

# CITY COUNCIL AGENDA



**Consolidated as of July 25, 2014**

**Council Chambers, Guelph City Hall, 1 Carden Street**

**DATE July 28, 2014 – 7:00 p.m.**

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

**O Canada**

**Silent Prayer**

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

## **PRESENTATION**

- a) Presentation of City of Guelph Medals to the following members of the 2014 Girls Bishop Macdonell Catholic High School soccer team in recognition of winning OFSAA AA Girls Soccer:  
Victoria Hinchliff, Rebecca Valeriote, Kylee Szendre, Reighan Pflug, Olivia Lane, Tianna Sullivan, Kerrie Sullivan, Christine Sullivan, Mackenzie Bernhardt, Adele Valeriote, Jessica Burke, Paige Boyle, Jamie de Jonge, Leah Parisotto, Erica Gilbert, Brianna Martini, Selena Case, Jillian MacEachern, Maia Di Nucci, Megan Hoogaars, Samantha Keats, Samantha Scott, Sydney Natalie; Coaches – Philip Di Nucci and Natalie Downey

## **CONFIRMATION OF MINUTES** (Councillor Laidlaw)

***“THAT** the minutes of the Council Meetings held May 12, 21, June 9, 23, and July 14, 2014 and the minutes of the Closed Meetings of Council held May 12, June 23, and July 14, 2014 be confirmed as recorded and without being read.”*

## **CONSENT REPORTS/AGENDA – ITEMS TO BE EXTRACTED**

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

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## Consent Reports/Agenda from:

<b>Community &amp; Social Services Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CSS-2104.18 Public Art Policy Revisions			
CSS-2014.19 Guelph Museums – Dissolution of Locomotive 6167 Restoration Committee			
CSS-2014.20 Guelph Museums – McCrae House Redevelopment			

Adoption of balance of Community & Social Services Committee Fifth Consent Report - Councillor Dennis, Chair

<b>Corporate Administration, Finance &amp; Enterprise Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CAFE-2014.31 Guelph Police Services Headquarters – Business Case			

Adoption of balance of Corporate Administration, Finance & Enterprise Committee Sixth Consent Report - Councillor Hofland, Chair

<b>Governance Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
GOV-2014.14 Proposed Amendments to City of Guelph Procedural By-law (2012)-19375 Governing Council and Committee Meetings			
GOV-2014.15 Internal Audit System – Flow of Reports			
GOV-2014.18 Municipal Election Compliance Audit Committee Appointments			

Adoption of balance of Governance Committee Consent Report – Mayor Farbridge, Chair

<b>Operations, Transit &amp; Emergency Services Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
OTES-2014.24 Overnight On-Street Parking Review			

Adoption of balance of Operations, Transit & Emergency Services Committee  
Consent Report - Councillor Findlay, Chair

<b>Planning &amp; Building, Engineering and Environment Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
PBEE-2014.19 Water Supply Master Plan Update			
PBEE-2014.21 Sign By-law Variance for 40 Wellington Street West			
PBEE-2014.22 Sign By-law Variance for 765 Woodlawn Road West			

Adoption of balance of Planning & Building, Engineering and Environment  
Committee Consent Report - Councillor Bell, Chair

<b>Council Internal Audit</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
IA-2014.3 2013 Internal Audit Annual Report	<ul style="list-style-type: none"> <li>Loretta Alonzo, Internal Auditor</li> </ul>		✓
IA-2014.4 Use of External Consulting Value for Money Audit Report	<ul style="list-style-type: none"> <li>Loretta Alonzo, Internal Auditor</li> </ul>		✓
IA-2014.5 Internal Audit Report – External Consultants – Management Response (presentation & report)	<ul style="list-style-type: none"> <li>Al Horsman, Executive Director, Finance &amp; Enterprise</li> </ul>		✓

Adoption of balance of Internal Auditor's Second Consent Report -

Council Consent Agenda			
Item	City Presentation	Delegations	To be Extracted
CON-2014.38 Hanlon Creek Business Park – Phase 3 – Development Options	<ul style="list-style-type: none"> <li>Peter Cartwright, General Manager, Economic Development</li> </ul>	<u>Correspondence:</u> <ul style="list-style-type: none"> <li>Laura Murr</li> </ul>	

Adoption of balance of the Council Consent Agenda – Councillor

### ITEMS EXTRACTED FROM COMMITTEES OF COUNCIL REPORTS AND COUNCIL CONSENT AGENDA (Chairs to present the extracted items)

*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.*

Reports from:

- Community & Social Services Committee – Councillor Dennis
- Corporate Administration, Finance & Enterprise Committee– Councillor Hofland
- Governance Committee – Mayor Farbridge
- Operations, Transit & Emergency Services Committee – Councillor Findlay
- Planning & Building, Engineering and Environment Committee– Councillor Bell
- Council Internal Audit
- Council Consent – Mayor Farbridge

### SPECIAL RESOLUTIONS

- a) Councillor Kovach's motion for which notice was given June 9, 2014:

That the following motion be referred to the Governance Committee:

That any member of Council appointed to a municipal government organization board such as AMO or FCM, and/or its committees, be required on a quarterly basis, to provide information reports to Council on the 'Weekly Items for Information' regarding their attendance at meetings and a general overview of the business conducted at these meetings.

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b) Councillor Piper's motion for which notice was given June 23, 2014:

That the matter of Clause 4 of Council's resolution of February 25, 2013, related to the Guelph Cycling Master Plan, specifically, the reference to removal of on-street parking and installation of bike lanes on Downey Road, be reconsidered.

Should the reconsideration be approved, the following motion will be placed on the floor:

Whereas the completion of the Laird Road interchange has changed traffic patterns on Downey Road, and

Whereas, residential development in Kortright Hills Phase 4 nears completion,

Be it therefore resolved that the removal of on-street parking on Downey Road be deferred until such time as updated traffic counts are analysed and pedestrian crossing location(s) has been identified, and

That staff report back to Council with a recommendation on the classification of Downey Road in Q3 2015.

Delegations:

- John Core
- Pat Johnson
- Doug Johnson
- Laura Murr
- Ellen Wakarchuk
- Yvette Tendick

Correspondence:

- Elaine Copp
- Nelson Keane
- Rob and Jennifer Holmes
- Ted Poulin
- Jan Osuch
- John Core, Pat & Doug Johnson
- Andrew Alford
- Leigh Rodgers

**BY-LAWS**

Resolution – Adoption of By-laws (Councillor Piper)

***"THAT By-law Numbers (2014)-19783 to (2014)-19788, inclusive, are hereby passed."***

<p>By-law Number (2014) – 19783</p> <p>A By-law to amend By-law Number (2002) – 17017 (to amend The Traffic By-law, No Parking in Schedule XV, Designated Bicycle Lanes in Schedule IV and Prohibited Turns in Schedule II) and adopt Municipal Code Amendment #517, amending Chapter 301 of the Corporation of the City of Guelph's Municipal Code.</p>	<p>To amend the Traffic By-law. (Schedules II, IV and XV)</p>
<p>By-law Number (2014) – 19784</p> <p>A By-law to provide rules for governing the order and procedures of the Council of the City of Guelph, to adopt Municipal Code Amendment #518 and to repeal By-laws (2012)-19375, (2013)-19558 and (2013)-19634.</p>	<p>To amend the City of Guelph's Procedural By-law.</p>
<p>By-law Number (2014) – 19785</p> <p>A by-law to authorize the execution of a Transfer Release and Abandonment of an Easement with respect to Part of Lot 9, Plan 593, designated as Parts 5, 7, 9, 10 and 12, Reference Plan 61R20314, City of Guelph. (95 Willow Road)</p>	<p>To execute a Transfer Release and Abandonment of an Easement. (95 Willow Road)</p>
<p>By-law Number (2014) – 19786</p> <p>A by-law to authorize the execution of an agreement between Regional Sewer and Watermain Ltd. and The Corporation of the City of Guelph. (Contract 2-1405 for the servicing and road construction of the Kortright East Phase 3A Subdivision)</p>	<p>To execute an agreement. (servicing &amp; road construction - Kortright East Phase 3A Subdivision)</p>
<p>By-law Number (2014)-19787</p> <p>A by-law to provide for the temporary road closure of McCann Street, Kirvan Drive, Dudley Drive and MacAlister Boulevard within the Kortright East Phase 3 Subdivision during servicing and road construction. (Contract 2-1405)</p>	<p>To provide for the temporary road closure of McCann Street, Kirvan Drive, Dudley Drive and MacAlister Boulevard. (Contract 2-1405)</p>

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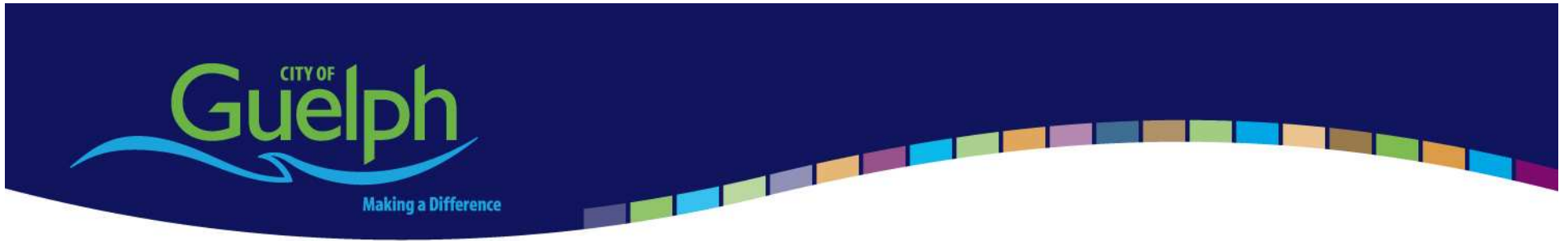
By-law Number (2014) – 19788 A by-law to confirm the proceedings of a meeting of Guelph City Council. (July 28, 2014)	To confirm the proceedings of a meeting of Guelph City Council held July 28, 2014.
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### **MAYOR'S ANNOUNCEMENTS**

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

### **NOTICE OF MOTION**

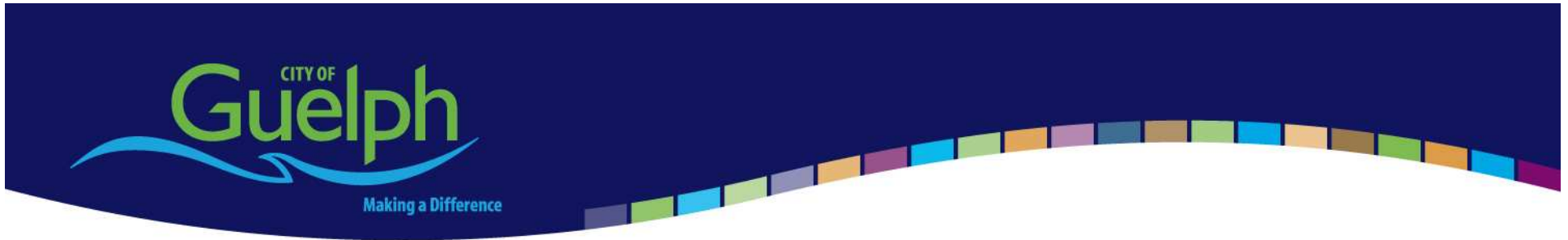
### **ADJOURNMENT**



# **MANAGEMENT RESPONSE – EXTERNAL CONSULTANTS**

**Presented to Council Internal Audit July 28, 2014**





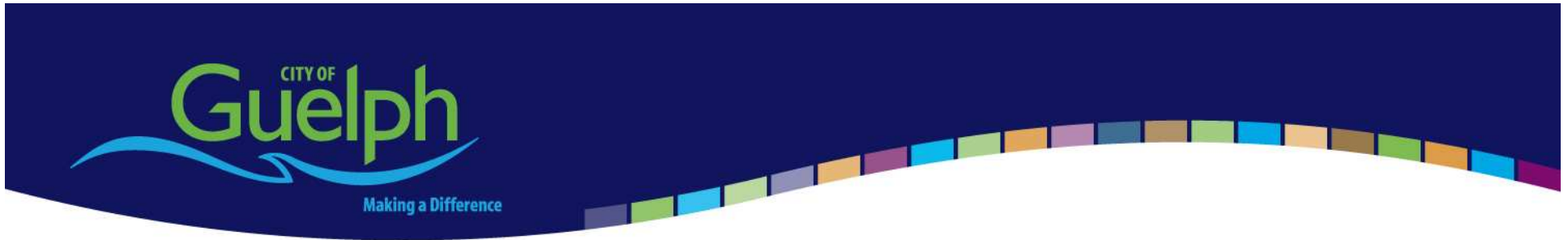
## **CONTEXT TO EXTERNAL CONSULTING USE**

**Engagements vary greatly in size, scope and purpose**

- Range from <\$1,000 to >\$100,00
- Technical/quantitative, qualitative
- Joint assignments with external partners, peer reviews, legislative requirements

**External Consulting completed within Council approved budget levels and 2014 Procurement By-Law policies and practises**

- Vendor performance evaluated within By-Law requirements
- Consulting needs identified and supported through annual budget cycles



## KEY HIGHLIGHTS OF MANAGEMENT REPONSE

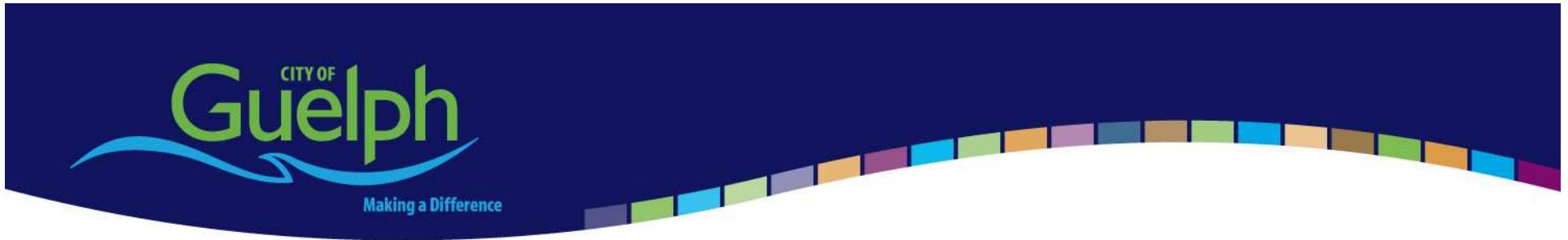
- No issues of non-conformance nor internal control concerns expressed by Internal Auditor
- 6 Recommendations broadly speak to
  - Establishing a corporate policy framework for assessing external consulting needs prior to engagement
  - Greater transparency when determining consulting needs and evaluating performance
  - Improved tracking and reporting of external consulting assignments
- Management have accepted all 6 recommendations with comment

## RECOMMENDATIONS: MANAGEMENT RESPONSE

Audit Recommendation	Accept ?	Management Response	Target Completion
1) Develop Corporate Wide Policy governing use of external consulting	Yes	Staff have followed budget and 2014 Procurement By-Law requirements. Agreement that corporate wide policy desirable. Will work with Internal Auditor office to develop this policy framework	Q1 2015
2) Create tracking and reporting systems and processes	Yes	To be addressed once object codes are in place	Q1 2015
3) Expenditures in the corporate services should be reviewed	Yes	Capacity analysis is already being developed for this and previous report recommendations (e.g. OA, OT Task Force). There could be FTE implications that would be brought forward through annual budget cycles	Q1 2015

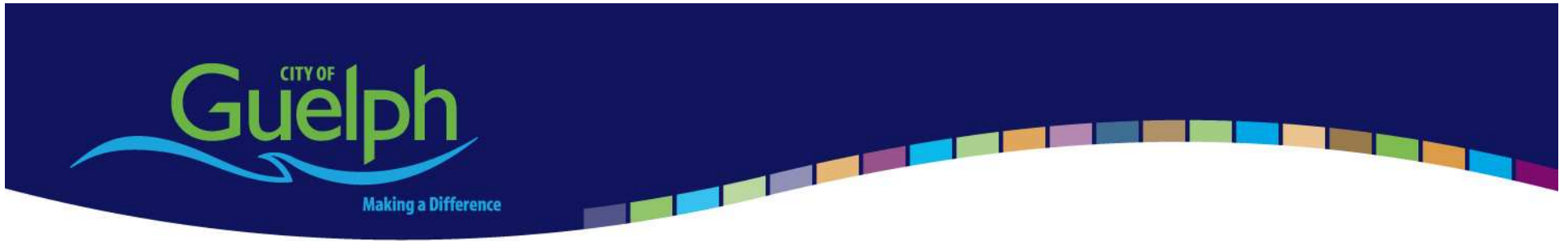
## RECOMMENDATIONS: MANAGEMENT RESPONSE (con't)

Audit Recommendation	Accept ?	Management Response	Target Completion
4) Develop a detailed inventory of core competencies to justify use of external consultants	Yes	There are reviews undertaken in various service areas. A corporate wide inventory relative to consulting needs is appropriate but can be complicated by the volatility of consulting needs	Q1 2015
5) A review of Water Service Area business processes should be undertaken	Yes	These are specialized skills not available internally for various regulatory, statutory and other reasons. Water Services has initiated a review of consultant use generally	Q1 2015
6) A staff member of Internal Audit should sit on steering committees	Yes	Management concurs that input from the Internal Auditor office would assist. Staff will work with the internal Auditor office to determine how best to implement this recommendation	Q1 2015



## **FINAL OBSERVATIONS**

- No direct financial implications arising from this report
- Staff will work with and seek input from the Internal Auditor's Office to develop and implement policies and procedures
- Potential shifts in resources needs (FTE's, overtime etc) will be brought forward through annual budget cycles
- As part of the 2015 Budget process service areas and Local Boards are requested to provide full listings of external consulting assignments to support their budget requests
  - ✓ This will help with development of a corporate wide policy



# Conclusion

# STAFF REPORT



TO Council Internal Audit

SERVICE AREA Finance & Enterprise Services

DATE July 28, 2014

**SUBJECT Internal Audit Report – External Consultants –  
Management Response**

REPORT NUMBER FIN-14-41

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide Management's response to the 6 recommendations described in the Internal Auditor's report CAO-A-1401 'Use of External Consulting Value for Money Audit Report'.

### KEY FINDINGS

Staff have consistently worked within annual budgets and followed procurement guidelines when securing and evaluating consulting services. However, the Internal Auditor's report observes that consideration should also be given to a corporate wide policy for determining where and when consulting services should be used over other alternatives – e.g. use of in-house expertise, increasing FTE's, undertaking overtime, etc. Management's response is agreement to this need although given the significant diversity of consulting needs, level of expertise required and service activities undertaken across the corporation would include the Internal Auditor's office in developing the policy and associated actions recommended.

### FINANCIAL IMPLICATIONS

There are no direct financial implications relating to this report. Outcomes such as increased overtime and/or other resource (e.g. additional FTE's) requirements arising from implementation of the policy would be addressed in annual budgets as required. Potential reallocation of consulting expenditures to provide for the resource needs scoped through the policy would also be considered in future year budgets as appropriate.

### ACTION REQUIRED

That Council Internal Audit receive the recommendations.

# STAFF REPORT

## RECOMMENDATION

That report FIN-14-41 entitled “Internal Audit Report – External Consultants – Management Response” be received.

## BACKGROUND

As part of its Council approved work plan, the Internal Auditor office conducted a Value for Money audit on the efficiency and effectiveness of external consultant use at the City of Guelph. The Auditor’s report did not focus on compliance or internal controls as the 2013 audit of procurement services confirmed there were no issues of non-conformance nor internal control concerns. For the purposes of the external consultant audit, external consulting was defined as, “an individual not employed by the City or an independent firm with professional or technical expertise and competence that is needed by the City.” The findings and 6 (six) recommendations of the external consultant audit are found in the Council Internal Audit Report CAO-A-1401 ‘Use of External Consulting Value for Money Audit Report’ found on the July 28, 2014 Council agenda. The Staff Report FIN-14-41 provided here identifies Management’s Response to the recommendations made in the Internal Auditor’s report.

## REPORT

The Internal Auditor’s recommendations on the City’s use of external consultants are summarized in **Attachment 1** along with Management’s responses to each of the recommendations. In total, there were six recommendations made. On the whole, the audit confirms that all procurement activities for external consulting assignments, including annual average expenditures of approximately \$2 million in operating and \$8.5 million in capital were undertaken within Council approved budgets and procurement guidelines. These expenditures have overall been trending down primarily due to projects undertaken within the Infrastructure Stimulus Fund (ISF) coming to a close. The report further identifies that significant amounts of these expenditures are offset by reductions in grants and subsidies although expressed concern that these recoveries are not tracked in a consistent manner that allows direct correlation to the revenue and expenditure for the consulting activity.

In summary, significant concern was not expressed in terms of procuring consulting services and managing these within Council approved budget levels. However, a primary observation of the VFM review was that there was no readily identifiable means of identifying how consulting assignments were determined and/or evaluated pre- and post- procurement. The Internal Auditor’s recommendations therefore centred on need for a greater transparency of reporting and evaluating would be appropriate including consideration for a corporate wide policy. In short, the Internal Auditor recommends that corporate mechanisms and frameworks need be developed for determining where and when consulting services should be used over other alternatives – e.g. use of in-house expertise, increasing FTE’s, undertaking overtime, etc.



Management's response is agreement to the need for greater transparency and evaluation pre-procurement regarding consulting needs although given the significant diversity of consulting requirements, level of expertise required and service activities undertaken across the corporation would include the Internal Auditor's office in developing the policy. For example, within engineering the consulting assignments for hard services are very specific to technical requirements of design, environmental assessment, geotechnical surveys, etc related to approved projects and are generally short term in nature as influenced by construction cycles. Review and evaluation of these requirements are very focussed as measured against very specific resource need and performance criteria. In contrast, consulting services secured within softer service areas such as Enterprise Services have a much broader qualitative versus quantitative objective which is not easily and/or readily measured and is often ad-hoc in nature so review and evaluation here can be quite different from what's applied for hard services. Further, assignments can range in scope from small (less than \$1,000) to large (\$100,000+) initiatives regardless the service area concerned. The technical degree of review and evaluation can therefore vary from two or three sentence evaluations to very detailed forms. Management will therefore work with the Internal Auditor's office to help frame the policy considerations sought.

Regarding technical evaluation of consulting services once tendered and undertaken, staff in the Procurement Department (Finance & Enterprise Services) have always worked with service area personnel to insure the work of vendors meets the original RFP terms for any procurement including consulting services. The Internal Auditor's report of 2013 confirmed that there were no issues of non-conformance or concerns with the controls applied in this practise. However, there was no formal reporting structure for this procurement evaluation and oversight. As follow up to the recent Council approval of the 2014 Procurement By-Law, staff at Legal Services and Procurement Departments are now in the process of creating a standardized framework for reporting out on these activities to make them more transparent.

## **CORPORATE STRATEGIC PLAN**

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.

2.1 Build an adaptive environment for government innovation to insure fiscal and service sustainability.

2.3 Ensure accountability, transparency and engagement.

## **DEPARTMENTAL CONSULTATION**

CAO's Office

Executive Team

Finance & Enterprise Services (Procurement Department)

CHR (Legal Services)

# STAFF REPORT

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## COMMUNICATIONS

N/A

## FINANCIAL IMPLICATIONS

There are no direct financial implications relating to this report. Outcomes such as increased overtime and/or other resource (e.g. additional FTE's) requirements arising from implementation of the policy would be addressed in annual budgets as required. Potential reallocation of consulting expenditures to provide for the resource needs scoped through the policy would also be considered in future year budgets as appropriate.

## ATTACHMENTS

ATT-1 Management Responses to Internal Auditor's External Consultant Audit

Al Horsman  
**Report Author**

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### Approved and Recommended By

Al Horsman  
Executive Director and CFO  
Finance and Enterprise Services  
519-822-1260 ext 5606  
[al.horsman@guelph.ca](mailto:al.horsman@guelph.ca)

MANAGEMENT RESPONSE			ATTACHMENT 1		
IA-10 Use of External Consulting				Value-for-Money	25-Jun-14
#	Audit Finding	Audit Recommendation	Accept?	Management Response	Target Completion
1	There is a lack of policy, guidance or set criterion to govern the use of external consulting, including	Develop a corporate-wide policy to govern the use of external consulting. A well-developed policy should include;	Agreed	Although there is not a specific corporate policy in place respecting use of consulting services, staff do follow the assessment criteria such as that described in the Internal Auditor's recommendations when achieving budget approvals, securing consulting services and managing RFP's. This has been effected within the City's 2014 Procurement By-Law requirements that the Internal Auditor recently confirmed through a separate audit was being applied effectively. Management nonetheless agree that the process could be made more explicit and transparent and intend to develop the consulting review policy recommended. The Internal Auditor's assistance/input will be sought here as there are vast differences in the services provided across the City and jointly with external partners which makes development of a 'one size fits all' policy challenging. There also exists technology (systems) challenges to insure consistent tracking and accounting of the criteria once set. It is therefore expected the corporate policy framework would be ready by Q1 2015.	Q1 2015
	a) a lack of business case justification to support the use of external consulting	A Business Case development requirement - Identify expertise or capacity requirements - Identify the development plan for in-house staff to address future requirements - Cost Benefit Analysis The business case should answer The following questions (at a minimum) - Is The expertise available in house? - If expertise Is available in-house, Is there capacity to do The work? - If The expertise Is not available in-house, Is this work required only for The short term? - If this work and skill set Is required for a long term or on a repetitive basis what Is The plan to develop The skill in-house? - The internal business case process currently under development at The City of Guelph should be considered as The tool to use to justify The use of external consulting.	Agreed	Per (1) above.	
	b) no corporate-wide approval process defined or utilized, outside of the purchasing bylaw	Approval Process - This aspect should be completed prior to initiating purchasing activities - Define the levels of approval required - Provide standardized approach and methodology for the corporation	Partially Agree	Resources required to achieve budget objectives are considered and approved through the annual budget cycles corporately as supported by detailed qualitative and quantitative rationale. Once approved, if consulting services are required based upon a business case, serves are secured through procurement processes as described in the 2014 Purchasing By-Law procedures sections and monitored internally through the Procurement Department within the Finance and Enterprise Services service area. Management will review possible methodolgies for making these efforts even more standardized as part of budget cycles as well as derive a policy framework per Recommendation 1) above.	Q1 2015
	c) a lack of guidance to direct when activities are consistent with capital expenditure vs. operating expenditure. For example external consulting, capital expenditures for categories of Coaching, Temporary Staffing (to backfill a position) and Strategic/ Master Planning	Criteria and Guidance Define the process for selection When external consulting can and should be used The overall governance policy should define capital vs. operating expenses and the application of each for external consulting use	Agreed	See (1) above	Q1 2015

MANAGEMENT RESPONSE					ATTACHMENT 1
IA-10 Use of External Consulting			Value-for-Money		25-Jun-14
#	Audit Finding	Audit Recommendation	Accept?	Management Response	Target Completion
	<i>d) no evidence of a formal process for evaluating the performance of external consulting</i>	<i>Develop a tool for assessment of performance and quality control - Evaluation methodology of service deliverables</i>	Partially Agree	As part of its on-going oversight responsibility under the 2014 Procurement By-Law, the Procurement Division regularly works with service area staff to assess vendor performance. Service Areas in turn evaluate consultants on a regular basis throughout the course of an assignment. Management nonetheless agrees that a more formal evaluation methodology is appropriate corporate wide and is already developing a documentation process to ensure better transparency over quality control.	Q1 2015
	<i>e) the ability to code expenses to a variety of object codes results in a lack of clarity in total expenses and financial charges</i>	<i>Define the correct use of object codes and financial reporting</i>	Agreed	The use of object codes and financial reporting on the whole has been informal to date which has caused disparity in user skills and knowledge. This concern has already been identified by Finance staff and a manual is in the process of being developed for use in training users to make effective and efficient use of all object codes as well as be proficient in making entries. As well, Finance will be rolling out by end of August 2014 a policy whereby new object codes cannot be created without meeting a standardized set of criteria. At the same time Finance are in the process of reviewing existing codes for all financial reporting (not just consulting services) to ensure appropriate use of all object codes.	Q4 2014
	<i>f) lack of performance measurement limits our ability to validate effectiveness of external consultants, as well as identify future resource and training/development needs for the organization</i>	<i>Define Reporting Requirements - Financial reporting - Service delivery/Effectiveness reporting - Annual performance reports could include identification of external consulting use, categorize the purpose and highlight the lack of capacity or expertise</i>	Agreed	Performance evaluation of consultants is a defined process under the City's 2014 Procurement By-Law and is adhered to within these procedural guidelines. Performance measurement is understood in this recommendation to go beyond evaluation of a vendor's work to include assessments over whether an assigned piece of work is best accomplished through external versus internal resources. It is agreed that a process for identifying and reporting on consulting use would assist management in determining capacity and expertise needs within the corporation. It is planned that a formal reporting process start in Q1 2015.	Q1 2015
2	There is a lack of transparency and consistency in financial reporting. Management is not able to provide the level of oversight required for this expense because there is no cumulative view of total consulting dollars.	Create a tracking and reporting system/process that makes all expenditures for the use of external consulting visible to management and transparent in financial reports.	Agreed	This recommendation will be addressed once the object code structures described in Recommendation #1e) are completed and in place.	Q1 2015
3	Significant expenditures occur for external consulting for corporate services, where expertise is likely available in-house, specifically in areas of project management, strategic/master planning and communications	The expenditures in these areas should be reviewed and a capacity analysis should be done to determine if increased staffing would reduce overall external consulting expenditures and create efficiencies	Agreed	Management agree that the process through which decisions are made to secure expertise within or external to the corporation needs be more transparent while an assessment tool is necessary to determine where increasing staffing versus securing external consulting might prove the more effective approach. Work has already started under the Overtime Task Force to consider a mechanism for assessing when increased FTE's are necessary. Consideration for in-house expertise can be tied to this analysis. FTE increases would be brought forward for Council consideration and approval as part of the annual budget cycles.	Q1 2015

MANAGEMENT RESPONSE					ATTACHMENT 1
IA-10 Use of External Consulting				Value-for-Money	25-Jun-14
#	Audit Finding	Audit Recommendation	Accept?	Management Response	Target Completion
4	Of the total four-year (2010-2013) purchase order expenditures for external consulting 32% was paid to ten (10) vendors. This use raises the questions; 1- If this service is required continuously has a Cost Benefit Analysis been conducted to determine if external or internal staffing would be more efficient and effective? 2- Is there a plan for knowledge transfer to staff? 3- Are external consultants being utilized to increase work capacity without increasing FTE (full time employees)?	Develop a detailed inventory of core competencies to provide information to justify or analyze the necessity of utilizing external consulting and to inform internal training and development plans. Determine the gap that drives this recurrent consulting cost which will assist in development of hiring strategies through core competencies	Agreed	Cost Benefit analyses have been conducted for several of the larger PO consulting expenditures where the services purchased are constant (e.g. legal services for Dolime). However, there has not been a corporate wide inventory and review of core competencies for other assignments mostly due to the volatility of consulting needs. Management will commence an inventory of core competencies and report out by Q1 2015.	Q1 2015
5	The Water Service area relies of the use of external consulting for repetitive/ongoing services in the areas of project management and environmental monitoring.	A review of these business processes should be undertaken to investigate the potential for a more cost effective and efficient way to access these services including the addition of FTEs.	Agreed	Water Services uses consulting services for projects where specialized skills are not available internally, for contractor-related work (e.g. laboratory analysis), for research partnerships with local institutions, and for Federal and Provincial grant-funded work that mandates the use of external consultants. Post-Walkerton, Water Services experienced an extended need for experienced consulting project management and environmental monitoring resources to ensure compliance with significant new regulations. With the completion of much of this work, Water Services has initiated a reduction in the use of consulting project managers; specifically two consulting project management contracts were cancelled at the end of 2013. Water Services has also initiated a review of the use of consultants in general, as well as consulting support for regular and special projects, and regulatory-driven	Q4 2014
6	Often for studies, process reviews, needs assessments and audits a steering committee is convened from staff to provide oversight and management to the external consultants. There is a risk of a lack of impartiality or objectivity when this steering committee is primarily comprised of staff from the affected department	A staff member from the Internal Audit area should sit on each of these committees to assist in providing objective oversight, risk assessment and assist in ensuring deliverables are achieved	Agreed	Management concurs that input from the Internal Audit area respecting oversight, risk assessment and achievement of deliverables would assist the numerous steering committees that manage external consultants annually. It is hoped that a process could be established to accomplish this without Internal Audit's workload capacity being compromised. Management will work with the Internal Auditor to derive a process for this function that would include among other things consideration of materiality (size of contract) as well as the Internal Auditor's office's capacity to sit on or input into the numerous steering committees in place.	Q1 2015

RE Agenda Item CON-2014.38 Hanlon Creek Business Park – Phase 3 – Development Options

City Staff Report to Guelph City Council

SERVICE AREA:	Finance & Enterprise Services
DATE	July 28, 2014
SUBJECT	Hanlon Creek Business Park Phase 3- Development Options
REPORT NUMBER	FIN-ED-14-06-02

found here: [http://guelph.ca/wp-content/uploads/council\\_agenda\\_072814.pdf](http://guelph.ca/wp-content/uploads/council_agenda_072814.pdf)

It is my understanding that Council is being asked to receive report FIN-ED-14-06-02, ***'Hanlon Creek Business Park – Phase 3 – Development Options' and to provide staff with direction regarding the future development of Hanlon Creek Business Park Phase 3`***

In this report FIN-ED-14-06-02 city staff is recommending the following option for Phase 3 of the Hanlon Creek Business Park.

***``for the City to explore implementing Option 3 –“Joint Venture Partnership” with a private/experienced land developer``.***

While I support and understand the city's economic need to prepare Phase 3 of the Hanlon Creek Business Parks for registration so that land can be sold, I would like some written assurances from the City of Guelph staff and Guelph City Council that if Guelph City Council votes to accept Option 3 that all the conditions in Hanlon Creek Business Park Settlement Agreement and Draft Plan of Subdivision approved by the Ontario Municipal Board will be honoured by any future members of the proposed Joint Venture Partnership.

Please indicate by what legal means the OMB Settlement including the specialized zoning, and environmental monitoring will honoured and enforced if a partnership is identified. Perhaps this would be best achieved if Council gives some direction to City Staff.

Therefore, I respectfully that Guelph City Council include a request to the General Manager of Economic Development that the report for Phase 3 of the Hanlon Creek Business due back to Council before January 13, 2015 include some indication of how the OMB conditional Draft Plan of Subdivision and Zoning will be included in any proposed partnership agreements.

Also what is the status of the Environmental Implementation Report for Phase 3 – has it been completed and submitted to the Environmental Advisory Committee for approval. It was my understanding that this report was to be completed before Phase 3 was registered.

I look forward to your response.

Yours sincerely  
Laura Murr

**From:** JAN OSUCH  
**Sent:** July 22, 2014 10:55 PM  
**To:** Clerks  
**Subject:** Downey Rd

Dear Sir/Madam,

As a long time resident of Downey Road I would like to express my concerns, comments and ideas regarding the construction plans for Downey Rd. Due to the speed of drivers on Downey Rd I emphasize and fully support keeping the center lane. This lane serves the purpose of allowing residents to safely back out/into their homes.

I also fully support maintaining on street parking and echo the neighborhood concern that the removal of on street parking could lead to more traffic and speeding. On street parking provides an obstacles and requires everyone to pay attention and slow down when passing a parked vehicle'

Lastly, I would like to suggest that a round about would be an ideal solution for the Downey/Niska intersection.

These has been proven as effective, safe means of controlling traffic and would be better then traffic lights or a 4 way stop based on the proximity to the Hanlon intersection.

I strongly urge that if possible a study and implementation of a round about be done for our neighborhood not only Downey/Niska but other intersections on Downey.

Thank you for providing us the opportunity to voice our concern and suggestion. I hope we will continuously be involved and informed regarding the future changes that affect me, my family and my neighbors. Unfortunately I am not able to be present at the meeting on July 28 due to my holidays.

Regards,

Jan Osuch,

Submission from John Core, Pat & Doug Johnson

Re: Councillor Piper's Motion regarding reference to removal of on-street parking and installation of bike lanes on Downey Road

Good Evening, Mayor Farbridge, Members of Council and City Staff

Thank you for reopening the issue of bicycle lanes and parking on Downey Road and providing us an opportunity to speak to Council regarding our concerns. We appreciate the effort that this has involved, and particularly wish to thank those councillors who supported our request to have this issue reopened. Mayor Farbridge, thank you for arranging for city staff to meet with our neighbourhood on this issue. We are very encouraged that the painting of the bicycle lanes has been delayed until Council has had an opportunity to review the issue once more.

Before we begin our presentation, we would like to explain that we do not represent the Kortright Hills Neighbourhood Group. Nor do we represent Kortright Hills Community Association. We are instead an unorganized group of residents of Kortright Hills who have concerns about these and underlying issues.

In this presentation we intend to express our position on the issues, and explain to you in detail why we have concerns with the proposal to remove on-street parking on Downey Road and implement bicycle lanes.

Our neighbourhood opposes both of these proposals. Before continuing to present our concerns, we would like to set the context for our discussion by pointing out that Downey Road is a road which effectively splits our neighbourhood into two parts:

- a) On one side of Downey Road is Hazelwood Drive, with the associated cul-de-sacs (Mollison, Fernbank, Pintail, Grouse and Quail Creek), and the most recent residential development in the neighbourhood, Teal Drive, Milson Crescent and associated streets (Marigold, Berry and Peer).
- b) On the other side of Downey Road is a network of residential streets, with three main streets: Pheasant Run Drive, Ptarmigan Drive and Niska Road. Located in this area is the shopping plaza at Ptarmigan and Downey, the only commercial development in the neighbourhood. Kortright Hills Public School is also located on Ptarmigan Drive. In addition to being a public school, this facility also houses the Kortright Hills Neighbourhood Group community room. This room is used extensively by our neighbourhood, 7 days per week, for community activities, neighbourhood clubs and groups, and after school programs. Finally, on the same side of Downey Road is Mollison Park which is a City park, with regularly scheduled city-wide sports activities.

With this context in mind, we will outline our concerns with the removal of on-street parking, addition of bicycle lanes and the underlying issues associated with these.

## **Bicycle Lanes**

Our neighbourhood is in the best position to observe traffic patterns on Downey Road, including that of bicycles. We are opposed to the implementation of bike lanes for the following reasons:



- They are unnecessary. The volume of bicycle traffic does not warrant the addition of bicycle lanes. Most of the bicycle traffic that exists involves children, who use the sidewalks rather than Downey Road.
- They would not connect with any other designated bicycle lanes anywhere in the city. There are no bicycle lanes on Kortright Road, Niska Road or any other neighbouring areas.
- They will cause a hazard to the persons using the lanes, because of the speed and volume of traffic on Downey Road. As a result, cyclists will tend to ignore the bicycle lanes and use the sidewalks, as occurs in other areas with high traffic volume, such as Edinburgh Road.
- Other “arterial” roads in the city do not have bicycle lanes, such as Speedvale Avenue
- No valid reason for the implementation of bicycle lanes has been presented to our neighbourhood.

## On-Street Parking

Our neighbourhood is completely opposed to the removal of on-street parking, for the following reasons:

- Parking is essential for residents to be able to access the mail boxes located on Downey. Many residents along Downey Road currently drive to the mail-box to pick up their mail because of mobility issues, particularly those residents on the side of Downey opposite the mailboxes. Removal of on-street parking is therefore an accessibility issue for those citizens with mobility impairment. Even for residents on that side of Downey who do not have mobility issues, mail box access frequently involves the use of a car and the need to park at the mail box, because of the difficulty of crossing Downey Road due to the speed and volume of traffic.
- Parking is a requirement for the placement of mailboxes. There are currently two community mailboxes located on Downey Road, one in front of Mollison Park and one between Pheasant Run and Teal Drive. A recent letter sent to one of the local residents by the Ontario Ombudsman states that in its agreement with Canada Post, the City of Guelph agreed in 1989 to provide on-street parking for mail box access. The Ombudsman stated that “the community mailbox site [located in front of Mollison Park near 77 Downey Road] meets Canada Post criteria. It is located on a street where parking is allowed...”
  - Related to the Canada Post mailbox issue is the fact that during the recent improvement and paving of Downey Road, mail delivery was compromised on Downey Road; frequently mail was not delivered, and anecdotal evidence was provided by at least one resident that expedited mail took more than 2 weeks for delivery. Several other residents reported that they did not receive mail during the whole period that on-street parking was disallowed because the mail delivery vehicles could not park.
  - With respect to the difficulty of crossing Downey Road at the Hazelwood/Downey intersection, the Ombudsman stated that there is a signalled crossing allowing residents to cross Downey Road, located at Ptarmigan Drive. This crossing is located approximately 350 meters away from the Hazelwood/Downey intersection. This would require a resident located at the Hazelwood/Downey intersection to go nearly a

kilometer out of their way to cross at the signalled crossing. If they were located further away from this intersection, it would obviously be a greater distance.

- On-street parking is critical for the recent condominium development on Downey Road, which was approved by the City with less than adequate visitor parking. Only 9 spaces are allocated for visitor parking, while there are 45 units in the condominium.
- As we noted in our preamble, Mollison Park is a major community centre. The park is used for recreation activities such as a skating rink in the winter, enjoying community activities such as barbecues, picnics, youth nights, and so on throughout the year, and for activities of local groups such as scouts. In addition the park houses playground equipment which is used extensively by the community, and individual community members enjoy the park for walking. There is no parking area within the park, as the City decided many years ago that on-street parking would be adequate. Without on-street parking, the park will not be accessible by the community. This will have a major impact on our community because Mollison Park is truly the hub of our community. Moreover, Mollison Park contains a ball diamond and tennis courts used as part of the city-wide sports programs. As such, anyone wishing to use these facilities must book through the city. Without parking, it would be difficult for users to use the facilities.
- On-street parking assists in calming the speed of the traffic moving through our neighbourhood, and removal of on-street parking will have a major impact on the traffic flow in this community.
- No valid reason has been presented to the neighbourhood to support the removal of on-street parking

## **Traffic issues**

We have major concerns with the traffic flow in our neighbourhood. There has been a long history of concerns about traffic expressed to City Council by the Kortright Hills community, beginning at least 23 years ago when the development of an apartment building was proposed at the corner of the Hanlon and Downey. These concerns over the years related to on-going residential development with each phase of the development of Kortright Hills, the addition of the “Y” at the corner of Woodland Glen and Downey and the addition of the condominium on Downey near Teal. Most particularly, when the industrial park was proposed, the residents of Kortright Hills worked extensively with the City on traffic issues. At that time, Kortright Hills residents were assured that the development of the industrial park (originally proposed as a “corporate business park”) would not have an impact on the traffic on Downey road. We believe that the traffic issues on Downey Road present unacceptable risk to our community.

### *Volume of Traffic*

- The volume of traffic is unacceptable for a residential neighbourhood. Local traffic is supplemented by traffic traveling to other areas of the city from other areas such as Cambridge and Hamilton, who do not pay taxes to the city of Guelph. While we recognize that our city needs to be accessible, it should not be at the cost of neighbourhoods within the city.
- The volume of traffic has increased because of the industrial park. Since the park is barely operational, this does not bode well for future traffic. Trucks and service vehicles from the businesses in the industrial park regularly use Downey Road to travel to and from their

businesses, and it is impossible to determine how many of their employees use Downey Road to access their place of work. When the industrial park is in full operation, it is not difficult to contemplate that hundreds of employees will be accessing their workplaces via Downey Road, in addition to the industrial traffic generated, such as that already observed.

- The high traffic volume has a negative impact on quality of life for Downey Road residents and neighbouring areas due to noise, odour and dust.

### *Speed of Traffic*

- Traffic speed is unacceptable, particularly when traffic exits the Hanlon onto Downey. The same is true at the other end, at the beginning of the residential area just before Teal Drive. At this location, speed is a big issue for both directions. Traffic leaving the residential area increases speed because the drivers can see the end of the residential area.

### *Impact of Speed and Volume on Residents of Kortright Hills*

- The speed and volume of traffic does not allow for residents to cross Downey Road in a safe manner. The traffic speed and limited sight lines due to the contours of the road in the Niska/Hazelwood section in particular make it difficult and hazardous for even the most agile citizens to cross safely. When there are mobility issues, it is impossible.
- Other than the signalled intersection at Ptarmigan, there are no controlled crossing points on Downey Road. It should be noted that this includes the signal at the Hanlon itself, because there is no sidewalk on one side of Downey at that point.
- Kortright Hills residents living east and south of Downey must cross Downey to access services such as mailboxes, the school, the park, and the “Y”.
  - Children crossing the road are at particular risk.
  - School busses stop at the corner of Downey and Hazelwood , forcing students to cross Downey at that intersection.
- The speed and volume of traffic makes it hazardous for Downey Road residents to access or exit their driveways. If they drive in to their driveways, it is near impossible to back out onto the roadway. If they attempt to back in, they disrupt the flow of traffic and risk being hit by impatient drivers.
- There is an extensive network of trails through the community, much used and appreciated by residents. Most of these trails are on one side of Downey, but link to other city trails through two important access points that cross Downey Road, one at the intersection of Hazelwood and Downey, crossing into Mollison Park, and the other at the intersection of Quail Creek, Downey and Pheasant Run. To utilize these trails requires users to cross Downey Road against traffic, with no cross-walk or other controls. Other areas of the city have controlled access for these trails, such as at Preservation Park on Kortright Road and on Gordon in Westminster Woods. Even Teal Drive which has much less traffic than Downey Road has a marked trail crossing.
- Downey Road is lacking a sidewalk on the south side of the road past Woodland Glen to the Hanlon, and the same is true on Kortright on the east side of the Hanlon across the City park. This exacerbates the issue, because it forces pedestrians on the side of Downey that has no

sidewalk to cross Downey to the other side in order to cross the Hanlon. Recognize that there are only two signalled crossings on Downey Road – one at the Hanlon and the other at Ptarmigan Drive, more than a kilometer away.

- We are aware that there is an environmental assessment study underway on Niska Road. The result of this study is as yet unknown. Whatever the outcome, it will have an impact on Downey Road. We question why changes have been undertaken on Downey before the result of the Niska Road assessment is available.

## **Designation of Downey Road as an Arterial Road**

The fundamental problem associated with Downey Road is the designation of Downey as an arterial road. As we have noted, our community has a long history of communication with the City over traffic issues on Downey. With each phase of the development of the Kortright Hills subdivision, we discussed the impact of traffic, as we did with the addition of the YMCA on Downey Road, and with the recent development of the condominium on Downey Road. In particular, we had extensive discussions and negotiations with the City regarding the development of the Business Park, later designated as an Industrial Park. During all of these discussions, there was no discussion of the designation of Downey as an arterial road. As a community, we do not know when Downey was designated as an arterial road or why this designation took place. We can only assume that it took place as a result of a review of the Official City Plan, but the designation was not discussed with the community and it was not specifically communicated to the community.

The designation of Downey as an arterial road is rather curious for two basic reasons:

- Downey Road is a very short arterial road. It extends from the Hanlon to Laird Road, a distance of just more than two kilometers. Most arterial roads in the city are much longer, and essentially cross the city: Speedvale, Victoria, Edinburgh, Gordon and so on.
- Downey Road does not convey traffic through the city. It serves as a conduit for traffic coming into and going out of the city. Therefore, Downey Road does not have the *type* of traffic associated with an arterial road.

We have talked about the negative impact of the increasing traffic volume and speed on the Kortright Hills neighbourhood. Now that there is an interchange on the Hanlon at Laird Road, the city has an opportunity to correct this problem, improve the flow of traffic and enhance bicycle lane connections by

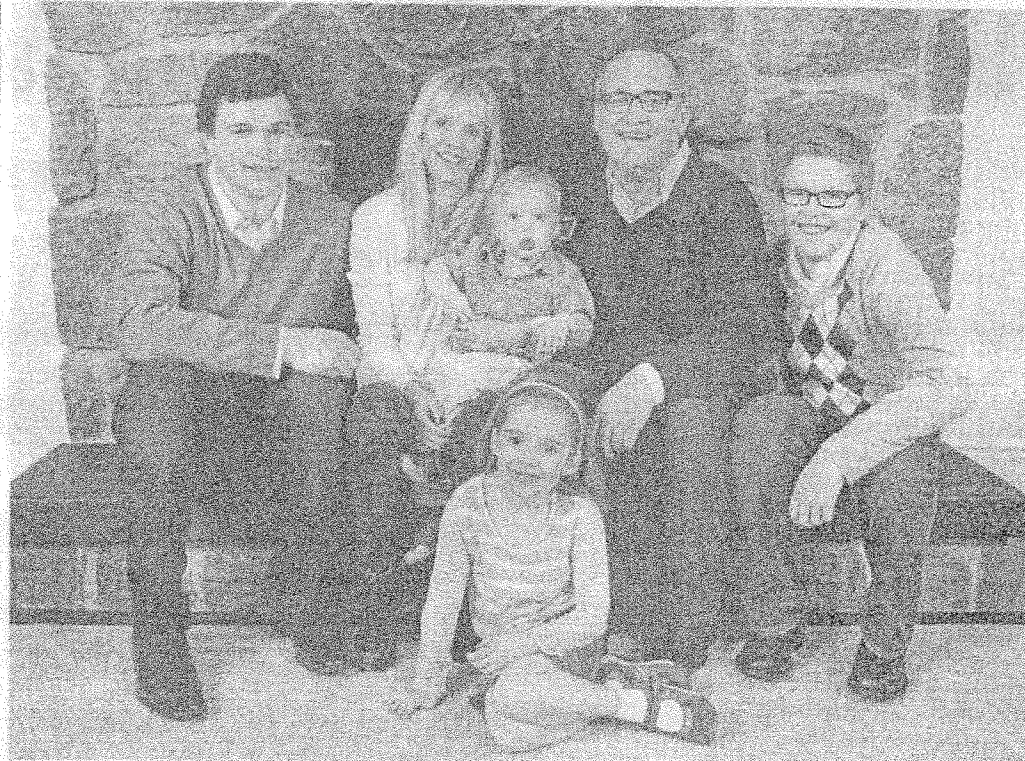
- Including Downey Road in the Niska Road discussions
- Removing the arterial road designation from Downey Road.
- Completing the Laird Road modifications.
- Flowing through and industrial traffic on to the new Laird Road and thus onto the Hanlon.
- Connecting the existing bicycle lanes on the new section of Laird Road east of the Hanlon to the county portion of Downey Road via Laird Road.
- Creating a cul-de-sac on Downey Road just beyond Teal Drive when Laird Road is complete.

These solutions will have the impact of reducing a major risk factor on Downey, that of the traffic volume.

## **Other Solutions**

Other options to solve the Downey Road traffic problems:

- Reduced speed limit to 50 on Downey before Laird Road. Slowing the traffic at this point may assist in reducing speeding in the residential area. Recently, the City installed a sign showing vehicular speeds as they were arriving at Teal traveling in the direction of Cambridge. Residents observed traffic slowing as a result, often from 70 kph to 50 kph.
- Controls at intersections such as cross-walks or traffic lights. This will make it possible for people to cross safely and will also slow traffic. It may also reduce traffic.
- Speed bumps, such as those on Cardigan, Arthur and other downtown streets.
- Increased enforcement. When our neighbourhood met with City staff to discuss the neighbourhood's concerns, the presence of a number of city staff wearing fluorescent orange vests as well as a uniformed police officer had a visible effect on slowing traffic.
- Enhanced signage – more signs stating that it is a residential area and that the speed limit is 50 kph, as well as permanent signs showing actual traffic speeds in both directions at strategic locations.



MOLLY CREALOCK/FAMILY PHOTO

Seven-year-old Georgia Walsh, seen here in a pink shirt, died in hospital after being struck by a van in Leaside.

## Leaside mourns girl killed by van

**SAMUEL GREENFIELD**  
STAFF REPORTER

Leaside residents came together Thursday afternoon to remember 7-year-old Georgia Walsh, who died after being struck by a van on Wednesday afternoon.

Around 4 p.m., they gathered at various corners of the intersection, sharing hugs and holding hands for a moment of silence in front of a spontaneous memorial to the little girl, one of four children of Conservative Party president John Walsh and his wife, Jillian. But amid the grief was also a sense of fear and frustration.

Parents are concerned about a high volume of traffic passing through their residential neighbourhood.

"There's such a feeling of strong remorse. We knew this was a problem and we should have done more to bring it to the attention of those who could make changes," said Roger Cattell, who organized the vigil.

In April, after witnessing two incidents where drivers failed to use a stop sign and a set of street lights

properly, he sent a message to local councillor John Parker about the potential risk to children and inquired about obtaining police observation and a crossing guard. The councillor's staff responded that the message would be forwarded to police.

Councillor Parker could not be reached for comment.

A miniature ballerina, stuffed animals and a hand-made card inscribed with a heart were part of the growing roadside memorial for Georgia, who was struck by a turning van at McKee Dr. and Millwood Rd. on Wednesday afternoon, suffering severe head trauma and later died in hospital.

"Have a happy life in heaven" reads one card, in a child's handwriting.

"I mean, just look at the crazy traffic that is in this neighbourhood. Here we are at the intersection; they're honking and they're cutting each other off. Something has to be done," said Cattell, a father of three.

He points to lane reductions on Eglinton Ave. and commercial

growth as factors in the traffic. Cattell said his children are forbidden to use certain intersections.

"It's at the corner of where all of our children play," said Natalie Healy.

No charges have been laid against the driver of the van, who remained at the scene. "Emotionally, he's devastated," said Toronto police Const. Clint Stibbe. "It's devastating to be responsible for the loss of a life of a child."

Stibbe said Georgia was alone when she was struck.

Georgia's death, given her father's prominence, resonated far beyond Leaside.

"Devastated to hear the tragic, unthinkable news about the death of seven-year old Georgia, daughter of my friends John & Jillian Walsh. RIP," Employment Minister Jason Kenny tweeted.

The Walsh family put out a statement late Wednesday asking for privacy while dealing with the loss of a "beautiful daughter and wonderful sister."



## Ombudsman

their current location. The notes show that Ms. Gelmotto attempted to contact you again, however there was no answer.

#### **4. Findings**

##### **A. Change your the community mailbox site to Hazelwood Drive**

- The community mailbox site located near the park next to 77 Downey Road was approved by the city in 1989 and has been in service since that time. The site is comprised of 3 modules servicing 32 addresses located on Downey Road (31 addresses) and Hazelwood Drive (one address). Of the 32 addresses on Downey Road, 17 of them (even numbers) are located on the opposite side of the street from the community mailbox site and customers are required to cross Downey Road to pick up their mail.
- The community mailbox site meets Canada Post criteria. It is located on a street where parking is allowed and customers who drive to the site can park and exit their vehicle to retrieve mail without impeding traffic flow.
- There is a signalled crossing; however, this crossing requires you to walk approximately 350 meters south of your house (corner of Downey and Ptarmigan Drive) in the opposite direction of your community mailbox site. For your information, crossings are implemented and maintained by cities and municipalities when these authorities assess that they are required.
- The community mailbox site located on Hazelwood Drive (at the rear of 2 Mollison Court) is comprised of 3 modules and services 32 addresses that are located on Fernbank Place (address range from 1 to 17), Hazelwood Drive (address range from 3 to 15), and Mollison Court (address range from 2 to 17).
- Each community mailbox compartment is assigned to an address and is allocated based on the community layout while respecting civic address sequencing. As such, I cannot recommend that your and your neighbour's address be moved to the Hazelwood Drive community mailbox site. To do so, would result in a significant reorganization including mail compartments being out of sequence resulting in increased concerns for delivery errors and address changes (i.e. postal code) for you and your neighbour.

#### **5. Conclusion**

My role as ombudsman is to ensure that Canada Post's policies and procedures are applied in a fair and consistent manner for all users of the Canadian postal service, and I believe that it has done so in this particular case. I regret that your request could not be granted but I suggest that you and your neighbours approach the municipality to explore the possibility of adding a crossing at the intersection of Downey Road and Hazelwood Drive to improve the access to your community mailbox.

Francine Conn  
Ombudsman

# Downey Road

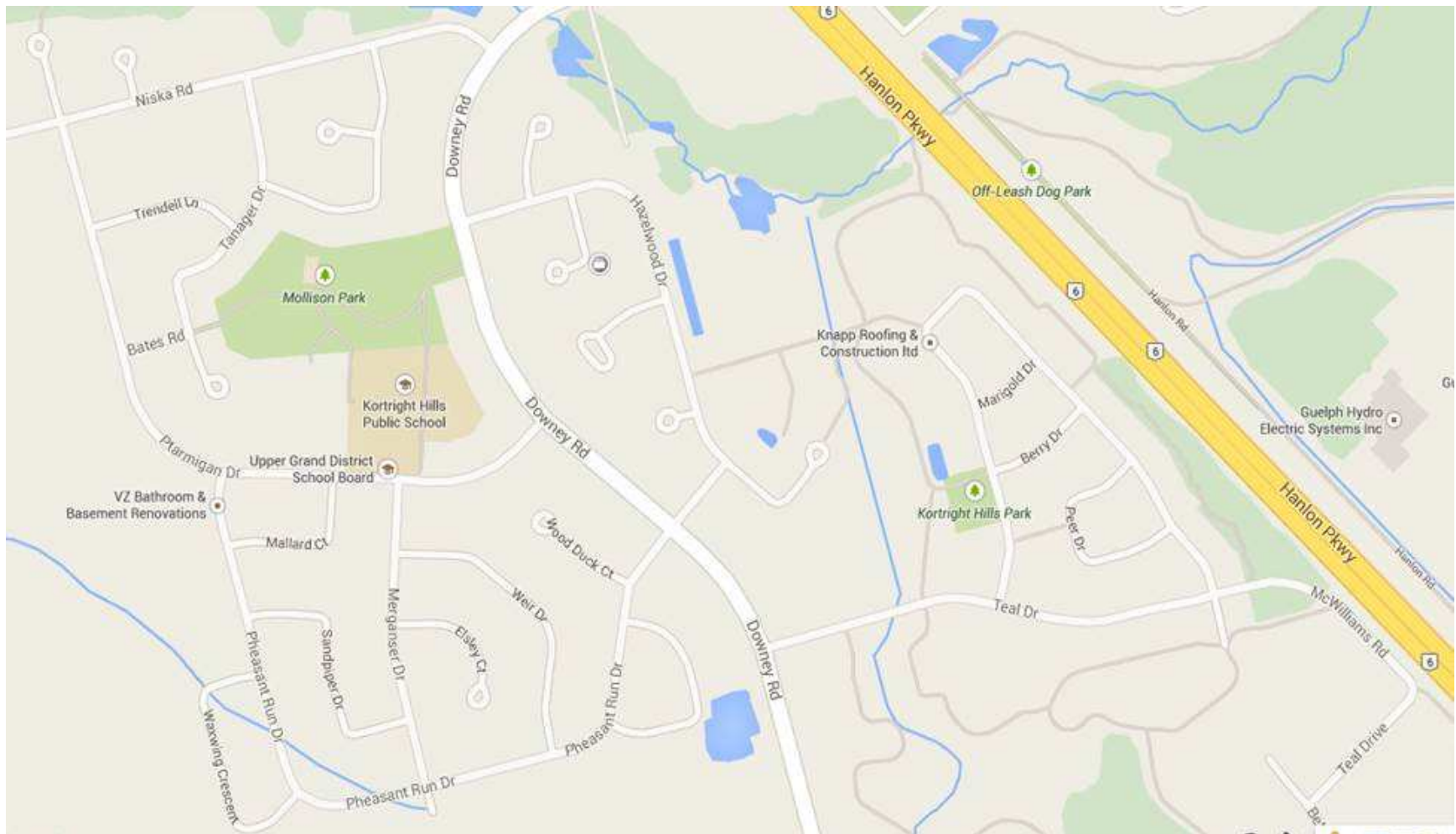
Bicycle Lanes

On-street Parking

Related issues



# Downey Road/Kortright Hills



# Bicycle Lanes

- Unnecessary for volume of bicycle traffic
- Lack of connections
- Hazard to cyclists – speed, volume of traffic
- Cyclists currently use sidewalk
- Some other arterial roads have no bicycle lanes

# On-Street Parking

- Mail delivery and mailbox access
  - Canada Post requires parking for mailbox location
    - City agreement with Canada Post
    - Ombudsman's letter to resident
    - During road work, mail delivery restricted
  - Accessibility for mobility impaired residents
  - Signalled crossing at Ptarmigan nearly 1 km round trip away
- New Downey condominium: only 9 visitor spaces for 45 units

# (On-Street Parking)

- Essential for community and City use of Mollison Park
  - City-wide sports events
  - Local activities – skating rink, youth events, community barbecues, movie nights, picnics
  - Playground, tennis court and ball diamond
  - No parking area in park
- Helps calm traffic speed
- No valid reason to remove parking

# Traffic Issues

- Volume of traffic
  - Local neighbourhood
  - Through traffic to/from Cambridge, Hamilton
  - Industrial park traffic
    - Volume increasing
      - Industrial traffic (e.g. Graniteworx and Fusion service vehicles)
      - Employees of businesses
      - Planned new community mall















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# (Traffic Issues)

- Speed of traffic
  - Enter neighbourhood from
    - Rural Downey 70 - 80 Kph limit
    - Hanlon 80 Kph limit
  - Tendency not to decrease speed
  - Affects both entering and departing traffic









# Traffic Impact on Neighbourhood

- Hazards crossing Downey
  - Sight-lines due to road configuration
  - Lack of controlled crossing points
  - Necessity to cross Downey to access services
    - Mailboxes
    - School
    - Park
- Difficulty entering, leaving driveways
  - Sight-lines
  - Speed and volume of traffic



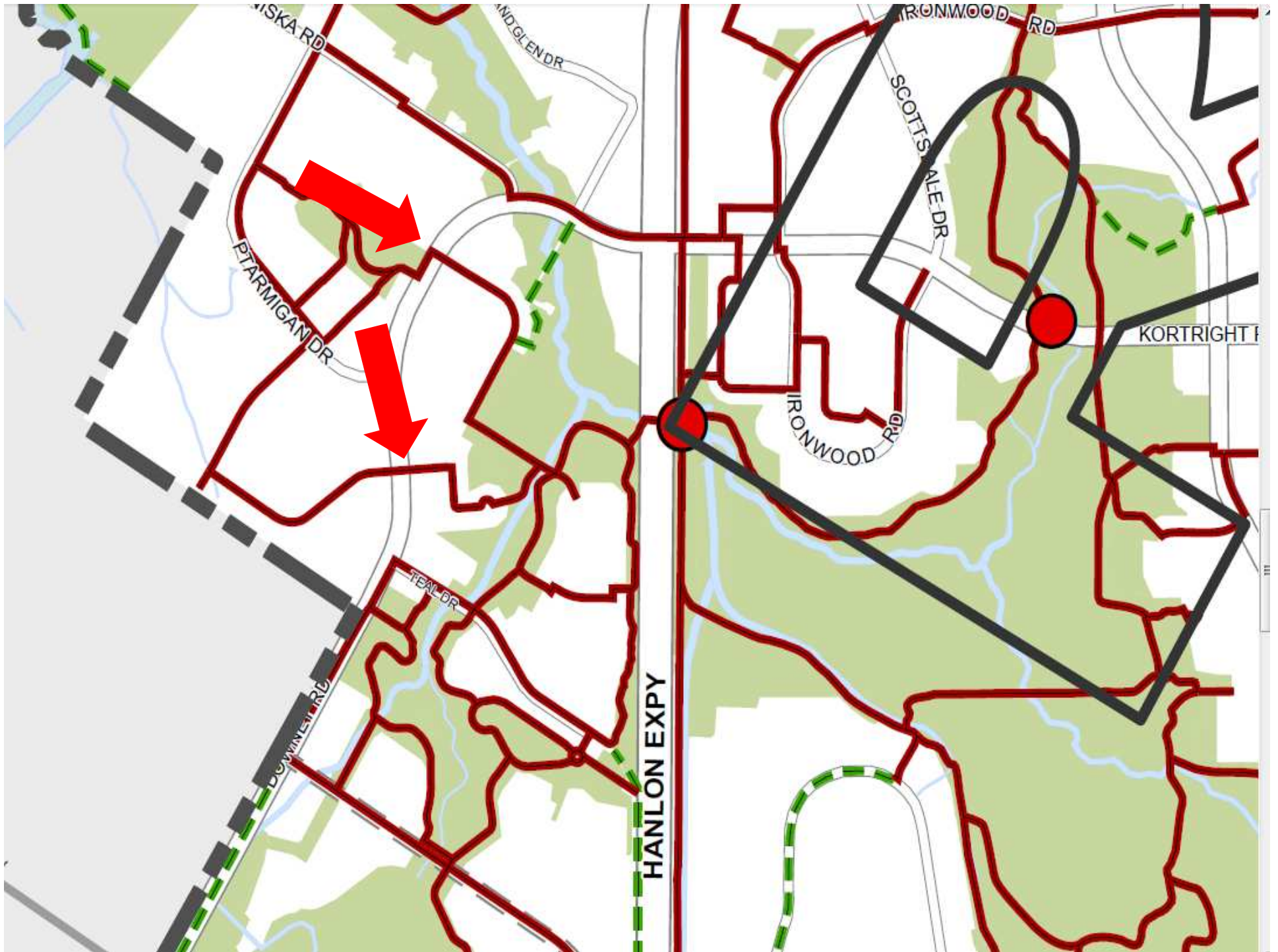






# (Traffic Impact on Neighbourhood)

- Noise, odour and dust impact quality of life
  - Downey residents
  - Neighbouring areas
- Trail crossings not marked or controlled
- Sidewalk ends at Woodland Glen
  - Pedestrians must cross Downey to cross Hanlon
- Outcome and impact of Niska study unknown

























# Designation of Downey as Arterial Road

- Community discussions with City over traffic
- No discussion of designating Downey as arterial road
- How and when did it happen?
- Why did it happen?
  - Very short arterial road - < 3 km
  - Serves different purpose than other arterial roads in city
  - Not designed as arterial road











# Solution

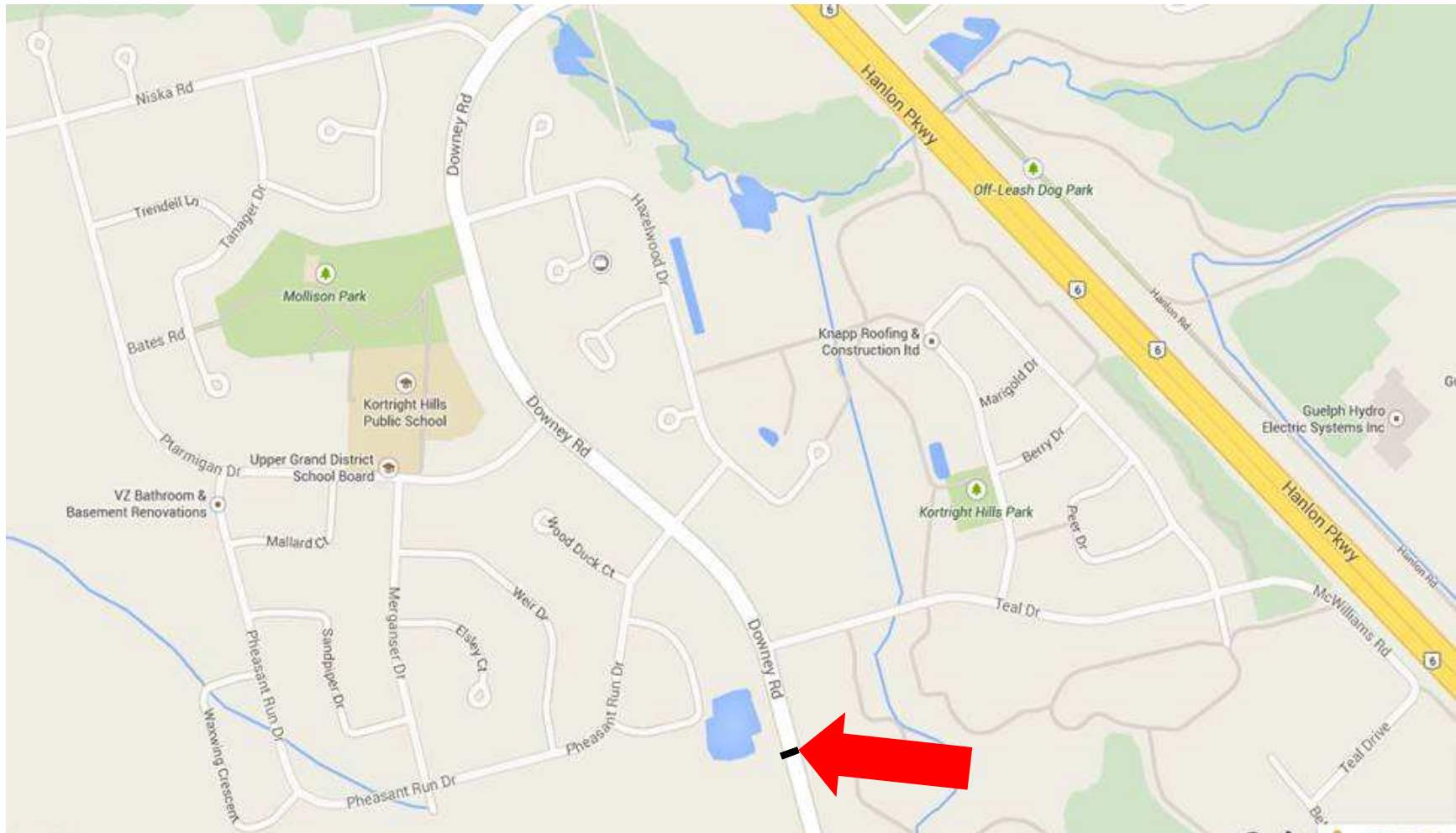
- Include Downey Road in Niska Road study
- New Laird Road interchange offers solution
  - Remove arterial road designation from Downey
  - Complete Laird Road rebuild
  - Route through and industrial traffic onto Laird
  - Connect existing bicycle lanes on Laird east of Hanlon to county portion of Downey via Laird
  - Eventually cul-de-sac Downey just past Teal

# Laird Road Interchange





# Downey Cul-de-Sac



# Other Solutions

- Reduce speed on Downey before Laird to 50 kph
- Permanent electronic speed signs Controls at all intersections – crosswalks, traffic lights
- Speed bumps
- Enhanced enforcement
- Enhanced signage



## Downey Road bicycle lane installation

July 24, 2014

City Clerk  
Guelph City Hall  
1 Carden Street  
Guelph, Ontario Canada  
N1H 3A1

Dear City Clerk,

My name is Andrew Alford. I have lived in the Guelph community for 6 years. I wanted to express my concern over the delayed installation of bicycle lanes on Downey Road. I am in favour of bike lanes being installed on Downey Road - between Woodland Glen Drive and Teal Drive.

I operate a delivery service, called Bike It Guelph Delivery Service. My only method of travel - for transportation and work - is a bicycle. As a bicycle-based business-owner, I depend on roadways to be a safe transportation route.

One of my delivery contracts covered every road in Guelph - including the section on Downey Road. The times when I felt the most comfortable was when there were painted bike lanes. With the undulating hills on Downey Road there are opportunities for blind spots to occur. Having a bike lane - on the Downey Road section - is one line of defence from a vehicle interacting with a cyclist.

If the implementation of the Downey Road bike lanes would carry it would be of great benefit to the community. They would provide a safe, efficient and enjoyable transportation route must be encouraged through infrastructural activities.

The City of Guelph needs to take a stand in promoting a bike-friendly urban transportation system. Choosing not to implement the Downey Road bike lanes would be taking a step back.

Sincerely,  
Andrew Alford  
Owner of Bike It Guelph Delivery Service

**From:** Leigh  
**Sent:** July 25, 2014 8:21 AM  
**To:** Clerks  
**Subject:** Council Meeting July 28th for Downey Rd

My comment is as follows:

Downey Road is very much a speed track for those motorists dashing in from the country and for those rolling over the Hanlon to access the countryside at the end of Downey and Ptarmigan. Big trucks make their way onto Downey from Ptarmigan via the Niska Bridge (even though any number of them are over the accepted dimensions).

The visual of parked cars in my opinion, is a deterrent to the motorists whose driving in general does not appear to acknowledge the signs of 50 on Downey and unbelievably the 30 sign on Ptarmigan where there are a large number of school children crossing to access the school. Cycle lanes in other cities in Canada (and many other countries) work safest when, like sidewalks they are solely designated for the purpose of either pedestrians or cyclists. Imagine for a moment, of marking a pedestrian lane on Downey Road and the suggestion that pedestrians would calm the speeding motorist in the way that city has suggested that the vulnerable and unprotected cyclists would lend their appearance to reducing the speed of errant motorists.

The human condition for driving in Guelph, it would appear, is to dash, unchecked, from start to finish.