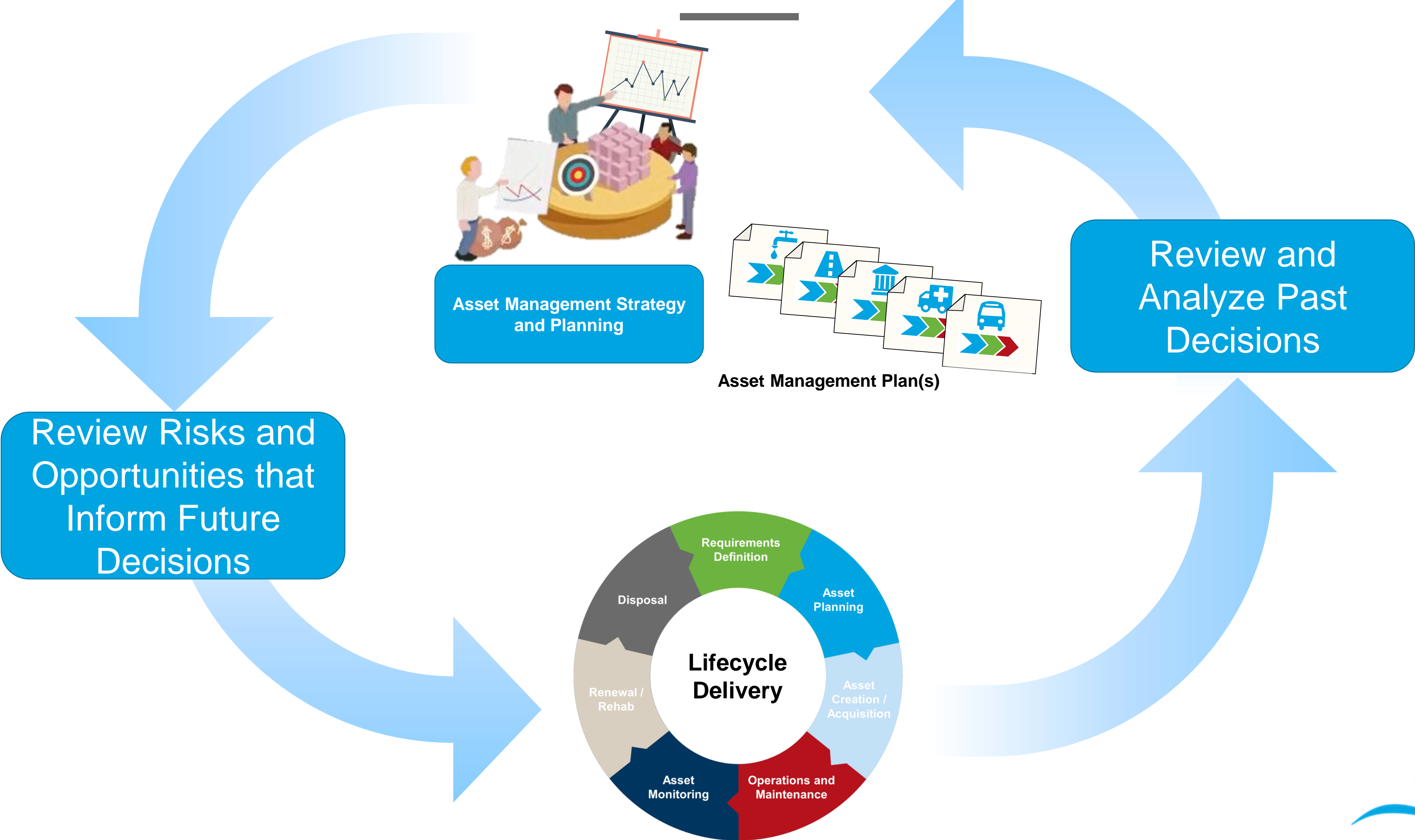
Asset Management: **The Big Picture**





# Continuous Learning Cycle

Asset Management: [The Big Picture](#)



# Decision Making

Asset Management: [The Big Picture](#)



Asset Management  
Strategy and  
Planning

Typically involves balancing:

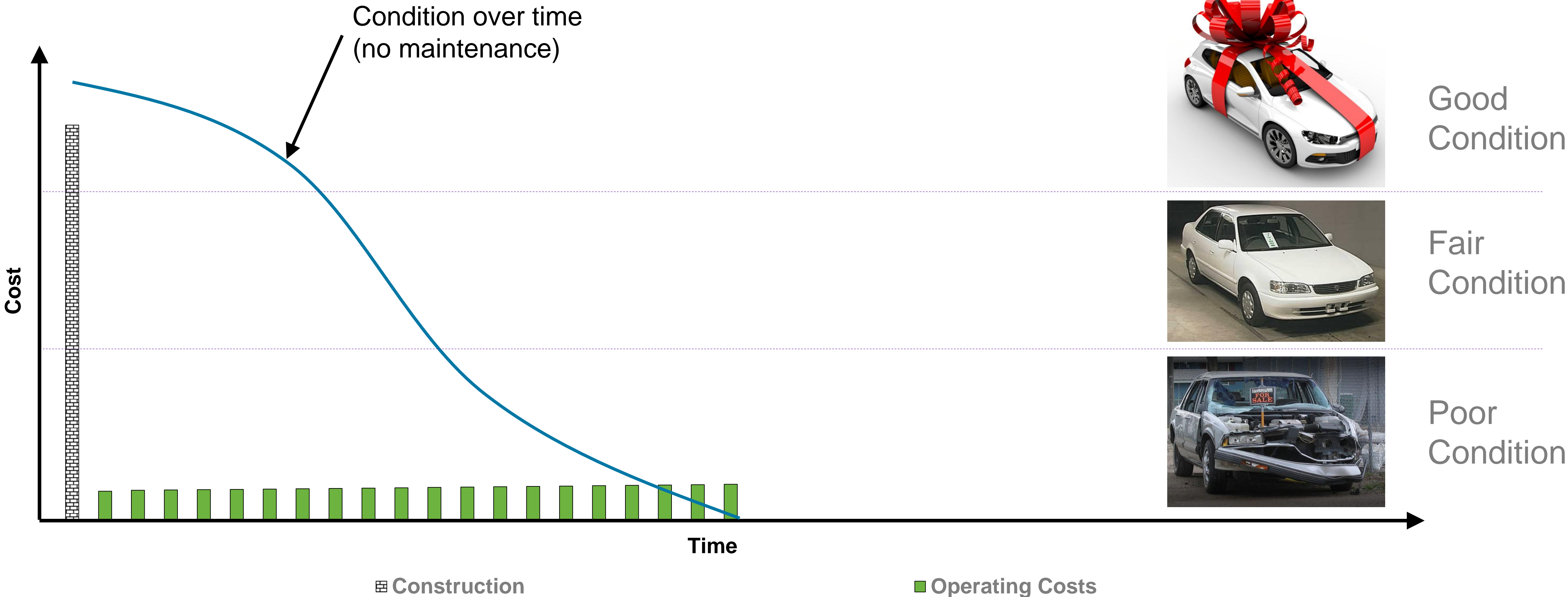
- Cost
- Risk
- Levels of Service (LOS)
- Time





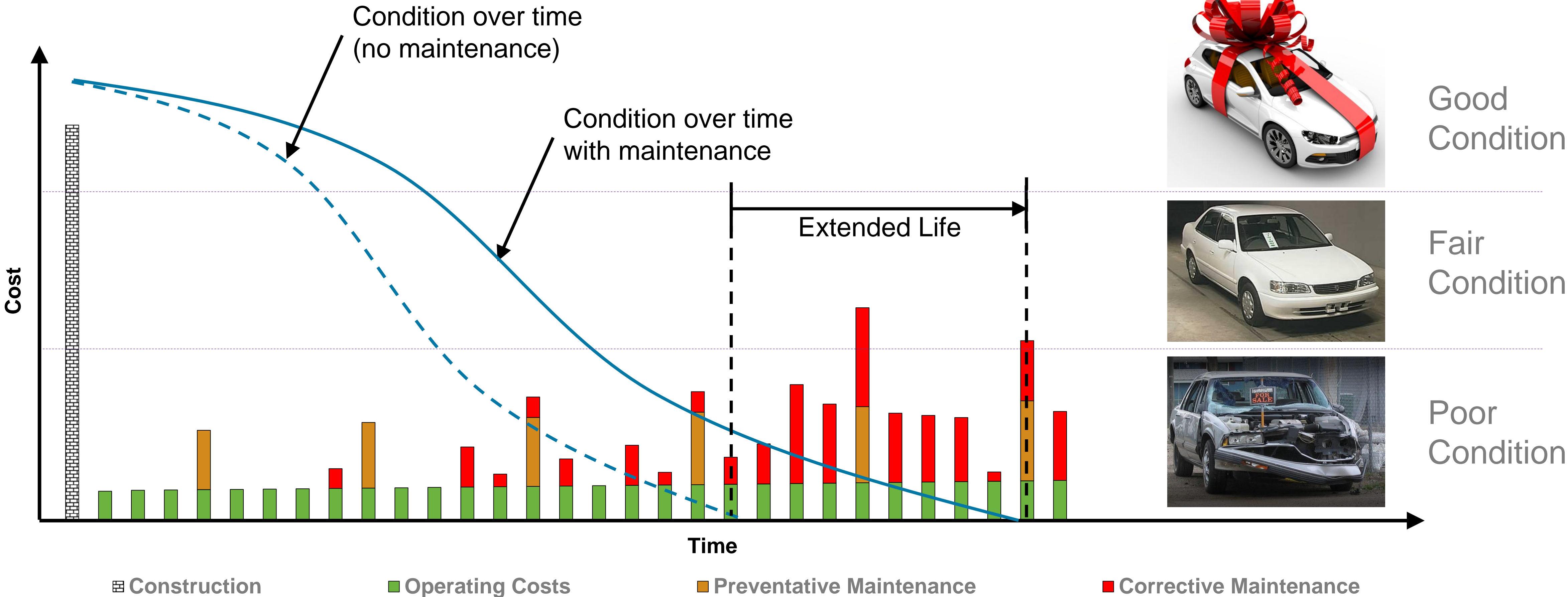
# Levels of Service

Asset Management: [The Big Picture](#)



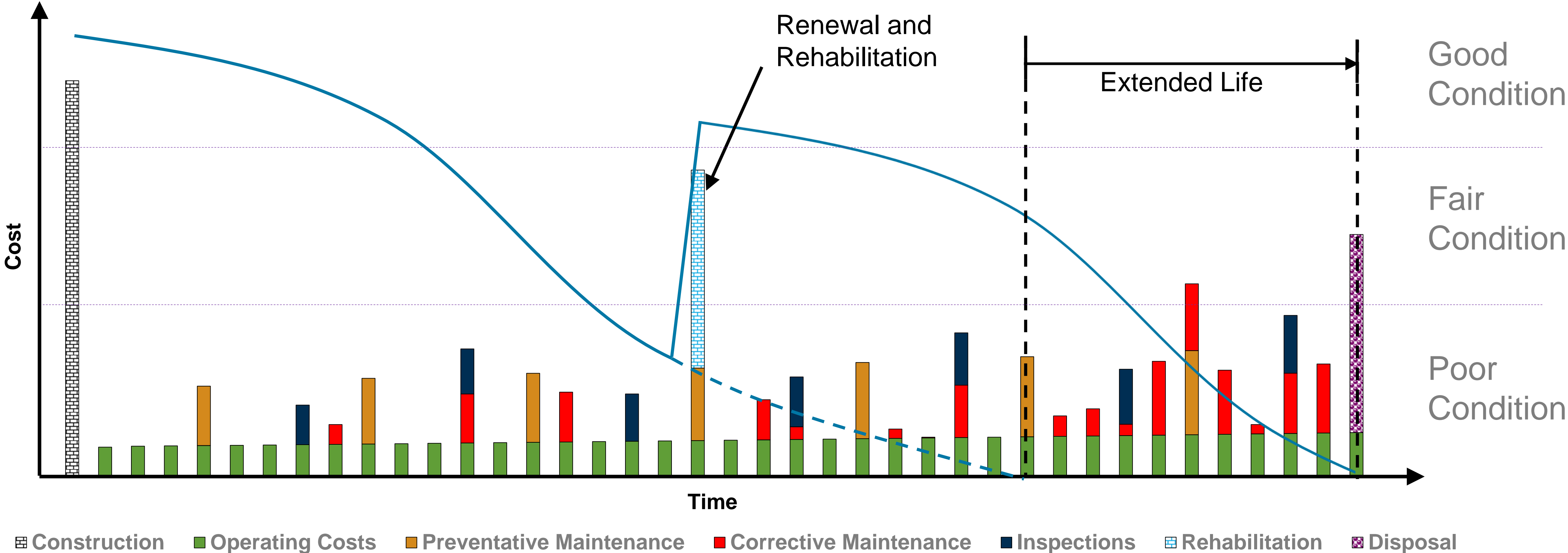
# Levels of Service

Asset Management: [The Big Picture](#)



# Levels of Service

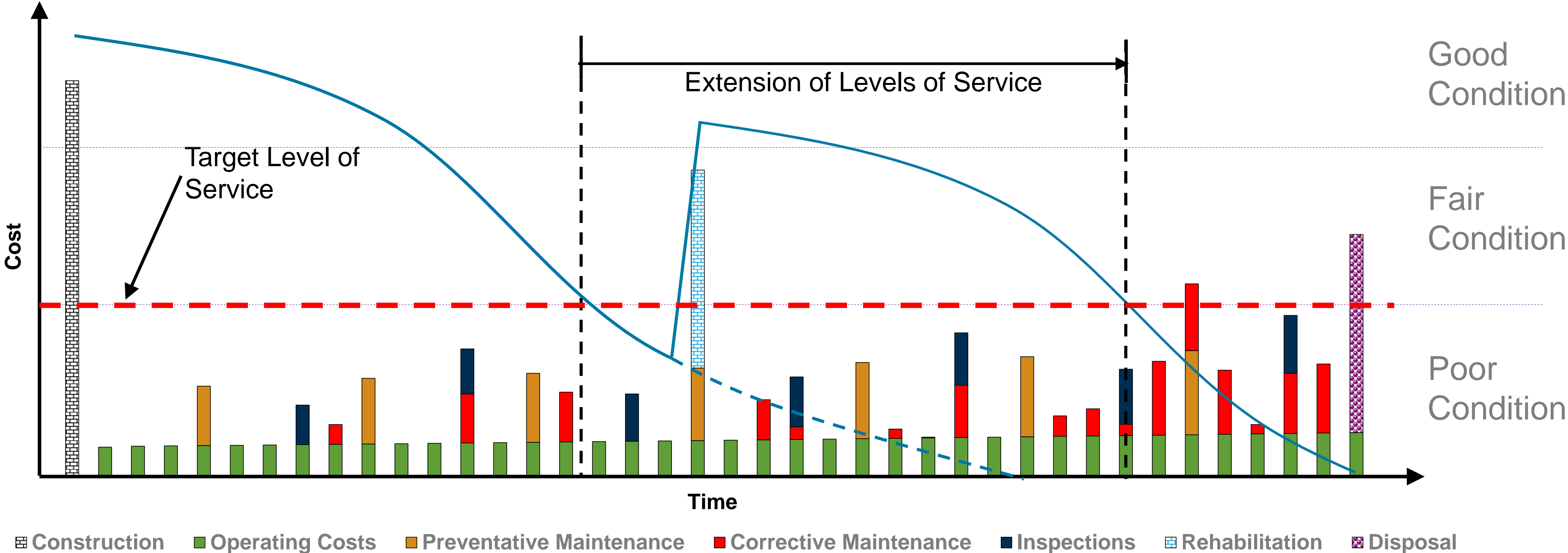
Asset Management: [The Big Picture](#)





# Levels of Service

Asset Management: [The Big Picture](#)



# Assets are a Conduit to a Service

Asset Management: [The Big Picture](#)

**Roads**

Transportation service

**Landfill**

Garbage disposal service

**Watermains**

Drinking water service



**EMS Fleet**

Emergency health service

**Parks Facilities**

Recreation services

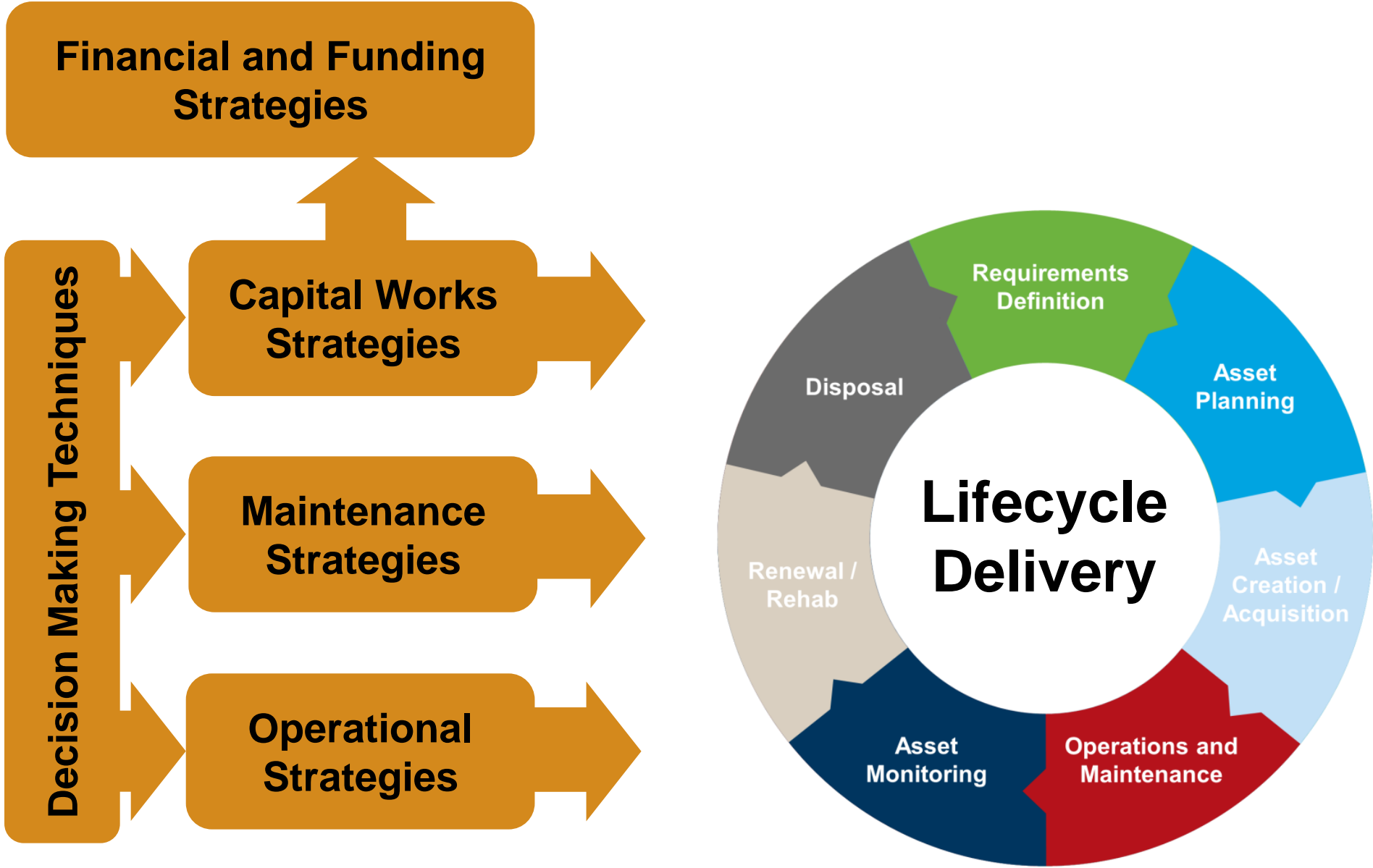
**City Hall**

Community services and office space

# Lifecycle Management

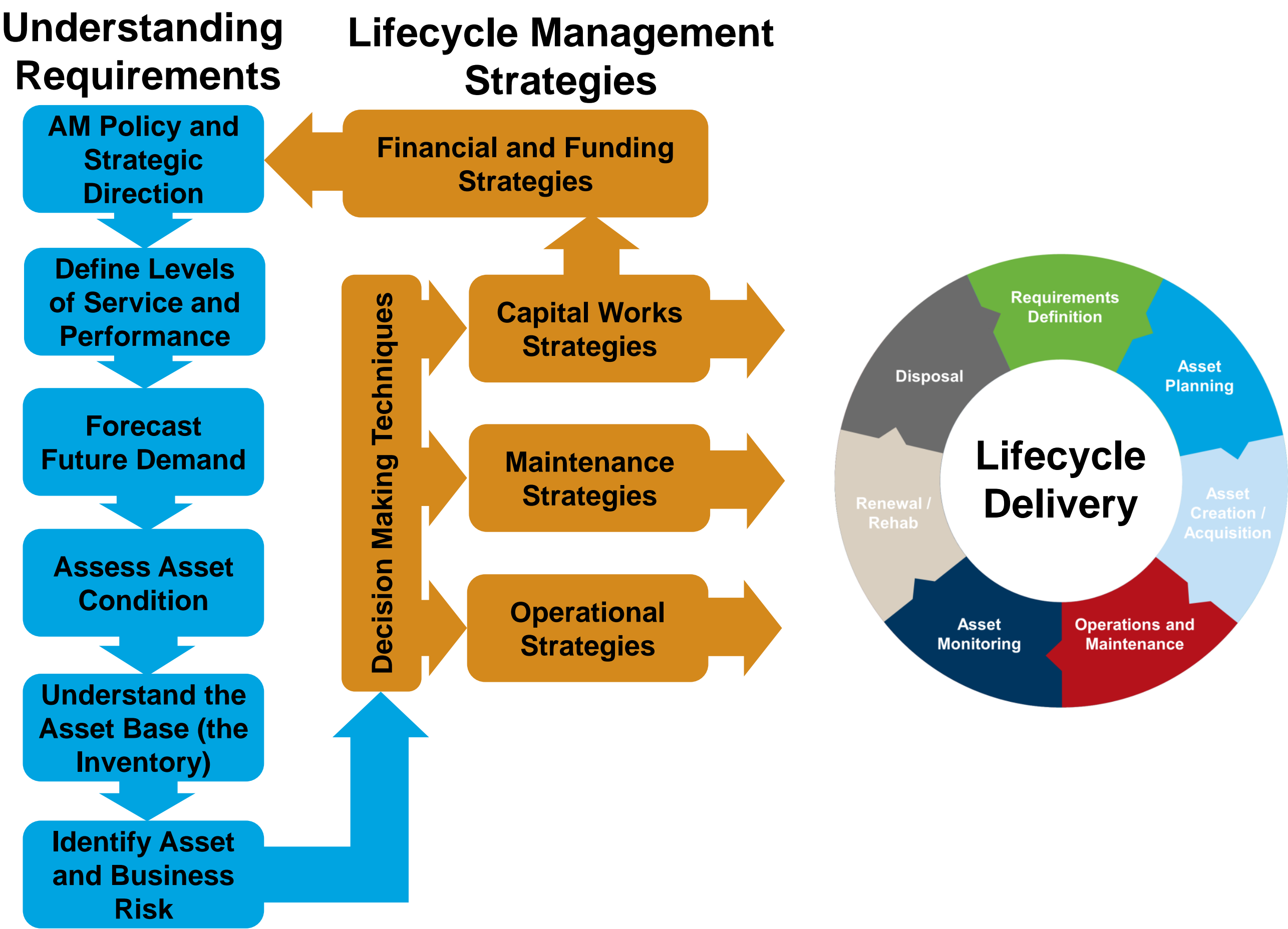
The Scope of Asset Management

## Lifecycle Management Strategies



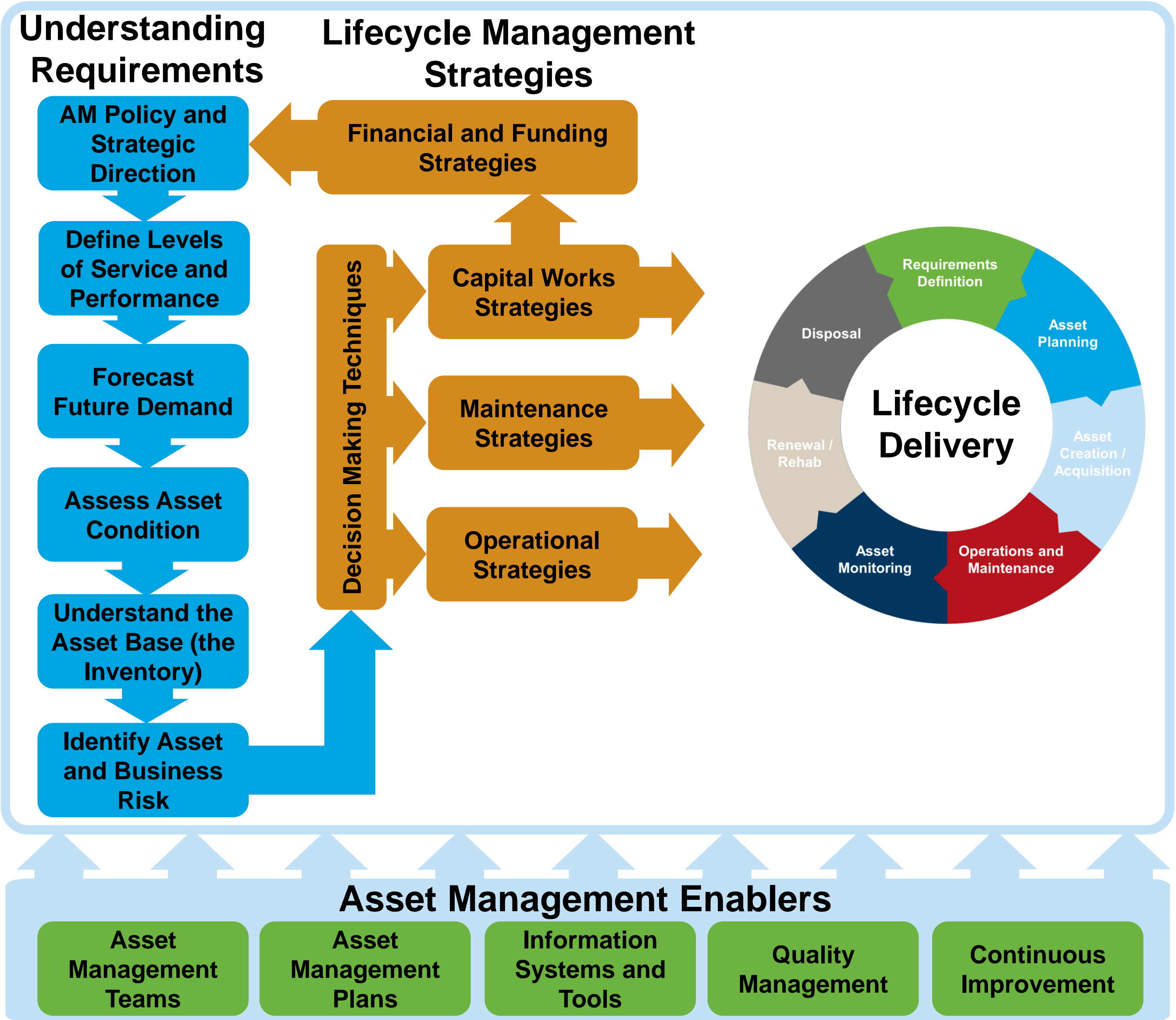
# Asset Management Analytics

The Scope of Asset Management



# Asset Management Enablers

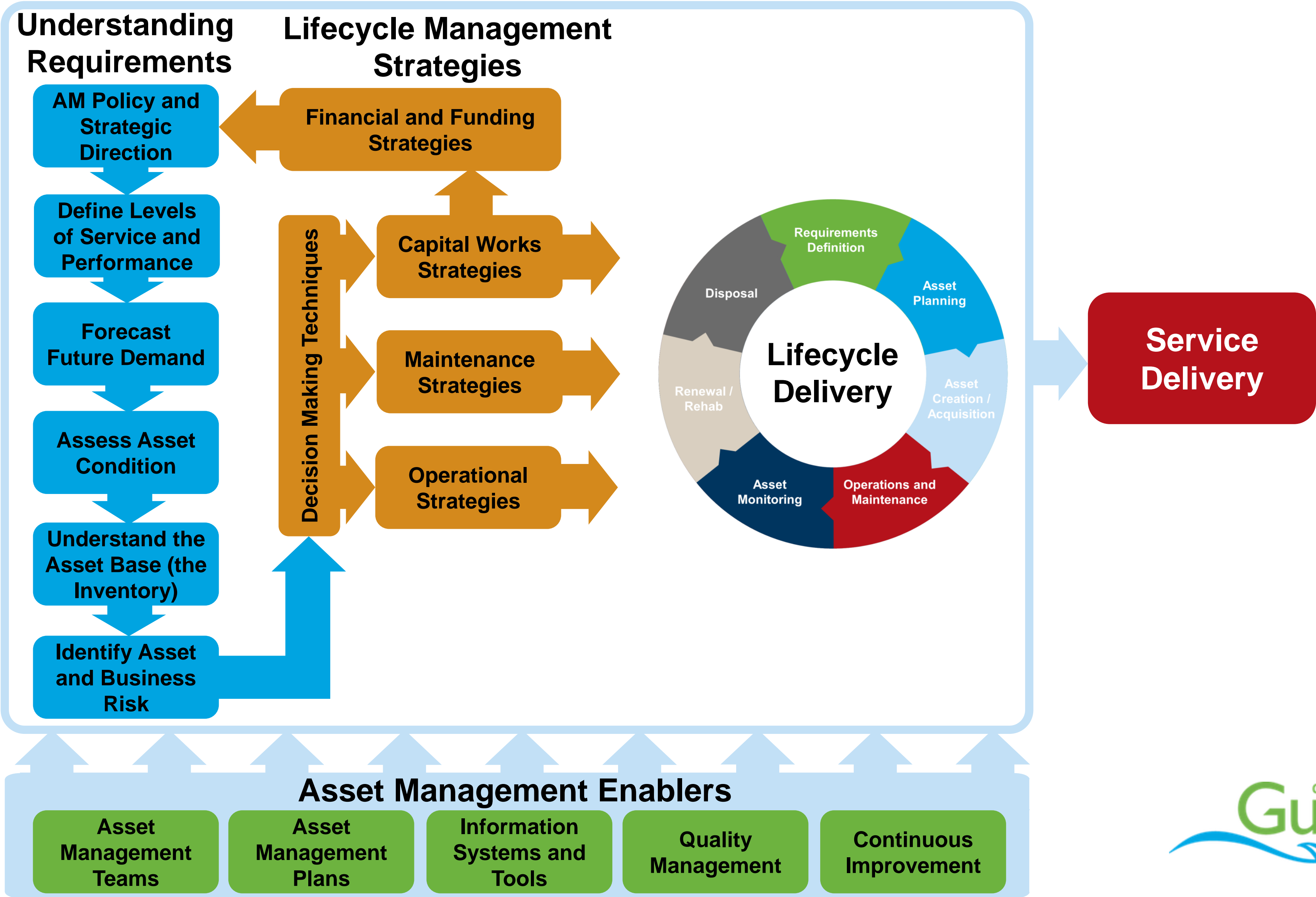
The Scope of Asset Management





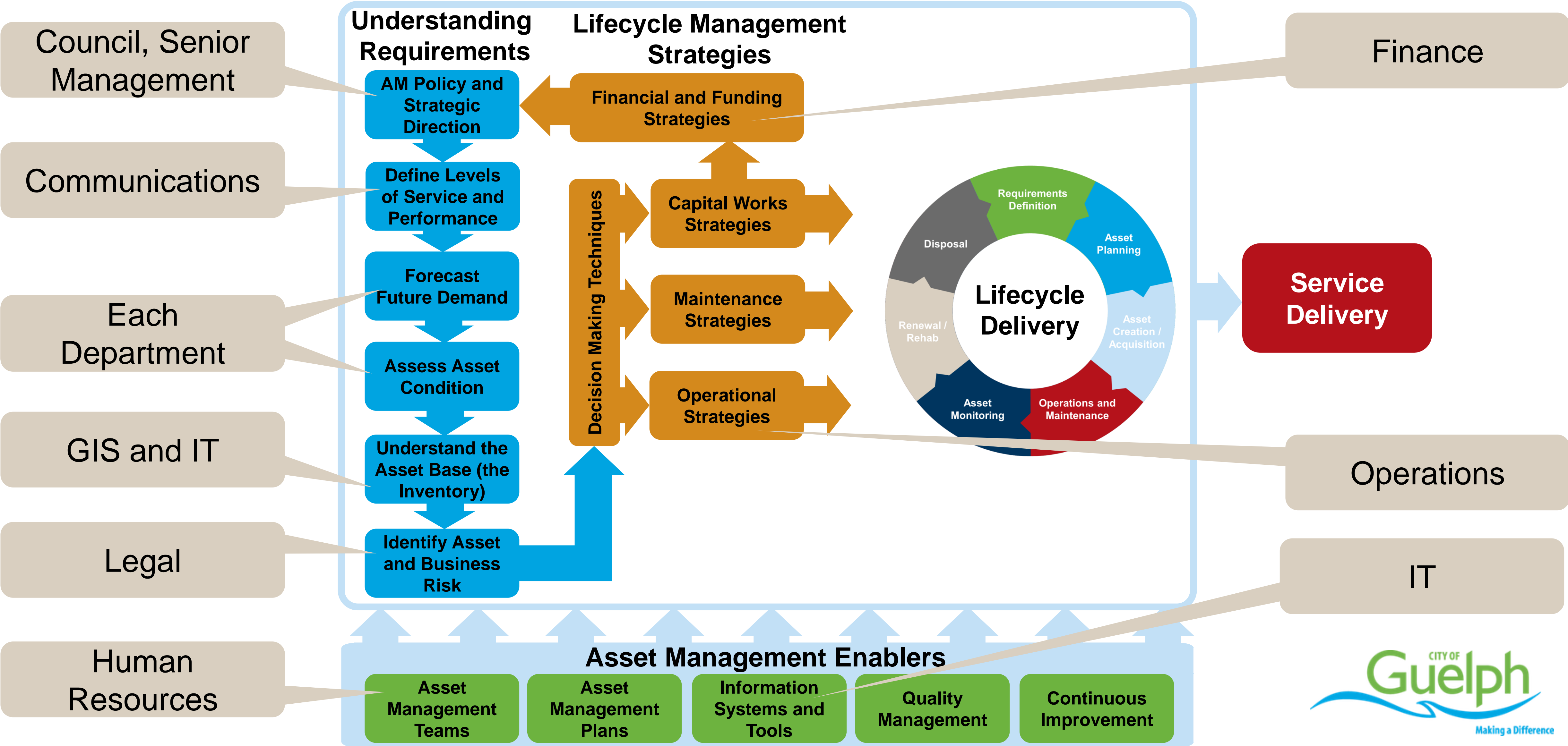
# The Focus: Service Delivery

The Scope of Asset Management



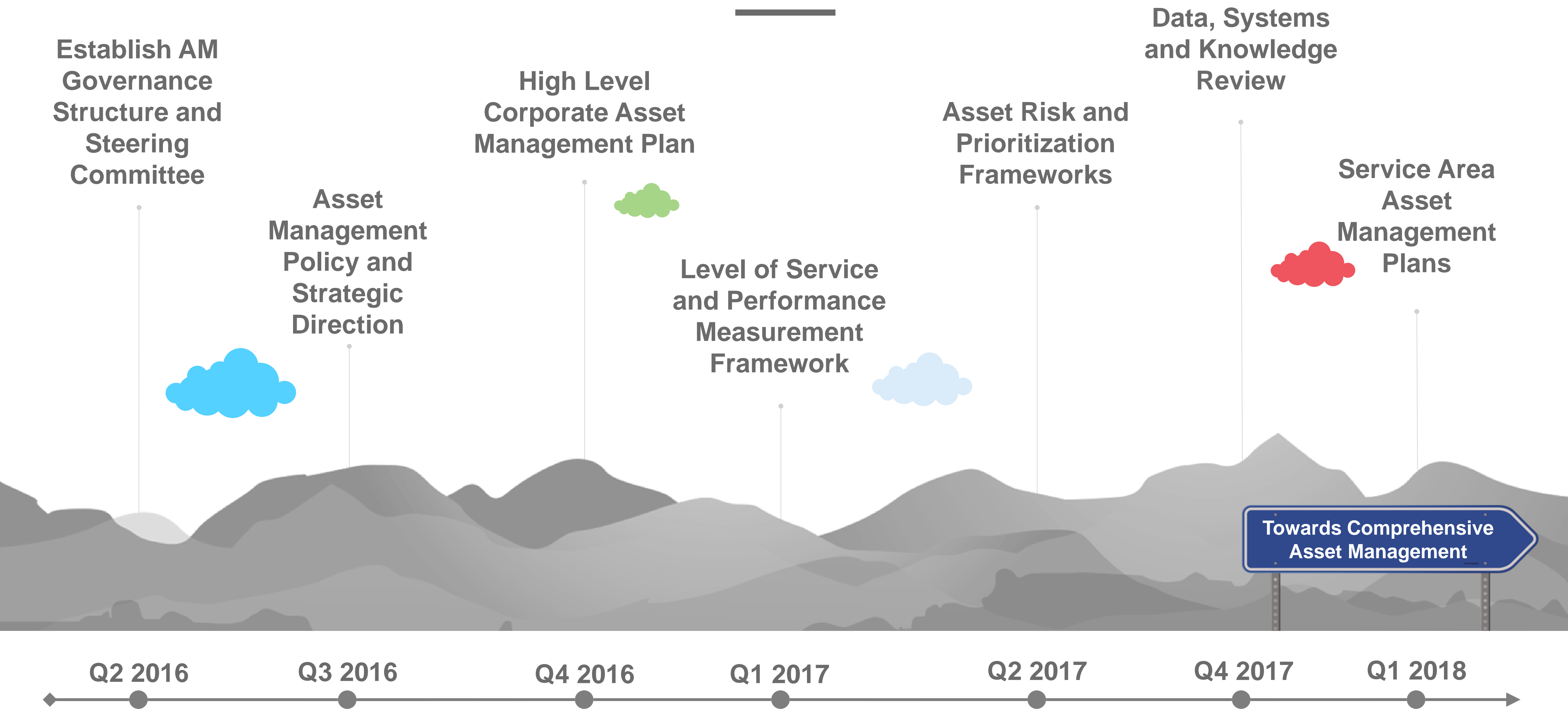
# Multi-disciplinary Stakeholders

The Scope of Asset Management



# Our Proposed Journey

Our Proposed Asset Management Journey





# Establish Governance Structure

Our Proposed Asset Management Journey

Links Asset Management to service delivery including:

- Assigning roles and responsibilities.
- Ensuring high level oversight.
- Maintaining accountability
- Ensuring resources are appropriately allocated.

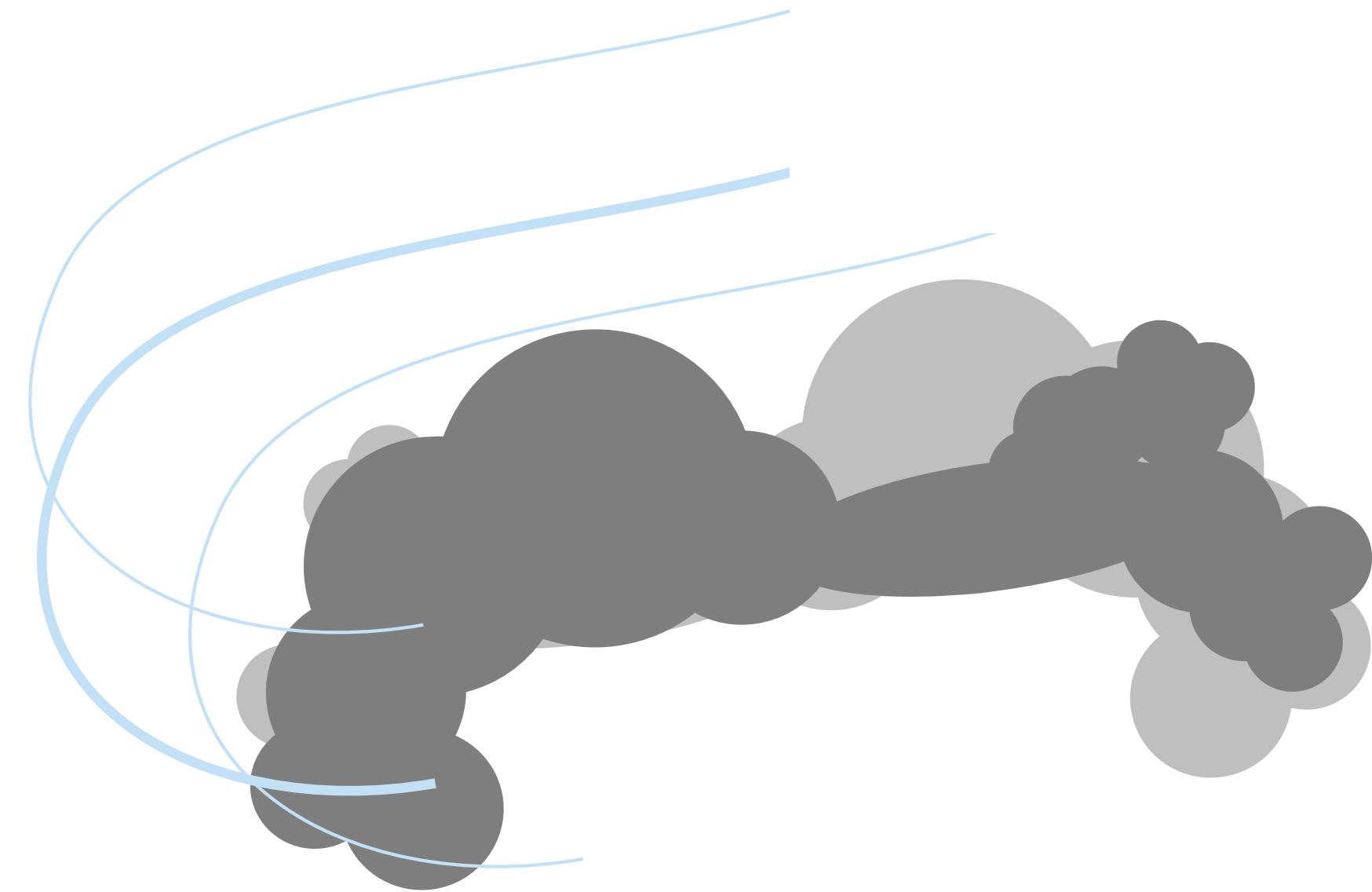


# AM Policy and Strategic Direction

31

Our Proposed Asset Management Journey

- Defines where we are heading on our asset management journey.
- Sets out the key principles and goals that will guide our mission.
- Outlines our vision of success, and how progress will be measured.



# Corporate Asset Management Plan

Our Proposed Asset Management Journey



## Executive Summary

Concise summary of the plan



## Introduction

Why we need a plan



## State of the Local Infrastructure

Inventory and condition



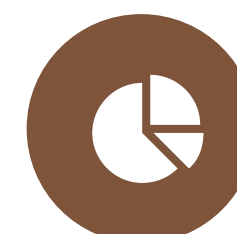
## Levels of Service

What we provide



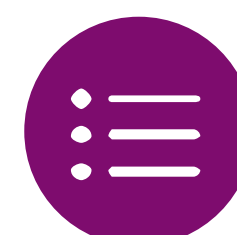
## Lifecycle Management Plan

How we provide the service



## Financial Summary

What it will cost and how we will pay for it



## Action Plan

Where we go from here

# Level of Service Framework

Our Proposed Asset Management Journey

- Delivering Levels of Service is fundamentally why our City is in business.
- Helps us understand where we are, and where we need to be.

Perspective	Example Level of Service Statement	Example Measure
<b>Corporate</b> 'The goal and vision'	Ensure public health and safety	Annual customer satisfaction
<b>Customer</b> 'What the customers and public will receive'	Good tasting Clear No odour	Number of complaints Number of properties without service
<b>Technical</b> 'What we do'	Demand, pressure. Reliability, Compliance, Quality	ML/day, psi, ILI, number of breaks, run-times, equipment failure.
	Define	Measure



# Asset Risk and Prioritization Framework 34

Our Proposed Asset Management Journey

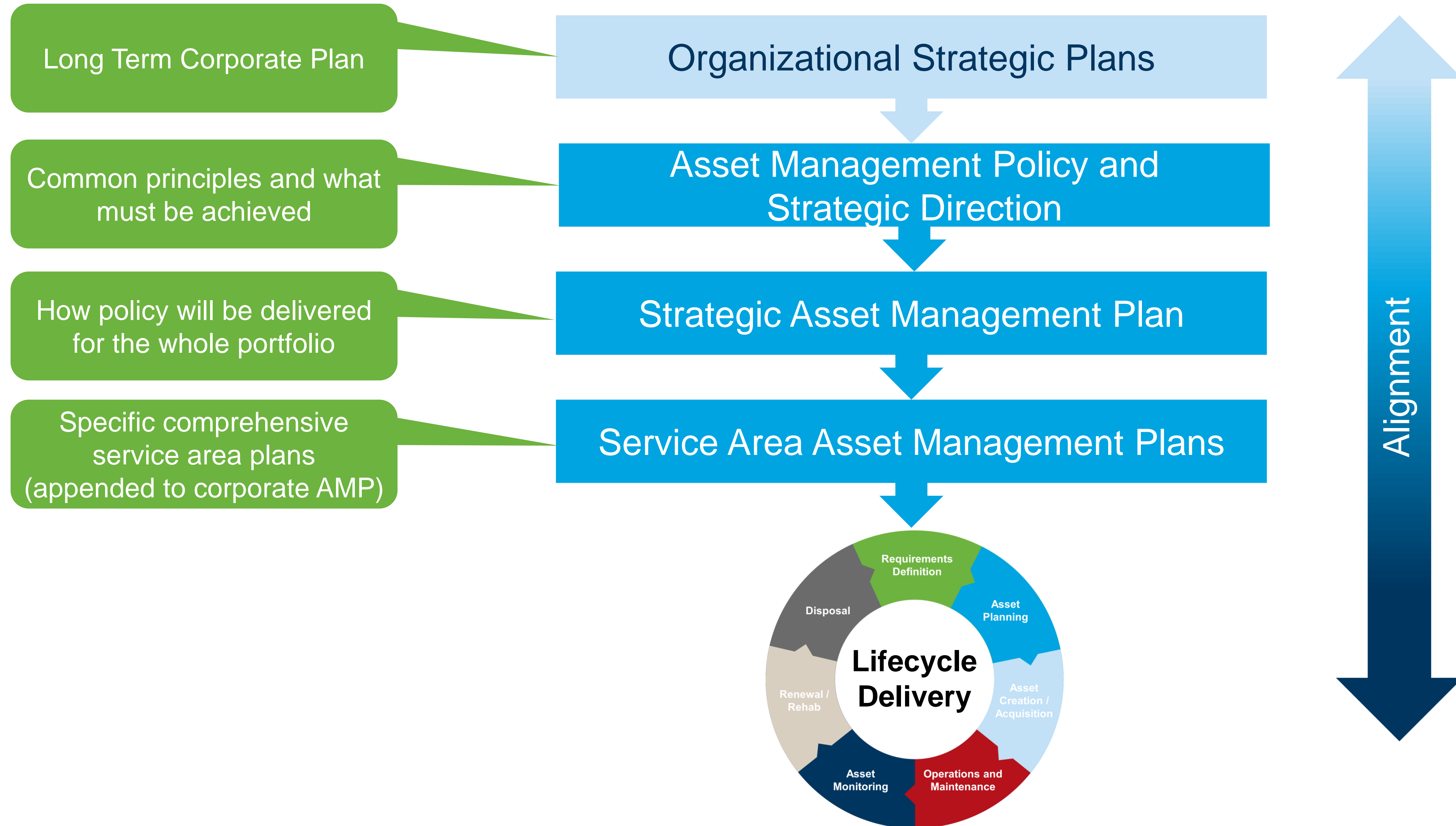


- Enables risks and priorities for assets to be systematically assessed in a consistent manner.
- Allows focus on the most critical assets and projects first.
- Provides objective justification for recommendations.

# Service Area Asset Management Plans

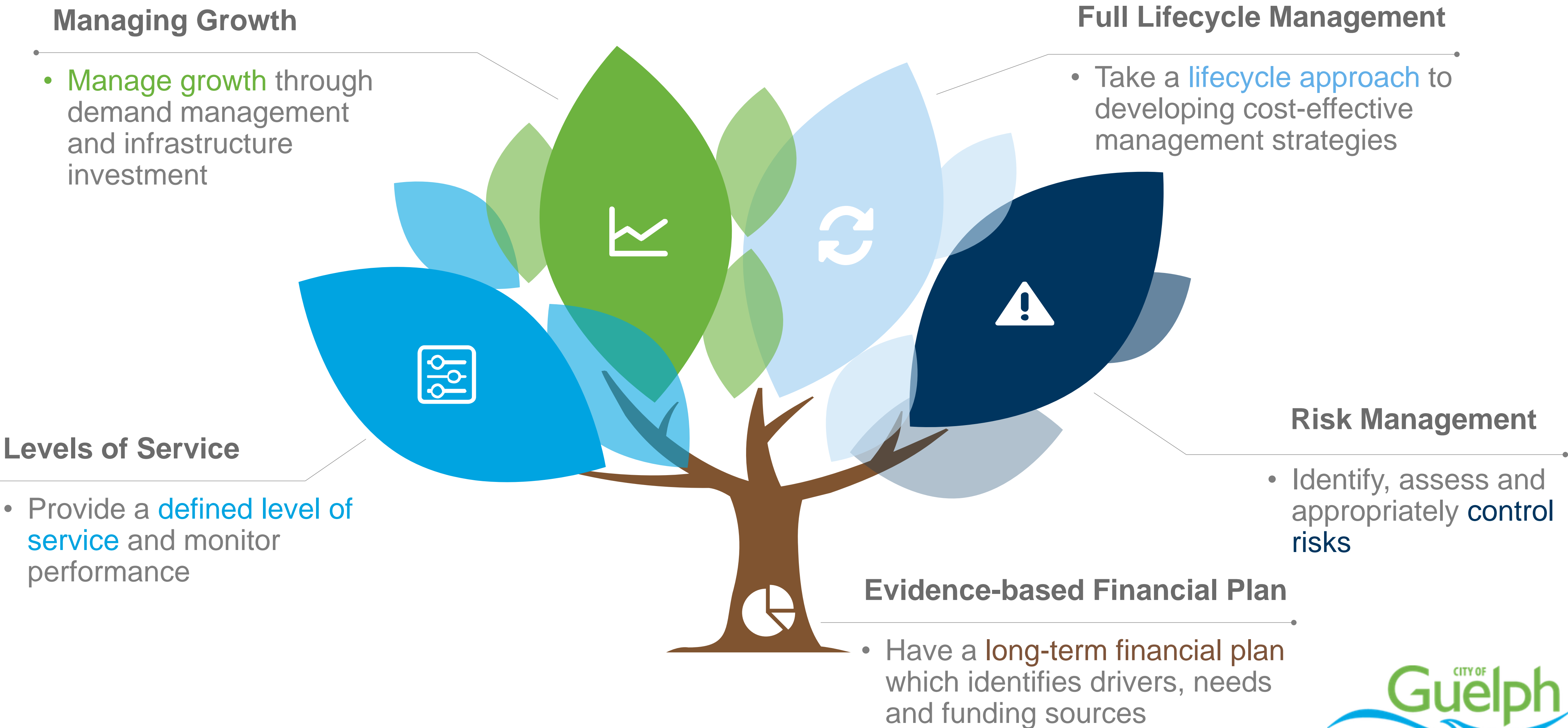
35

The Scope of Asset Management



# Summary: What We Aim to Achieve

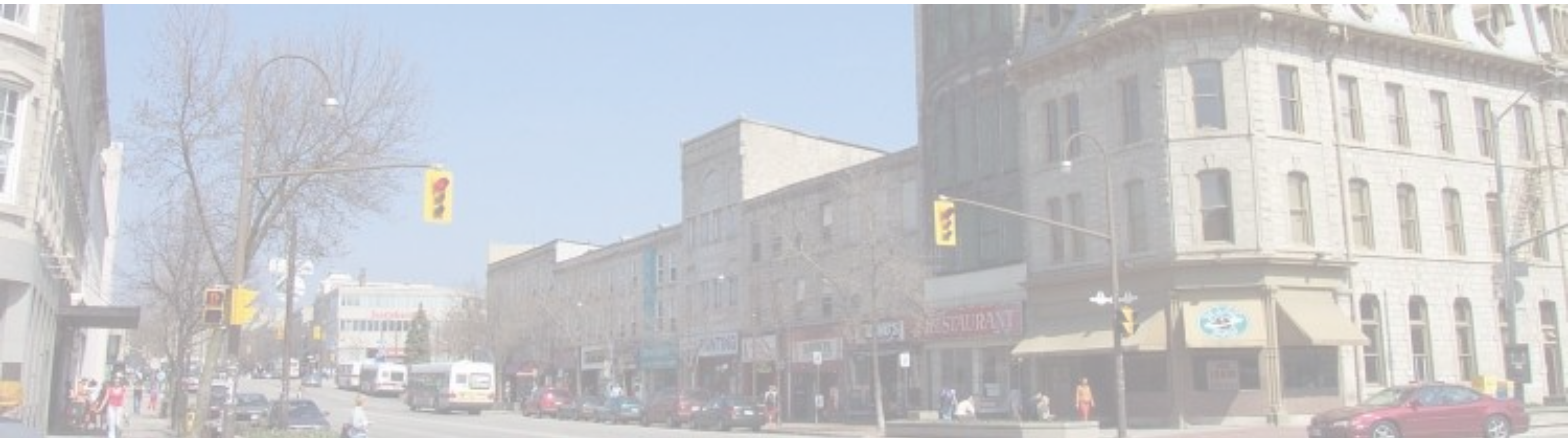
Our Proposed Asset Management Journey





# Thank you

Questions and Discussion



## Contact Details

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Corporate Asset Management  
Engineering and Capital Infrastructure Services



# STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 05, 2016

**SUBJECT Corporate Asset Management Overview and Work Plan**

REPORT NUMBER

---

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide an overview of the scope of Asset Management as it relates to the City's Corporate Asset Management program and to present the initial Corporate Asset Management Work Plan for 2016 and 2017 including a forecast of planned activities in order to move towards best practices in asset management.

### KEY FINDINGS

- City departments are at various stages in developing asset management practices; however none currently have a comprehensive asset management plan documented.
- All departments see the value of Asset Management and are dedicated to moving the process forward.
- A whole-organization approach is essential – asset management planning cannot be done well in isolation from other activities in the organization. The Asset Management program will help to ensure the day-to-day activities are delivering on the strategic goals.
- The proposed work plan builds upon the City's existing strengths to develop a leading corporate asset management program that balances costs, opportunities and risks against the desired levels of service, to achieve the organizational objectives.
- The long-term vision is that the Asset Management activities are fully developed, embedded and integrated across all departments, and continuously being improved.

### FINANCIAL IMPLICATIONS

This report includes no specific financial implications; however, one of the fundamental goals of lifecycle asset management is to consider the lowest long-term cost when making decisions. In the long-term, implementation of comprehensive asset management processes and practices should result in both capital and operating financial savings.

# STAFF REPORT

## **ACTION REQUIRED**

To receive the report and direct staff to proceed with the work plan as outlined.

## **RECOMMENDATION**

1. That the report "Corporate Asset Management Overview and Work Plan," dated July 5, 2016, be received and that staff be directed to proceed with the work plan as outlined.

## **BACKGROUND**

The City of Guelph is responsible for provision of a diverse array of services which are dependent on over \$3 billion in physical assets. Many services provided by the City are heavily dependent on physical infrastructure to support their delivery. A large proportion of the assets have lifecycles that last decades, and require significant operations, maintenance, and renewal to ensure that they are safe, in adequate condition, and fit for purpose to support the delivery of the services. In other cases, asset lifecycles are short, and technology obsolescence or capacity requirements may dictate renewal or replacement.

An integral component of ensuring reliable service is creating an effective approach to managing existing and future municipal infrastructure assets. Effective asset management aims to manage assets in a way that balances levels of service, risk, and cost effectiveness throughout the entire asset lifecycle. Ultimately, adopting effective and comprehensive asset management strategies across the organization will support the long term sustainability and efficiency while maintaining levels of service.

This report provides an overview of asset management, and the Corporate Asset Management division's proposed work plan over the next two years.

## **REPORT**

### **Catalysts for Change**

In 2012, as a component of the Municipal Infrastructure Investment Initiative, the Province introduced a requirement that any municipality seeking grant funding was required to have an asset management plan in place. Concurrently, the Ministry of Infrastructure Ontario, released the Building Together: Guide for Municipal Asset Management Plans (the Building Together Guide), which outlines the key components and requirements of the asset management plans.

In 2014, the City signed the new gas tax funding agreement which will provide approximately \$7 million in annual funding towards infrastructure. One of the conditions of future funding from the Federal Gas Tax fund is that the City have an



asset management plan in place by December 31, 2016 and that the plan meets the requirements of the Building Together Guide. In addition, the Province has announced that other future infrastructure funding will be conditional on municipalities ensuring that their asset management plans meet the requirements outlined in the Building Together Guide.

While the aforementioned requirements have increased the awareness and put a level of urgency on the development of asset management plans, the benefits of asset management extend far beyond meeting regulatory requirements. Asset management specifically focuses on making the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of infrastructure assets. Effective asset management has been demonstrated to support strong governance and accountability, sustainable decision-making, enhanced customer service, effective risk management, and improved financial efficiency. Through adopting a culture of asset management excellence, the City will be taking necessary steps to ensure that budgets are allocated wisely, while ensuring service levels are maintained and communicated.

## **Defining Asset Management**

The discipline of Asset Management is a combination of management, financial, economic, engineering, operations and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner. The key principles of asset management are:

- Providing a defined levels of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term to meet that defined level of service;
- Identifying, assessing and appropriately controlling risks; and
- Having a long-term financial plan which identifies the expenditures and how it will be funded.

## **Key Concepts**

### ***The Asset Management System***

The Asset Management System ("the System") is defined as the people, processes, tools and other resources involved in the delivery of asset management. According to best practice, the asset management system starts at the strategic level by establishing the asset management policy and objectives, and then applies resources to delivering asset management at an operational level. In order to accomplish this, a step-by-step "top down" approach is recommended, which helps ensure that the organization is clear on the on the scope of the System in terms of scale and level of complexity, and develops a clear path towards the end goal. The

“top down” approach is accomplished through aligned documents as outlined in **Figure 1**.

**Figure 1. Plans in the Asset Management System**



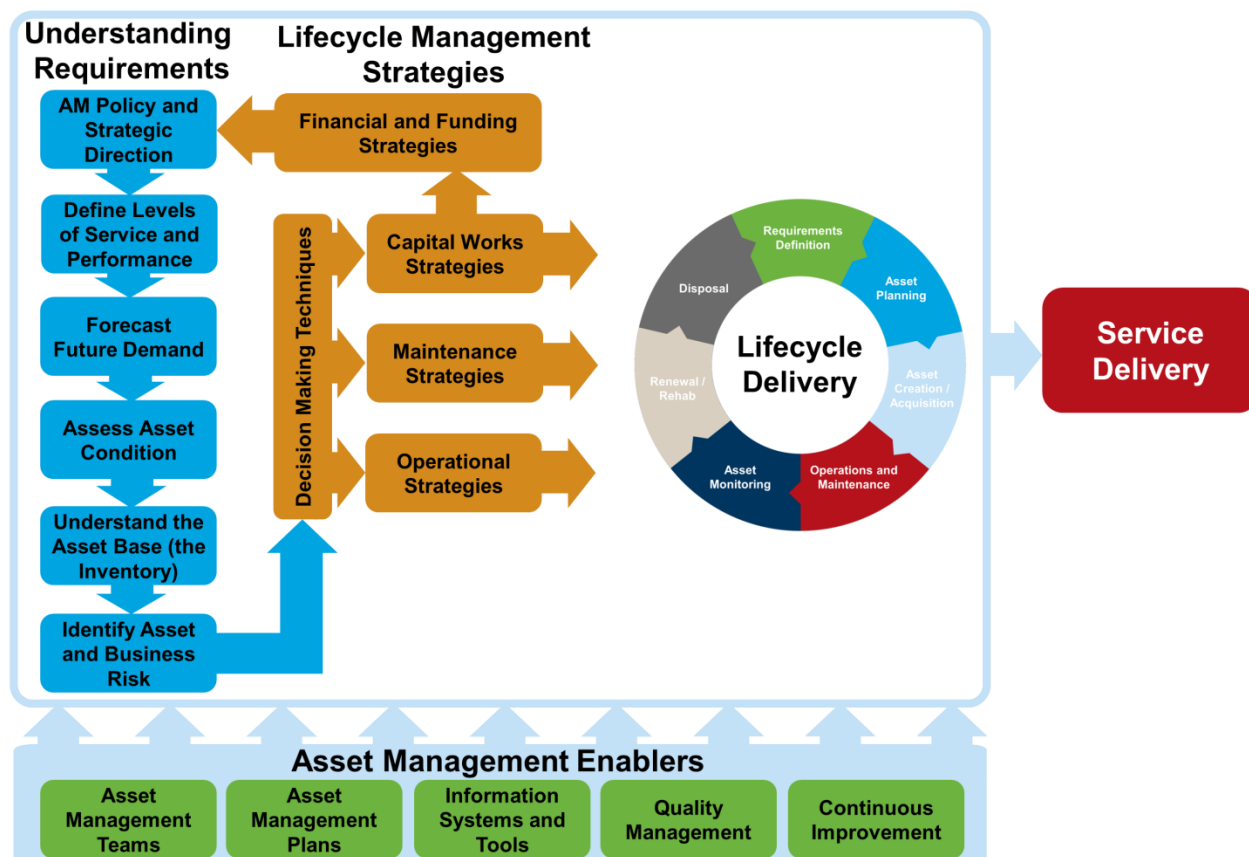
**Source:** Adapted from IPWEA (2015)

## ***Asset Management Processes***

When defining an asset management system, it is useful to categorize asset management into the key processes shown within **Figure 2**. The asset management processes include:

- **Functional Processes:** The processes involved in understanding and defining requirements, and asset lifecycle management strategies; and
- **Enabling Processes:** The supporting processes and resources that make the functional processes possible.

**Figure 2. The Asset Management Process**



## **Asset Lifecycle Management Strategies**

In municipal infrastructure management, it is common that significant focus is placed on the up-front costs associated with creating or acquisition an asset. Following the creation or acquisition of an asset, each asset is required to be operated, maintained, monitored, renewed, and eventually disposed of or replaced which can amount to approximately 80% of the total cost over the life of the asset. Lifecycle asset management considers all practices associated with the asset from planning to disposal, with the objective of ensuring the lowest long-term cost (rather than short-term savings) when making decisions.

## **Understanding and Defining Requirements**

The next part of the asset management process helps define what services the infrastructure assets should deliver. Following the processes assists the organization in answering the following questions:

- What is the current state of our assets?

- What are my required levels of service and performance delivery requirements to meet customer and stakeholder expectations?
- How will demand change over time?
- Are they capable of meeting the demands now and in the future?

## **Asset Management Enablers**

All of the above functional activities are supported by enabling processes which make asset management possible. This includes the structures, capabilities, plans, systems, tools and external resources that the organization needs for effective asset management. The enabling processes help the organization answer the following questions:

- Who is responsible for asset management?
- What are the resource, competency and training requirements required to meet our asset management objectives?
- What systems and tools are required?
- How will we assess our requirements and audit the sufficiency of our processes?
- How can we continually improve our asset management system?

## **Service Delivery**

Ultimately, all assets are conduits to provide a service or experience to the community or user. For example, roads provide a transportation service to road users, water systems help ensure that when a tap is turned, the glass can be filled with clean, safe drinking water, and parks assets provide the location for nature, sports, and recreational activities, among other benefits. The reason that the City owns assets is so that services can be delivered to the end-user, and therefore the asset management system should be defined such that it is 'service focused' rather than 'asset focused'. This can be accomplished by establishing clearly defined levels of service that link the asset performance to the end-user outcomes.

## **The Proposed Corporate Asset Management Work Plan**

The proposed work plan aims to build upon the City's existing strengths to develop a leading corporate asset management program that balances costs, opportunities and risks against the desired levels of service, to achieve the organizational objectives. The long-term vision is that the Asset Management activities are fully developed, embedded and integrated across all departments, and continuously being improved.

Meetings with the majority of the asset dependent departments have already been completed, providing valuable information with respect to asset data, responsibilities, key stakeholders, inspection/assessment programs, and decision making techniques. As an outcome of the meetings, key opportunities for asset management improvement and documentation to advance the City's alignment with global industry best practices have been identified. These opportunities have been

# STAFF REPORT

used as the basis to develop the Corporate Asset Management work plan presented in the next section. Each opportunity, the targeted benefits, and the proposed timeline are presented in **Table 1**.

**Table 1. Identified Opportunities**

<b>Opportunity/ Initiative</b>	<b>Targeted Benefits</b>	<b>Proposed Timeline</b>
Establish the Corporate Asset Management Governance Structure	<ul style="list-style-type: none"> <li>Facilitates knowledge sharing, collaboration, coordination of works, and Asset Management improvement activities.</li> <li>Clearly defines roles and responsibilities.</li> <li>Promotes collaboration and reduces silos.</li> </ul>	June, 2016 In progress
Revise the Asset Management Policy for alignment with best practices, and develop asset management strategic direction	<ul style="list-style-type: none"> <li>Broadly outlines the principles and requirements for undertaking asset management across the organization in a structured and coordinated way, consistent with the organization's strategic plan.</li> <li>Clarifies the vision, mission and objectives for Asset Management.</li> <li>Increases awareness, priority and leadership for Asset Management.</li> </ul>	June-Sept, 2016
Develop Strategic Asset Management Plan	<ul style="list-style-type: none"> <li>Clarifies the vision for Asset Management and provides a mandate and direction for City staff.</li> <li>Forms the basis of discussion with Council regarding the impact on levels of service and changes to the capital works budget.</li> <li>Provides a business case for the long term financial forecasts.</li> <li>Provides a commitment to long term planning and improvement to Asset Management.</li> </ul>	July-Dec, 2016
Review condition assessment programs for critical assets	<ul style="list-style-type: none"> <li>Identifies frequencies to better understand assets and levels of service.</li> <li>Enables clear analysis of current condition of assets, which directly feeds into informed decision-making.</li> <li>Assists in allocating funding to the most critical assets and assists in risk management.</li> </ul>	March 2017
Establish level of service framework	<ul style="list-style-type: none"> <li>Outlines the required service outputs from each asset.</li> <li>Identifies service output targets to support organizational objectives.</li> <li>Provides mechanism to balance the cost of service and the quality (or level) of service.</li> </ul>	Jan-May 2017

# STAFF REPORT

Opportunity/ Initiative	Targeted Benefits	Proposed Timeline
Develop processes to evaluate risks and prioritize at the asset-level	<ul style="list-style-type: none"> <li>Enables clear evaluation and communication of risks. Enables identification of critical and vulnerable infrastructure. Enables development of targeted risk management strategies.</li> <li>Enables identification of potential failures and generation of proactive capital and maintenance programs. Facilitates management and tracking of levels of service.</li> </ul>	June 2017 – Sept 2017
Review infrastructure data, systems and knowledge management requirements	<ul style="list-style-type: none"> <li>Provides a robust database for enabling most asset management functions.</li> <li>Increase the confidence in recommendations and decisions.</li> <li>Facilitate coordination between departments and service areas.</li> <li>Improved planning of budgets due to improved historical data and analysis capabilities.</li> </ul>	Sept 2017 – Feb 2018
Develop comprehensive asset management plan (including service area plans)	<ul style="list-style-type: none"> <li>Establishes long term plans (typically 20 years or more for infrastructure assets) that outline the asset activities for each service area or asset class, and resources to provide a defined level of service in the most effective way.</li> <li>Establishes road map for future asset management activities by service area.</li> </ul>	Sept 2017 – March 2018

## ***Work Plan Description***

The work plan is founded on collaboration, engagement of a cross-section of staff, and building on existing strengths. The key tasks, milestones and timeframes for the work plan are outlined as follows:

### **Establish the Corporate Asset Management Governance Structure**

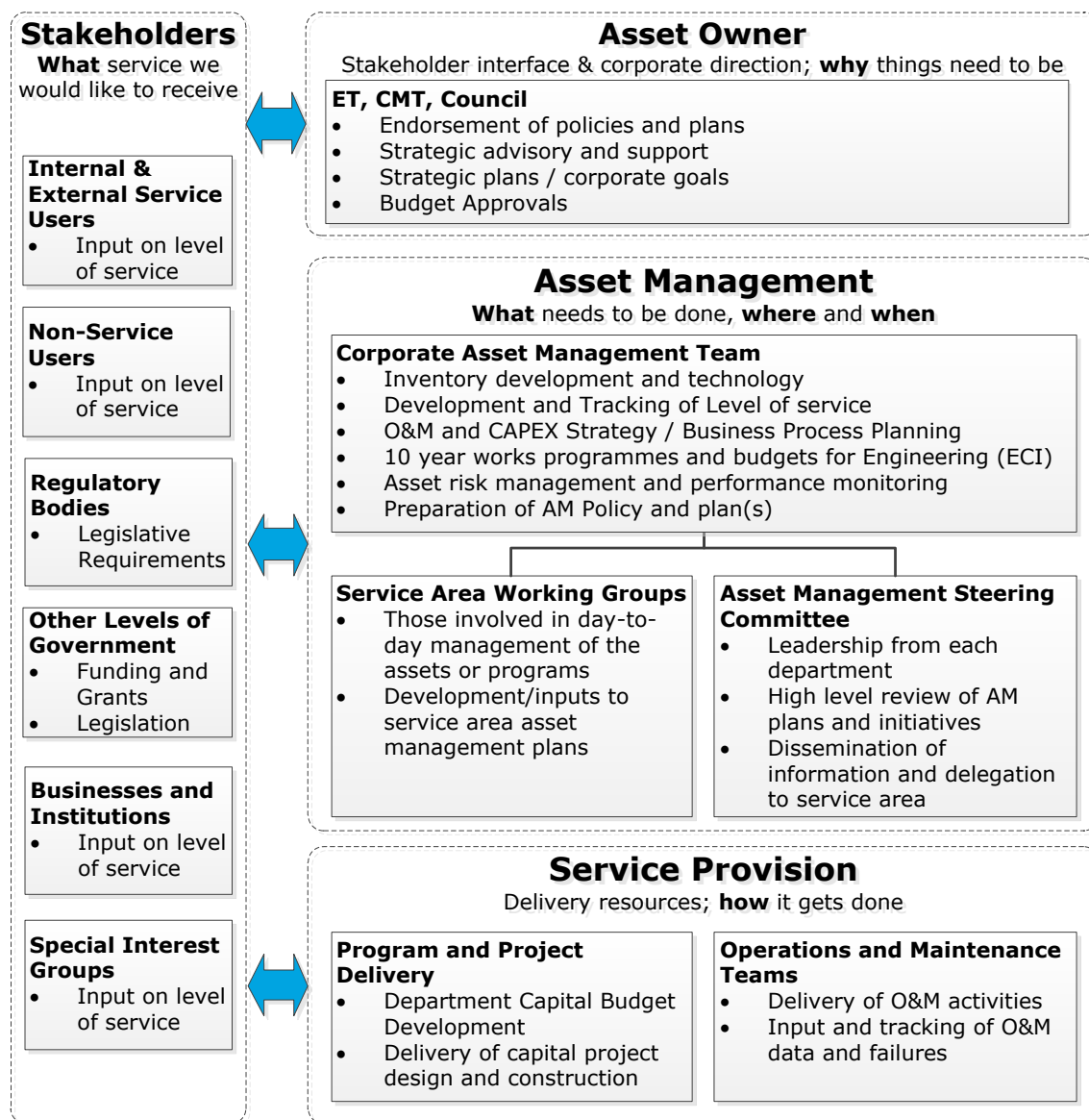
One of the key success criteria of any asset management implementation is ensuring buy-in and collaboration with key stakeholders. In order to facilitate coordination and discussion regarding asset management practices across the City, the formation of an Asset Management Steering Committee is proposed. The committee is to be chaired by the Manager, Corporate Asset Management and comprised of representatives from each asset owning department. It is proposed that the first meeting commences in June 2016, and then the group is to meet monthly or as required thereafter. As a foundational element of the City's Corporate Asset Management Program, the governance structure will provide guidance on the development of tools, guidelines and processes, and provides oversight on their application across the organization. Additionally, it will consist of the development of asset management roles and responsibilities, technical review teams, and asset-specific sub-committees.



**Figure 3** provides an overview of the Corporate Asset Management Governance Structure. The proposed structure is based upon the asset Owner, Manager, and Provider model which is useful in categorizing core functions for the organization with respect to asset management. It aligns with the City's current high-level organizational structure, with:

- The asset owner role being held at the governance and leadership level;
- The asset management function being the 'forward focus' team; and
- The service provider role being the 'present focus' team.

**Figure 3. Corporate Asset Management Governance Structure Overview**



## **Asset Management Policy and Strategic Direction**

When embarking on a new journey, it is important to have an end destination in mind to plan the route effectively. The same can be said for embarking on the implementation of an effective corporate asset management program. The 2013 Corporate Asset Management Policy set out the key objectives for the Corporate Asset Management Program which forms the initial basis for this work plan. It is recommended that the policy be revised to align with current priorities and industry best practices that have been released since 2013. The asset management policy will provide clear direction as to the scope, appropriate focus, and level of asset management practice expected.

Through this initiative, the asset management strategic direction including a vision, mission and objectives will be developed for inclusion in the strategic asset management plan. The asset management objectives will relate both to the desired performance of the asset management system and its efficiency and effectiveness, as well as lay the basis for more specific objectives related to levels of service (which outline the desired performance of the asset network). The goal is that the asset management objectives are consistent with the organizational objectives and the asset management policy, and be regularly monitored and reviewed.

## **Strategic Asset Management Plan**

As previously mentioned, an asset management plan is required to be in place by December 31, 2016 to be eligible for Federal Gas Tax funding. As such, a high-level plan will be developed to provide an overarching view of the City's asset base, management practices and processes. It will also outline a path forward to continually improve the asset management capabilities. At a minimum, the plan will include the following sections:

- **Executive Summary** providing a succinct overview of the plan.
- **Introduction** describing the importance of infrastructure to municipalities, the relationship of the asset management plan to municipal planning and budget documents and the purpose of the asset management plan.
- **State of Local Infrastructure** summarizing the asset types, financial accounting and replacement cost valuation, asset age distribution and asset age as a proportion of expected life, and asset condition.
- **Desired Levels of Service** defining levels of service through performance measures, targets and timeframes to achieve targets.
- **Asset Management Strategy** summarizing planned actions including non-infrastructure solutions, maintenance activities, renewal/rehabilitation activities, replacement activities, disposal activities and expansion activities.
- **Financing Strategy** showing yearly expenditure forecasts broken down for each of the planned actions in the strategy, along with actual expenditures from previous years and yearly revenues.

The draft asset management plan is scheduled to be completed in November 2016, and presented to Council in January 2017. It should be noted that the initial plan will be high-level, and will outline a number of improvement initiatives to be completed towards creating a comprehensive asset management plan.

## **Condition Assessment Programs for Critical Assets**

Recommendations and decisions are only as good as the information that they are based upon. When allocating and prioritizing projects, it is imperative that decisions support investment in the most critical assets first, based on sound evaluation of lifecycle costs, levels of service and risks. City departments currently conduct a variety of assessments on infrastructure assets at varying frequencies. This review, which will be conducted as part of the development of the asset management plan, will document the frequency and type of condition assessments that are being conducted to identify any gaps or assessment needs, and ensure that relevant data is available to ensure confidence in asset decision-making. One objective of this strategy would be to identify a common framework for condition assessments and rating, and identify the feedback loops to decision-making.

## **Level of Service Framework**

A level of service is a criteria set by the organization and community for the quality and performance of the services provided. Levels of service typically relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost. Having a clearly defined level of service framework allows strategic objectives to be linked with customer and technical outcomes. It also will allow City staff to communicate current target levels of service, and evaluate the impacts of program changes on the expected levels of service. The initial phase of this initiative will include creating key service criteria, performance indicators, and a framework for future development of level of service statements for key asset classes.

This initiative is to be coordinated with the Business/Service Review Framework, currently being conducted by the Project Management Office.

## **Asset Risk and Prioritization Methodologies**

Risk-based planning and decision making is a key input into modern, tactical asset management. Infrastructure related risk exposure is assessed based on the probability and consequences of an event occurring such as an asset failure. The Enterprise Risk Management Framework was previously presented to the Governance Committee (Report Number: CAO-A-1203), and will be used as a basis to evaluate asset-related risks. The asset-risk management methodologies will enable risks to be systematically assessed in a consistent manner and appropriate management strategies to be applied for key asset groups.

## **Infrastructure Data, Systems and Knowledge Management**

Asset information forms the foundation of evidence-based asset management, and provides the basis for all aspects of asset lifecycle planning. This review will include a review of existing asset data requirements, asset hierarchies and registers, data management processes, and analysis tools. Having integrated information systems ensures that a master dataset can be managed and improved, reducing the management burden of having managing multiple silos. An important component of the initiative would be deciding whether a centralized system will be used, or whether it will remain de-centralized as it currently is. The timing for this initiative aligns with a complementary initiative that is currently underway by the Information Technology (IT) Services department. Through implementation, the two initiatives will be coordinated to ensure integrated strategies and recommendations.

## **Comprehensive Service Area Asset Management Plans**

Towards the end of 2017, the Corporate Asset Management division's goal is to develop a comprehensive asset management plan which will include the following:

- **Strategic asset management plan:** Provides an overarching view that guides the service area asset management plans with regard to longer term direction for the assets, and enables a more integrated approach for the development of capital asset plans. It would take a City-wide view of risks and priorities and recommend focus areas for funding. In addition, it will define how Service Areas work together to achieve goals, while following through on corporate priorities and objectives.
- **Service area asset management plan(s):** Appended to the Strategic Asset Management Plan, the service area plans provide a detailed view of asset management in each service area, and is typically developed in close collaboration with those having accountability to deliver the service.

## **Follow-up Reporting to Council**

The next reporting to Council on the Strategic Asset Management Plan is planned for January, 2017, at which time staff will present the Strategic Asset Management Plan as well as provide an update on progress made.

A foundational component of advancing the asset management system is the revision of the Asset Management Policy, as well as development of the Strategic Direction and Asset Management Objectives. It is planned that the initial draft Policy and Objectives be developed in collaboration with the Asset Management Steering Committee, and then a consultation session be held with Council and the community to identify modifications that ensure the policy represents the community-based objectives of the organization. It is anticipated that the consultation session will be in September 2016.

## Closing

The City is currently embarking on an exciting and challenging journey. The work plan outlined is based upon a collaborative framework, which first understands and analyzes needs, then systematically identifies a path forward. The additional initiatives will help provide the roadmap and tools for the City to evaluate risks, determine current levels of service, and evaluate the impacts of decisions. Asset management will continue to provide a mechanism for reliable, repeatable, and transparent decision making. However, asset management is more than just a project, and to realize the full benefits, the principles should be systematically developed, embedded and integrated across all asset-owning departments, and be continuously improved.

## CORPORATE STRATEGIC PLAN:

The initiatives discussed within this report support the following strategic directions of the Corporate Strategic Plan Framework (2012-16):

1. *Organizational Excellence*
  - 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.
  - 1.3 Build robust systems, structures and Frameworks aligned to strategy.
2. *Innovation in Local Government*
  - 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
  - 2.2 Deliver public services better.
  - 2.4 Ensure accountability, transparency and engagement.
3. *City Building*
  - 3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City of Guelph.
  - 3.3 Strengthen citizen and stakeholder engagement and communications.

## FINANCIAL IMPLICATIONS:

This report includes no specific financial implications; however, one of the fundamental goals of lifecycle asset management is to consider the lowest long-term cost when making decisions. In the long-term, implementation of comprehensive asset management processes and practices should result in both capital and operating financial savings.

## DEPARTMENTAL CONSULTATION:

The success of this strategy is dependent on close collaboration and buy-in of each asset owning department. To date, meetings have been held with each stakeholder department to discuss the work plan and review the current processes and

# STAFF REPORT

practices related to asset management. A governance structure has been developed which will include the development of an Asset Management Steering Committee made up of representatives from each department. A number of initiatives have been identified that are in progress or being planned by other departments that will be coordinated with the Corporate Asset Management work plan. Active consultation measures are currently being established to coordinate relevant activities.

## COMMUNICATIONS:

Consultation and communication are key elements of the planned corporate asset management initiatives. In addition to internal communication and follow-up reporting to Council, it is planned that an Asset Management page on the City's website be developed to provide an overview of asset management fundamentals, and collate asset management documentation such as staff reports, the asset management policy, asset management plans, and other related documents.

## ATTACHMENTS

None

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# STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 05, 2016

**SUBJECT Stormwater Funding Study - Implementation Strategy**

REPORT NUMBER

---

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

The purpose of this report is to provide an overview of the Stormwater Funding Study – Implementation Strategy including timing and deliverables for implementing the recommendations of the Stormwater Funding Study.

### KEY FINDINGS

- Following Council's approval of the recommendations contained within the Stormwater Funding Feasibility Study, staff has developed an implementation strategy that will allow the City to transition its stormwater service from a tax-based service to a non-tax-based service through a dedicated user fee to align with the 2017 budget process.
- The Stormwater Funding Study - Implementation Strategy is a detailed plan that addresses the timelines and resource requirements for establishing and administering the stormwater funding mechanism, including the development of a credit policy, database management, adaptation or creation of a billing system, and related policy, bylaw, and business process considerations.
- Development of a credit program including community engagement will take place during late 2017 and early 2018 with recommendations for Council consideration prepared in advance of the 2018 budget process.

### FINANCIAL IMPLICATIONS

The impacts of introducing a stormwater user fee on the City's capital and operating budgets will be identified through the 2017 budget process and will be subject to Council approval.

### ACTION REQUIRED

To receive the report and direct staff to proceed with the implementation strategy.

---

## RECOMMENDATION

1. That the report "Stormwater Funding Study Implementation Strategy," dated July 5, 2016, be received and that staff be directed to proceed with the implementation strategy as outlined.

## BACKGROUND

The Stormwater Funding Feasibility Study identified a dedicated and sustainable funding mechanism that supports the City's stormwater needs, reduces the infrastructure funding gap, addresses the issue of aging infrastructure, protects Guelph's water resources and is fair, equitable and affordable – additional background information of the Stormwater Funding Study report of Feb. 2, 2016 located at:

[http://guelph.ca/wp-content/uploads/IDE\\_agenda\\_020216.pdf](http://guelph.ca/wp-content/uploads/IDE_agenda_020216.pdf)

On March 21, 2016 Guelph City Council approved the creation of a dedicated stormwater user fee with considerations for implementation as follows:

1. That the City transition stormwater service from a tax-funded service to a dedicated variable user fee based on impervious area.
2. That the City proceed with developing an implementation strategy with the following considerations:
  - Develop a variable user fee based on impervious area using the Equivalent Residential Unit (ERU) methodology;
  - Determine an appropriate level of service and funding, including a phasing schedule;
  - Develop a credit program/policy to allow property owners the opportunity to reduce fees through the implementation of on-site stormwater measures.
3. That the total tax implications of the stormwater funding to a dedicated variable fee be referred to the Corporate Services Committee for consideration.

Following approval of the recommendations, Staff from several departments across the City have contributed to the development of an implementation strategy.

## REPORT

The purpose of the Stormwater Funding Study - Implementation Strategy is to develop and implement a detailed plan that addresses the timelines and resource requirements for establishing and administering a stormwater funding mechanism, including the development of a credit policy, database management, adaptation or creation of a billing system, and related policy, bylaw, and business process considerations.

The implementation strategy includes (but is not limited to) the following tasks:

- i. Refine the base charge  
Refine the preliminary stormwater rate structure and base charge that was recommended in the initial Stormwater Funding Feasibility Study, based on new and updated information.
- ii. Classify Parcels  
Update data used from initial study with current and accurate parcel, aerial photography, assessment, and utility billing information.
- iii. Develop residential/non-residential databases  
Determine the impervious area for each parcel throughout the City.
- iv. Create a master billing file  
Integrate existing utility billing information (Guelph Hydro) to the parcel-based data attributes which is done by matching account service addresses to the parcel site address.
- v. Develop a Credit program  
Create a program that provides an incentive for property owners to reduce stormwater runoff and pollutant discharge. Experience from other municipalities that have implemented a stormwater user fee with a credit program indicates that education, outreach and engagement associated with credit eligibility can be complex. Thorough development of a credit program would include gathering input from various residential and non-residential stakeholders.
- vi. Prepare related by-law(s), procedures and policies  
Preparation of a new stormwater funding bylaw is required and will include reference to the final rate schedule that itemizes the basis of charge for each rate category as well as the credit policy, if applicable. In addition, amendments to existing bylaws that are found to be impacted by the implementation of a stormwater user fee maybe required. These new and amended bylaws would need to be brought forward to Council for adoption. A final report would also need to be prepared to support the bylaw adoption by Council as well as any supporting information related to the rate schedule, credit policy, database management, and billing administration.
- vii. Communicate and Engage with stakeholders and general public  
A strategic communications plan was developed during the initial study. It is currently being implemented and will be

updated to include new strategies and tactics as the City transitions to a stormwater user fee. A formal community engagement plan will also be developed to support the development of a credit program, and additional communications strategies will be developed to support engagement efforts.

Once the new billing system is in place, the program will require customer service support, and stormwater billing data will require on-going updates, management, and maintenance.

A process schematic outlining the tasks achieved as part of the initial Stormwater Funding Feasibility Study (Phase 1) and tasks to be completed as part of the Implementation Strategy (Phase 2) can be found in Attachment 1. A schedule outlining the timing associated with each task is included in Attachment 2.

## **Timing/Next Steps**

Given the significant workload and tasks and tight timelines associated with the Implementation Strategy, the City has procured AECOM to assist with completion of the plan.

To proceed with the transition from a tax-based service to a non-tax-based service in a timely manner and align work with the 2017 Budget process, the initial step will be to transition the stormwater service from a tax funded service to a dedicated user fee for 2017.

A fee schedule outlining the timeline required to reduce the stormwater funding gap will be identified. The ultimate goal is to achieve a “sustainable” funding level which will address all capital needs, operations and maintenance requirements as well as full stormwater asset renewal. A multi-year plan to achieve this objective will be brought forward as part of the 2017 non-tax budget process.

The City will also begin developing a credit program as part of the stormwater user fee. It is expected that the credit program will consist of a framework for users to apply for a reduction to their fee based on achieving certain credit criteria. Experience from other municipalities that have implemented a stormwater user fee with a credit program indicates that education, outreach and engagement associated with credit eligibility can be complex. Thorough development of a credit program would include gathering input from various residential and non-residential stakeholders. City staff expect to complete this work through 2017, bringing forward a credit policy recommendation in time for the 2018 budget process. Given the timing for implementing the credit policy, consideration would also be given to making the credit program retro-active for 2017.

# STAFF REPORT



It is expected that the entire implementation plan will take approximately 10 to 14 months to complete.

## **CORPORATE STRATEGIC PLAN:**

- 1.2:** Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.
- 2.1:** Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- 2.2:** Deliver public services better.
- 3.3:** Strengthen citizen and stakeholder engagement and communications.

## **FINANCIAL IMPLICATIONS:**

The impacts of introducing a stormwater user fee on the City's capital and operating budgets will be identified through the 2017 budget process and will be subject to Council approval.

## **DEPARTMENTAL CONSULTATION:**

City staff from a number of service areas will be consulted throughout the project, including:

Infrastructure, Development and Enterprise Services

- Engineering and Capital Infrastructure Services (Engineering Services)
- Business Development and Enterprise (Economic Development)

Public Services

- Operations

Corporate Services

- Corporate Communications and Customer Service (Communications)
- Finance

Office of the Chief Administrative Officer

- Intergovernmental Relations, Policy and Open Government (Community Engagement & Legal, Realty and Risk Services)

Guelph Hydro

## **COMMUNICATIONS:**

A strategic communications plan has been developed to ensure proactive and consistent messaging regarding the program. It is currently being implemented and will be updated to include new strategies and tactics as the City transitions to a stormwater user fee. A formal community engagement plan will also be developed to support the development of a credit program, and additional communications strategies will be developed to support engagement efforts.

# STAFF REPORT

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## ATTACHMENTS

Attachment 1      Process Schematic  
Attachment 2      Schedule

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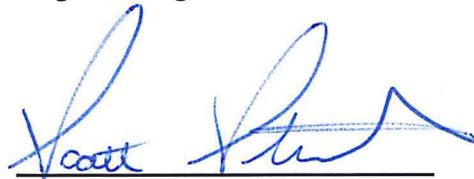
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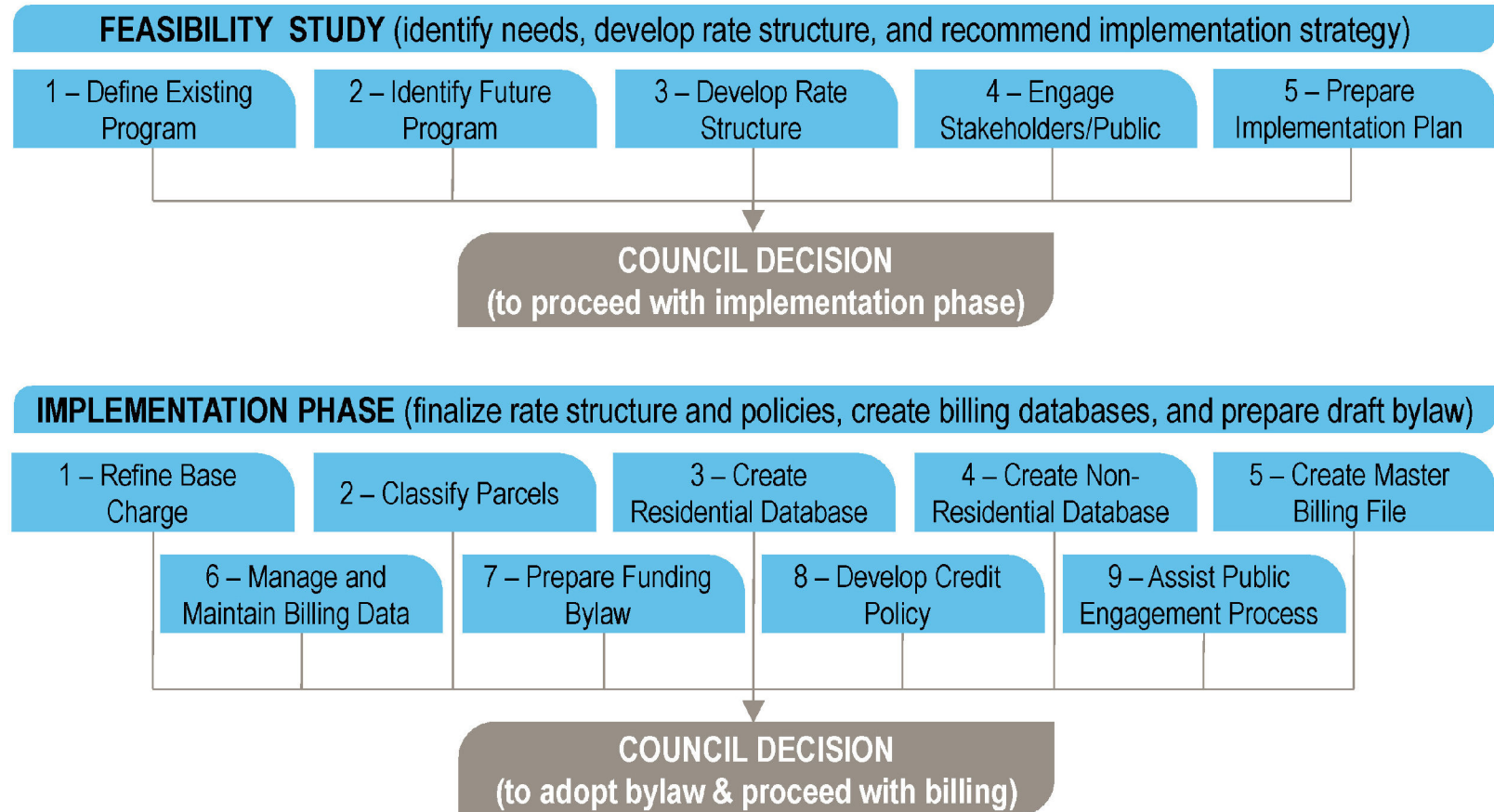
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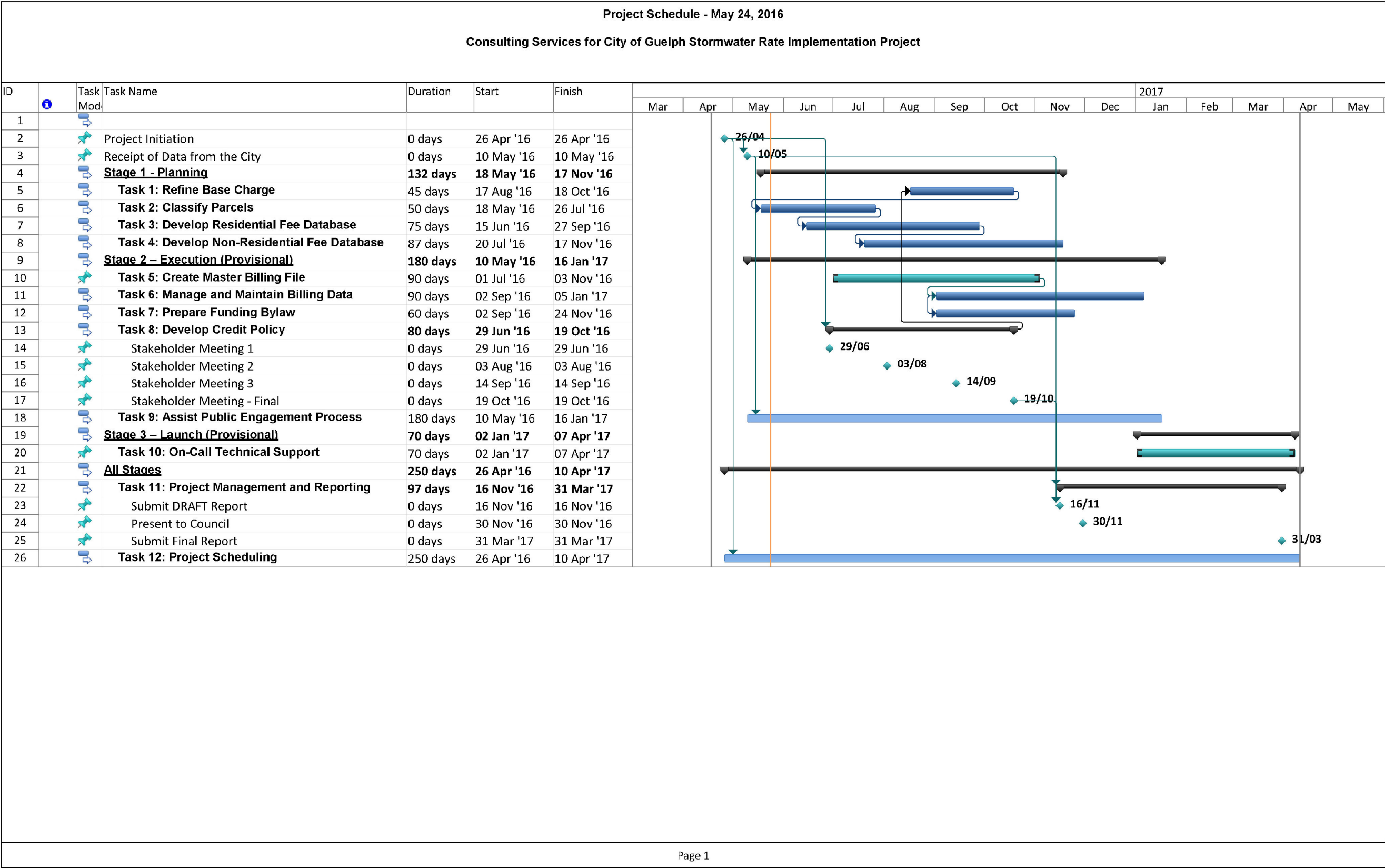
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# Stormwater Rate Study – Process Schematic





Page 1

# STAFF REPORT

TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 05, 2016

**SUBJECT Guidelines for the Development of Contaminated or Potentially Contaminated Sites**

REPORT NUMBER

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To present the new City of Guelph "Guidelines for the Development of Contaminated or Potentially Contaminated Sites" for endorsement.

### KEY FINDINGS

- Currently, the City has no formal guideline for the evaluation of contaminated or potentially contaminated lands during planning and development processes.
- The procedural framework proposed is intended to streamline the planning and development processes while ensuring the proposed development is suitable from a human health and environmental perspective.
- Under the existing practice, the City relies primarily on stringent environmental criteria based on the Ontario Ministry of the Environment and Climate Change (MOECC) regulations.
- The development community has raised concerns regarding the requirements for preparing and filing an RSC in situations when it is not a mandatory requirement by the MOECC (i.e. when the proposed land use remains the same or is not going to a more sensitive land use; e.g. commercial to industrial and thus prolongs the development process and adds undue cost to the process.
- The guideline addresses the development industry's concerns and provides a clear and flexible process to address site contamination issues encountered through the planning and development approvals process.
- The guideline ensures that contaminated or potentially contaminated sites are addressed according to the current legislative requirements and relevant industry standards and practices.
- Based on the stakeholder consultation and feedback, the guideline has been well-received by both internal and external stakeholders.

### FINANCIAL IMPLICATIONS

There are no financial implications to the City if the guideline is approved.

# STAFF REPORT

Also, there are no staffing or legal implications associated with the recommendation of this report.

## **ACTION REQUIRED**

To receive and endorse the "Guidelines for Development of Contaminated or Potentially Contaminated Sites" included as Attachment 1.

## **RECOMMENDATION**

1. That the "*Guidelines for Development of Contaminated or Potentially Contaminated Sites*", dated May 2016, be received and endorsed.

## **BACKGROUND**

The City of Guelph's Official Plan, 2001 (December 2012 Consolidation) references that to reduce potential risks associated with the contaminated or potentially contaminated sites, it is important to identify these properties and ensure that they are suitable or have been made suitable for the proposed land use(s) in accordance with provincial legislations/regulations and standards. However, there have been no formal guidelines developed for the evaluation of contaminated or potentially contaminated lands during the planning and development process. The City has, so far, been relying primarily on the stringent environmental criteria based on the Ontario Ministry of the Environment and Climate Change (MOECC) regulation-Ontario Regulation (O. Reg.) 153/04 (as amended) to guide requirements for the development of contaminated or potentially contaminated sites. The MOECC process includes strict requirements for obtaining a Record of Site Condition (RSC), which is what the City currently requests a developer obtain, irrespective of whether the RSC filing is a mandatory requirement by the MOECC or not.

***An RSC is a document that provides a summary of the environmental condition of a property at a point in time as certified by a qualified person (QP- Professional Engineer or Geoscientist). Under XV.1 of the Environmental Protection Act, a RSC must be completed and filed in the Brownfields Environmental Site Registry. A filed RSC provides limited protection from environmental clean-up/ remediation Orders from the MOECC.***

Since the 2001 Official Plan was prepared, there have been legislative changes and introductions of new acts, as indicated below, which are reflected in the City's new "*Guidelines for the Development of Contaminated or Potentially Contaminated Sites*" (included as Attachment 1):

- Amendments to the Environmental Protection Act (EPA) through O. Reg. 153/04 (the Brownfield Regulation) in 2004.
- On December 29, 2009, extensive amendments to O. Reg. 153/04 were filed as part of O. Reg. 511/09 (also referred to as the O. Reg. 153/04, as

amended). Most of the regulatory amendments came into effect July 1, 2011. Amendments to O. Reg. 153/04 implement the legislative reforms passed in 2007.

- Introduction of Clean Water Act in 2006 to protect Ontario's existing and future municipal drinking water sources as a part of an over commitment to safeguard human health and the environment. All new development in the City will be subject to the various policies contained within the Source Protection Plan for the Grand River Source Protection Area (anticipated effective July 2016).

The development community and their engineering consultants have raised concerns regarding the requirements for preparing and filing an RSC when it is not a mandatory requirement by the MOECC (i.e. when the proposed land use remains the same or is not going to a more sensitive land use; e.g. commercial to industrial). The concern is that requiring an RSC when it is not mandatory prolongs the development process and adds undue cost to the process, particularly when other industry best practices are appropriate for use.

As well, MOECC staff have implied that if the mandatory RSC filing is not required, the City may wish to consider discontinuing the RSC requirement for the same reasons raised by the development community and their engineering consultants.

In response to the legislative changes and external stakeholder feedback, the City prepared the guideline, which provides a clear and flexible process to address site contamination issues encountered through the planning and development approvals process. The guideline ensures that contaminated or potentially contaminated sites are addressed according to current legislative requirements and relevant industry standards and practices.

## **REPORT**

The report outlines the Purposes & Objectives; Acts, Legislative Framework, Policies and Programs; Procedures and Protocols (including timing requirements to fulfill environmental conditions and/or RSC for a development application); and Peer Review Requirements of the guideline.

## **Purpose & Objectives**

The purpose of the guideline is to provide a procedure for dealing with contaminated or potentially contaminated sites within the City and address contamination issues in accordance with applicable Provincial and/or Municipal Acts, Statutes and Regulations, as well as current industry standards and best management practices to support development or redevelopment within the City.

The key objectives of the guideline are to:

- Provide guidance and framework for stakeholders submitting Environmental Site Assessments (ESA) and other relevant environmental engineering related reports in support of development applications;
- Provide guidance to the City staff when reviewing and commenting on development applications where contaminated or potentially contaminated lands are subject to planning and development processes within the City;
- Ensure that the condition of the land subject to a development application is suitable for the proposed land use;
- Provide information to support decision making by ensuring the need for site remediation/risk assessment (RA) and a RSC are identified as early as possible in the development review process;
- Avoid inappropriate restrictions on land use;
- Ensure that the lands being conveyed to the City meet the applicable environmental or risk-based standards (including RSC requirements) and that the changes in land use will not increase risk to human health and the environment;
- Protect the City's water resources pursuant to the Planning Act and the City's responsibilities under the Safe Drinking Water Act (access to safe, high quality, reliable drinking water) and Clean Water Act (identify, reduce or eliminate significant drinking water threats to municipal drinking water sources through implementation of a Source Water Protection Plan).

## **Acts, Legislative Framework, Policies and Programs**

The applicable provincial and municipal policies, plans and legislation which have guided the development of the City's policy on dealing with contaminated or potentially contaminated sites (or properties) are listed below:

- Provincial Acts, Official Plans and Policies
  - Planning Act and the Role of Municipalities
  - Provincial Policy Statement (2014)
  - The City of Guelph Official Plan (2001)
  - City of Guelph- Brownfields Redevelopment Community Improvement Plan
    - Environmental Study Grant
    - Tax Assistance
    - Tax Increment Based Grant
- Provincial Legislative Framework
  - Environmental Protection Act
  - Brownfields Statute Law Amendment Act and O. Reg. 153/04
  - Building Code Act



- Clean Water Act

## Procedures and Protocols

The procedures and protocols listed in the guideline not only respond to industry or regulation changes but also respond to stakeholders concerns by providing flexibility to the environmental engineering process. An overview of the procedures and protocols, including timing requirements to fulfill environmental engineering conditions and/or filing an RSC for development applications, are highlighted below.

- The guideline applies mainly to the following development applications:
  - Official Plant Amendments
  - Zoning By-Law Amendments
  - Temporary Use By-Laws
  - Draft Plan of Subdivisions
  - Site Plan Applications
  - Lands being conveyed to the City
- A Phase One ESA is required for all development applications, with the exception of the applications/scenarios noted below. In case of the exceptions noted below, a Site Screening Questionnaire (SSQ) will be required, at a minimum, and a Phase One ESA or other environmental studies may or may not be required depending on the information in the SSQ:
  - Minor Site Plan Applications such as;
    - Parking lot expansion/ reconfiguration within the same property;
    - Stripping of topsoil only (where grading/drainage works are not proposed)
    - Others (such as, vertical additions, minor building expansions)
    - Part Lot Control;
  - Site Alteration Permits;
  - Minor Rezoning Applications, such as for applications that are not introducing a more sensitive land use within an existing building/development or applications that broaden the range of permitted uses within the existing building/development, etc.;
  - Minor Variances and Severances (Consents) completed through the Committee of Adjustments, only if changes to more sensitive land uses are not proposed;
  - Land division applications for lease, mortgage, title correction, re-establishment of lot lines (where title inadvertently merged) or minor lot line adjustments
- In addition to completing the environmental studies (Phase One and Phase Two ESAs) per O. Reg. 153/04 (as amended), the guideline also introduces

framework for conducting the ESAs per Canadian Standards Association (CSA) requirements and relevant industry standards & practices, which are not as stringent or prescriptive (i.e. less time consuming/less onerous and not as expensive to complete) as O. Reg. 153/04, but are equally effective in terms of protecting human health and/or the environment; especially, when the land use remains the same or is not going to a more sensitive use.

- Scenarios for mandatory and non-mandatory RSC filing with the MOECC for the property/land to be developed and/or conveyed to the City are clearly mentioned in the guideline to ensure that the City is not requiring an RSC filing with the MOECC in situations when it is not necessary.
- The guideline introduces flexibility in the how a contaminated or potentially contaminated site is evaluated when an RSC is not a mandatory requirement. Under the City's existing practice, there is no flexibility to exempt the RSC requirement, which creates unnecessary elongated timelines and increased costs for developers, particularly when other industry best practices are appropriate for use.
- Establishing timing requirements to fulfill environmental conditions or RSC prior to site plan approval (where applicable) or a step prior to building permit phase to avoid delay and uncertainty that could cause timing issues for the approval of development application.
- Establishing a requirement that all applicable reports and/or documents should include a reliance letter from a QP or consultant to indicate that despite any limitations or qualifications included in the reports/documents, the City is authorized to rely on all information and opinion provided in the reports submitted for the proposed development in agreement with a condition of development approval.

## **Peer Review Requirements**

The guideline establishes a peer review process, although it will not be a mandatory step. The need for peer review will be at the City's discretion, based on the complexity of the remediation and/or RA required or undertaken. A peer review will only be undertaken for site developments that do not require mandatory RSC filing (e.g., when a property is not going to a more sensitive property/land use).

- All costs of the peer review will be paid to the City by the applicant/owner (i.e., the applicant/owner pays City a set amount based on the quote from the selected consultant prior to undertaking the peer review work). If the cost for the peer review expands beyond the initial estimate, additional funds will be secured from the applicant/owner prior to the continuation of the peer review.
- The peer review consultant will complete the review of the pertinent reports and submit a draft report to the City. If applicant's consultant and

# STAFF REPORT

the Peer Review consultant do not agree on the findings or content of the peer review then the consultants (applicant's and the peer review consultant) will meet and determine the acceptable course of action at the applicant's/owner's cost.

## **CORPORATE STRATEGIC PLAN**

- Strategic Direction 1.2:** Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.
- Strategic Direction 2.1:** Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- Strategic Direction 2.2:** Deliver public services better.
- Strategic Direction 3.1:** Ensure a well-designed, safe, inclusive, appealing and sustainable City
- Strategic Direction 3.3:** Strengthen citizen and stakeholder engagement and communications.

## **FINANCIAL IMPLICATIONS:**

There are no financial implications to the City if the "Guidelines for Development of Contaminated or Potentially Contaminated Sites" are endorsed.

There are no staffing or legal implications associated with the recommendation of this report.

## **INTERNAL AND EXTERNAL STAKEHOLDER CONSULTATION:**

The guideline was developed by City's environmental engineering staff with input from a broad variety of internal and external stakeholders, as listed below:

### Internal/Departmental Stakeholders:

- Development Engineering Staff
- Risk Management Official (Source Water Protection)
- Planning Staff
- Building Staff
- Legal Staff
- Economic Development Staff

### External Stakeholders:

- MOECC- District Engineer (Guelph Office)

# STAFF REPORT

- Various Municipalities (including municipalities from Greater Toronto Area)
- Guelph Wellington Development Association (GWDA)
- Engineering Consulting Firms
- Canadian Fuels Network

The consultation process was conducted over a period of approximately 5 months and included meetings, interviews, presentations, discussions and feedback from the aforementioned stakeholders.

In general, the guideline have been well-received by both internal and external stakeholders.

Environmental Engineering staff will continue to monitor the procedures and protocols set out in the guideline and report on the need for refinements on an as-needed basis.

## COMMUNICATIONS

The City of Guelph's "Guidelines for the Development of Contaminated or Potentially Contaminated Sites" will be posted under the Development section of the City's website.

## ATTACHMENTS

Attachment 1      City of Guelph "Guidelines for the Development of Contaminated or Potentially Contaminated Sites"

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# **CITY OF GUELPH GUIDELINES FOR DEVELOPMENT OF CONTAMINATED OR POTENTIALLY CONTAMINATED SITES 2016**

City of Guelph Engineering and Capital Infrastructure Services

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## MAPS AND FIGURES

Figure 1: Map of the City of Guelph

Figure 2: Map of Source Water Protection Vulnerability Scores and WHPA

## APPENDICES

Appendix A: City's Environmental Site Impact Review Flow Chart

Appendix B: Site Screening Questionnaire (SSQ) for Identifying Potential Contamination at a Site



# 1.0

## INTRODUCTION

Chapter 1.0 at a glance

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## 1.0 INTRODUCTION

Due to previous and current land uses, certain properties within the City of Guelph (the City) may be contaminated, posing a risk to human health and/or the environment. Contamination may preclude or delay development of a property for a particular use.

This document establishes policies and procedural framework for the integration of contaminated or potentially contaminated (suspected) lands into the planning and development processes within the City. This document applies to all land within the City, as shown in Figure 1 (Map of the City of Guelph).

### 1.1 Purpose

This document is intended to provide a procedure for dealing with contaminated or potentially contaminated sites within the City and address contamination issues in accordance with applicable Provincial and/or Municipal Acts, Statutes and Regulations; and current industry standards and best management practices to support development or redevelopment within the City.

### 1.2 Objectives

The key objectives of this document are to:

- Provide guidance and framework for stakeholders submitting Environmental Site Assessments (ESA) and other relevant environmental engineering related reports in support of development applications;
- Provide guidance to the City staff when reviewing and commenting on development applications where contaminated or potentially contaminated (suspected) lands are subject to planning and development processes within the City;
- Ensure that the condition of the land subject to a development application is appropriate for the proposed land use (i.e., proposing to more sensitive or less sensitive land use);
- Provide information to support decision making by ensuring the need for site remediation/risk assessment (RA) and a record of site condition (RSC) are identified as early as possible in the development review process;
- Avoid inappropriate restrictions on land use;
- Ensure that the lands being conveyed to the City meet the applicable environmental or risk-based standards (including RSC requirements) and that the changes in land use will not increase risk to human health and the environment;
- Protect the City's water resources pursuant to the Provincial Policy Statement under the Planning Act (Section 2.2: Water) and the City's responsibilities under the Safe Drinking Water Act (access to safe, high quality, reliable drinking water) and Clean Water Act (identify, reduce or eliminate significant drinking water threats to municipal drinking water sources through implementation of a Source Water Protection Plan).



# 2.0

## ACTS, LEGISLATIVE FRAMEWORK, POLICIES AND PROGRAMS

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## 2.0 ACTS, LEGISLATIVE FRAMEWORK, POLICIES AND PROGRAMS

The applicable provincial and municipal policies, plans and legislation which have guided the development of the City's policy on dealing with brownfields and contaminated or potentially contaminated sites (or properties) are summarized in the following subsections.

**Note:** The list below is not intended to be a comprehensive list of all potentially applicable Acts, Plans or Policies. The City reserves the right to apply any other applicable policy that may be relevant to contaminated or potentially contaminated sites during the processing of a development application. Additional relevant regulatory policies will be incorporated into this document as required.

### 2.1 Provincial Acts, Official Plans and Policies

#### 2.1.1 Planning Act and the Role of Municipalities

The Planning Act establishes the principle for land use planning in Ontario and describes how land uses may be controlled and who may control them. Part I (Provincial Administration), Section 2 (Provincial Interest) of the Planning Act specifies, among other matters, that municipalities have regard to:

- (a) the protection of ecological systems, including natural areas, features and functions
- (h) the orderly development of safe and healthy communities
- (o) the protection of public health and safety
- (p) the appropriate location of growth and safety

The role of municipalities is primarily to:

- Make planning decisions to determine the future of local communities
- Prepare planning documents such as:
  - An Official Plan (Part II; Section 14.7), which establishes the general planning goals and policies that will guide future land use of the municipality.
  - Zoning By-Laws (Part V; Section 34), which establishes the rules and regulations that control development as it occurs in the municipality.
    - *Section 34. (1) Zoning by-laws may be passed by the councils of local municipalities. 3.1 For prohibiting any use of land and the erecting, locating or using of any class or classes of buildings or structures on land:*
      - (i) *that is contaminated,*

(ii) *that contains a sensitive groundwater feature or a sensitive surface water feature, or*

(iii) *that is within an area identified as a vulnerable area in a drinking water source protection plan that has taken effect under the Clean Water Act, 2006*

- Ensure planning decisions and documents are consistent with the Provincial Policy Statement (PPS) and conform or do not conflict with provincial plans.

#### 2.1.2 Provincial Policy Statement (2014)

The Provincial Policy Statement, 2014 (PPS) applies province-wide on matters of provincial interest related to land use planning and development. The PPS issued under the Planning Act (Section 3) is in effect since April 30, 2014 and applies to planning decisions made on or after that date. The PPS, 2014 replaces the PPS, 2005.

The following are headings from the PPS that relate to brownfield and contaminated sites:

- Long-Term Economic Prosperity (Policy 1.7)
  - o *Long-term economic prosperity should be supported by Promoting the redevelopment of brownfield sites (1.7.1)*
- Human-Made Hazards (Policy 3.2)
  - o *Development on, abutting or adjacent to lands affected by mine hazards; oil, gas and salt hazards; or former mineral mining operations, mineral aggregate operations or petroleum resource operations may be permitted only if rehabilitation or other measures to address and mitigate known or suspected hazards are under way or have been completed (3.2.1).*
  - o *Sites with contaminants in land or water shall be assessed and remediated as necessary prior to any activity on the site associated with the proposed use such that there will be no adverse effects (3.2.2).*

#### 2.1.3 The City of Guelph- Official Plan (2001)

The City's Official Plan, 2001 (December 2012 Consolidation) references that to reduce potential risks associated with the contaminated or potentially contaminates sites, it is important to identify these properties and ensure that they are suitable or have been made suitable for the proposed land use(s) in accordance with provincial legislation, regulations and standards.

The objectives of these Official Plan policies are to help ensure that development takes place only on properties where the environmental conditions are suitable for the proposed end use of the property. The objectives are as follows:



## **Objectives**

- To encourage and facilitate safe redevelopment of contaminated sites.
- To establish requirements for the assessment of known and potentially contaminated properties.
- To establish requirements for the remediation of known contaminated properties.
- To ensure that contaminated properties are remediated to the applicable Provincial generic standards for use under Part XV.1 (Record of Site Condition) of the Environmental Protection Act (EPA) or to appropriately generated site specific risk- based standards allowing development only to take place on properties where the environmental conditions are suitable for the proposed use.
- To promote the redevelopment, restoration and revitalization of land and buildings located on contaminated or potentially contaminated sites.
- To identify known and potentially contaminated properties that are eligible for financial assistance for environmental site assessment(s) and remediation through the City's Brownfields Redevelopment Community Improvement Plan (BRCIP).
- To protect, improve or restore the quantity and quality of the City's groundwater resources.

### 2.1.4 City of Guelph: Brownfields Redevelopment Community Improvement Plan

Guelph's Brownfield Redevelopment Community Improvement Plan (BRCIP) consists of a number of financial incentive programs that are intended to stimulate private sector investment in the reuse and redevelopment of brownfield sites and partially offset the costs associated with the site assessment and remediation.

Any work to be funded by the CIP must be prepared in accordance with O. Reg. 153/04 as amended. Approval of incentives is required prior to undertaking any eligible work under the BRCIP. Studies or environmental work already undertaken cannot be awarded incentives. The incentive programs contained in the Community Improvement Plan (CIP) can be used individually or together by an applicant, but in no case can two or more programs be used to pay for the same eligible cost (i.e., double dipping is not permitted). Also, the total of all grants, loans and tax assistance provided in respect of the particular property for which an applicant is making application under the programs contained in the CIP, shall not exceed the eligible costs of the improvements to that property under all applicable CIPs.

### **Environmental Study Grant**

- Grant equivalent to 50 per cent of the cost of a Phase Two ESA, designated substances and hazardous materials survey, remedial work plan or risk assessment
- Maximum grant of \$15,000 per environmental study
- Maximum of two studies per property/project
- Maximum total grant of \$30,000 per property/project

### **Tax Assistance**

- Offset site investigation and remediation by cancelling municipal property taxes and education property taxes for up to three years
- Cancellation of education property taxes is subject to approval by the Minister of Finance

### **Tax Increment Based Grant**

- Offset site investigation and remediation costs, and LEED® costs using a grant equivalent to 80% of the municipal property tax increase created by the project for up to 10 years after the project completion

For complete program details and requirements, please visit <http://guelph.ca/plans-and-strategies/brownfield-redevelopment/> and consult with Planning Services staff to determine current CIP funding levels prior to completing and submitting an application. Incentive Program applications can be found under the Applications tab.

## **2.2 Provincial Legislative Framework**

### 2.2.1 Environmental Protection Act, R.S.O. 1990, c. E.19

Although there are several statutes in Ontario to deal with the protection of the environment, the EPA is the key legislation for environmental protection in Ontario. The EPA grants the Ontario Ministry of the Environment and Climate Change (MOECC) broad powers to deal with the protection and preservation of human health and the natural environment. Relevant sections of the EPA may include but is not limited to:

- Part II: General Provisions, Section 14 of the EPA prohibits the discharge of a contaminant that causes or may cause an adverse effect;
- Part X: Spills;
- Part XV.1: Record of Site Conditions; and
- Part XV.2: Special Provisions Applicable to Municipalities, Secured Creditors, Receivers, Trustees in Bankruptcy, Fiduciaries and Property Investigators

**Note:** Part XV.1 Section 168.3.1 of the EPA prohibits the change of certain uses of a property unless a Record of Site Condition (RSC) has been filed on the Brownfields

Environmental Site Registry (BESR) (also known as the Registry). In order to file an RSC on the BESR or the Registry, the requirements detailed on Ontario Regulation (O. Reg.) 153/04 (as amended) must be met.

#### 2.2.2 Brownfields Statute Law Amendment Act (2001) and O. Reg. 153/04

In 2001, the Ontario government enacted the Brownfield Statute Law Amendment Act, which amended seven provincial statutes including the EPA, with the objective of encouraging the redevelopment of brownfield sites in Ontario. To address ongoing concerns related to RSCs and liability, O. Reg. 153/04 was amended again in 2007 and in December 2009, to improve the integrity of RSCs, streamline risk assessments and set quality standards for soil brought to brownfield sites where an RSC is intended to be filed.

The MOECC also published updated soil and ground water quality standards for approximately 120 chemicals in their technical document entitled Soil, Ground Water and Sediment Standards for Use under Part XV.1 of the EPA. Most of these amendments and the updated quality standards came into force on July 1, 2011.

#### 2.2.3 Building Code Act

Buildings in Ontario are covered by the Building Code Act, 1992 and enacted by O. Reg. 350/06. The linkage between the Building Code Act and EPA is via a RSC filing requirement before construction when a building is to be used in connection with property use changes from less sensitive to more sensitive uses (e.g. industrial/commercial to residential). Further, certificate of property uses (CPUs) are also Applicable Law under the Building Code Act and if there are any building restrictions or prohibitions then they must be taken into account in the issuance of a building permit.

Exemptions to the requirement for a RSC prior to issuance of a building permit can be made in cases where excavation and shoring are required; recognizing that site remediation often takes place in conjunction with building excavation and excavation for the purpose of filing etc.

#### 2.2.4 Clean Water Act

The Clean Water Act (CWA) was created in 2006 to protect Ontario's existing and future municipal drinking water sources as a part of an overall commitment to safeguard human health and the environment. The CWA required communities, through Source Protection Committees, to develop collaborative, locally-driven, science-based protection plans for existing and future municipal drinking water supplies. The CWA provides municipalities with new powers to protect drinking water sources from significant drinking water threats.

All new development will be subject to the various policies contained within the Source Protection Plan for the Grand River Source Protection Area (anticipated effective

DRAFT FOR REVIEW

Rev: 02-26-16

2016). Proponents submitting development plans and applications submitted in advance of the effective date will be provided with relevant guidance, as required.



# 3.0

## PROCEDURES AND PROTOCOLS FOR DEVELOPMENT APPLICATIONS

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### 3.0 PROCEDURES AND PROTOCOLS FOR DEVELOPMENT APPLICATIONS

This section establishes procedures and protocols for environmental site impact (contamination) issues, reports/ documentation, and submission and review requirements for development applications within the City. An overview of the procedure is provided on the **Environmental Site Impact Review Process Flow Chart**, provided in **Appendix A**.

This document applies to following development applications, unless otherwise stated herein:

- Official Plan Amendments;
- Zoning By-Law Amendments;
- Temporary Use By-Laws (where grading and drainage works are proposed);
- Draft Plan of Subdivisions;
- Site Plan Applications (subject to specific exemptions); and
- Lands being conveyed to the City as part development process

A **Phase One ESA** is required to be submitted for all development applications, with the exception of the applications/scenarios noted below. In case of the application types or situations noted below, a **Site Screening Questionnaire** (SSQ) set out in **Appendix B** will be required, at a minimum, and a Phase One ESA or other environmental studies may or may not be required depending on the information in the SSQ.

- Any development application where environmental concerns have already been addressed by a recently approved development application on the site.
- Site Plan application where site contamination issues have been addressed or will be addressed via a prior pertinent Planning Act approval and for minor site plan applications such as;
  - Parking lot expansion/reconfiguration within the same property;
  - Stripping of topsoil only (where grading/drainage works are not proposed)
  - Others (such as vertical additions, minor building expansions etc.)
- Part lot control where site contamination issues have been addressed or will be addressed via a prior pertinent Planning Act approval;
- Site Alteration permits;



- Minor rezoning applications, such as for applications that are **not** introducing a more sensitive land use within an existing building/development or applications that broaden the range of permitted uses that **are not more sensitive** within the existing building/development, etc.;
- Minor Variances and Severances (consents) completed through the Committee of Adjustments, only if changes to more sensitive land uses are not proposed;
- Land division applications for lease, mortgage, title correction, re-establishment of lot lines (where title inadvertently merged) or minor lot line adjustments

**Note:** An applicant is required to submit a completed SSQ signed by the applicant/Owner or Qualified Person (QP- Professional Engineer or Professional Geoscientist) to the satisfaction of the City (Development and Environmental Engineering Services).

### **3.1 Departmental Roles and Responsibilities**

**Development Planning Services** (Planning, Urban Design and Building Services) is responsible for ensuring that required information is received to facilitate development application approval.

**Development and Environmental Engineering Services** (Capital and Infrastructure Services) is responsible for reviewing environmental engineering information for development applications; identifying specific requirements to address contamination and providing acceptance of environmental reports and other pertinent documents. The department also ensures that development applications and building permits conform to Part IV of the CWA and all relevant polices under the Source Protection Plan.

**Building Services** (Planning, Urban Design and Building Services) is responsible for ensuring that a record of RSC has been filed prior to issuing a building permit to allow for a change in land use to a more sensitive use as outlined the Provincial Legislation. Also, CPUs are Applicable Law under the Building Code Act and if there are any building restrictions or prohibitions they must be taken into account prior to issuing a building permit.

### **3.2 Review / Evaluation Process**

To ensure a development is suitable for the proposed use and safe for the public, as a minimum, the City requires applicants to submit a Phase One ESA report (see **Section 3.4** for details) as part of a complete site-specific development application, unless the type of application is exempted (see **Section 3.0** above for exceptions). Depending on the findings of the Phase One ESA, the applicant may be required to complete additional environmental investigation/study (see **Section 3.4** for details).

Further study may take the form of a detailed site investigation and/or remediation/RA activities. The appropriate level of investigation/evaluation and remediation/RA will depend upon the circumstances of each site. Further study may include the following steps, which are to be undertaken by the applicant to the satisfaction of the City:

- Phase Two ESA (detailed site assessment) and subsequent/supplemental ESAs (for further delineation) as required;
- Remediation (clean-up) and/or RA;
- File/obtain RSC with/from the MOECC, as appropriate; and
- Comply with the CPU requirements by implementing Risk Management Measures (RMMs) of the MOECC approved RA; as applicable.

**Note:** If it is a **peer-reviewed RA or RA completed outside the O. Reg. 153/04 (as amended) process** there would be no CPU; however, the RMMs (or recommendations) as deemed necessary by the RA and agreed to by the City must be implemented.

Additional information regarding RSCs and CPUs/RMMs are provided in **Section 3.4.4** and **3.4.5**, respectively.

**Note:** An applicant is required to submit all pertinent documents completed by a QP to the City's satisfaction to demonstrate that there is sufficient information indicating that a proposed development poses no unacceptable risk to human health or environment and is suitable for proposed land use.

### **3.3 Source Water Protection**

The City relies on groundwater as a source for the City's municipal drinking water supply. All land located within the City limits is within the 5-year time of travel wellhead protection area and most, if not all, residences located outside of the City limits rely on private wells for their water supply. As such, to ensure protection of the existing and future groundwater, the City deems its groundwater resources to be potable water.

Environmental reports/documents prepared in support of or to fulfill development approval should address the following, at minimum:

Phase One ESA reports should clearly state the location of the site/ property in relation to the municipal supply/wells Wellhead Protection Areas (WHPAs), Intake Protection Zones (IPZs), Vulnerability Scores in WHPAs or IPZs, and other pertinent information as appropriate.

For the purpose of environmental investigations (e.g. Phase Two ESAs, hydrogeological studies etc.) and remediation, generic Site Condition Standards (SCS) must apply to the potable groundwater conditions.

Risk based standards derived from RA must consider groundwater to be potable and include all pertinent exposure pathways for potable water conditions.

A detailed discussion/assessment needs to be provided in the RA with regards to the potential for off-site migration of contaminants of concern (COCs) in groundwater above the applicable drinking water component value and the potential for impacts to the municipal drinking water supply.

### **3.4 Environmental Site Assessments**

#### **3.4.1 Phase One Environmental Site Assessment**

The purpose of a Phase One ESA is to identify actual and potential site contamination. Such identification involves the evaluation and reporting of available information collected through records review, site visits, interviews, etc.

- A Phase One ESA can be prepared in accordance with Ontario Regulation (O. Reg.) 153/04 (as amended) or Canadian Standards Association (CSA) Z768-01 (as amended), to the satisfaction of the City, based on the following criteria (Note: see Table 1 in Section 3.4.4 for information on “sensitive use”):
  - o If the proposed land use is going from less sensitive to more sensitive use: a Phase One ESA shall be prepared in accordance with O. Reg. 153/04, as amended; and a RSC filing with the MOECC will be required.
  - o If development is going to a more sensitive land use and the Phase One ESA (completed per O. Reg. 153/04, as amended) indicates that potentially contaminating activities (PCA) and/or areas of potential environmental concern (APEC) are non-existent or the identified PCA / APEC do not pose risk to human health and environment, a RSC filing with the MOECC will be required and will be based on Phase One ESA alone.
  - o If the proposed land use is going from more sensitive to less sensitive use: a Phase One ESA may be prepared in accordance with CSA Z768-01(as amended) or O. Reg. 153/04 (as amended).
  - o If the proposed development includes lands to be dedicated to the City: depending on the proposed use (less to more sensitive or vice-versa) of the land deeded or conveyed to the City, Phase One ESA can be completed per O. Reg. 153/04 (as amended) or CSA Z768-01 (as amended), as appropriate.
  - o If a development is proposed to be undertaken utilizing financial incentives within the City’s BRCIP: Phase One ESA has to be completed per the requirements of O. Reg. 153/04 (as amended), irrespective of the land use change to less sensitive or otherwise, as RSC filing is mandatory for grant application approval under the existing BRCIP requirements.
- A Phase One ESA, regardless of the regulations under which it was prepared [O. Reg. 153/04 (as amended) or CSA Z768-01 (as amended)], must be completed by or under the direct supervision of a QP (Professional Engineer

or Professional Geoscientist) and reflect the current conditions of the subject property.

- The information contained on Phase One ESA, regardless of the regulations under which it was prepared [O. Reg. 153/04 (as amended) or CSA Z768-01 (as amended)], cannot be more than 18 months old from the date of Phase One ESA report. If the information is older than 18 months, an update to the Phase One ESA will be required, either in the form of update letter or full report, prepared by a QP indicating accurate environmental assessment of the current site conditions.

**Note:** The term enhanced investigation property applies during the completion of a Phase One ESA (per O. Reg. 153/04, as amended). It is a property that is used, or has been used, in whole or in part for an industrial use or any of the following commercial uses (Part VIII Section 32 of O. Reg. 153/04, as amended):

- If during a Phase One ESA of the property, a PCA is identified on, in or under the property; or
- A garage; or
- A bulk liquid dispensing facility, including a gasoline outlet; or
- For the operation of dry cleaning equipment.

Additional investigations (Phase Two ESA/ Supplemental ESA) of the Phase One property must be undertaken if the Phase One property is an enhanced investigation property.

#### 3.4.2 Phase Two Environmental Site Assessment

The purpose of a Phase Two ESA is to determine the nature and extent of the COCs at a site, which may range from simple identification to a full delineation of the contamination on and/or off the site.

- A Phase Two ESA can be prepared in accordance with O. Reg. 153/04 (as amended) or CSA Z769-00 (as amended), to the satisfaction of the City, based on the following criteria:
  - If a development is not going to a more sensitive land use or land use remains the same: a Phase Two ESA can be completed in accordance with O. Reg. 153/04 or CSA Z769-00. If the City is satisfied that the Phase Two ESA indicates no exceedances of applicable MOECC SCS, no further environmental investigations or other actions are required.
  - If a development is not going to a more sensitive land use and a Phase Two ESA (completed per O. Reg. 153/04 or CSA Z768-00) indicates exceedances of applicable MOECC SCS: further environmental investigations and/ or site remediation/ RA must be completed to the City's satisfaction; but RSC filing is not mandatory for development application approval.

- If a development is going to a more sensitive land use: a Phase Two ESA must be completed per O. Reg. 153/04. If the Phase Two ESA indicates no exceedances of applicable MOECC SCS, RSC filing is mandatory before the development application can be approved.
- If a development is going to a more sensitive land use and a Phase Two ESA (completed per O. Reg. 153/04) indicates exceedances of applicable MOECC SCS: site remediation (clean-up to the applicable MOECC generic SCS for potable groundwater) and/or risk assessment (with the generation of site specific risk based standards, i.e. Property Specific Standards) (**refer to Section 3.4.3**) must be completed to the MOECC's and City's satisfaction; and RSC filing is mandatory

**Note:** All land located in the City limits is within the 5-year time of travel wellhead protection area and most, if not all, residences located outside of the City limits rely on private wells for their water supply. As such, the City **does not allow the use of generic non-potable groundwater SCS under any circumstances.**

#### 3.4.3 Remediation / Risk Assessment

Depending on the scenarios listed in the Phase Two ESA requirements in **Section 3.4.2**, the following approaches can be undertaken to remediate (clean-up) and/or risk assess (risk assessment) contaminated sites in the City:

- Remediate the site to one of the following MOECC Tables, as applicable (**Note:** The City does not allow the use of generic non-potable groundwater SCS under any circumstances):
  - Table 1 SCS (Full Depth Background SCS)
  - Table 2 SCS (Full Depth Generic SCS in a Potable Ground Water Condition)
  - Table 4 SCS (Stratified SCS in a Potable Ground Water Condition) (refer to note below)
  - Table 6 SCS (Generic SCS for Shallow Soils in a Potable Ground Water Condition)
  - Table 8 SCS (Generic SCS for Use within 30 m of a Water Body in a Potable Ground Water Condition)
- Complete a RA to develop site specific risk-based standards per MOECC RA process or peer-reviewed process, prepared by or under the supervision of **QP<sub>RA</sub>** (QP- Risk Assessment) and must include the following:
  - Risk based standards derived from RA must consider groundwater to be potable and include all pertinent exposure pathways for potable water conditions.

- A detailed discussion/assessment needs to be provided in the RA with regards to the potential for off-site migration of COCs in groundwater above the applicable drinking water component value and the potential for impacts to the municipal drinking water supply.

**Note:** Depending on the above noted scenarios, remediation or RA can be completed in accordance with O. Reg. 153/04 (as amended), CSA Z768-01 (as amended) or relevant standard industry practices to the satisfaction of the City and/or the MOECC. However, the **use of RA or stratified remediation (clean-up) approach will be assessed on a case-by-case basis** for properties that include lands to be acquired by or conveyed to the City as part of site development process.

Applicants should ensure that all applicable documentation associated with the remediation and/or RA are submitted to the City for its record, reference and/or review. The City recommends the applicant discusses its plans with the City and keeps an ongoing, open dialogue throughout the process. Examples of documentation include, but are not limited to, the following:

- **Remediation/Clean-up** (for both RSC and non-RSC work)
  - Feasibility Study and/or Remedial Action Plan (where available)
  - Remedial Action report(s);
  - Site monitoring reports (including soil and/or groundwater); and
  - Reliance Letter (as applicable)
- **Risk Assessment** (for both RSC and non-RSC work, as applicable)
  - Pre-Submission Form (submitted to MOECC)
  - Risk Evaluation/Assessment Reports;
  - Risk Management Plan;
  - Certificate of Property Use;
  - RSC acknowledged by MOECC;
  - Relevant MOECC correspondences; and
  - Reliance Letter (as applicable)

#### 3.4.4 Record of Site Condition

An RSC is a document that provides a summary of the environmental condition of a property at a point in time as certified by a QP. Under XV.1 of the EPA, a RSC must be completed and filed in the Brownfields Environmental Site Registry (BESR). A filed RSC provides limited protection from environmental clean-up/ remediation Orders from the MOECC.

The EPA contains provisions that prohibit certain changes in property use unless an RSC is filed (refer to O. Reg. 153/04 (as amended), Part IV Change of Property Use, Changes of Use, s. 168.3.1 (1)(a) of the Act). This prohibition makes it mandatory for a property owner to file an RSC before changing the use of a property to a more sensitive use. This prohibition is commonly referred to as the "Mandatory Filing" provision. The mandatory filing provisions are applicable law under the Building Code Act, 1992 as defined by the EPA and requires that a RSC be filed prior to the issuance of a building permit by the municipality.

An applicant/ QP should use the following criteria per O. Reg. 153/04 (as amended), at minimum, while determining property/land use sensitivity for a site:

- The existing actual (physical) use of the property and the proposed or intended actual (physical) property use/ land use need to be considered, not the land use zones per zoning by-laws.
- If the land has mixed use, the most sensitive property/land use dictates the overall sensitivity of land use (see Table 1):
  - An agricultural or other use is the most sensitive of any type of property use.
  - Residential, parkland or institutional use is more sensitive than an industrial, commercial or community use.
- In determining the property use of a vacant and/or unused property, the most recent or last known actual (physical) use needs be considered; for instance, an abandoned gas station will be considered as a commercial property.



**Table 1:** Property/Land use triggering RSC

Standard Land-use Categories		RSC Requirement
Less Sensitive Use (change from)	More Sensitive Use (change to)	
Industrial / Commercial / Community (ICC)	Residential / Parkland / Institutional (RPI)	Yes
ICC	Agricultural or Other	Yes
Community [except section 14(10)] of O. Reg. 153/04, as amended	Community Section 14 (10) [community section with youth focus e.g. indoor pools, arenas, enclosed stadium, indoor sports field, gymnasium etc.]	Yes
RPI	Agricultural or Other	Yes

**Note:** Amendments to O. Reg. 153/04 came into effect in July 1, 2011 (filed as part of O. Reg. 511/09); however, all RSCs filed before July 1, 2011 are still deemed valid by the MOECC. In situations where development is proposed on a site with an RSC filed prior to July 1, 2011, the City will assess the need for further environmental investigations, remediation/RA and/or RSC filing on a case-by-case basis.

**Property/Land use not requiring mandatory RSC filing:**

- SCS for RPI property are the same for each property use hence mandatory filing is not required within the RPI property use.
- SCS for ICC property are the same for each property use; hence mandatory filing is not required within the ICC property use, except for community section 14(10) [community section with youth focus such as indoor pools, arenas, enclosed stadium, indoor sports field, gymnasium etc.].
- If the current use is a mixed use building (e.g. commercial and residential use) expanding a sensitive use (e.g. residential use) of that building is permissible without an RSC. **Note:** this exemption is for the existing building footprint only. No new, standalone or expanded residential use would be allowed for the remainder of the property without a RSC being filed or, in other words, a new building would need to be restricted to the existing footprint and would not include additions onto the existing building that go beyond the existing footprint.
- Change in property use from railway line to a trail for recreational purposes.

- Property use from a landfilling site approved under Part V of the EPA to any property use; however, development in this circumstance will be assessed on a case-by-case basis by the City.

#### **RSC Exemptions for Building Permits:**

- Building permits can be issued without a RSC, if the construction is limited to:
  - o The erection of a retaining or other structure:
    - To support the sides of excavation
    - To assist an investigation in relation to the property
    - Other activities necessary for purpose of filing an RSC
    - Removal of soil or fill for the purpose of excavation.

**Note:** For RSC filing, the MOECC requires that the information contained on Phase One and/or Phase Two ESA cannot be more than 18 months old from the date of the last work on all of the components of the Phase one ESA or Phase Two ESA, other than review and evaluation, and the report. If the information is older than 18 months, the QP will need to conduct an update and may need to carry out a new ESA depending on how much time has elapsed.

**Please note that irrespective of the above mentioned RSC exemptions for mandatory filing and building permits, the City reserves the rights to request for RSC filing to protect City's environmental interests from future environmental orders under the EPA and the Ontario Water Resources Act with respect to the contamination that exist at the subject site.**

#### 3.4.5 Certificate of Property Use and Risk Management Measures

A CPU is issued by the MOECC for sites that require RMMs to be implemented in support of the RA. It is the legal document that is issued to enforce the RMMs and is issued by the Director of the MOECC's local District Office. When a CPU is issued, altered or revoked, the Director gives notice to the municipality in which the property is located.

- The purpose of the CPU is to ensure that future property owners, municipal officials and property occupants are aware of any property use restrictions, building restrictions or equipment installation that is required and must function in order to ensure that contaminants remaining on site do not pose a threat to human health and the environment for the intended property/land use.
- A Certificate of Requirement (COR) (formerly known as Certificate of Prohibitions or COP), usually registered on a title of the property, is to provide anyone dealing with the property notification of the CPU. The CPU is binding on all future property owners and must be made available to all property occupants.

- Building officials must ensure that they check for restrictions on the use of property found in a CPU that is registered on property title.
- A RSC cannot be filed on the BESR until the CPU has been issued by the MOECC's Director of the local District Office. The CPU is Applicable Law under the Ontario Building Code Act and must be considered prior to issuing building permits.
- A RSC cannot be filed until the property meets the property specific standards developed in the RA; however, the RMMs provided in the issued CPU do not have to be in place prior to filing the RSC. Timing of implementation of the RMM may be specified in the CPU.
- Draft CPUs (other than Tier 2 - Modified Generic RA) are posted on the BESR for public consultation. Draft CPUs are also provided to the local and upper tier municipalities (e.g. City's Chief Building Officer and other relevant staff as required by the Regulation) for comments.

### **3.5 Environmental Conditions and Timing Requirements for Approval**

#### **3.5.1 RSC Work**

When an RSC filing is required to facilitate development, the following standard conditions of approval shall be fulfilled to the satisfaction of the City:

- (i) The applicant acknowledges and agrees that ensuring the suitability of the land for the proposed use(s) is the responsibility of the applicant/landowner.
- (ii) The applicant shall complete any other subsequent phases that may be required beyond a Phase One ESA (such as Phase Two ESA and Supplemental Phase Two ESA) to assess any real property to be developed and/or conveyed to the City, to ensure that such property has no adverse effect to public health and safety and to the environment. If contamination is found above the applicable MOECC Standard(s), the consultant will determine its nature and the requirements for its mitigation.
- (iii) Prior to the City approving property development and/or accepting any real property interests, if contamination is found, the applicant shall:
  - (a) Submit all environmental assessment reports prepared in accordance with the RSC (O. Reg. 153/04) describing the current conditions of the land to be developed and/or conveyed to the City to the satisfaction of the City;
  - (b) Complete any necessary remediation/RA work and submit certification from a QP that the lands to be developed and/or conveyed to the City meet the applicable standard(s) of the intended land use; and

- (iv) File a RSC with the MOECC for lands to be developed and/or conveyed to the City in support of the pertinent development application, as indicated in Table 2 on the following page:

**Table 2:** Timing Requirement for RSC

<b>Development Application</b>	<b>Description / Purpose of Development Application</b>	<b>When is RSC required<sup>1</sup>?</b>	<b>Remark</b>
Official Plan Amendments (OPA)	To seek a change in City's official plan due to new circumstances on the community or based on the requests by property owner	At the discretion of the City: Prior to approval of subsequent Development Application (for the site), or  When an OPA is accompanied by a zoning by-law amendment, file an RSC prior to approval of zoning bylaw amendment with possible use of Holding (H) Zone provisions/symbol <sup>2</sup> .	<p>RSC will be required prior to Site plan approval, at the latest.</p> <p>Please note that one of the objectives of Bill 124 (Building Code Statute Law Amendment Act, 2002) from Ministry of Municipal Affairs and Housing (MMAH); which came into effect July 1, 2015, is to avoid delay and uncertainty; so, to have all environmental conditions at or just prior to building permit phase could cause timing issues; hence, RSC is required prior to site plan approval, where applicable.</p> <p>Where long term remediation of the site is required (i.e., greater than 3 years) and on-going remediation does not present health and safety risks to the proposed use, the approval of the development application may be considered where agreements and securities, as appropriate, are provided to the City and/or the MOECC to ensure the final remediation/RA of the site and the future completion of the RSC.</p>
Zoning By-Law Amendments (Rezoning)	To seek a zone change for a property in a way that is not allowed by the zoning by-law	At the discretion of the City: Prior to approval of subsequent Development Application (for the site), or  Prior to approval of zoning bylaw amendment with possible use of H Zone provisions/symbol <sup>2</sup> .	
Temporary Use By-Laws	To seek a by-law to authorize the temporary use of land, buildings or structures for any purpose that is otherwise prohibited in the zoning by-law	Completion of RSC prior to site plan approval.	
Plan of Subdivisions	To seek approval to sever and divide land into lots, blocks, parks, roads, etc.	At the discretion of the City: Completion of RSC prior to registration, as a condition of draft plan approval, or  Where applicable, prior to approval of zoning bylaw amendment with possible use of Holding (H) Zone provisions/symbol <sup>2</sup> .	
Site Plan Applications	To seek approval to develop property that is currently in compliance with the existing zoning by-law	Completion of RSC prior to site plan approval.	
Consents (Severances)	To divide land into new lots and to add land to abutting lots	Completion of RSC prior to endorsement of deeds.	

### 3.5.2 Non-RSC Work

When an RSC filing is not required to facilitate development, the following standard conditions of approval shall be fulfilled to the satisfaction of the City:

- (i) The applicant acknowledges and agrees that ensuring the suitability of the land for the proposed use(s) is the responsibility of the applicant/landowner.
- (ii) The applicant shall complete any other subsequent phases that may be required beyond a Phase One ESA (such as Phase Two ESA and Supplemental Phase Two ESA) to assess any real property to be developed and/or conveyed to the City, to ensure that such property has no adverse effect to public health and safety and to the environment. If contamination is found above the applicable MOECC Standard(s), the consultant will determine its nature and the requirements for its mitigation.
- (iii) Prior to the site plan approval (where applicable), the consultant shall certify that all properties to be developed and/or conveyed to the City pose no risks to public health and safety and to the environment and can be developed for proposed uses.
- (iv) Prior to the City approving property development and/or accepting any real property interests, if contamination is found, the applicant shall:
  - (a) Submit all environmental assessment reports prepared in accordance with O. Reg. 153/04 or CSA Z768-00 standard, describing the current conditions of the land to be developed and/or conveyed to the City to the satisfaction of the City;
  - (b) Complete any necessary remediation/RA work and submit certification from a QP that the lands to be developed and/or conveyed to the City meet the applicable standard(s) of the intended land use; and
- (v) Fulfill all environmental conditions and submit environmental documentations prepared for lands to be developed and/or conveyed to the City in support of the pertinent development application, as indicated in Table 3 on the following page:

**Table 3:** Timing Requirements to Fulfill Environmental Conditions for non-RSC Sites

<b>Development Application</b>	<b>Description / Purpose of Development Application</b>	<b>When do Environmental Conditions need to be fulfilled?</b>	<b>Remark</b>
Official Plan Amendments (OPA)	To seek a change in City's official plan due to new circumstances on the community or based on the requests by property owner	At the discretion of the City:  Prior to approval of subsequent Development Application (for the site), or  When an OPA is accompanied by a zoning by-law amendment, submit all environmental documentation prior to approval of zoning bylaw amendment with possible use of H Zone provisions/symbol.	Where applicable, all environmental conditions shall be fulfilled prior to Site plan approval, at the latest.  Please note that one of the objectives of Bill 124 (Building Code Statute Law Amendment Act, 2002) from MMAH; which came into effect July 1, 2015, is to avoid delay and uncertainty; so, to have all environmental conditions at or just prior to building permit phase could cause timing issues; hence, all environmental conditions shall be fulfilled prior to site plan approval, where applicable.
Zoning By-Law Amendments (Rezoning)	To seek a zone change for a property in a way that is not allowed by the zoning by-law	At the discretion of the City:  Prior to approval of subsequent Development Application (for the site), or  Prior to approval of zoning bylaw amendment with possible use of H Zone provisions/symbol.	Where long term remediation of the site is required (i.e., greater than 3 years) and on-going remediation does not present health and safety risks to the proposed use, the approval of the development application may be considered where agreements and securities, as appropriate, are provided to the City to ensure the final remediation/RA of the site.
Temporary Use By-Laws	To seek a by-law to authorize the temporary use of land, buildings or structures for any purpose that is otherwise prohibited in the zoning by-law	Prior to site plan approval.	



<b>Development Application</b>	<b>Description / Purpose of Development Application</b>	<b>When do Environmental Conditions need to be fulfilled?</b>	<b>Remark</b>
Plan of Subdivisions	To seek approval to sever and divide land into lots, blocks, parks, roads, etc.	At the discretion of the City:  Prior to registration, as a condition of draft plan approval, or  Where applicable, prior to approval of zoning bylaw amendment with possible use of H Zone provisions/symbol.	
Site Plan Applications	To seek approval to develop property that is currently in compliance with the existing zoning by-law	Prior to site plan approval.	
Consents (Severances)	To divide land into new lots and to add land to abutting lots	Prior to endorsonation of deeds.	

### **3.6 Reliance Letter**

All applicable reports and/or documents should include a reliance letter from a QP to indicate that, despite any limitations or qualifications included in the reports/documents, the City is authorized to rely on all information and opinion provided in the reports submitted for the proposed development in agreement with a condition of development approval.

Reliance letters can be issued separately or within the body of the reports/documents.



# 4.0

## PEER REVIEW

Chapter 4.0 at a glance

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## 4.0 PEER REVIEW

To ensure that the City is not accepting the transfer of contaminated lands and the potential future liabilities associated with complex remediation (clean-up) and/or risk assessment; it may be necessary to have ESA, remediation and RA reports peer reviewed from time to time.

A peer review will not be a mandatory step; however, it will be up to the City's discretion to decide, based on the complexity of the remediation and/or RA required or undertaken. A peer review may only be undertaken for site developments that do not require mandatory RSC filing (e.g., when a property is not going to a more sensitive property/land use).

- The objective of the peer review will be to provide the City:
  - The necessary expertise to assess the completeness, accuracy and compliance of the reports with the City and the MOECC guidelines on complex projects, and
  - Aid the City's Development/Environmental staff.
- All costs of the peer review will be paid to the City by the applicant/owner (i.e., the applicant/owner pays City a set amount based on the quote from the selected consultant prior to undertaking the peer review work). If the cost for the peer review expands beyond the initial estimate, additional funds will be secured from the applicant/owner prior to the continuation of the peer review. **Note:** The City will have no financial obligation to the Peer Review Consultant in this matter.
- The Peer Review Consultant will complete the review of the pertinent reports and submit a draft report to the City (Development Planning Services and Development and Environmental Engineering Services). If applicant's QP and the Peer Review Consultant do not agree on the findings or content of the peer review then the consultants (applicant's QP and the Peer Review Consultant) will meet and determine the acceptable course of action at the applicant's/owner's cost.

**Note:** For scenarios where remediation or RA is required but a RSC is not required (e.g., when a property is not going to a more sensitive property/land use), the City may require a peer review of the remediation or RA, which certifies that the property has been cleaned up to generic SCS or risk assessed to the appropriate levels for the proposed use in accordance with the remediation/RA instead of an RSC. The peer review would be conducted by a QP (or QP<sub>RA</sub>); and at the costs to be paid for by the applicant/owner.

For a peer-reviewed RA (i.e. outside the O. Reg. 153/04, as amended, process) there would be no CPU; hence, the RMMs as deemed necessary by the RA and agreed to by the City must be implemented.



# 5.0

## GLOSSARY

Chapter 5.0 at a glance

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## 5.0 GLOSSARY

### Applicable Law under Building Code Act (Section 1.4.1.3):

- Section 168.3.1 of the Environmental Protection Act with respect to the construction of a building to be used in connection with a change of use of a property, and,
- Paragraph 2 of subsection 168.6 (1) of the Environmental Protection Act if a certificate of property use has been issued in respect of the property under subsection 168.6 (1) of that Act.

Brownfields or Brownfield Site: A brownfield is a property, the expansion, redevelopment or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant. Brownfields are usually former industrial or industrial/commercial lands that may be derelict, underutilized or vacant; such as former gas stations, closed factories or processing plants, etc.

Brownfields Environmental Site Registry (BESR): Is an online registry that gives the public access to information about brownfield redevelopment, and can be used to search for RSCs and transition notices filed in the Environmental Site Registry since October 1, 2004.

Bulk Liquid Dispensing Facility: Premises at which solvents, gasoline or diesel or associated products are stored in one or more storage tanks and dispensed for sale.

Contaminated Site or Property or Land: A contaminated site is as an area of land with soil or underlying groundwater or sediment that contains a hazardous waste or substance in an amount that's greater than environmental quality standards set by the Ontario Ministry of the Environment and Climate Change (MOECC). A site is contaminated if it is unsuitable for specific uses of land, water and sediment.

Committee of Adjustment: The Committee of Adjustment hears applications under Section 45 of the Planning Act and Section 50/52 & 57 of the Planning Act R.S.O. 1990 c.P13, as amended. It is an independent body appointed by Guelph City Council. There are two major types of applications to the Committee of Adjustment: applications for consent to create new lots or adjust boundaries and applications for minor variances to the municipal Zoning By-law requirements or for permission to extend land uses that have existed prior to the passing of the current By-law.

Contaminants of Concern: One or more contaminants found on, in or under a property at a concentration that is greater than the applicable site condition standards for the property or one or more contaminants found on, in or under a property for which no applicable site condition standard is prescribed under Part IX (Site Condition Standards and Risk Assessment) of the Environmental Protection Act, and which are associated with potentially contaminating activity.

Conditional Building Permit: Conditional building permits are authorized pursuant to s. 8(3) of the Building Code Act, and allow an applicant to proceed with construction even though all “applicable law” requirements necessary to obtain a building permit have not yet been met. Instead, there is only a much shorter and less onerous list of “applicable law” requirements that must be met under the Building Code Act.

The conditional building permit agreement that is required typically sets out the timelines within which the applicant must comply with the remainder of the “applicable law” requirements for a building permit, and deals with how and if the site must be restored should those requirements not be fulfilled.

In the City of Guelph this Permit may be issued by the City’s Chief Building Official in accordance with Subsection 8(3) of the Building Code Act to authorize any stage of Construction, even though all of the requirements under Subsection 8(2) of the Building Code Act have not been met.

Development Application: means an application submitted for City review and approval for a draft plan of subdivision, Official Plan amendment, zoning by-law amendment, site plan, temporary use by-law, site alteration, consent, minor variance or approval of a condominium description.

Land/Property Use; Change of Land/Property Use and Sensitive Land/Property Use: Refer to Part IV of O. Reg. 153/04: RECORDS OF SITE CONDITION - PART XV.1 OF THE ACT under Environmental Protection Act, R.S.O. 1990, c. E.19 for the definitions of industrial, commercial, residential, parkland use; change of land/property use; and sensitive land/property use.

Remediation (clean-up): It is a process that deals with the removal of pollution or contaminants from environmental media such as soil, water (groundwater and surface water) and/or sediment.

Risk Assessment (RA): A process based on science that estimates human health and environmental risks associated with chemical(s) in the environment. Adverse effects/risks depend on toxicity of and exposure to chemicals of concern.

#### Source Water Protection Terminologies

- Intake Protection Zone (IPZ): It is the area around a surface water intake that is defined to protect the source water for a municipal residential drinking water system. It is the vulnerable area where potential contaminants could pose a significant risk or threat to the source water. In most cases, the protection zone includes the water and the land that surrounds the intake and takes into account the influence of land use and water activities.

Depending on the time of travel (how long it takes a contaminant to reach the intake); the following three IPZs have been delineated:



IPZ	Distance
1	It is usually a 1-km radius around the intake. The influence of land use activities is taken into consideration with setback on land of 120-m from the shoreline.
2	The zone is determined in three parts: in-water and along shore; upland; and up-tributary. In addition, consideration is given to a time of travel calculation to the intake. A two-hour time of travel is considered appropriate to allow a water plant operator time to shut down the intake to deal with a potential spill or threat to the source water supply.
3	It covers a part of the watershed that may be impacted by an extreme event such as a storm, strong winds or high waves.

- **Significant Drinking Water Threat:** A drinking water threat refers to an activity or condition that adversely affects or could adversely affect the quality or quantity of any water that is or may be used as a source of drinking water. Significant Drinking Water Threats pose the greatest risk to drinking water and must be minimized or eliminated as directed by the Clean Water Act.
- **Wellhead Protection Area (WHPA):** It is an area of land contributing water to a municipal well. Depending on the time of travel (how long it takes water to move underground to the well); the City of Guelph has delineated the following five WHPAs:

WHPA	Distance
A	100 m radius around the well
B	Time travel is equal or less than two years
C	Time travel is equal or less than five years, but greater than two years
C1	Time travel is equal or less than ten years, but greater than five years
D	Time travel is equal or less than twenty five years, but greater than ten years

- **Vulnerability Score:** All of the area within the zones (IPZs and WHAPs) were given a "vulnerability score" depending on easily contaminants (or pollutants) can make their way to the well or intake as indicated below:
  - o An area of high vulnerability has a score of 8 or 10.
  - o An area of moderate vulnerability has a score of 6.
  - o An area of low vulnerability has a score of 2 or 4.

**Supplemental Phase Two Environmental Site Assessment:** It is typically conducted to further investigate the nature and extent (delineation) of the adverse environmental impact identified by a Phase Two ESA. The work includes conducting additional soil, groundwater and/or soil vapour sampling and analyses. The results of the investigation are typically used in support of remediation/risk assessment.



# 6.0

## REFERENCES/BIBLIOGRAPHY

Chapter 6.0 at a glance

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## 6.0 REFERENCES/ BIBLIOGRAPHY

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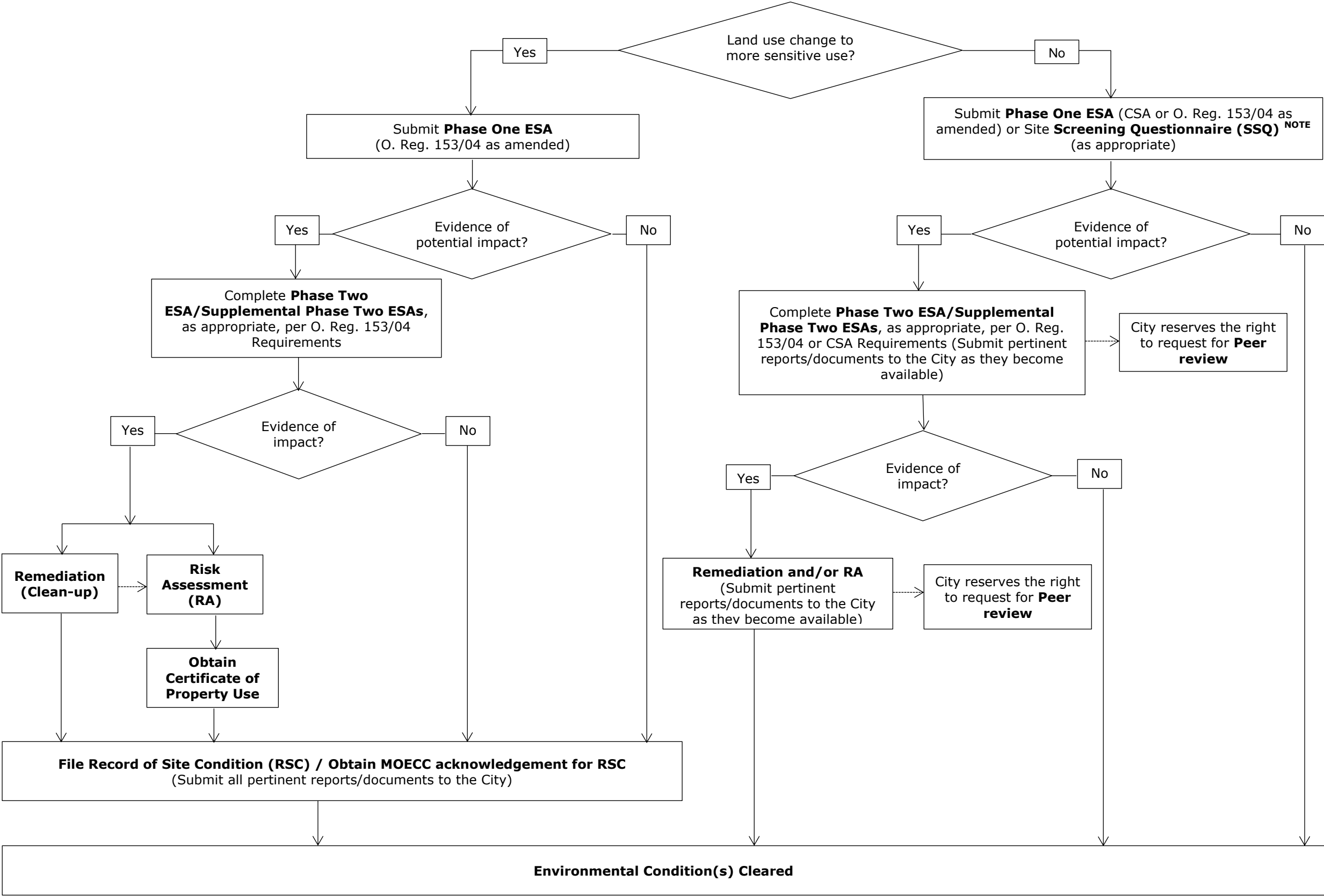


# APPENDICES A & B FIGURES 1 & 2

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Appendix A- City of Guelph’s Environmental Site Impact Review Process Flow Chart

(Phase One Environmental Site Assessment (ESA) is required for all Development Applications with the exceptions listed in the **NOTE** below)



**NOTE:** The following application types will require a **SSQ**, at minimum, and a Phase One ESA or other studies may or may not be required depending on the information in the SSQ:

- Minor Site Plan Applications such as;
  - Parking lot expansion/reconfiguration within the same property;
  - Stripping of topsoil only (where grading/drainage works are not proposed)
  - Others (such as, vertical additions, minor building expansions)
- Part Lot Control;
- Site Alteration Permits;
- Minor Rezoning Applications, such as for applications that are not introducing a more sensitive land use within an existing building/development or applications that broaden the range of permitted uses within the existing building/development, etc.;
- Minor Variances and Severances (Consents) completed through the Committee of Adjustments, **only if** changes to more sensitive land uses are **not** proposed;
- Land division applications for lease, mortgage, title correction, re-establishment of lot lines (where title inadvertently merged) or minor lot line adjustments

## Appendix B - City of Guelph site screening questionnaire for identifying potential contamination at a site

### Instruction guide

- To be completed by applicant/landowner or, if applicable, by a Qualified Person (QP; Professional Engineer or Professional Geoscientist) representing the applicant/landowner of the subject property.
- Try to answer all applicable questions. If a question is not pertinent to the application, write "Not Applicable" or "N/A" in the space provided.
- Where requested, provide details of the circumstances.
- If the answer to a question will not fit in the space on the printed questionnaire, write the full answer on a separate sheet of paper.

---

### General Information

<b>Landowner / Applicant / QPs Name(s)</b>				
<b>Municipal Address (Including Postal Code)</b>				
<b>Legal Property Description</b>	<b>Lots</b>	<b>Concession</b>	<b>Registered Plan Number</b>	<b>Township/ Municipality</b>
<b>Related Planning Application(s) and File Number(s)</b>				
<b>Land Use Planning/ Zoning Category</b>				
<b>Size of Property</b>				
<b>Present Land Use</b>				
<b>Proposed Land Use</b>				

### Detailed Property Information

- 1. Does the historical use of the property or the properties immediately adjacent to the subject property include industrial or commercial usage (e.g. gas station, dry cleaner, automotive repair shop etc.); on-site storage of hazardous materials/chemicals; completion of environmental study, remediation or risk assessment on-site; filing of record of site conditions and/or issuance of certificate of property use by the MOECC for the property etc.:**

☐ Yes    ☐ No    ☐ Uncertain



If yes, describe:

- 2. Has landfilling or waste dumping or fill of unknown quality ever been placed on or immediately adjacent to the property?**

☐ Yes    ☐ No    ☐ Uncertain

If yes, describe:

- 3. Is or was the property ever used for agricultural operation where herbicide/fungicides/pesticides and/or sewage sludge have been applied?**

☐ Yes    ☐ No    ☐ Uncertain

If yes, describe:

- 4. Are there drinking water wells, monitoring wells, standpipes or other open pipes leading underground on or adjacent to the site?**

☐ Yes    ☐ No    ☐ Uncertain

If yes, describe:

- 5. Indicate the presence and/or known historical presence of aboveground or underground fuel or chemical storage tanks on-site. Where applicable, describe type, of tank(s) (i.e. steel, fiberglass or plastic), approximate size, contents, general conditions of tank(s), evidence of spills and/or leaks, proximity to drains, sumps, sewers, presence/absence of secondary containment etc.:**

☐ Yes    ☐ No    ☐ Uncertain

If yes, describe:

- 6. Indicate the presence of designated substances (asbestos containing materials, lead-based paint, PCB-based paints, urea formaldehyde foam insulation etc.) stored and/or utilized either within the property (including structures). Where applicable, indicate the types, locations, conditions, and approximate quantities of designated substances:**

☐ Yes    ☐ No    ☐ Uncertain

If yes, describe:

- 7. Is the property on or adjacent to a wellhead protection zone or area of natural significance (e.g. surface water bodies, wetland etc.? Describe size, location, and distance from the site (refer to attached Figure 2- City of Guelph Wellhead Protection Areas):**

☐ Yes    ☐ No    ☐ Uncertain

If yes, describe:

**8. Does the property have, or has the property ever used, a septic system?**

☐ Yes    ☐ No    ☐ Uncertain

If yes, describe:

**9. Additional Comments, if any:**

**Declaration**

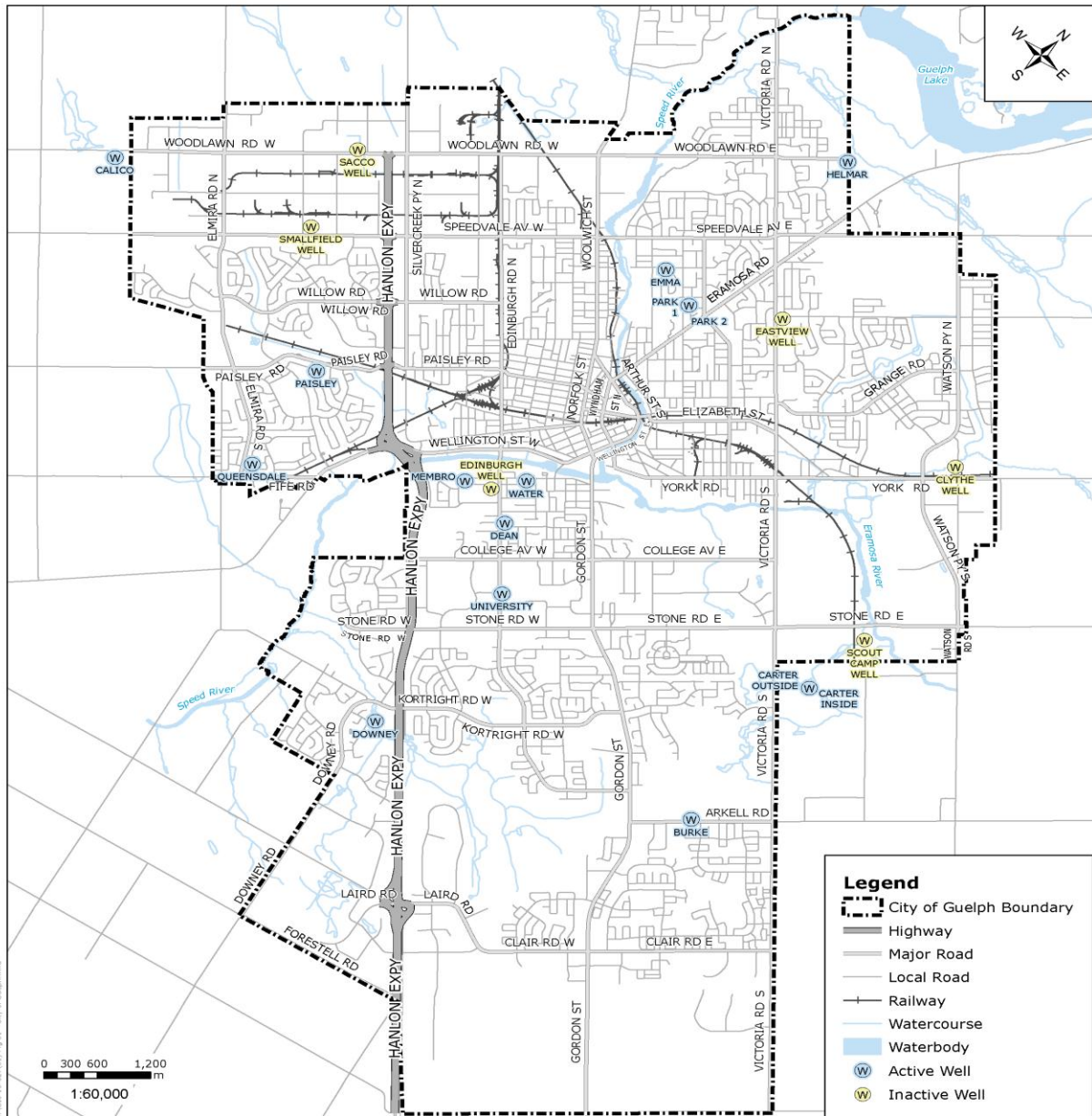
I, \_\_\_\_\_ [Name],  
\_\_\_\_\_ [Relationship to the Applicant] do solemnly  
declare that, to the best of my knowledge and belief, and having reviewed all relevant  
documents, maps, and information within my power or control, the all information contained  
in the foregoing **Site Screening Questionnaire for Identifying Potential  
Contamination at a Site** is true, and I make this solemn declaration conscientiously  
believing it to be true and knowing it is of the same force and effect as if made under oath  
and by virtue of the *Canada Evidence Act*.

DECLARED BEFORE ME at the City )  
of \_\_\_\_\_ in the Province of Ontario )  
this \_\_\_\_ day of \_\_\_\_\_, 20\_\_ )  
 )  
 )  
 )  
 )

\_\_\_\_\_  
A Commissioner of Oaths or Notary )  
Public for the Province of Ontario

\_\_\_\_\_  
**Name:**

**Figure 1**



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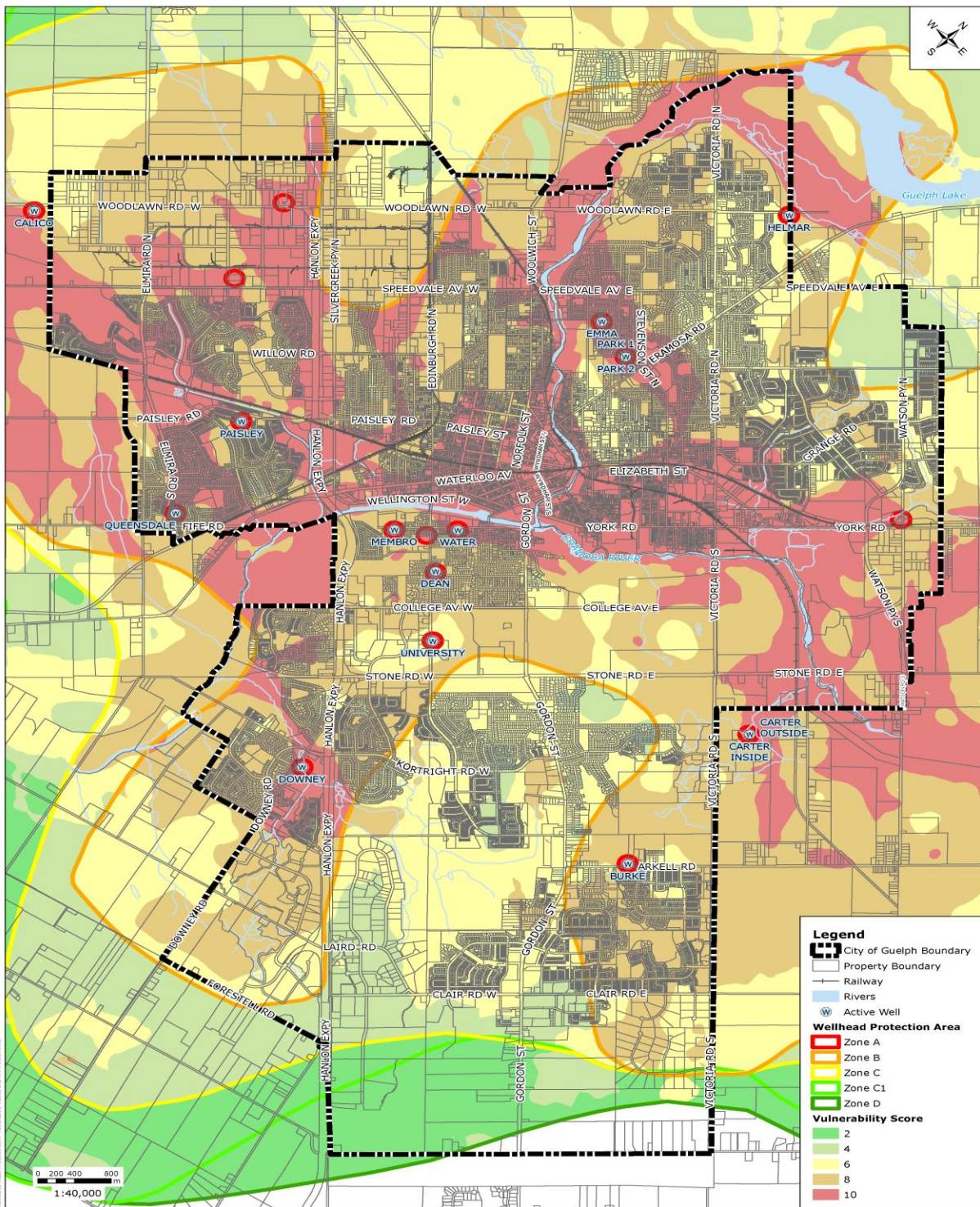
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Infrastructure, Development & Enterprise  
Engineering Services  
February 17, 2016

**Figure 1:**  
**City of Guelph**





Figure 2



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Infrastructure, Development & Enterprise  
Engineering and Capital Infrastructure Services  
February 11, 2016

**Figure 2:**  
**City of Guelph**  
**Wellhead Protection Areas and**  
**Vulnerability Scores**

# City of Guelph

IDE Committee July 5, 2016  
Baker District Procurement Process

# Objectives

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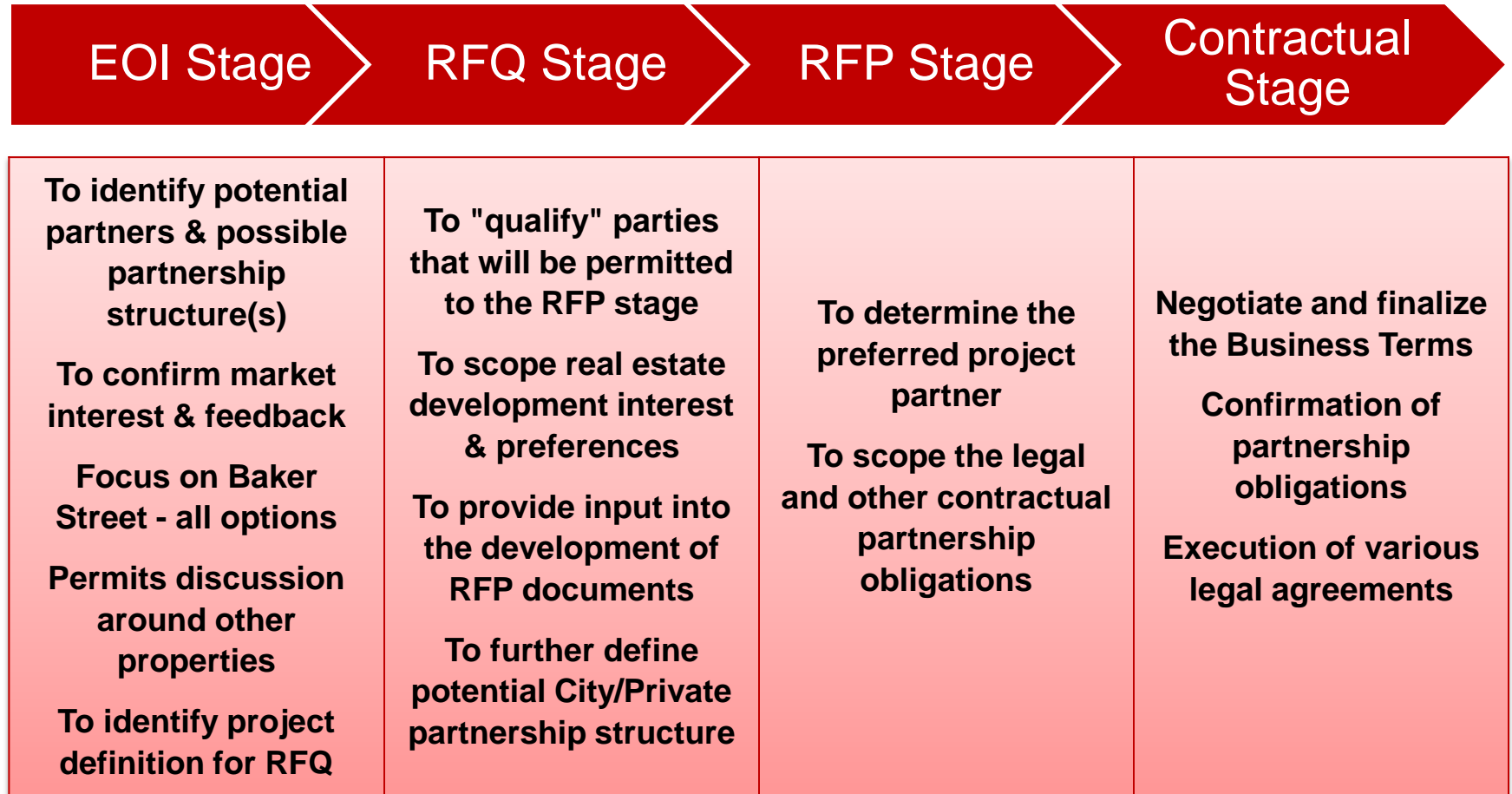
# Risks

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- Sufficient market interest is not generated
- Input from the market is inadequate to inform the project development
- The market preferences for the project development are misaligned with City goals
- Market interest is not maintained across the entire procurement process
- Submissions from the market are not comparable

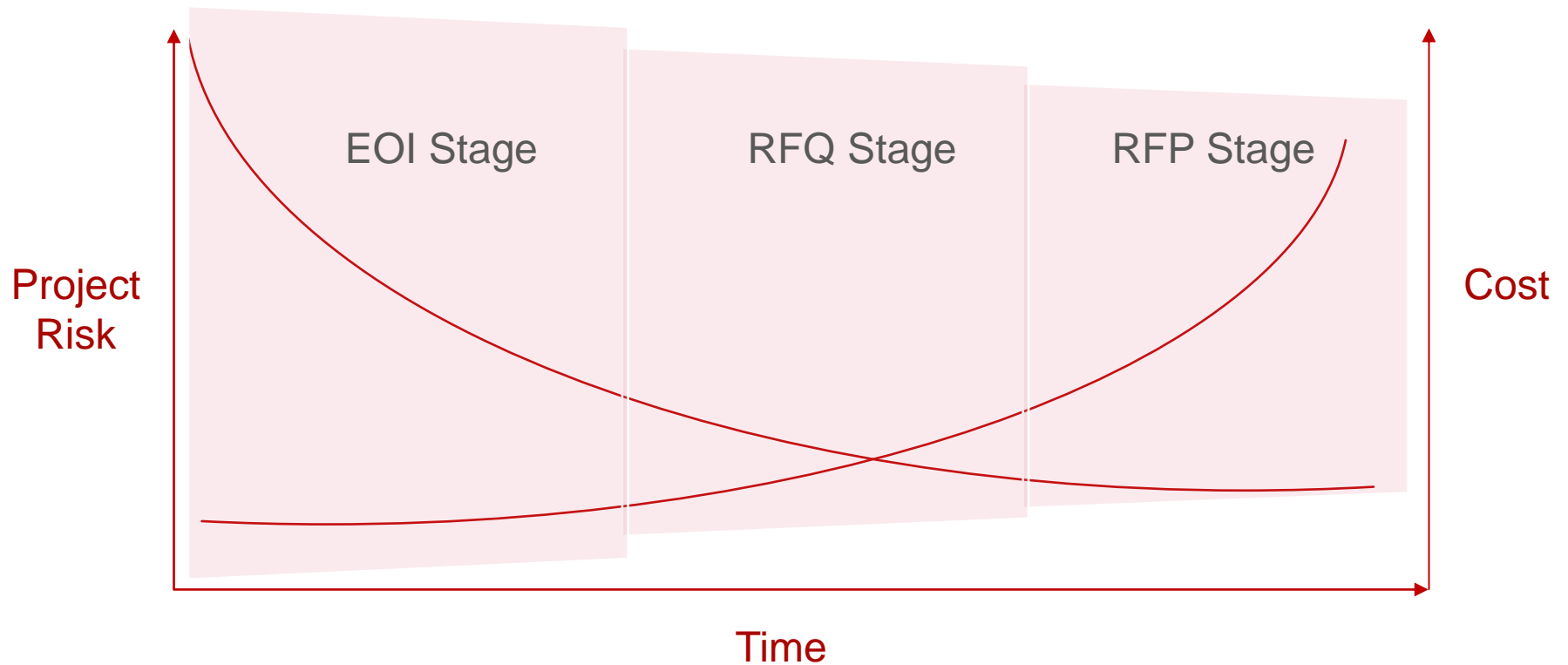


# Baker District Procurement Process

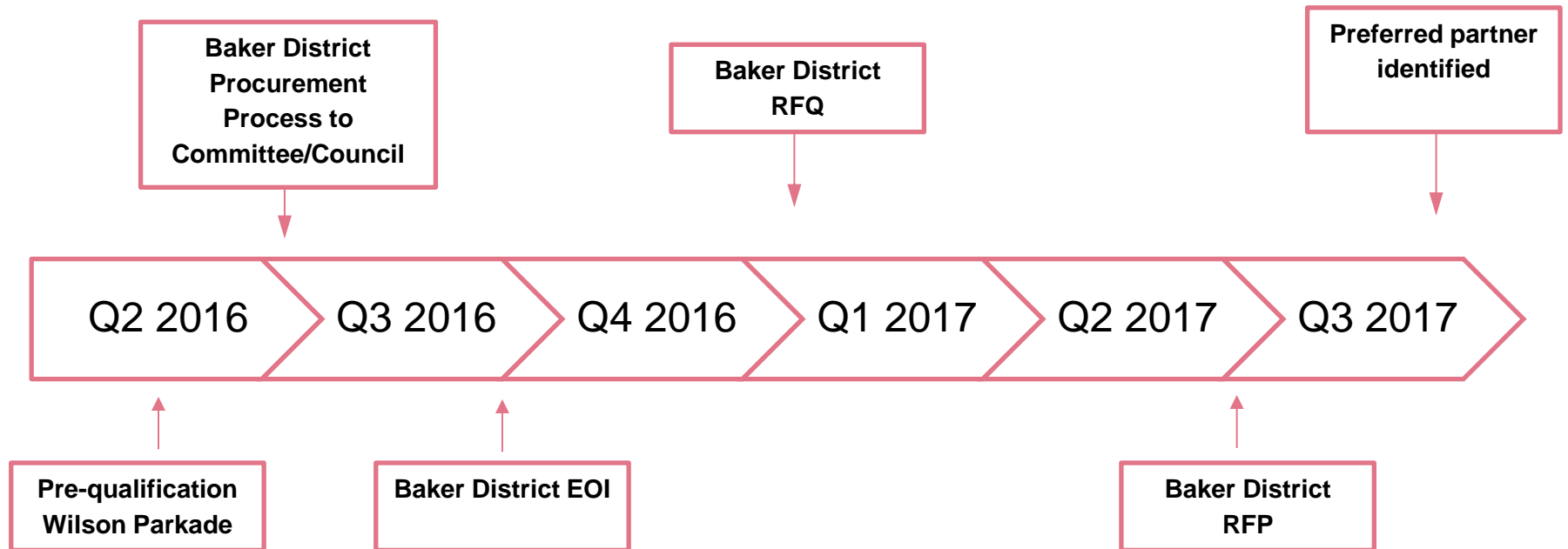


# Development Team Assessment of Real Estate Opportunity

## *Baker District Procurement Process*



# Baker District Procurement Process Timeline



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## Questions and Next Steps

# STAFF REPORT

TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 5, 2016

**SUBJECT Process Recommendation for Identifying Potential  
Downtown City-owned Real Estate Partnerships**

REPORT NUMBER IDE-BDE-1611

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To present Council with the process that staff intends to implement for the purpose of identifying potential private sector partners for the redevelopment of downtown City-owned real estate.

### KEY FINDINGS

- To date the momentum developed around the Downtown Secondary Plan (DSP) has been created by taking advantage of under-utilized private properties being identified early for redevelopment, in coordination with targeted programs developed under the Downtown Guelph Community Improvement Plan.
- To maintain this momentum, the next layer of properties to redevelop are generally more complicated, as they support more current active uses and/or are in fractional ownership.
- The City plays a role in this stage with its own properties.
- The largest and well-known example of a City-owned property is the Baker Street parking lot; however there are also other properties of interest the City owns within the DSP area. Getting these properties into a 'development ready' position will require significant investment and substantial efforts towards staging current uses to facilitate redevelopment.
- It is acknowledged that the City needs partners to help drive these redevelopment efforts.
- Business Development and Enterprise (BDE) has engaged with CollinsBarrow, an infrastructure and asset procurement specialist firm, to develop a recommended approach to identifying potential private sector partners to assist the City in achieving its role in the Downtown Secondary Plan implementation.
- A four-stage process is being recommended, first to broadly canvas and identify qualified teams and then refine partnership details through subsequent stages towards a recommendation on a preferred partner for

# STAFF REPORT

Baker District.

- It is important the process be clear and defensible as significant assets and business impacts are implied in the process.
- Given the scale of the contemplated projects, starting to discuss partnerships in 2016/17 is appropriate, however it should be reiterated that redevelopment of these sites is dependent on other projects, initiatives and funding discussions that are still to be determined and coordinated.
- It will also be important to maintain and reassure relationships with existing City partners, such as the Library, Conestoga College, University of Guelph and YMCA, that their engagement is valued throughout the process.

## **FINANCIAL IMPLICATIONS**

Work on the procurement process discussed in this report is being funded through Capital Project SS-0019 "Baker Street Redevelopment – Phase 3".

## **ACTION REQUIRED**

Council to receive the report and endorse the process.

## **RECOMMENDATION**

1. That Council receive report IDE-BDE-1611, dated July 5, 2016, titled "Process Recommendation for Identifying Potential Downtown City-owned Real Estate Partnerships", describing the procurement approach to engaging and identifying potential private sector partners in the development of city-owned downtown real estate.
2. That Council endorses the Real Estate Partnership process as described in report IDE-BDE-1611.

## **BACKGROUND**

The following motions were passed at a special meeting of Council on November 25, 2015:

- "1. That the presentation on the Downtown Secondary Plan - Baker Street Redevelopment, be received.
2. That staff be directed to develop a Downtown Implementation Strategy Framework for Council.
3. That staff be directed to develop an Investment /Market Sounding package for exploring and scoping the private sector's interest regarding the redevelopment of Baker Street and where feasible other downtown projects.
4. That staff be directed to report back to Council quarterly on the status of the Downtown Implementation Strategy Framework and the Baker Street Investment/Market Sounding.

# STAFF REPORT



5. That staff be directed to work with library staff throughout these processes.”

Staff have started work and provided update on these items at Council April 20, 2016, as well as updating on the Parking Master Plan implementation in June 2016, direction for which was approved on November 18, 2015.

This report is with respect to Items 3-5 the “Investment/Market Sounding” direction and the Baker Street site in particular.

## REPORT

BDE staff have started working with CollinsBarrow, an infrastructure and asset procurement specialist firm currently engaged with the City on other infrastructure related planning, to develop an investment procurement approach for the project. Their report, developed jointly with staff is attached to this report (see Attachment 1).

The attached report details the project’s key objectives, risk evaluation and risk mitigation analysis as well as the proposed process design, deliverables and timelines.

The key goal of the process is to identify a private sector partnership that, upon entering into a commercial arrangement with the City, can bring additional resources and capacity to the preparation and development of identified City-owned property.

The recommended approach balances the risks inherent in ‘open-ended’ market discussions that are difficult to evaluate, against the desire to remain flexible to ideas as they emerge through the intelligence gathered through the process. The general direction is to obtain open feedback in the early stages with further definition and clear engagement as the process moves to the later stages.

The engagement overall is also seen as an opportunity to signal and promote to the broader development community Council’s commitment to participating in maintaining the momentum and goals of the Downtown Secondary Plan.

The recommended staging is as follows (see Attachment 1):

**Stage 1: Expression of Interest (EOI)** - To confirm market interest and feedback on Baker District and other downtown real estate, as well as the proposed Request for Proposal (RFP) structure.

- *Uses the 2014 “Major Institutional and Private Development” concept for Baker District as a starting point*
- *Includes the sounding-out of interest and feedback on additional City-owned parcels (See Attachment 2 – November 25, 2015 presentation slide)*



- *This results in a list of "potential" parties to engage in further processes and explorations as described in Stage 2.*
- *Council is to be briefed on the teams and findings of this stage before the project proceeds further.*

**Stage 2: Request for Qualifications (RFQ)** - To identify "qualified" teams and obtain early feedback on development interest.

- *This results in a shortlist of "qualified" teams and direct feedback on the market needs of the site and structure of the next proposal stage*
- *The results and feedback on this stage will require Council to approve moving into Stage 3 the Request for Proposals (RFP).*

**Stage 3: Request for Proposal (RFP)** - To identify a preferred partner.

- *At this stage the City will have identified a partner to enter into commercial arrangements with to begin the development of Baker District, to finalize other public partnership arrangements, undertake planning approvals and site development staging.*
- 

**Stage 4: Contractual Stage.**

- *At this stage the City and the selected partner will negotiate and finalize the business terms, confirm the partnership obligations and execute various legal agreements relating to the partnership.*
- *The anticipated contractual documents that may be required include: cost sharing agreements; land transfer and other real estate related agreements, land use planning and development related agreements and various easement agreements.*
- *It is anticipated that Business Development and Enterprise Services will act as the City's representative in addressing such matters.*
- *The selection of a preferred partner is solely for business purposes and will not imply any pre-approval of land use planning and development related matters.*

## **Timelines:**

The target timelines outlined in the report are as follows:

By end of Q3 2016	Stage 1 – Identification of Qualified Parties
By end of Q4 2016	Stage 2 – Baker District - Expression of Interest (shortlisted parties)
By end of Q2 2017	Stage 3 – Identification of Preferred Partner
By end of Q4 2017	Stage 4 - Potential to have Preferred Partner in commercial arrangement.

# STAFF REPORT

The above referenced timelines coincide with the construction of the Wilson Street Parkade, which is targeted for completion by the end of Q4 2017 or Q1 2018. This facility will allow for the displacement of current Baker Street public parking and the development of the Baker District project.

## **Dependencies:**

The redevelopment of City-owned lands as contemplated within this report is dependent on other initiatives and decision making:

- Parking Master Plan Implementation – continuing to progress on creating more parking inventory and mitigation planning to allow surface parking site to be redeveloped
- Downtown Capital Planning – the timing, coordination and funding arrangements for off-site renewal of City infrastructure within the roadways will impact the redevelopment schedule of these lands

## **CORPORATE STRATEGIC PLAN:**

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

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

## **FINANCIAL IMPLICATIONS:**

This process is being funded through Capital Project SS-0019 “Baker Street Redevelopment – Phase 3”.

The process described in this report is estimated to require \$100,000 to develop appropriate documentation as well as undertake marketing, promotion and objective evaluation of the opportunities.

Staff are also assuming that honorariums may need to be available at Stage 3, where partner teams are engaged in more detailed responses. The funding level of the stipends and the number of teams participating will be addressed as the reporting for Stage 2 is brought forward.

As the process proceeds to later stages, Council commitments to public components of the development program will be critical. These commitments will be identified as phases are achieved or ahead of taking the next step.

## **DEPARTMENTAL CONSULTATION:**

Finance

Legal

## **COMMUNICATIONS:**

The process contemplates different communication requirements and strategies for each stage. In summary this can be described as:

# STAFF REPORT

Stage 1 – Communications of the City of Guelph’s intent to re-develop municipally owned downtown real estate in partnership with a private sector party. This activity will include a combination of:

- Advertisements through Industry and Media print publications;
- Notice on the City’s Web page;
- Social and other digital media;
- Information Open House(s);
- Industry Connections.
- Public Announcements/Press Releases (which will use social, print and web media)

Stages 2 through 3 will have common communication elements, although the content will be dependent on the intent of each phase and the results achieved. In summary there will be:

- Information Sessions with short listed parties;
- Public Announcement of short listed parties (which will use social, print and web media)

## ATTACHMENTS

- ATT-1 Proposed Downtown Real Estate Procurement Process  
ATT-2 Map of City-owned property downtown (from November 25, 2015 Council presentation)

### Report Author

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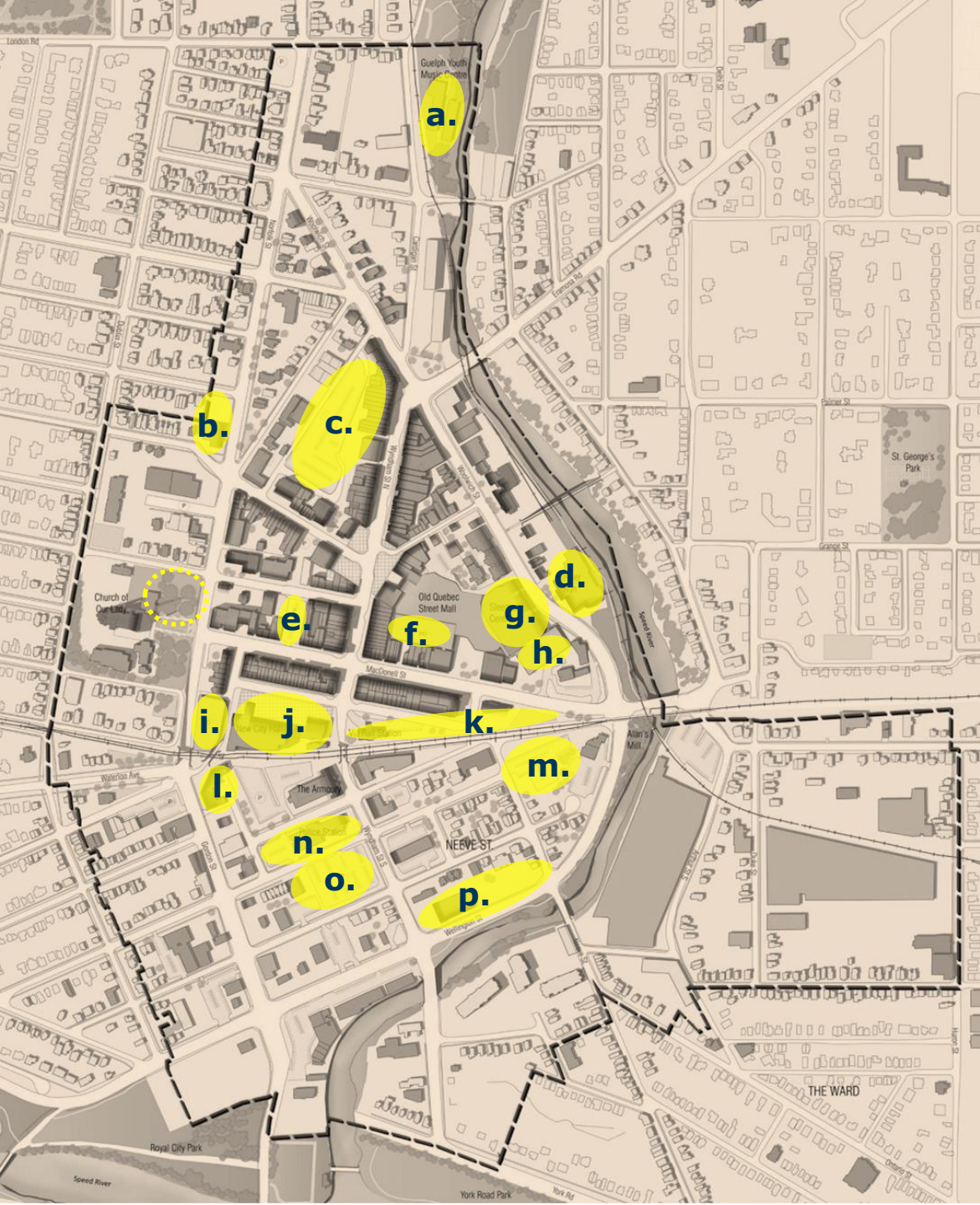
**ATTACHMENT 1 - PROPOSED DOWNTOWN REAL ESTATE PROCUREMENT PROCESS**

Stage	<u>Stage 1: Expression of Interest (EOI)</u>	<u>Stage 2: Request for Qualifications (RFQ)</u>	<u>Stage 3: Request for Proposal (RFP)</u>	<u>Stage 4: Contract</u>
Purpose	<ol style="list-style-type: none"> <li>1. To identify potential partners &amp; partnership structure(s).</li> <li>2. To confirm market interest &amp; feedback.</li> <li>3. Focus on Baker Street - Will include all four options as presented to Council.</li> <li>4. Permits discussion around other properties.</li> <li>5. To identify project definition for RFQ.</li> </ol>	<ol style="list-style-type: none"> <li>1. To "qualify" parties that will be permitted to the RFP stage.</li> <li>2. To scope real estate development interest &amp; preferences.</li> <li>3. To provide input into the development of RFP documents.</li> <li>4. To further define potential City/Private partnership structure.</li> </ol>	<ol style="list-style-type: none"> <li>1. To determine the preferred project partner.</li> <li>2. To further scope/detail the real estate development project.</li> <li>3. To further scope the potential City/Private Business structure.</li> <li>4. To scope the legal and other contractual partnership obligations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Negotiate and finalize the Business Terms.</li> <li>2. Confirmation of partnership obligations.</li> <li>3. Execution of various legal agreements.</li> </ol>
Documents	<b>EOI Package (non-binding)</b> <ul style="list-style-type: none"> <li>- Proponent Input document (focus on previous experience/confirm genuine business credentials/size of business).</li> <li>- Real Estate Documents (Baker; other downtown real estate).</li> <li>- Evaluation Matrix (to normalize submissions, in order to categorize the type of interest rather than to evaluate).</li> <li>- Response templates.</li> <li>- Background Documents (Planning, Council direction, technical)</li> <li>- EOI Terms and Conditions</li> </ul>	<b>RFQ Package (non-binding)</b> <ul style="list-style-type: none"> <li>- Proponent Input document (focus on proof of financial capacity)</li> <li>- Preferred project development models</li> <li>- Background Documents (detailed property related information)</li> <li>- Evaluation Matrix (to normalize submissions)</li> <li>- Response templates</li> <li>- EOI Terms and Conditions</li> </ul>	<b>RFP Package (non-binding)</b> <ul style="list-style-type: none"> <li>- Proponent Input document (focus- proposed business structure)</li> <li>- Background Documents (further background on proponents)</li> <li>- Evaluation Matrix (to normalize submissions)</li> <li>- Response templates</li> <li>- RFP Terms and Conditions</li> </ul>	<b>Anticipated Potential Documents May Include:</b> <ul style="list-style-type: none"> <li>- Cost Sharing Agreements</li> <li>- Land Transfer and other Real Estate Agreements</li> <li>- Land Use Planning and Development Related Agreements</li> <li>- Utility Agreements, etc.</li> </ul>
Activities	<b>EOI Release:</b> <ul style="list-style-type: none"> <li>Formal release of document to market</li> <li>Formal announcement to the general market</li> <li>Outreach to market - informal awareness</li> <li>Responses to clarifications</li> <li>Receipt of Submissions</li> </ul>	<b>RFQ Release</b> <ul style="list-style-type: none"> <li>Formal announcement to parties that have been selected to the RFQ</li> <li>Document review with parties</li> <li>Respond to requests to clarify information</li> <li>Receipt of Submissions</li> </ul>	<b>RFP Release</b> <ul style="list-style-type: none"> <li>Formal announcement to parties that have been selected to the RFP</li> <li>Document review with parties</li> <li>Respond to requests to clarify information</li> <li>Receipt of Submissions</li> </ul>	<b>Anticipated Potential Activities may include:</b> <ul style="list-style-type: none"> <li>Negotiation of Legal Agreements</li> <li>Joint Planning and Development Applications</li> <li>Joint Environmental Assessments</li> <li>Infrastructure Upgrade Planning</li> </ul>
	<b>Review of Submissions:</b> <ul style="list-style-type: none"> <li>Check Mandatory Compliance</li> <li>Normalize submissions</li> <li>Clarification to parties</li> </ul>	<b>Review of Submissions</b> <ul style="list-style-type: none"> <li>Check Mandatory Compliance</li> <li>Normalize submissions</li> <li>Clarification to Parties</li> </ul>	<b>Review of Submissions</b> <ul style="list-style-type: none"> <li>Check Mandatory Compliance</li> <li>Normalize submissions</li> </ul>	
	<b>Evaluation</b> <ul style="list-style-type: none"> <li>Scoring &amp; Ranking</li> <li>Short-listing of submissions</li> </ul>	<b>Evaluation</b> <ul style="list-style-type: none"> <li>Scoring &amp; Ranking</li> <li>Short-listing of submissions - Due diligence on short listed parties</li> </ul>	<b>Evaluation</b> <ul style="list-style-type: none"> <li>Scoring &amp; Ranking</li> <li>Short-listing of submissions</li> </ul>	
	<b>Recommendations</b> <ul style="list-style-type: none"> <li>Development of recommendations for RFQ</li> </ul>	<b>Recommendations</b> <ul style="list-style-type: none"> <li>Short list of parties to be invited to the RFP stage</li> <li>Development of recommendations for RFP</li> </ul>	<b>Recommendations</b> <ul style="list-style-type: none"> <li>Recommendation of a Development Partner(s)</li> <li>Recommended preliminary business terms</li> </ul>	
Communications	<ul style="list-style-type: none"> <li>Industry Publications</li> <li>Web &amp; Digital Placements</li> <li>Industry Connections</li> <li>Public Announcement of Process</li> </ul>	<ul style="list-style-type: none"> <li>Information Session with Short Listed Parties</li> <li>Public Announcement of Short Listed Parties</li> <li>Briefing to Council on outcome of process.</li> </ul>	<ul style="list-style-type: none"> <li>Information Session with Short Listed Parties</li> <li>Public Announcement of Short Listed Parties</li> <li>Briefing to Council on outcome of process.</li> </ul>	<b>Public Communications</b> <ul style="list-style-type: none"> <li>Web Site</li> <li>Social Media</li> <li>Downtown Business Outreach</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>Recommended Short List of Potential Partners to be invited to RFQ</li> <li>Recommended RFQ Structure</li> <li>Council direction to proceed to RFQ Stage.</li> </ul>	<ul style="list-style-type: none"> <li>Recommended Short List of Potential Partners to be invited to RFP</li> <li>Recommended RFP Structure</li> <li>Council direction to proceed to RFP Stage.</li> </ul>	<ul style="list-style-type: none"> <li>Recommended prefer business partner</li> <li>Preliminary business terms</li> <li>Council direction to proceed to Contract Stage</li> </ul>	<ul style="list-style-type: none"> <li>Noted legal agreements</li> <li>Partnership Agreements</li> <li>Planning and Development Applications - BDE to coordinate</li> </ul>
Dependencies	<ul style="list-style-type: none"> <li>Timing of Council consent to proceed with the process</li> <li>Identification of list of Council properties</li> </ul>	<ul style="list-style-type: none"> <li>Confirmation of inclusions e.g. Library relocation, Conestoga College</li> <li>Council direction of RFQ</li> <li>Confirmation of project definition</li> <li>Identification of preferred models</li> </ul>	<ul style="list-style-type: none"> <li>Council direction on RFP</li> <li>Interim agreements with third parties</li> <li>Confirmation of development/business model</li> <li>Council confirmation of funding for Contractual Stage</li> </ul>	<ul style="list-style-type: none"> <li>Council direction to proceed with partnership and legal agreements</li> </ul>
Timing	<p align="center"><b>End of Q3 2016</b></p> <p align="center"><b>Identify Potential Parties - Scope of Development</b></p>	<p align="center"><b>End of Q4 2016/Early Q1 2017</b></p> <p align="center"><b>Short List of Parties that will be invited to RFP Stage</b></p>	<p align="center"><b>End of Q2 2017</b></p> <p align="center"><b>Preferred Partner Identified</b></p>	<p align="center"><b>TBD</b></p>



## Municipally-owned Properties Downtown

- a. Guelph Youth Music Centre
- b. Guelph Public Library
- c. Baker Parking Lot
- d. RiverRun Centre
- e. MacDonell Parking Lot
- f. West Parkade
- g. Sleeman Centre
- h. East Parkade
- i. Wilson Parking Lot
- j. City Hall / POA Courts
- k. Guelph Central Station
- l. Farmers' Market
- m. Neeve Parking Lot
- n. Guelph Police HQ
- o. Fountain Parking Lot
- p. Guelph Fire HQ



# STAFF REPORT

TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 5, 2016

**SUBJECT** **SIGN BY-LAW VARIANCE**  
**[37 Quebec Street](#)**

REPORT NUMBER 16-49

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To advise Council of a sign by-law variance request for 37 Quebec Street.

Location: [37 Quebec Street](#)

### KEY FINDINGS

The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts the location of signs perpendicular to a building face to the first storey of a building in the Central Business District Zone.

Scutt Signs has submitted a sign by-law variance application on behalf of the Bookshelf (Ebar) to permit one (1) illuminated sign with an area of 0.38m<sup>2</sup> and projection of 0.76m to be located perpendicular to the building face on the second storey of 37 Quebec Street.

The requested variance from the sign by-law is recommended for approval for the following reasons:

- The sign will assist the public in identifying the location of this downtown business;
- Alternative locations on the building are limited given the existing signage of the business which shares the same building;
- The proposed location on the second storey will not detract from the appearance of the building; and
- The proposed sign should not have a negative impact on the streetscape or surrounding area.

### FINANCIAL IMPLICATIONS

N/A

### ACTION REQUIRED

To approve the requested sign by-law variance for 37 Quebec Street.

## RECOMMENDATION

1. That Report 16-49 from Infrastructure, Development and Enterprise dated July 5, 2016 regarding a sign by-law variance for 37 Quebec Street, be received.

# STAFF REPORT

2. That the request for a variance from the City of Guelph Sign By-law to permit one (1) illuminated sign with an area of 0.38m<sup>2</sup> and projection of 0.76m to be located perpendicular to the building face on the second storey of 37 Quebec Street, be approved.

## BACKGROUND

Scutt Signs had submitted a sign permit application on behalf of the Bookshelf (Ebar) located at 37 Quebec Street (see "Attachment 1 – Location Map"). The proposed sign is to replace an existing sign which is perpendicular to the building on the second storey of the building. Upon review of the application it was observed that the new proposed sign was to be located perpendicular to the building face and at a new location on the second storey of the building. The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts the location of signs perpendicular to a building face to the first storey of a building in the Central Business District Zone. Further, approval for the sign being replaced could not be confirmed. For these reasons, the permit could not be issued.

## REPORT

Scutt Signs has submitted a sign by-law variance application on behalf of the the Bookshelf (Ebar) to permit one (1) illuminated sign with an area of 0.38m<sup>2</sup> and projection of 0.76m to be located perpendicular to the building face on the second storey of 37 Quebec Street. (see "Attachment 2 – Sign Variance Drawings").

The following is a summary of the reasons that have been supplied by the applicant in support of the variance requests:

- The sign would signify the location of the business
- The sign would be the only way for Ebar to physically draw more business to their establishment on the second level

The requested variance is as follows:

	<b>By-law Requirements</b>	<b>Request</b>
Permitted location on a building	1 <sup>st</sup> storey on a building face fronting a public road allowance	2 <sup>nd</sup> storey on a building face fronting a public road allowance

The requested variance from the sign by-law is recommended for approval for the following reasons:

- The sign will assist the public in identifying the location of this downtown business;
- Alternative locations on the building are limited given the existing signage of the business which shares the same building;
- The proposed location on the second storey will not detract from the appearance of the building; and
- The proposed sign should not have a negative impact on the streetscape or surrounding area.



# STAFF REPORT



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**CORPORATE STRATEGIC PLAN:**

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

**FINANCIAL IMPLICATIONS:**

N/A

**DEPARTMENTAL CONSULTATION:**

Engineering and Capital Infrastructure Services (Transportation Services)

**COMMUNICATIONS:**

N/A

**ATTACHMENTS**

Attachment 1      Location Map  
Attachment 2      Sign Variance Drawings

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**Approved By**

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**Approved By**

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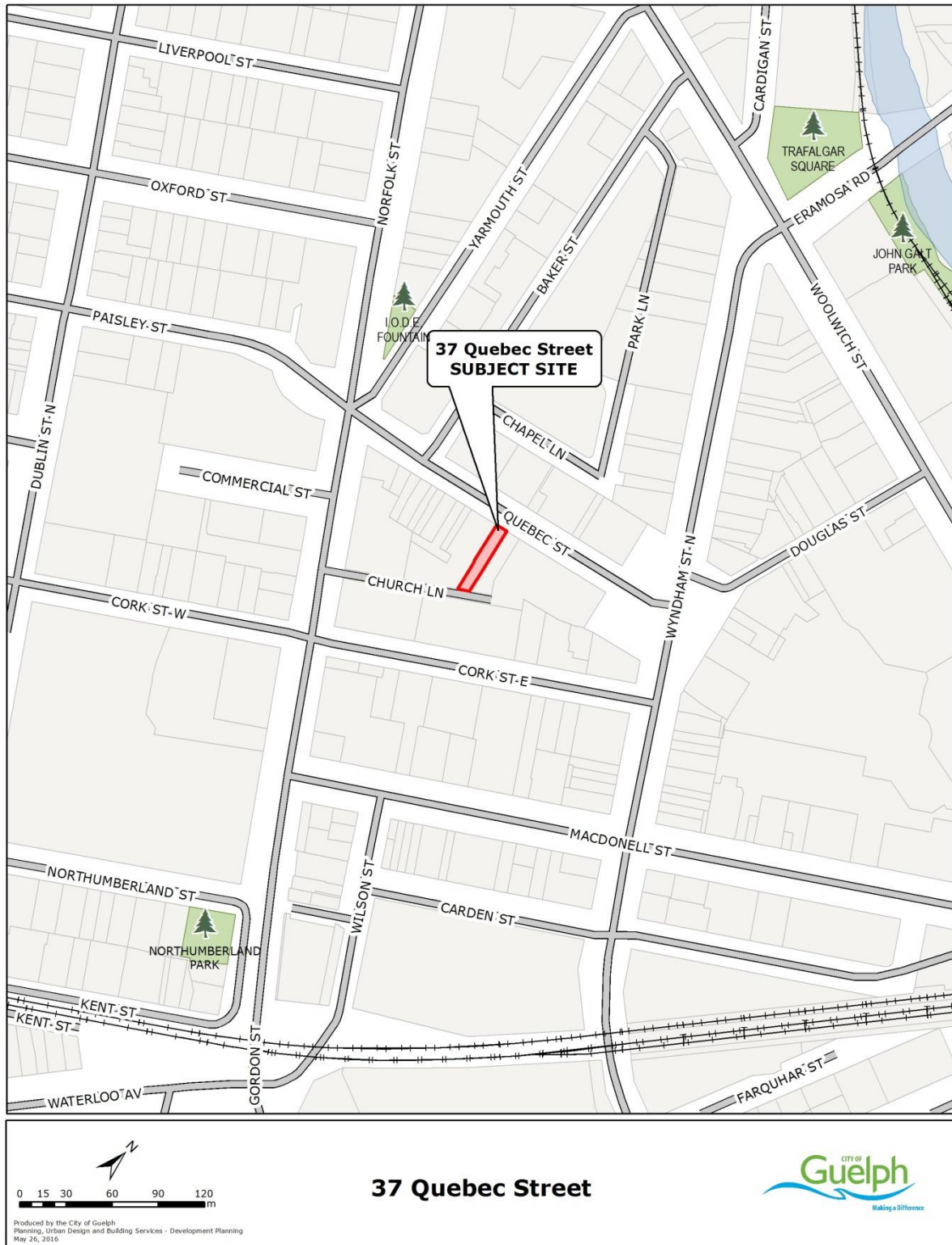
Rob Reynen  
Chief Building Official

**Recommended By**

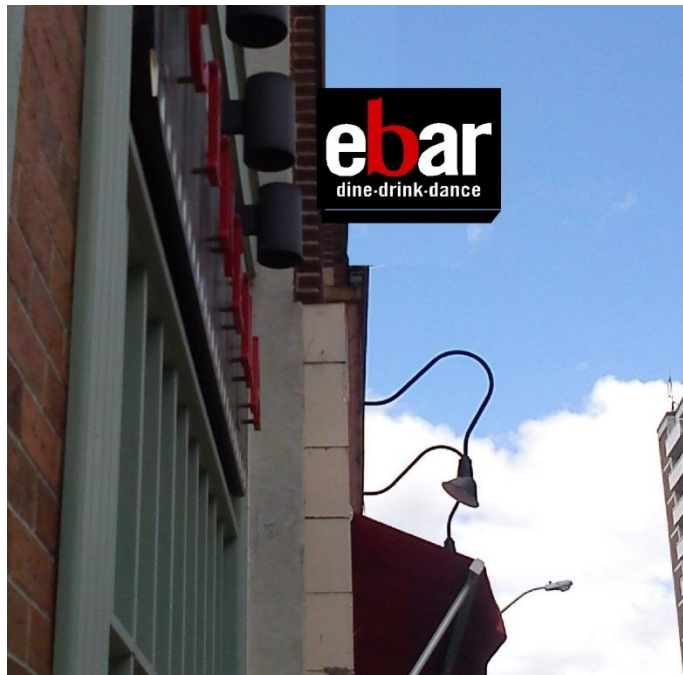
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# STAFF REPORT

## ATTACHMENT 1- Location Map



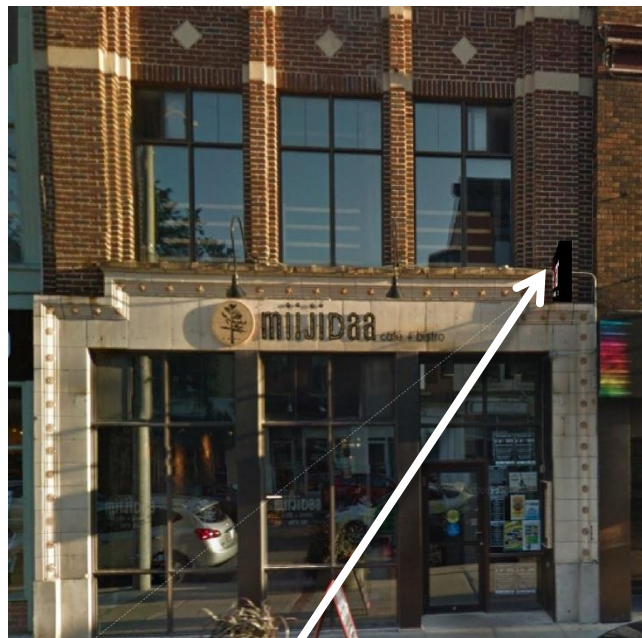
## ATTACHMENT 2- Sign Variance Drawings



Area 0.38m<sup>2</sup>, Projection from building 0.76m



Existing sign to be replaced



New sign location

# STAFF REPORT

TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 5, 2016

**SUBJECT** **SIGN BY-LAW VARIANCE**  
**[111-193 Silvercreek Parkway North](#)**

REPORT NUMBER 16-50

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To advise Council of a sign by-law variance request for 111-193 Silvercreek Parkway North.

Location: [111-193 Silvercreek Parkway North](#)

### KEY FINDINGS

The City of Guelph Sign By-law Number (1996)-15245, as amended, requires that a minimum separation distance of 120m be maintained between freestanding signs located on the same property within a Community Shopping Centre Zone.

Signs Galore Inc. has submitted a sign by-law variance application on behalf of the Strathallen Property Management Inc. to permit one (1) illuminated freestanding sign to be located 101m from another freestanding sign at 111-193 Silvercreek Parkway North.

The requested variance from the sign by-law is recommended for approval for the following reasons:

- The request is reasonable given that proposed freestanding sign will not front the same street as the other freestanding sign which is 101m away;
- The sign will help identifying the tenants of the property to those travelling along Willow Road;
- The proposed location is an already established suitable landscaped area;
- An alternative location 120m away from the other sign would likely result in the proposed sign being placed in an unsuitable parking area location;
- The sign complies with all other regulations; and
- Given the location, the proposed sign should not have a negative impact on the streetscape or surrounding area.

### FINANCIAL IMPLICATIONS

N/A

### ACTION REQUIRED

To approve the requested sign by-law variance for 111-193 Silvercreek Parkway North.

# STAFF REPORT

## RECOMMENDATION

1. That Report 16-50 from Infrastructure, Development and Enterprise dated July 5, 2016 regarding a sign by-law variance for 111-193 Silvercreek Parkway North, be received.
2. That the request for a variance from the City of Guelph Sign By-law to permit one (1) illuminated freestanding sign to be located 101m from another freestanding sign at 111-193 Silvercreek Parkway North, be approved.

## BACKGROUND

Signs Galore Inc. had submitted a sign permit application on behalf of the Strathallen Property Management Inc. for a freestanding sign to be located at 111-193 Silvercreek Parkway North (see "Attachment 1- Location Map"). Upon review of the application it was observed that the new proposed freestanding sign was to be located within 101m of another freestanding sign located on the same property. Table 2, Row 2 of the City of Guelph Sign By-law Number (1996)-15245, as amended, requires that a minimum separation distance of 120m be maintained between freestanding signs located on the same property within a Community Shopping Centre Zone. For this reason, the permit could not be issued.

## REPORT

Signs Galore Inc. has submitted a sign by-law variance application on behalf of the Strathallen Property Management Inc. to permit one (1) illuminated freestanding sign to be located 101m from another freestanding sign at 111-193 Silvercreek Parkway North. (see "Attachment 2 – Sign Variance Drawings").

The requested variance is as follows:

	By-law Requirements	Request
Minimum required separation distance between signs	120m for signs on the same property	101m for signs on the same property

The requested variance from the sign by-law is recommended for approval for the following reasons:

- The request is reasonable given that proposed freestanding sign will not front the same street as the other freestanding sign which is 101m away;
- The sign will help identifying the tenants of the property to those travelling along Willow Road;
- The proposed location is an already established suitable landscaped area;
- An alternative location 120m away from the other sign would likely result in the proposed sign being placed in an unsuitable parking area location;
- The sign complies with all other regulations; and
- Given the location, the proposed sign should not have a negative impact on the streetscape or surrounding area.

# STAFF REPORT



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**CORPORATE STRATEGIC PLAN:**

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

**FINANCIAL IMPLICATIONS:**

N/A

**DEPARTMENTAL CONSULTATION:**

Engineering and Capital Infrastructure Services (Transportation Services)

**COMMUNICATIONS:**

N/A

**ATTACHMENTS**

Attachment 1      Location Map  
Attachment 2      Sign Variance Drawings

**Report Author**

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Senior Bylaw Administrator

**Approved By**

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Program Manager – Zoning

**Approved By**

Rob Reynen  
Chief Building Official

**Approved By**

Todd Salter  
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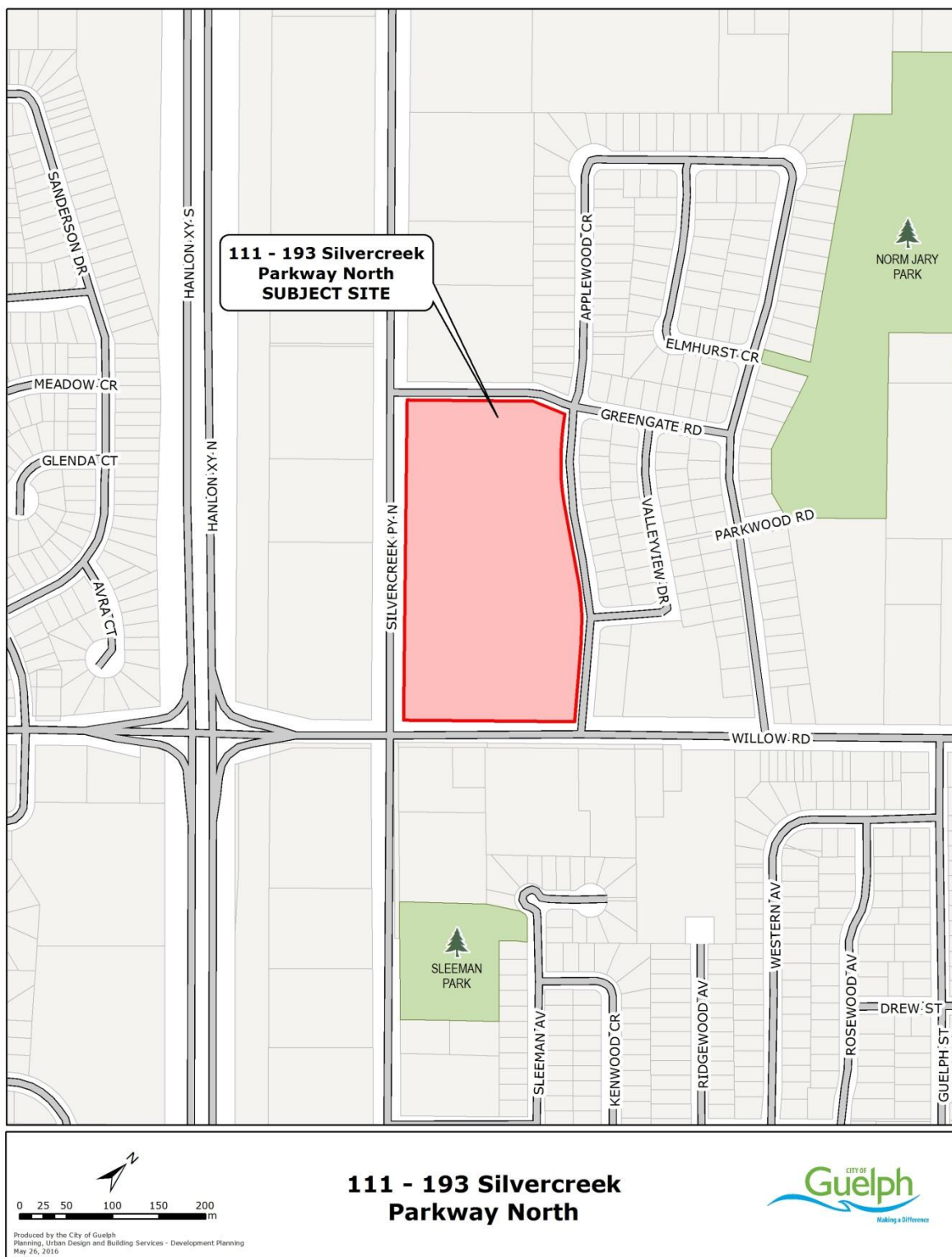
**Recommended By**

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# STAFF REPORT

## ATTACHMENT 1- Location Map





## ATTACHMENT 2- Sign Variance Drawings

### Proposed freestanding sign



# STAFF REPORT

## Proposed location on the property



Existing freestanding sign

Proposed freestanding sign