

# Special City Council Meeting Agenda



**Wednesday, December 12, 2018 – 6:00 p.m.**  
**Meeting Room C, Guelph City Hall, 1 Carden Street**

Please turn off or place on non-audible all electronic devices during the meeting.

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## **Open Meeting– 6:00 p.m.**

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

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## **Special Council Workshop – Council Orientation – Service Area Night**

### **Office of the Chief Administrative Officer**

#### **Presentation:**

Derrick Thomson, Chief Administrative Officer

#### **Key Projects:**

- Customer Service
- Guelph's Community Plan
- Smart Cities – Circular Food Economy
- Infrastructure Funding
- Municipal Innovation Exchange and Civic Accelerator
- 2018 Internal Audit Work Plan Update
- Business Service Reviews
- Guelph Hydro Electric Systems Inc. – Merger with Alectra Utilities Corporation
- Guelph Municipal Holdings Inc. - Governance

## **Infrastructure, Development and Enterprise Services**

#### **Presentation:**

Scott Stewart, Deputy CAO, Infrastructure, Development and Enterprise Services

#### **Key Projects:**

- Baker District Redevelopment
- Clair-Maltby Secondary Plan

- Guelph Innovation District (GID) Implementation
- Water Budgets and Standard of Care
- Accessibility for Ontarians with Disabilities Act (AODA) Compliance
- Corporate Asset Management
- Guelph's Economic Development Strategy
- Solid Waste Management Master Plan Update
- Transportation Master Plan

## **Adjournment**

# **Council Orientation**

## **Office of the Chief Administrative Officer**

**December 12, 2018**

# Overview

## Office of the CAO; *What Drives Us*

- Growing a culture of innovation and service modernization
- Collaborating with stakeholders, partners, businesses, government and our residents to deliver excellent services and programs that are representative and inclusive
- Accelerating the delivery of digital services for citizens by partnering with departments to modernize their public services

# Departments

Chief Administrative Officer



**Derrick Thomson**

519-822-1260 x 2221  
cao@guelph.ca

Strategy, Innovation and Intergovernmental Services



**Barb Swartzentruber**

Executive Director  
519-822-1260 x 3066  
barbara.swartzentruber@guelph.ca

Corporate Communications and Customer Service



**Tara Sprigg**

General Manager  
519-822-1260 x 2610  
tara.sprigg@guelph.ca

Internal Audit



**Catherine Spence**

Internal Auditor  
519-822-1260 x 3373  
catherine.spence@guelph.ca

Business Process Management Office



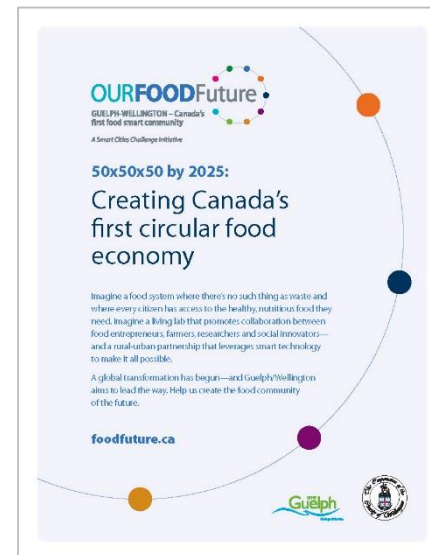
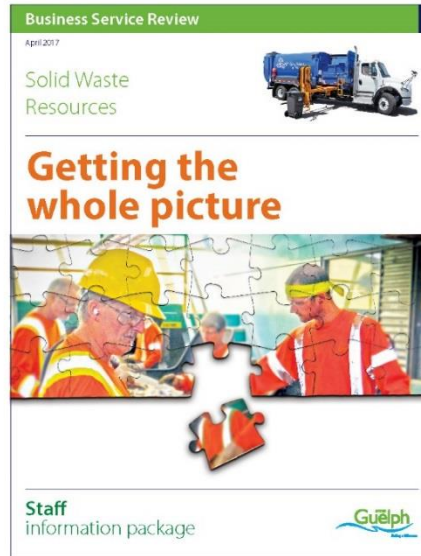
**Katherine Gray**

Program Manager  
519-822-1260 x 2006  
katherine.gray@guelph.ca

# Trends/Opportunities/Influences

- Changing role of cities
- Changing and diverse citizen expectations
- Community engagement & involvement in decision-making
- Digital services
- Federal/provincial landscape
- City-led innovation
- Trust and transparency
- Balancing act: balancing local needs with larger issues that are increasingly the focus of forward-thinking councils (e.g. global competitiveness)

# Key Projects



# Service Simplified

A phased program to improve the customer experience

Customer service in government matters more today than ever.

Citizen expectations are growing. Increasingly, citizens expect their local government to offer service across multiple channels; to be accessible when they want to engage; and offer resolution with only one or two interactions.

*Service Simplified* is an organizational strategy and actionable plan to address service delivery gaps, and modernize the way the City of Guelph serves its citizens and businesses.



# Service Simplified

## Project Deliverables

- Service standards and commitment
- My Guelph
- Centralized contact centre
- Reporting framework
- Improved first call resolution
- 'One point of access' service

## Council Decisions

- 2019 budget decision. (Council approved the strategy and its implementation in 2018. As part of the 2019 budget process, Council will be asked to approve funding for this work.)

# Community Plan

## Mapping what comes next



Together with our community, we're setting the stage for a strong, welcoming and prosperous Guelph for future generations. A Guelph where everyone has a sense of belonging, can access essential services, and earn a good living. A vibrant city that provides the best possible quality of life.

We will achieve this together with Guelph's Community Plan.

# Community Plan

## Project Deliverables

A long-range plan that will guide the creation of municipal strategies and master plans, and shape the work of our local government; built by everyone... for everyone.

## Council Decisions

- Q2 2019: Council endorsement
- Q2 /Q3 2019: Council to identify four-year strategy to support the Community Plan and inform Corporate Administrative Plan refresh and service area work plans

# Smart Cities

## Canada's first tech-driven circular food economy

We imagine a food system where everyone can access nutritious food, nothing is wasted, and the impact on our environment is minimal. We imagine a system where food experts and entrepreneurs come together to tackle our most complex food challenges.

Guelph/Wellington will become Canada's first technology-driven Circular Food Economy.

# Smart Cities

## Project Deliverables

- Q1 2019: Final proposal and Finalist video
- Q2 Finalist Pitch

## Council Decisions

On June 11, 2018, Council approved \$250,000 from the City's Efficiency, Innovation and Opportunity Reserve Fund (351) to support the Smart Cities Initiative

# Infrastructure Funding

## Taking care of what we own

Municipalities are competing for federal and provincial infrastructure funding to help offset the rising cost of aging municipal infrastructure.

The City of Guelph has been successful in acquiring infrastructure grants through the Federal Government's Phase 1 Infrastructure Program.

The City received **\$17 million** between 2016 and 2017 for projects related to the Clean Water & Wastewater Fund (CWWF), Canada 150 Community Infrastructure Program, and the Federal Public Transit Infrastructure Fund.

# Infrastructure Funding

## Project Deliverables

- Incorporate key infrastructure projects into an advocacy strategy.
- Present Guelph's needs to other levels of governments at the Annual Federation of Canadian Municipalities Conference, Association of Municipalities of Ontario Conference
- Prepare federal election advocacy campaign
- Develop advocacy materials that captures the need and benefits for funding Guelph projects
- Meet with Provincial Policy/Program Representatives  
Intergovernmental Relations meeting with Ministry of Infrastructure to discuss program parameters

# Infrastructure Funding

## Council Decisions

- Approval to submit applications for infrastructure funding
- Approve a strategy to advocate for financial support related to infrastructure projects
- Request delegated authority to execute funding agreements for infrastructure projects upon grant application approval from the other levels of government



# The MIX

## Project Information

- A joint initiative with the Cities of Guelph, London, Barrie, Innovation Guelph, Guelph Chamber of Commerce, University of Guelph, MaRS Discovery District and the Brookfield Institute
- Builds on the work of the City of Guelph's Civic Accelerator pilot and MaRS Discovery District's Procurement
- The project will run two challenge rounds per city, and will:
  - Increase the capacity for cities to respond to challenges
  - Enable cities to be early adopters of innovative technologies, products, and services
  - Create opportunities for businesses to partner with cities in developing innovative solutions to municipal challenges

# The MIX

## Project Deliverables

- Q4 2018: Launch next round of Guelph Civic Accelerator
- Q4 2018: Series of innovation procurement challenge rounds in Guelph, London and Barrie
- Q2 2019: Cities of London and Barrie launch challenges
- Build a virtual centre of excellence in municipal innovation by leveraging procurement as a tool for innovation
- Launch an Innovation Procurement Report in partnership with Brookfield Institute of Innovation + Entrepreneurship
- Publish a Municipal Innovation Procurement Framework
- Evaluation and case studies

# Audit Workplans

## Continuous improvement of our internal processes

- Internal Audit provides independent and objective assurance and consulting activity guided by a philosophy of adding value to enhance the operations of the City
- Brings a systematic, disciplined approach to evaluate and improve the effectiveness of the organization's governance, risk management and internal controls.
- Internal Audits develops a risk-based work plan annually

# Audit Workplans

## Project Deliverables

- Council approved 7 projects for the 2018 workplan
- By year end 67% of projects will be completed. 33% in progress
- The Enterprise Risk Management Framework Update and the Project Management audit are in progress

## Council Decisions

- Annually: work plan approval
- Q1 2019: Internal Audit work plan

# Business Service Reviews

## Project Information

- Business service reviews examine the relevance, effectiveness and efficiency of City services to ensure resources are allocated to achieve the best outcomes and support long-term sustainability
- Business service reviews help ensure service delivery achieves its intended outcomes and/or reduce costs or minimize future cost increases
- Council-approved business service review framework provides a systematic process for the collection, analysis, interpretation and presentation of information in order to support administrative and operational decisions about the effectiveness of service and the efficiency of delivery

# Business Service Reviews

## Project Deliverables

- Each business service review has specific deliverables. At minimum each will include:
  - Stakeholder engagement
  - Municipal benchmarking
  - Report(s) with recommendations and implementation plans

## Council Decisions

- Recommendations brought forward to Council for approval as required

# Guelph Hydro – Alectra Merger

## Ensuring maximum value from City assets

- After more than a year of research, financial analysis and community engagement, Guelph City Council approved a merger between Guelph Hydro and Alectra Utilities on December 14, 2017
- Guelph is joining Mississauga, Vaughn, Hamilton, Markham, Barrie, St. Catharines, and the Ontario Municipal Employees Retirement System to share ownership of Alectra—one of Ontario's most innovative electricity distribution companies
- OEB approved amalgamation in October 2018; merger closes December 31, 2018

# **Guelph Hydro Electric Systems Inc. – Merger with Alectra Utilities Corporation**

## **Project Deliverables**

- Report to City Council as Shareholder in first quarter of 2019

## **Council Decisions**

- December 17, 2018: New post-merger governance structure for GMHI



# Guelph Municipal Holdings Inc.

## Project Information

- The City is the sole shareholder
- Guelph Hydro Electric Systems Inc. (GHESI) and GMHI Development Corporation (DevCo) are subsidiaries of GMHI
- GMHI will cease being GHESI's parent company once the latter amalgamates with Alectra Utilities Corporation (AUC) on December 31, 2018

# Guelph Municipal Holdings Inc. - Governance

## Project Deliverables

- Transactions of shares, one-time Special Distribution and entering into a Unanimous Shareholder Agreement to occur with closing process
- Review GMHI governance structure and propose new post-merger governance structure
- December 17, 2018, Staff Report presented to the Shareholder (Council) setting out proposed changes to the Board and governance structure for GMHI and/or DevCo

## Council Decisions

- Proposed new post-merger governance structure for GMHI and/or DevCo

# **Council Orientation**

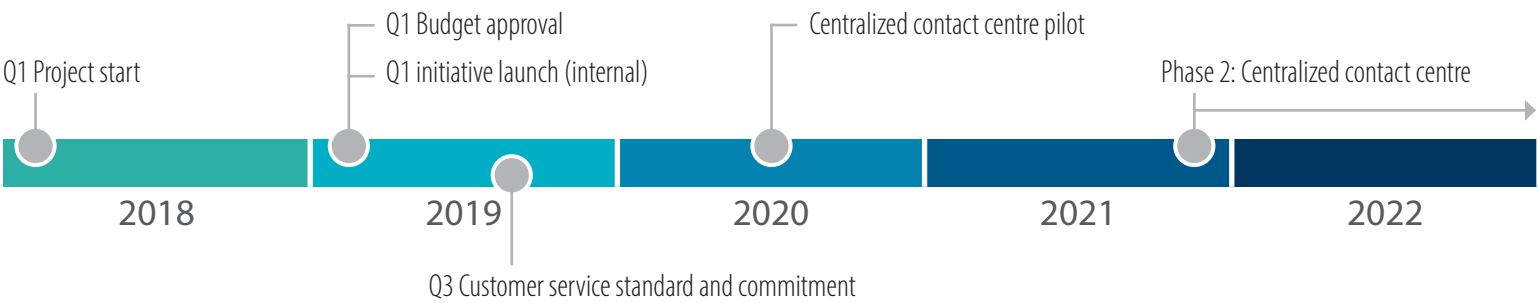
## **Office of the Chief Administrative Officer**

Thank you

# Council Orientation

## Customer Service

<b>Project Name</b>	Customer Service
<b>Service Area and Department</b>	Office of the Chief Administrative Officer Corporate Communications and Customer Service
<b>Lead Contact</b>	Tara Sprigg, General Manager extension 2610



### Project Information

A phased program of work that establishes customer service excellence, standards, training and reporting to improve the customer experience, followed by establishment of a centralized contact centre (phased) that provides citizens with a consistent, single point of access to City services, increases resolution of requests at first point of contact, and decreases back office disruption in service areas.

### Project Deliverables

- 2019: Service standards
- 2019: external launch of “My Guelph” (CRM-enabled platform)
- 2019: Corporate customer service reporting framework
- 2020: Centralized contact centre pilot

### Council Decisions

2019 budget decision. (Council approved the strategy and its implementation in 2018. As part of the 2019 budget process, Council will be asked to approve funding for this work.)

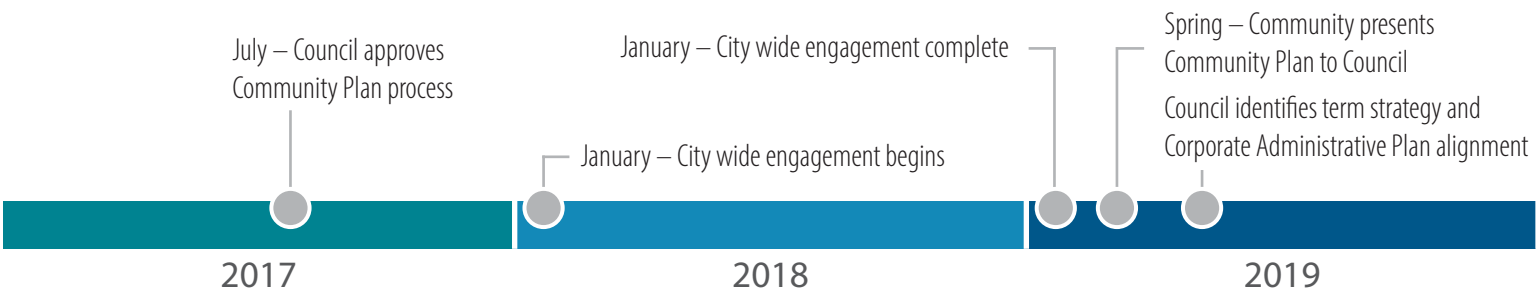
### Links to additional information

[https://guelph.ca/wp-content/uploads/cow\\_agenda\\_060518.pdf#page=217](https://guelph.ca/wp-content/uploads/cow_agenda_060518.pdf#page=217)

# Council Orientation

## Guelph's Community Plan

Project Name	Guelph's Community Plan
Service Area and Department	Office of the Chief Administrative Officer Strategy, Innovation and Intergovernmental Services
Lead Contact	Barbara Swartzentruber, Executive Director extension 3066



### Project Information

Council approved the development of a Community Plan for Guelph on July 24, 2017. Widespread community engagement commenced in January 2018. Following a year of listening, research and community collaboration, the draft plan will be presented to Council for endorsement in spring 2019. Following this staff will work with Council to use the plan to help identify its four-year term strategy.

When created, the Community Plan will:

- Champion community-wide goals over a 10+ year time horizon considering economic, cultural, educational, environmental, social and health goals.
- Guide the work of local government and its work with partner organizations.
- Champion the goals of community collaborations and promote alignment where it makes sense.
- Provide a way to help monitor community progress, share learning, and adjust strategy when necessary.
- The Plan will also be a way to communicate the City's overall aims and objectives to the community in a simple, clear and impactful way over the long term.

In the spring of 2019 Council will receive the plan for endorsement, and use it as a basis to help identify and clarify its four-year Council strategy. Executive Team will then refresh the Corporate Administrative Plan, service area work plans and budget to align with these goals.

Community Plan activity has included (as of November 2018):

- More than 100 engagement activities including festivals, events, workshops and meetings
- More than 5,000 people engaged in-person

# Council Orientation

## Guelph's Community Plan

- More than 4,000 people who have visited our website and engagement platform
- Staff and community members have facilitated and visited more than 103 community events and meetings
- Hosted 4 sector workshop conversations (Economy; Social and Health; Environment; Arts and Culture)

### Project Deliverables

The key deliverable for this project is the Community Plan that will exist in a printable format and as an online site. It will include:

- **Community Vision:** to serve as a clear and aspirational guide for the future
- **Community Values:** essential elements of how the community will work together and which lens should be applied to guide local decision making
- **Community Directions:** areas of focus important to the community that will be worked on collaboratively
- **Community Goals:** defined and articulated desired results
- **Community Measures:** a plan to collect and report both qualitative and quantitative to help report and track progress

### Council Decisions

- Community Plan will come to Council for endorsement at the end of spring 2019
- Q 2/3 2019, Council work with ET to identify four-year strategy support the Community Plan and inform Corporate Administrative Plan refresh and service area work plans

### Links to additional information

[Community Plan site](https://guelph.ca/plans-and-strategies/community-plan/)

<https://guelph.ca/plans-and-strategies/community-plan/>

[Community Plan video](https://www.youtube.com/watch?v=75bY9oA_uTs)

[https://www.youtube.com/watch?v=75bY9oA\\_uTs](https://www.youtube.com/watch?v=75bY9oA_uTs)

# Council Orientation

## Smart Cities – Circular Food Economy

Project Name	Smart Cities – Circular Food Economy
Service Area and Department	Office of the Chief Administrative Officer Strategy, Innovation and Intergovernmental Services
Lead Contact	Barbara Swartzentruber, Executive Director extension 3066



### Project Information

Municipalities are increasingly competing for federal and provincial infrastructure funding to help offset the On April 24, 2018, the City of Guelph-County of Wellington submitted an application to Infrastructure Canada’s Smart Cities Challenge. On June 1, 2018, Prime Minister Justin Trudeau announced that City of Guelph-County of Wellington was a finalist in the \$10M category and would receive \$250,000 for development of a final proposal. The vision of Guelph/Wellington’s smart cities initiative is to become Canada’s first technology-enabled Circular Food Economy. Through the smart cities initiative, Guelph-Wellington aims to increase access to affordable, nutritious food by 50%, create 50 new circular businesses and collaborations, and increase circular economic revenues by 50% by recognizing the value of “waste” — all by 2025.

The smart cities approach aims to achieve meaningful outcomes for residents by leveraging the fundamental benefits that data and connected technology have to offer. By making data truly accessible, usable and barrier free, decision-making processes become transparent empowering citizens and strengthening relationships between the residents and public organizations. With the integration of data and connected technology this will allow communities to break down silos that currently exist within public organizations.

### Project Deliverables

Through our series of joint workstream and steering committee meetings we will work to convene conversations with a diverse group of individuals that bring their expertise, talent and resources to our facilitated collaboration sessions. Together we will use data, technology and innovative thinking to solve food system challenges that will contribute to our final proposal.

# Council Orientation

## Smart Cities – Circular Food Economy

The three requirements of this proposal are:

- Final proposal due: March 5, 2019
- Finalist video due: March 5, 2019
- Finalist Pitch due: TBD (Due following the submission of the final proposal)

### Council Decisions

On June 11, 2018, Council approved \$250,000 from the City's Efficiency, Innovation and Opportunity Reserve Fund (351) to support the ongoing work associated with the City of Guelph/County of Wellington competitive application to the Smart Cities challenge.

### Council Decisions

<https://guelph.ca/city-hall/city-administrators-office/smart-cities-challenge/foodinnovation/>

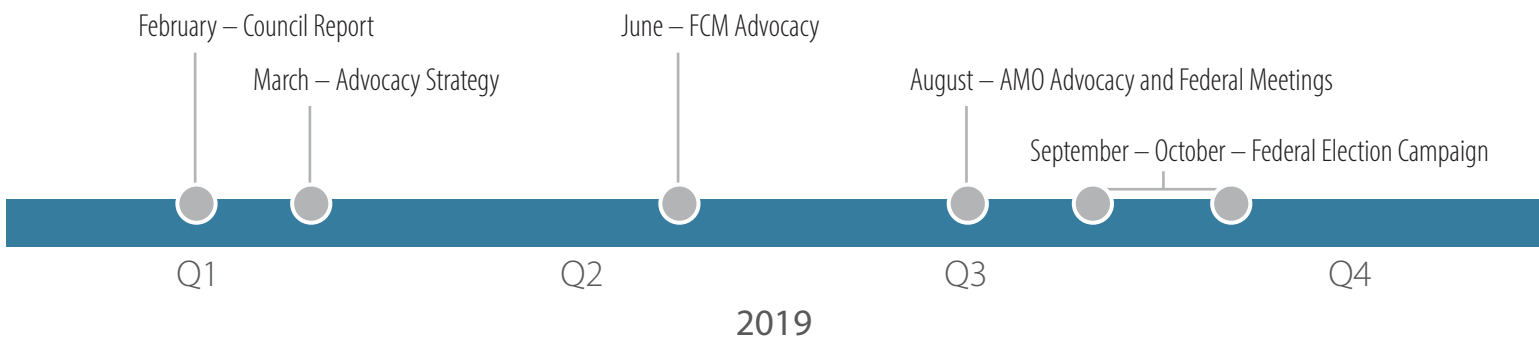
<https://www.infrastructure.gc.ca/cities-villes/index-eng.html>



# Council Orientation

## Infrastructure Funding

Project Name	Infrastructure Funding
Service Area and Department	Office of the Chief Administrative Officer Strategy, Innovation and Intergovernmental Services
Lead Contact	Barbara Swartzentruber, Executive Director extension 3066



### Project Information

Municipalities are increasingly competing for federal and provincial infrastructure funding to help offset the rising cost of aging and inadequate municipal infrastructure. The growing population and climate change are placing further demands on the City’s capital assets. The City of Guelph has been successful in acquiring infrastructure grants available from the other levels of government through the Federal Government’s Phase 1 Infrastructure Program. The City received approximately \$17 million between 2016 and 2017 for projects related to the Clean Water & Wastewater Fund (CWWF), Canada 150 Community Infrastructure Program and the Federal Public Transit Infrastructure Fund.

The Federal government is committed to allocating the remaining balance of its total \$11.8 billion nationally over 5 years through the Phase 2 Infrastructure Program. In March 2018, the Canada-Ontario Infrastructure Bilateral Agreement was signed, committing the provincial government to \$10 billion in provincial funding over the next 10 years for infrastructure projects in Ontario. Ultimately, the provincial contribution towards infrastructure projects equates to 33%, federal contribution is between 40% to 50%, and municipal contribution being 17% to 27%. In March 2018, the provincial and federal governments announced that the maximum amount that Guelph would be eligible to receive is up to \$106 million in transit funding grants to build new urban transit networks and service extensions. This would require a municipal contribution of up to \$39 million.

The Federal Infrastructure program has focused infrastructure funding on the basis of projects falling under the categories of Green, Social, and Transit. Once the application guidelines are released, the City’s identified Phase 2 Infrastructure projects will be those included in the 2019-2028 proposed Capital Budget and Forecast. City staff have developed a fully funded capital budget and forecast that is built from asset management principles

# Council Orientation

## Infrastructure Funding

and is a comprehensive plan that encompasses all City priorities. Other qualitative measures for selection of Guelph's priority infrastructure projects include:

- Federal government's infrastructure priorities (refer to key categories)
- 2018-2019 projected construction start
- Community and business interests
- Viability of initiating immediately (sequencing issues)
- Projects largely independent of development charges
- Maximum benefit to the community
- Suggested projects validated against 2017 and 2018 Federal Budget announcements
- Collaboration with the Capital Budget Steering Committee and lead Program Area General Managers to finalize recommended project list

It is anticipated that the current provincial government will be releasing details on Phase 2 Infrastructure projects, including eligible projects for Public Transit Infrastructure Funding (PTIF), in the autumn of 2018. Applications may be accepted starting as early as January/February 2019. In anticipation of the upcoming funding program announcement, preparations are necessary to ensure timely submission of applications and for effective advocacy efforts to occur to garner support for these projects.

The application guidelines have not been released in time for this funding to be incorporated into the 2019-2028 Capital Budget and Forecast and as such, a stand-alone report will come forward to Council on this grant funding and the financial implications.

### Project Deliverables

- Incorporate the key infrastructure projects into a comprehensive advocacy strategy in which funding support from federal and provincial elected officials will be pursued
  - In addition to individual meetings, opportunities to bring attention to Guelph's infrastructure needs among other levels of government will be presented at the Annual Federation of Canadian Municipalities Conference, Association of Municipalities of Ontario Conference
  - Prepare targeted Federal Election advocacy campaign to party leaders and respective members during the 2019 Federal election period
  - Develop advocacy materials/document that captures the need and benefits for funding Guelph projects for sharing with elected representatives and senior public servants
- Meet with Provincial Policy/Program Representatives to:
  - Encourage foundations that support maintaining in core capital infrastructure – including roads & bridges (transit), operations fleet vehicles, energy infrastructure – as eligible criteria for funding
  - Advocate amassing eligible funds for future, larger infrastructure projects
- Project is dependent on key internal considerations
  - Intergovernmental Relations meeting with Ministry of Infrastructure to discuss program parameters

# Council Orientation

## Infrastructure Funding

### Council Decisions

- To seek approval for staff to submit applications for infrastructure funding when program details are made available
- To approve a strategy to advocate for financial support from other levels of government related to infrastructure projects under these 'Programs of Work'
- To request delegated authority to staff and Mayor to execute funding agreements for infrastructure projects upon grant application approval from the other levels of government

# Council Orientation

## Municipal Innovation Exchange and Civic Accelerator

Project Name	Municipal Innovation Exchange and Civic Accelerator
Service Area and Department	Office of the Chief Administrative Officer Strategy, Innovation and Intergovernmental Services
Lead Contact	Barbara Swartzentruber, Executive Director extension 3066



### Project Information

The Municipal Innovation Exchange is a joint initiative building on the work of the City of Guelph’s Civic Accelerator pilot and MaRS Discovery District’s Procurement by Co-design project in the Health Sector. The partnership includes the City of Guelph, City of London, City of Barrie, Innovation Guelph, Guelph Chamber of Commerce, the University of Guelph, MaRS Discovery District and the Brookfield Institute.

MIX will help evolve the Civic Accelerator model which was created in the spring of 2016 as a pilot program. This innovative pilot, developed with support from the Guelph Lab, re-configured the procurement process to enable business to work collaboratively with the City to develop innovative solutions to community challenges. The Accelerator embedded private sector start-ups inside City departments to experiment and prototype these potential solutions. This approach garnered significant interest from other municipalities, other government jurisdictions and internationally.

Following on the success of the Civic Accelerator pilot, the goal of the MIX project is to:

- Support the growth of the Civic Accelerator program in Guelph.
- Share learnings with other municipalities in Ontario.
- Identify and test innovative municipal procurement practices that will reduce barriers for entrepreneurs, start ups and other business to work with municipalities to solve challenges.
- Develop innovative solutions to municipal challenges that improve quality of life for Guelph and other communities and maximize tax dollars in an efficient way.
- Create and share a bank of tools to help municipalities innovate with vendors, test solutions before

# Council Orientation

## Municipal Innovation Exchange and Civic Accelerator

spending tax dollars to ensure they effectively tackle root causes of community challenges.

### Project Deliverables

- A virtual centre of excellence.
- Launch of Innovation Procurement Report in partnership with Brookfield Institute of Innovation + Entrepreneurship
- A series of innovation procurement challenge rounds in the cities of Guelph, London and Barrie. Guelph will launch the next round of the Civic Accelerator in Q4 2018.
- Publication of a Municipal Innovation Procurement Framework, including in a box type tools.
- Evaluation and case studies following the completion of each challenge round.

### Council Decisions

MIX is a fully funded project by Ontario Buys, a program within the Government of Ontario that provides funding and advice to a wide range of projects that help broader public sector organizations modernize their supply chains and other back office processes.

### Council Decisions

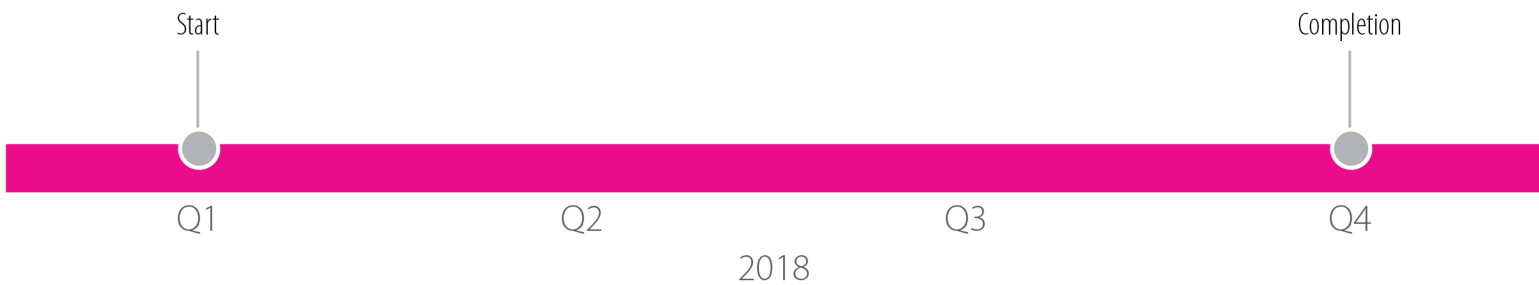
[guelph.ca/mix](https://guelph.ca/mix)

<https://guelph.ca/city-hall/open-government/municipal-innovation-exchange-mix/>

# Council Orientation

## 2018 Internal Audit Work Plan Update

Project Name	2018 Internal Audit Work Plan Update
Service Area and Department	Office of the Chief Administrative Officer Internal Audit
Lead Contact	Catherine Spence, Internal Auditor extension 3373



### Project Information

Internal Audit’s purpose is to provide independent and objective assurance and consulting activity that is guided by a philosophy of adding value to enhance the operations of the City. Internal Audit assists the City in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization’s governance, risk management and internal controls.

This is accomplished by developing annually a risk based work plan that sets out priorities of the Internal Audit function, that are reflective of the City of Guelph’s objectives, concerns and priorities; integrated and coordinated with the risk assessment performed by Internal Audit. The work plan is approved annually by Council.

### Project Deliverables

Specific to the 2018 work plan Council approved seven projects. During the year, one project was removed as the program’s implementation was delayed and another project was added as a result of an additional auditor joining the audit team. See attached.

It is anticipated by year end 67% of the projects will be completed and 33% in progress. Those still in progress are the Enterprise Risk Management Framework Update and the Project Management audit.

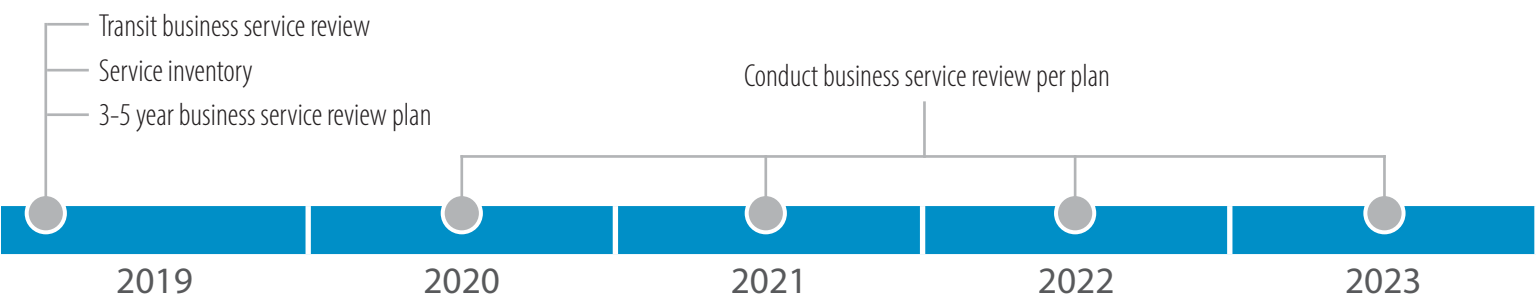
### Council Decisions

Very early in the new year Internal Audit will bring forward the 2019 risk based Internal Audit work plan for Council’s review and approval.

# Council Orientation

## Business Service Reviews

Project Name	Business Service Reviews
Service Area and Department	Office of the Chief Administrative Officer Business Process Management
Lead Contact	Katherine Gray, Program Manager extension 2006



### Project Information

Business service reviews examine the relevance, effectiveness and efficiency of City services, to ensure resources are allocated to achieve the best outcomes for the City and support long-term sustainability. Reviews achieve this by answering—what services do we provide? Are they core to our business? What value are they offering? What is the level of service? What are the impacts if that level or standard were to be altered? Can the efficiency and effectiveness be improved? Are there better ways to deliver the service?

Business service reviews can improve the ability of services to deliver their intended outcomes and/or reduce costs or minimize future cost increases (i.e. time, staff allocation or other resources).

The Council-approved business service review framework provides a systematic process for the collection, analysis, interpretation and presentation of information in order to support administrative and operational decisions about the effectiveness of service and the efficiency of delivery.

Three pilot reviews have been undertaken in Solid Waste Resources, Boulevard Maintenance and Transit. These were full business service reviews as well as testing and evaluating the processes and methodologies of the review framework, to identify areas of improvement.

A service inventory is under development to provide a high level view of all City services and baseline information of all services and will inform prioritization of services for review. Services will be prioritized by assessing impact to the organization, risk inherent with service and complexity of the service. The goal is to review all services provided by the City.

While the intent is to move as quickly as possible, comprehensive and meaningful reviews consume measurable amounts of time and resources (approximately 300 to 1,000 hours of effort, dependant on complexity of review), this is a multi-year endeavour and is being developed as an integrated continuous improvement program within the organization.

# Council Orientation

## Business Service Reviews

### Project Deliverables

Each business service review will have specific deliverables, but at a minimum each will include

- Stakeholder engagement
- Municipal benchmarking
- Report(s) with recommendations and implementation plans

### Council Decisions

There can be many different outcomes of a review including but not limited to:

- **No change** – delivering the right service at the right level
- **Change service level** –delivering the right service but should increase or decrease the level of service, which may or may not require a change to resources
- **Change service delivery** –delivering the right service but should change the way we offer the service, which may or may not require a change to resources
- **Change service type** - not offering the right service and need to change it, which may or may not require stopping a service that is not meeting the needs of users

As required, recommendations will be brought forward to Council for approval.

### Links to additional information

[Guelph.ca](https://guelph.ca)

<https://guelph.ca/city-hall/business-service-reviews/>

[Infonet](http://infonet)

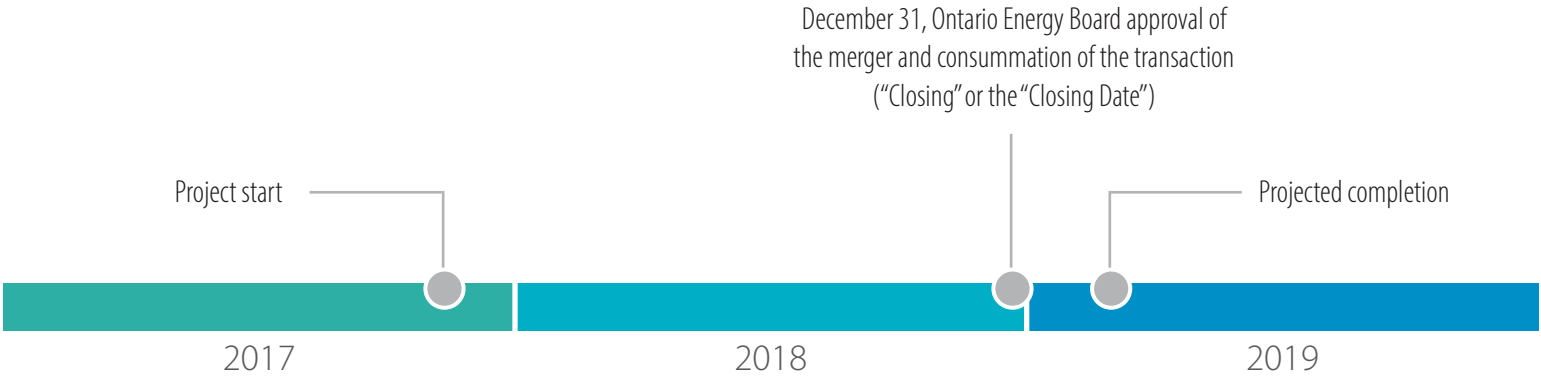
<http://infonet/Site/view.cfm?MENUID=2000666&SITEID=2000578&pageID=2000666&PAGETYPEID=1&OldCFID=94ccced0-1ea5-46c4-9872-a6cc4d953805>



# Council Orientation

## Guelph Hydro Electric Systems Inc. – Merger with Alectra Utilities Corporation

<b>Project Name</b>	Guelph Hydro Electric Systems Inc. – Merger with Alectra Utilities Corporation
<b>Service Area and Department</b>	Office of the Chief Administrative Officer Legal, Realty and Court Services
<b>Lead Contact</b>	Christopher C. Cooper, General Manager/ City Solicitor extension 2288



### Project Information

During its Meeting on December 13, 2017, City Council as Shareholder of Guelph Municipal Holdings Inc. ("GMHI") considered Report GMHI-2017-12, entitled "Decision regarding merger of Guelph Hydro with Alectra" (the "Report"). Following its consideration of the Report, the Shareholder adopted a series of Resolutions, which had the affect of approving the merger of Guelph Hydro Electric Systems Inc. ("GHESI") with Alectra Utilities Corporation ("AUC"), among other transactions. By Order of the regulator, the Ontario Energy Board, issued on October 18, 2018, GHESI and AUC were granted leave to amalgamate and continue as Alectra Utilities Corporation.

The Merger Participation Agreement (the "MPA") between GMHI, GHESI, Alectra Inc. ("Alectra") and AUC provides, in part, that, on the Closing Date, GMHI shall sell to Alectra all of GMHI's right, title and interest in and to all of the issued and outstanding shares in the capital of GHESI held by GMHI (the "Purchased Shares").

The purchase price for the Purchased Shares will be paid and satisfied by Alectra issuing and allotting to GMHI 485,000 Class G Common Shares in the capital of Alectra, representing 4.63% of the equity value in Alectra.

Immediately prior to Closing, GHESI will be entitled to declare and pay a one-time special distribution (i.e., dividend) to GMHI in the amount of \$18.5 million.

Immediately following Closing and the completion of the aforementioned transactions, GHESI and AUC will amalgamate pursuant to the execution and delivery of an amalgamation agreement.

# Council Orientation

Guelph Hydro Electric Systems Inc. – Merger with Alectra Utilities Corporation

## Project Deliverables

- A report to the Shareholder during the first quarter of 2019 providing an update on the merger and the status of the related transactions

## Council Decisions

On December 17, 2018, the Shareholder will be asked to consider approving the proposed new post-merger governance structure for GMHI and/or GMHI Development Corporation

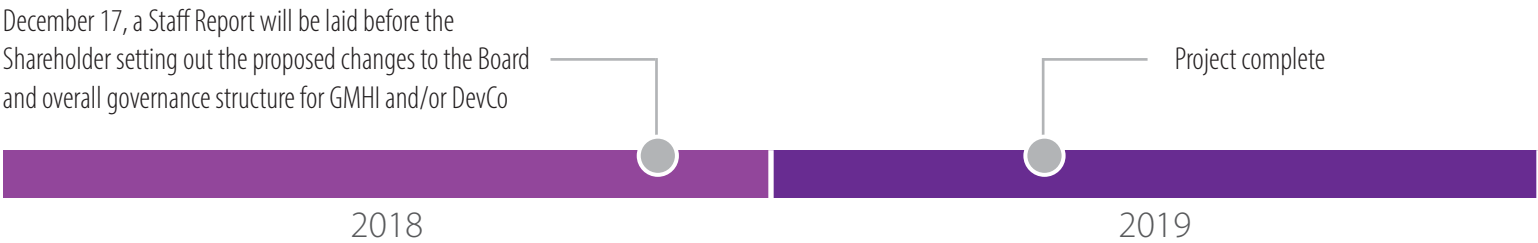
## Links to additional information

<https://guelph.ca/2017/12/guelph-city-council-approves-guelph-hydro-merger-alectra/>

# Council Orientation

## Guelph Municipal Holdings Inc. - Governance

<b>Project Name</b>	Guelph Municipal Holdings Inc. - Governance
<b>Service Area and Department</b>	Office of the Chief Administrative Officer Legal, Realty and Court Services
<b>Lead Contact</b>	Christopher C. Cooper, General Manager/ City Solicitor extension 2288



### Project Information

The City is the sole shareholder of Guelph Municipal Holdings Inc., which was incorporated initially on August 13, 2011. On September 6, 2014, the former Guelph Municipal Holdings Inc. amalgamated with Guelph Hydro Inc. The amalgamated corporation carries on business as Guelph Municipal Holdings Inc. ("GMHI").

Guelph Hydro Electric Systems Inc. ("GHESI") and GMHI Development Corporation ("DevCo") are subsidiaries of GMHI. Envida Community Energy Inc. was a subsidiary of GMHI prior to the former's July 1, 2018 amalgamation with GHESI. GMHI will cease being GHESI's parent company when the latter amalgamates with Alectra Utilities Corporation ("AUC") on or about December 31, 2018 ("Closing" or the "Closing Date").

A Merger Participation Agreement between GMHI, GHESI, Alectra Inc. ("Alectra") and AUC (the "MPA") provides, in part, that, on the Closing Date, GMHI will sell to Alectra all of GMHI's right, title and interest in and to all of the issued and outstanding shares in the capital of GHESI held by GMHI (the "Purchased Shares").

The purchase price for the Purchased Shares shall be paid and satisfied by Alectra issuing and allotting to GMHI 485,000 Class G Common Shares in the capital of Alectra, representing 4.63% of the equity value in Alectra. Immediately prior to Closing, GHESI will be entitled to declare and pay a one-time special distribution (i.e., dividend) to GMHI in the amount of \$18.5 million (the "Special Distribution").

On Closing, the City and GMHI intend to enter into a Unanimous Shareholder Agreement with Alectra, AUC (or its successor following its amalgamation with GHESI) and each of the existing Alectra shareholders, OMERS Infrastructure Corporation and their municipal shareholders (the "USA").

# Council Orientation

## Guelph Municipal Holdings Inc. - Governance

As a result of the foregoing transactions, there will be a need to review the GMHI governance structure, which currently consists of the City's Chief Administrative Officer (the Shareholder Representative under the GMHI Shareholder Declaration) serving as GMHI's sole Director and Chief Executive Officer ("CEO"); the CEO of GHESI serving as GMHI's Chief Financial Officer; and the City Solicitor serving as GMHI's Corporate Secretary.

GMHI may be called upon to assume the role of a potential conduit between Alectra and City Council as Shareholder of GMHI (the "Shareholder"), given the issuance of the Purchased Shares to GMHI, its receipt of the Special Distribution and subsequent annual dividends from Alectra, and its role as signatory of the MPA and the USA.

Upon the amalgamation of GHESI with AUC, there will be a necessary transferring of responsibilities of the former GHESI Board to the GMHI Board. This has the potential to result in the need for an increased administrative and decision-making role for GMHI or, in the alternative, DevCo, requiring increased Board membership and staff support thereto.

### Project Deliverables

- On December 17, 2018, a Staff Report will be laid before the Shareholder setting out the proposed changes to the Board and overall governance structure for GMHI and/or DevCo

### Council Decisions

The Shareholder will be asked to consider approving the proposed new post-merger governance structure for GMHI and/or DevCo

# **Council Orientation Infrastructure, Development and Enterprise Services (IDE)**

**December 12, 2018**

# Overview



IDE's dedicated team plans, protects, builds, sustains and grows Guelph's high quality of life and strong economy. Community safety, innovation, environmental leadership and building partnerships is at the heart of what we do.

# IDE Departments and Divisions

## Business Development and Enterprise

519-837-5600

[bizinfo@guelph.ca](mailto:bizinfo@guelph.ca)

[guelph.ca/biz](http://guelph.ca/biz)



General Manager

**Helen Loftin**

519-822-1260 extension 3657

[helen.loftin@guelph.ca](mailto:helen.loftin@guelph.ca)

- Downtown Renewal
- Economic Development
- Guelph Junction Railway

## Engineering and Transportation Services



General Manager/City  
Engineer

**Kealy Dedman**

519-822-1260 extension 2248

[kealy.dedman@guelph.ca](mailto:kealy.dedman@guelph.ca)

- Corporate Asset and Project Management
- Design and Construction
- Infrastructure, Development and Environmental Engineering
- Technical Services
- Transportation Services



# IDE Departments and Divisions

Environmental Services  
[guelph.ca/environment](http://guelph.ca/environment)



General Manager,  
Environmental Services  
**Peter Busatto**  
519-822-1260 extension 3430  
[peter.busatto@guelph.ca](mailto:peter.busatto@guelph.ca)

- Solid Waste Resources
- Water Services
- Wastewater Services

Guelph Innovation District



General Manager  
**Peter Cartwright**  
519-822-1260 extension 2820  
[peter.cartwright@guelph.ca](mailto:peter.cartwright@guelph.ca)



# IDE Departments and Divisions

## Facilities Management



Acting General Manager

**Antti Vilkkö**

519-822-1260 extension 2490

[antti.vilkkö@guelph.ca](mailto:antti.vilkkö@guelph.ca)

- Accessibility Services
- Civic Precinct
- Climate Change Office
- Complex Capital Projects
- Corporate Building Maintenance
- Corporate Energy Management

## Planning and Building Services

[guelph.ca/planning](http://guelph.ca/planning)



General Manager

**Todd Salter**

519-822-1260 extension 2395

[todd.salter@guelph.ca](mailto:todd.salter@guelph.ca)

- Building Services
- Development Planning
- Policy Planning and Urban Design

# Did You Know...

- 365 employees at four facilities
- we're accountable for \$164M dollars annually
  - 76% capital budget (\$68M)
  - 15.7% operating budget (\$24M)
  - 95% non-tax budget (\$72M)
- \$40M critical infrastructure—roads, bridges, watermains and sewers—designed and constructed in 2018
- 2,300 building permits processed each year for a total construction value of \$350M and 160 development applications
- 8 major business investments & expansions valued at over \$560M and 1,700 new jobs in the last year
- \$266K in corporate utilities savings through energy efficiency in 2018
- 59% of Guelph's waste is diverted from landfill
- \$41M in water/wastewater infrastructure deferred through conservation and efficiency efforts (2006-2016)



# Trends & Opportunities

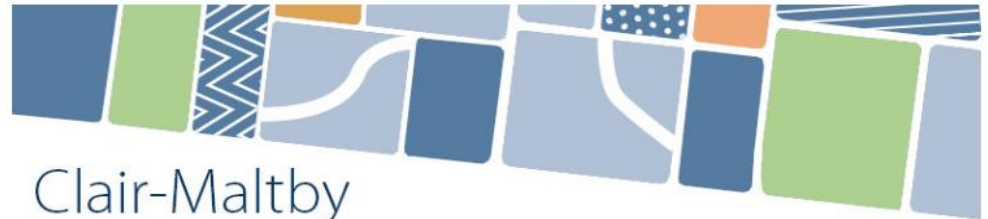
- Internal culture change and employee engagement
- Building Partnerships
- Addressing aging infrastructure through strategic asset management
- Guelph's environmental leadership position
- Continuous improvement and service review
- Legislated changes e.g. Blue Box/Full producer responsibility; growth and employment targets
- Intergovernmental advocacy
- Implementation—long-haul versus timely decisions (Council and administration)
- Innovation Corridor/Two-way, all day GO
- Smart Cities
- United States–Mexico–Canada Agreement > automotive and agricultural sector impacts



# Key Projects



## Baker District Redevelopment



## Clair-Maltby

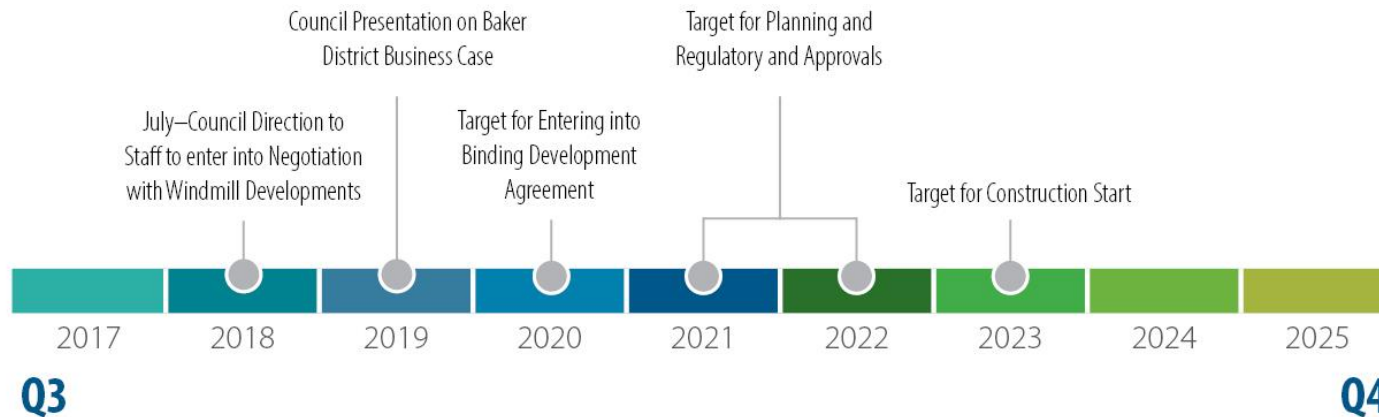
Transform. Connect. Community.



Guelph Innovation District



# Baker District Redevelopment

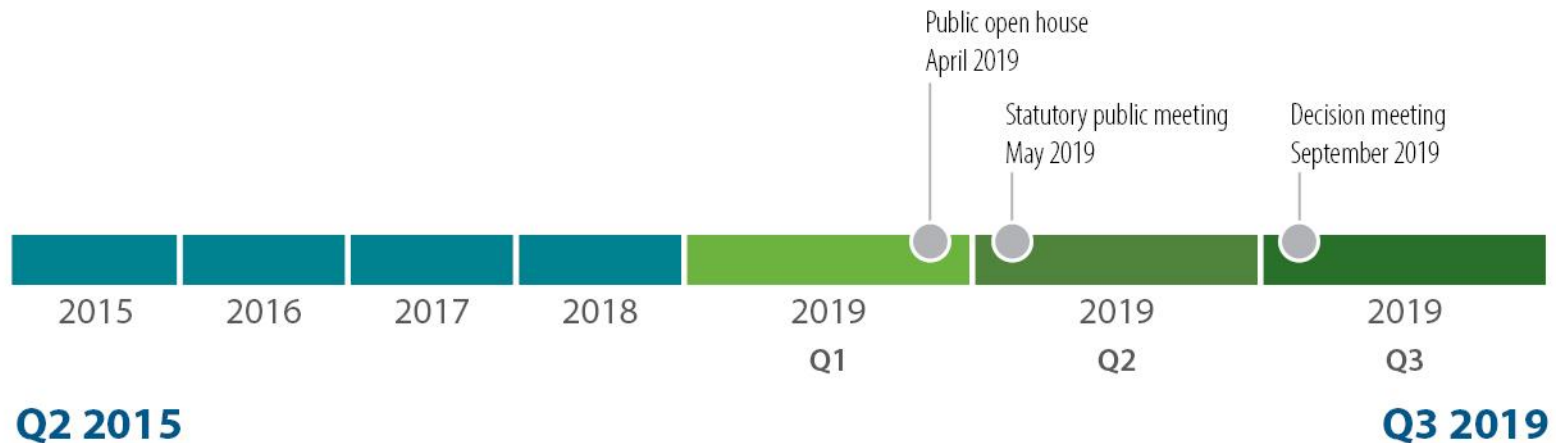


(estimated)

- Transform the existing parking lot into a dynamic mixed-use development anchored by a new library and open space that embeds new visitation and economic drivers in the downtown core.
- Anticipated benefits: 190 new permanent jobs; 500 new residents; \$900K in property taxes annually; \$7.3 million annual retail spending.
- Windmill Development Group to lead the planning, design and development.

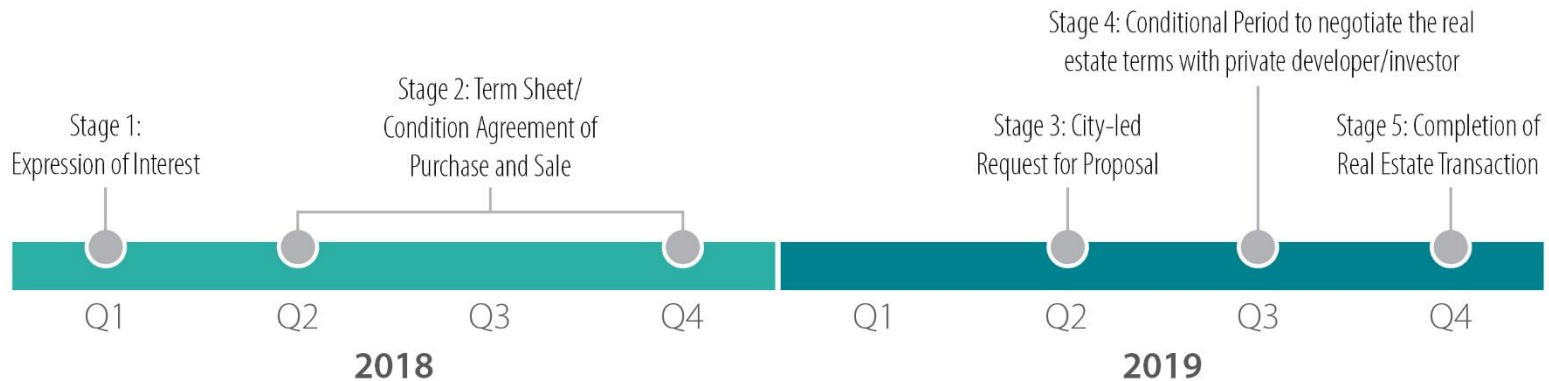


# Clair-Maltby Secondary Plan



- A comprehensive plan for the last unplanned greenfield in Guelph.
- Ensure Guelph meets minimum housing supply requirements.
- Located on the Paris Moraine—an important groundwater recharge area for the city and surrounding area.

# Guelph Innovation District (GID)



- About 1,000 acres to support employment and housing targets.
- Opportunity for an economic cluster focused on green-economy and innovation sector jobs and a carbon neutral community.
- Staff leading a real estate disposition and development process in partnership with qualified developers, other levels of government, and public institutions.

# Guelph Innovation District (GID)





# Water Budgets and Standard of Care

- Safe Drinking Water Act (SDWA) was passed in Ontario in 2002, with provisions for municipal drinking water licensing.
- Councillors are the owner of the municipal water system and responsible for demonstrating a standard of care that ensures the City's water system is well operated and maintained.
- Standard of Care training is scheduled in January and includes an overview of owner responsibilities and legislative expectations.



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Guelph Innovation District



General Manager  
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Engineering and  
 Transportation Services



General Manager/City  
 Engineer  
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General Manager,  
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Facilities Management



Acting General Manager  
**Antti Villkos**  
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 a.villkos@guelph.ca

# Council Orientation

## Baker District Redevelopment

Project Name	Baker District Redevelopment
Service Area and Department	Infrastructure, Development and Enterprise Services Business Development and Enterprise
Lead Contact	Helen Loftin, General Manager extension 3567



### Project Information

The Baker District Redevelopment is a City led project aimed at transforming an existing parking lot and properties fronting the north end of Wyndham Street into a dynamic mixed-use development anchored by a new central library and public open space.

The Baker District Redevelopment is a key component of the City’s Downtown Secondary Plan, which envisions the project to be a model of urban intensification. It is intended to embed new visitation and economic drivers within the historic core of Downtown Guelph through a combination of public destinations and substantial residential and commercial development.

Through an RFP process, Windmill Development Group has been selected as the preferred partner and will lead the planning, design and development. Windmill will own the residential and commercial components, and partner with the City in developing the public components.

Estimated Economic Impacts of the Redevelopment:

- New Permanent Employment: ~190 Jobs
- New Residents: ~500 Persons
- Estimated Annual Property Taxes: ~ \$900,000
- Annual Retail Spending: ~ \$7.3 million

# Council Orientation

## Baker District Redevelopment

### Project Deliverables

Estimated Milestone Activities:

- New Central Library (88,000 ft2)
- New Urban Park (0.2 ha)
- ~275 Residential Units (Two Towers)
- ~500 Public parking spaces
- ~150,000 ft2 of Proposed Institutional Space
- ~3,500 ft2 of Proposed Commercial Space

### Council Decisions

Upcoming Decisions:

- 2019 – Baker District Business Case
- 2020 – Binding Development Agreement

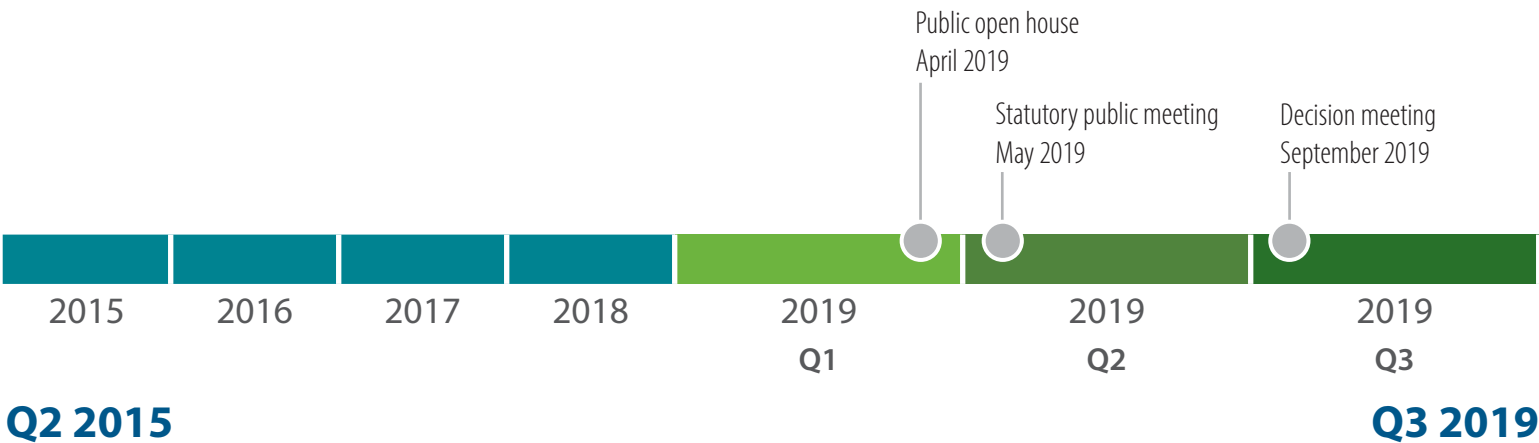
### Links to additional information

<https://guelph.ca/business/downtown-business/bakerdistrict/>

# Council Orientation

## Clair-Maltby Secondary Plan

Project Name	Clair-Maltby Secondary Plan
Service Area and Department	Infrastructure, Development and Enterprise Services Planning, Urban Design and Building Services
Lead Contact	Todd Salter, General Manager extension 2395



### Project Information

The Clair-Maltby Secondary Plan is being undertaken to comprehensively plan the last unplanned greenfield area in Guelph. Its purpose is to develop a land use plan for the study area that provides more detailed planning objectives and policies than those found in the overall Official Plan.

The Clair-Maltby Secondary Plan will address the following:

- an integrated mix of land uses (residential, employment and commercial);
- appropriate building heights, densities and built form to contribute to a vibrant community of neighbourhoods;
- preservation of environmental features and functions, cultural heritage and archaeological resources;
- location of parks, trails, open space, schools and community facilities;
- integrated transportation networks to promote walking, cycling and transit;
- servicing and infrastructure (e.g. water mains, sanitary sewers, stormwater management); and,
- phasing of development.

The Clair-Maltby Secondary Plan is necessary to ensure the City is able to meet the minimum housing supply requirements of the Provincial Policy Statement over the medium and long-term as well the requirements of the Growth Plan for the Greater Golden Horseshoe. In meeting these requirements, development activity will continue and housing units will be created in Guelph, as building permits are issued.

The Clair-Maltby Secondary Plan area is located on the Paris Moraine, which is an important groundwater recharge area for the city and surrounding area. Accordingly, a Comprehensive Environmental Impact Study (CEIS), which includes integrated groundwater studies to characterize the existing functions of groundwater

# Council Orientation

## Clair-Maltby Secondary Plan

needed to support municipal water supplies and ecological habitat, is being undertaken. The CEIS and other technical studies support informed decisions around land use planning. City staff continues to review groundwater monitoring results and are using the City's science-based models to simulate proposed development scenarios to identify, quantify and map potential impacts and mitigation strategies' effectiveness for planning purposes.

### Project Deliverables

#### Phase One Project Deliverables (complete)

- Technical work plans and background reports
- Vision and Guiding Principles (approved by Council July 2017)
- Phase 1 Report presented to Committee of the Whole on July 4, 2017)

#### Phase Two Project Deliverables (complete)

- Conceptual Community Structure (approved by Council December 2017)
- Technical Memos and Studies
- Three Community Structure Alternatives
- Planning and Design Charrette (including Public Information Centre #2)
- Preferred Community Structure (approved by Council June 2018)
- Phase 2 Report presented to Council on June 14, 2018

#### Phase Three Project Deliverables (ongoing)

- Public Workshops to inform policy development (Q4 2018)
- Draft Secondary Plan (Q1 2019)
- Public Open House/Public Information Centre #3 (combined) (Q2 2019)
- Statutory Public Meeting (Q2 2019)
- Completion of Technical Studies (Q2 2019)
- Recommended Secondary Plan and associated Official Plan Amendment for Council Approval (Q3 2019)
- Final Master Environmental Servicing Plan document and Notice of Completion (Q3 2019)

### Council Decisions

- Adoption of the recommended Secondary Plan and associated Official Plan Amendment
- Approval of the Master Environmental Servicing Plan for filing the Notice of Completion

### Links to additional information

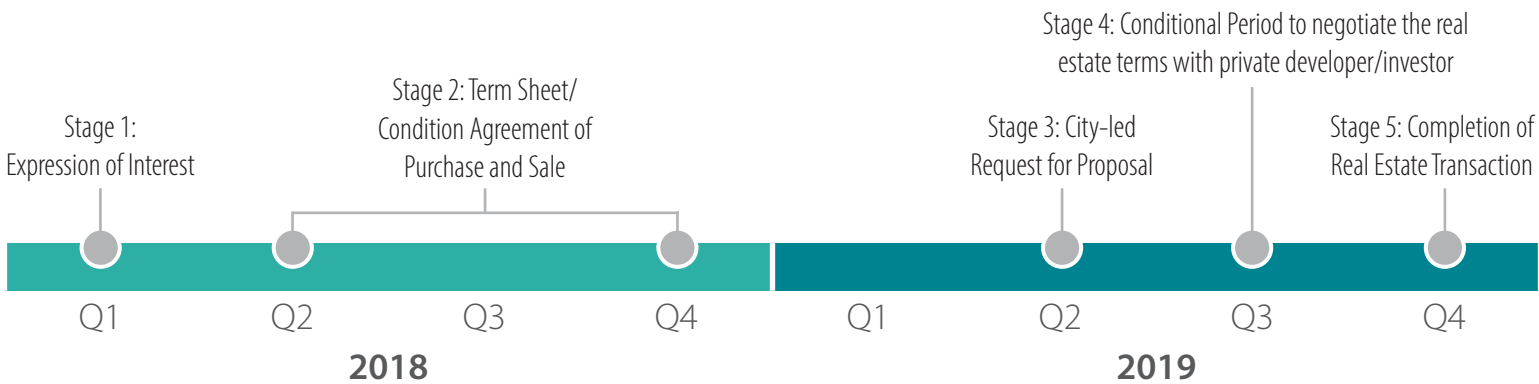
[guelph.ca/clair-maltby](http://guelph.ca/clair-maltby)

<https://guelph.ca/plans-and-strategies/clair-maltby-secondary-plan/>

# Council Orientation

## Guelph Innovation District (GID) Implementation

Project Name	Guelph Innovation District (GID) Implementation
Service Area and Department	Infrastructure, Development and Enterprise Services Guelph Innovation District
Lead Contact (General Manager)	Peter Cartwright, General Manager extension 2820



### Project Information

The Guelph Innovation District consists of approximately 1,000 acres that will support employment and housing targets consistent with Guelph’s Growth Management Strategy and the Province’s Growth Plan; enable an economic cluster focused on green-economy and innovation sector jobs; and offer opportunities to commercially achieve a carbon neutral community.

Council has directed staff to initiate a real estate disposition and development process to realize the goals and objectives of the GID Secondary Plan in partnership with qualified private development interests, other levels of government, and public institutions.

The goals and objectives of the GID are as follows:

- Creation of a compact, mixed-use community that provides meaningful places to live, work, shop, play and learn;
- A knowledge-based innovation cluster that attracts employment (8,500 new jobs) and residential uses (6,500 new residents) both anchored by a new mixed use urban village and main street;
- Build on natural open space and cultural heritage resources, such the former Guelph Correctional Centre and the current Turf Grass Institute buildings, of the area; and
- Contribute to carbon neutrality through building performance standards, on and off-site renewable energy and potential district energy or equivalent programs.

Infrastructure Ontario has declared approximately 300 acres of its property as surplus, and the City has been given the first opportunity to acquire the subject properties (commonly described as the “Turf Grass Lands”, the “Wellington Detention Centre Lands” and the “Conservation Lands” as referenced in Map 1). The City is currently

# Council Orientation

## Guelph Innovation District (GID) Implementation

conducting its due diligence to acquire the subject properties. Concurrent with the City's potential acquisition is the disposition of the "Turf Grass Lands" and the "Wellington Detention Centre Lands" through a competitive bid process to qualified development interests.

### Project Deliverables

- Stage 1: Expression of Interest – Q1/18 (completed)
- Stage 2: Term Sheet/Condition Agreement of Purchase and Sale – Q2-Q4/18 (well advanced at the time of preparing this document)
- Stage 3: City-led Request for Proposal – Q2/19 (documents being prepared at the time of preparing this document – conditional on outcome of previous Stage)
- Stage 4: Conditional Period – Q3/19 - to negotiate the real estate terms with private developer/investor (conditional on outcome of previous Stage).
- Stage 5: Completion of Real Estate Transaction (conditional on outcome of previous Stage).

### Council Decisions

Through the following resolutions, Council has delegated the following decision making authority to staff:

- That the Mayor and City Clerk be authorized to execute the terms and conditions of a Letter of Intent/ Conditional Agreement of Purchase and Sale to acquire from the Province of Ontario property within the Guelph Innovation District, as described in Council Report IDE-2017-140, specifically lands identified as the former Wellington Detention Centre and the Turf Grass lands, subject to the terms and conditions of a Letter of Intent/Conditional Agreement of Purchase and Sale being acceptable to the Deputy Chief Administrative Officer of Infrastructure, Development and Enterprise, and the Deputy Chief Administrative Officer Corporate Services.
- That staff be directed to develop and issue a Request for Proposals to seek submissions from private development interests to develop property within the Guelph Innovation District, as described in Council Report IDE-2017-140, subject to its contents being acceptable to the Deputy Chief Administrative Officer of Infrastructure, Development and Enterprise, and the Deputy Chief Administrative Officer Corporate Services.
- That staff be directed to assess Request for Proposal submissions from private development interests, and subject to the approval of the Deputy Chief Administrative Officer of Infrastructure, Development and Enterprise and the Deputy Chief Administrative Officer Corporate Services, conduct negotiations to sell and develop property within the Guelph Innovation District.
- That the Mayor and Clerk be authorized to execute an agreement of purchase and sale for the purpose of selling property within the Guelph Innovation District to a private development interest, subject to the contents of the agreement of agreement of purchase and sale being acceptable to the Deputy Chief Administrative Officer of Infrastructure, Development and Enterprise and the Deputy Chief Administrative Officer Corporate Services.
- That staff be directed to utilize the Tax Rate Operating Contingency Reserve #180 for operating costs to an upset limit of \$3,500,000, and that the Water Capital Reserve Fund #152 be utilized to fund the refundable deposits as required to an upset limit of \$6,500,000, as identified in Council report IDE2017-140, and that staff calculate and charge to the project an appropriate rate of return of 3.5% per annum plus an additional 1.5% related to the risk of the project, subject to the approval of the Deputy Chief Administrative Officer Corporate Services, and the City Treasurer.



# Council Orientation

## Guelph Innovation District (GID) Implementation

Council also approved the following resolutions, which may result in Council making decisions on specific matters:

- That staff be directed to update Council through the weekly information package before each stage on the progress of the GID real estate transaction.

### Links to additional information

- Staff Report – IDE-2017-140 – Guelph Innovation District (GID) Real Estate Options: [https://guelph.ca/wp-content/uploads/council\\_agenda\\_121117.pdf](https://guelph.ca/wp-content/uploads/council_agenda_121117.pdf)
- Guelph Innovation District Secondary Plan: <https://guelph.ca/plans-and-strategies/guelph-innovation-district-york-district-lands/>

# Council Orientation

## Water Budgets and Standard of Care

<b>Project Name</b>	Water Budgets and Standard of Care
<b>Service Area and Department</b>	Infrastructure, Development and Enterprise Services Environmental Services
<b>Lead Contact</b>	Peter Busatto, General Manager, Environmental Services extension 3430

### Project Information

In December 2002, the Ontario government passed the Safe Drinking Water Act (SDWA) with provisions to establish a new Municipal Drinking Water Licensing Program. The SDWA requires that, in order for municipal drinking water systems to obtain a Municipal Drinking Water Licence, every owner must have all of the following elements in place:

- a Permit to Take Water, as required by the Ontario Water Resources Act;
- a Drinking Water Works Permit i.e., a permit to establish or alter a drinking water system;
- an Operational Plan that documents the operating authority's quality management system;
  - an Accredited Operating Authority i.e., proof that the body in charge of operating the drinking water system has been accredited by a third-party audit; and
- a Financial Plan.

Under the SDWA Municipal Councillors are defined as the system owner and have responsibility to demonstrate their standard of care through approval of the above noted documents and provision of required resources to ensure the City's water system is maintained in a fit state or repair.

The Walkerton Clean Water Center offers a Standard of Care course for elected municipal officials that will be offered during Water Services' orientation to help new councillors understand their responsibilities as the system owner and the complexities of provision of municipal water resources. This training session will be paired with an overview by staff in Water Services, Wastewater Services and Finance to discuss scope and funding streams for these net zero utilities as well as a brief overview of reports coming forward in Q1 2019 to support administrative regulatory approvals required of the owner under the SDWA.

### Project Deliverables

- Walkerton Clean Water Centre – Standard of Care Training for Municipal Councillors
- 2018 Water Services Annual and Summary Report
- a Drinking Water Works Permit i.e., a permit to establish or alter a drinking water system
- Water Services Operational Plan
- Water and Wastewater Long Range Financial Plan
- Gazer Mooney Subdivision Operating Agreement

### Council Decisions

- approve 2019 Water Services Operational Plan (Jan 2019)
- approve 2019 Water Services Non-Tax Budget (Jan 2019)
- approve 2018 Water Services Annual and Summary Report (Mar 2019)

# Council Orientation

## Water Budgets and Standard of Care

- approve 2019 Gazer Mooney Subdivision Operating Agreement with GET (Mar 2019)
- approve 2019 Water and Wastewater Long Range Financial Plan (Mar 2019)

### Links to additional information

Walkerton Clean Water Centre – Standard of Care Training

<https://www.wcwc.ca/en/training/scheduled-courses/>

Taking Care of Your Drinking Water; a guide for members for Municipal Councils

[https://www.ontario.ca/page/taking-care-your-drinking-water-guide-members-municipal-councils?\\_escaped\\_fragment\\_ =/](https://www.ontario.ca/page/taking-care-your-drinking-water-guide-members-municipal-councils?_escaped_fragment_=)

2017 Guelph Water Services Annual and Summary Report

<https://guelph.ca/wp-content/uploads/2017-Annual-Summary-Water-Services-Report.pdf>

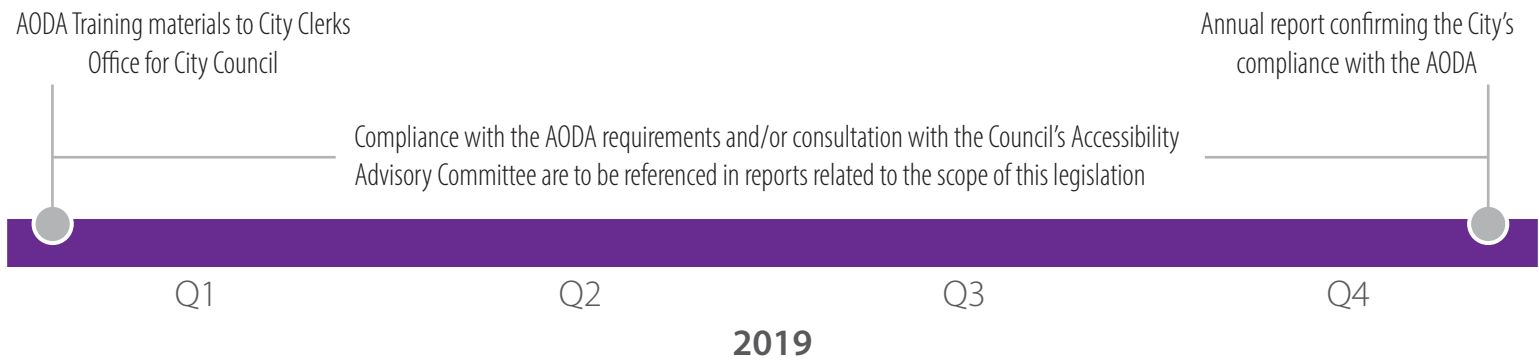
2014 City of Guelph Water and Wastewater Long Range Financial Plan

<http://guelph.ca/wp-content/uploads/Water-and-Wastewater-Long-Range-Financial-Plan2.pdf>

# Council Orientation

## Accessibility for Ontarians with Disabilities Act (AODA) Compliance

Project Name	Accessibility for Ontarians with Disabilities Act (AODA) Compliance
Service Area and Department	Infrastructure, Development and Enterprise Services Facilities Management
Lead Contact	Antti Vilkkio, General Manager extension 2490



### Project Information

Compliance with the Accessibility for Ontarians with Disabilities Act (AODA) is a requirement under Provincial legislation. The purpose of the AODA is to guide corporations on how to remove barriers in their services, facilities and programs that people with a disability typically experience. Corporations such as the City are expected to incorporate this guidance into their everyday work. Each year the City must report its compliance status to the public through Council. Every second year the City must also report its compliance to the Province.

The City is in good standing with the Province and in many aspects exceeds the Provincial requirements under this legislation. There are accessibility requirements for policies, accessibility plans, procurement, kiosks, training, information and communication, employment, transportation, design of public spaces, and customer service. Non-compliance with these requirements may result in fines from the Province.

The AODA compliance dates are varied based on specific conditions

### Project Deliverables

- January 2019: AODA Training materials to City Clerks Office for City Council
- Throughout the year: Compliance with the AODA requirements and/or consultation with the Council's Accessibility Advisory Committee are to be referenced in reports related to the scope of this legislation.
- December 2019: Annual report confirming the City's compliance with the AODA.

# Council Orientation

## Accessibility for Ontarians with Disabilities Act (AODA) Compliance

### Council Decisions

- Council's decisions will be related to their consideration of the impacts for people with a disability in many City projects.
- Corporate compliance reporting will be presented to Council as an information report at the end of 2019.

### Links to additional information

Accessibility information on Guelph.ca:

<http://guelph.ca/living/accessibility/>

Accessibility Advisory Committee agenda and minutes:

<https://guelph.ca/city-hall/council-and-committees/advisory-committees/accessibility-advisory-committee/>

Accessibility Plans and Policy:

<https://guelph.ca/living/accessibility/accessibility-plan/>

Facility Accessibility Design Manual:

<https://guelph.ca/living/accessibility/facilities/>

# Council Orientation

## Corporate Asset Management

<b>Project Name</b>	Corporate Asset Management
<b>Service Area and Department</b>	Infrastructure, Development and Enterprise Services Engineering and Capital Infrastructure Services
<b>Lead Contact</b>	Kealy Dedman, General Manager/City Engineer extension 2248

### Project Information

Since 2016, the City has been rapidly advancing its corporate asset management program to protect and enhance the quality of life in Guelph by making the best possible decisions about the City’s asset portfolio. In 2017, Council approved the City’s first Corporate Asset Management Plan and Policy, which outlined the processes and practices in place to get the maximum value from the City’s assets and ensure the delivery of City services for the foreseeable future. The following year, Council approved updated versions of the plan and policy.

Asset management provides a mechanism for reliable, repeatable and transparent decision making. The 2016-2020 Corporate Asset Management Work Plan aims to realize the full benefits of asset management by systematically developing, embedding and integrating principles that can continuously be improved across all departments. The first year of the work plan met the targets, and several initiatives are ahead of schedule. The initiatives are steadily engraining asset management philosophies into the way we do business, and are gradually aligning teams, processes and resources across the City towards common asset management objectives.

Since 2016, the City’s asset management capabilities have advanced from “Basic” (2.6 out of 5) to “Core” (3.4 out of 5), when measured against the International Infrastructure Management Manual maturity index (IPWEA, 2015). The current work plan aims to advance this further to “Intermediate” at 4.6 out of 5 by 2020.

As a result, the City is better positioned to optimize the balance between asset performance, service and asset risks that will create real value for the City and its citizens.

### Project Deliverables

Through consultation with representatives from every department at the City, as well as with Council, the City established five key objectives for the corporate asset management program as part of the Asset Management Policy. The five key objectives, as well as other asset management initiatives, are either in progress or have been completed.

### Council Decisions

In accordance with O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure and the Council approved Strategic Asset Management Policy, annual reporting on the City’s asset management program and progress is required.

# Council Orientation

## Corporate Asset Management

### Links to additional information

<https://guelph.ca/plans-and-strategies/corporate-strategic-plan/asset-management-program/>

# Council Orientation

## Guelph's Economic Development Strategy

Project Name	Guelph's Economic Development Strategy
Service Area and Department	Infrastructure, Development and Enterprise Services Business Development and Enterprise
Lead Contact	Helen Loftin, General Manager extension 3567



### Project Information

The City is approaching the final year of its 10-year economic development strategy—*Prosperity 2020*. In order to sustain and continue to grow Guelph's diverse and prosperous local economy, a renewal of its economic development strategy is required. The strategy will reflect the current state and future direction of the City's economic development activities, which will be based on a comprehensive economic base analysis and a review of the community and City economic development programs, City policies and plans. The strategy development will also be coordinated with and informed by the findings of the Community Plan that is currently underway. Given Guelph's anticipated continued growth, key projects underway (e.g. GID, Baker District Redevelopment, Innovation Corridor), and the need to stay abreast of the rapidly changing world around us, this strategy and implementation plan will assist in developing annual Business Development Enterprise work and budget plans from 2020 to 2025. The strategy will provide direction for actionable recommendations related to programs, resource requirements and strategic partnerships aimed at the creation, retention, expansion and attraction of business and new investment opportunities. Additionally, the plan will include recommendations for talent development, retention and attraction strategies.

### Project Deliverables

- Establish an economic development strategy steering committee including local sector businesses, education and government representation (Q1-2019)
- Complete an economic base analysis, environmental scan and mid-term report (Q1-2019)
- Report on strategic directions, recommendations and an implementation plan (Q2/Q3-2019)
- Present to Council and community stakeholders of findings, recommendations and implementation plan (Q3/Q4-2019)



# Council Orientation

## Guelph's Economic Development Strategy

### Council Decisions

Receive and approve Guelph's economic development strategy for the next five years to 2025.

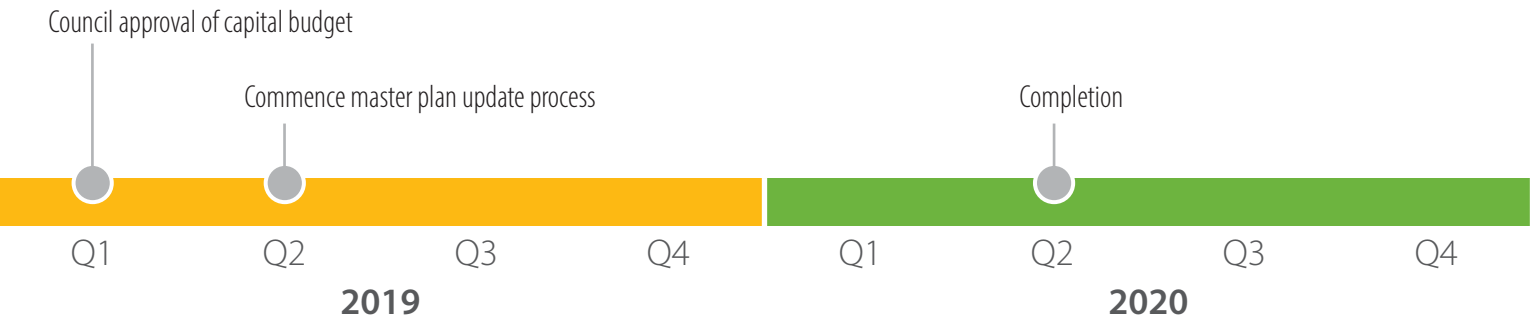
### Links to additional information

<https://guelph.ca/plans-and-strategies/prosperity-2020/>

# Council Orientation

## Solid Waste Management Master Plan Update

Project Name	Solid Waste Management Master Plan Update
Service Area and Department	Infrastructure, Development and Enterprise Services Environmental Services
Lead Contact	Peter Busatto, General Manager, Environmental Services extension 3430



### Project Information

The Solid Waste Management Master Plan update (SWMMP) will update the 2014 version of this plan by identifying new and refining existing City policies, programs, and practices related to waste management and minimization in Guelph.

The scope of work includes:

- Comprehensive public consultation;
- Update of population data and associated waste generation projections;
- Identification of future waste management considerations and requirements including waste diversion targets, reduction and disposal alternatives, enhancements to customer service, and cost efficiencies;
- Assessment and development of recommendations and adaptive strategies to potential impacts associated with ongoing waste-related legislative changes in Ontario;
- Identification of associated infrastructure and cost implications arising from any recommendations or future requirements for update and inclusion in the Solid Waste Resources 10-year capital forecast, and development of a long-term growth forecasting model in support of capital planning and development charge allocation; and,
- Assessment of issues of special significance to the community derived through the formal public consultation process or community advocacy e.g. Council direction to include investigating a strategy for the elimination of single-use plastic grocery bags in Guelph.

# Council Orientation

## Solid Waste Management Master Plan Update

### Project Deliverables

Approved Solid Waste Management Master Plan update

### Council Decisions

- Q1 2019 Approval of City capital budget inclusive of funding to support update of the Solid Waste Management Master Plan
- Q2 2019 Approval of the formation of a Public Advisory Committee for the Solid Waste Management Master Plan update
- Q2 2020 Approval in principle of the recommendations arising from the Solid Waste Management Master Plan update and required budgetary impacts into future capital and operating budgets for consideration as part of the annual budget process.

### Links to additional information

<https://guelph.ca/plans-and-strategies/solid-waste-management-master-plan>

# Council Orientation

## Transportation Master Plan

Project Name	Transportation Master Plan
Service Area and Department	Infrastructure, Development and Enterprise Services Engineering and Capital Infrastructure Services
Lead Contact	Kealy Dedman, General Manager/City Engineer extension 2248



### Project Information

The Transportation Master Plan update will look at transportation planning in Guelph and surrounding areas to 2041. The plan will define how Guelph’s transportation system will adapt, grow and evolve as the way we travel changes over time, and as our community continues to grow.

An updated transportation strategy is needed to develop and support all modes of transportation to ensure the efficient movement of people and goods in the city. This requires consideration of road capacity optimization (transit, transportation demand management, car share, bike share, and carpooling) and other emerging transportation opportunities to solve transportation problems.

The previous 2005 Guelph-Wellington Transportation Study is a city- and county-wide policy that has passed through the Environmental Assessment (EA) process and currently serves as an implementation tool for the City of Guelph and Wellington County Official Plans (OP).

The Transportation Master Plan update will see the integration of policies related to walking, cycling and transit use as well as provide a recommendation for a transportation network that will inform future updates of the Official Plan, the Cycling Master Plan, the Transit Growth Plan, and other development– or travel– related plans.

The updated Transportation Master Plan will also include a review of provincial transit and highway initiatives that affect inter-regional travel patterns.

As part of the Transportation Master Plan update, the City will:

- Review and update the vision for transportation in Guelph;
- Analyze how Guelph’s transportation system has changed over time, and how this affects changes in travel patterns and behaviours;
- Make transportation planning even more integrated with other City plans; and
- Include the community throughout the process through updates and engagement.

# Council Orientation

## Transportation Master Plan

### Project Deliverables

- Q2 2017 – Council endorsement of Scope/Terms of Reference for TMP (completed)
- Q3 2017-Q2 2018 – Data collection and internal stakeholder workshops (completed)
- Q3/Q4 2018 – Retain Transportation Planning consultant (completed)
- Consultant work planned for 2019:
  - Review of existing policies and best practices to be integrated into a comprehensive TMP update
  - Complete future traffic forecasting using the transportation model, including setting up achievable mode share targets
  - Identify and evaluate alternative network scenarios that prioritize transit, sidewalk and cycling facilities based on the 2031 planning horizon
  - Develop policy recommendations and recommend an action plan to prioritize the policies and projects identified in the preferred scenario
  - Community and City staff engagement, both in person and digital, is anticipated at each stage of the study. Guelph's citizens and City staff will need to be kept regularly informed on findings, progress and recommendations.
- Q3 2020 – Final deliverable will be the TMP document and policy recommendations for Council approval

### Council Decisions

The TMP and policy recommendations will require Council approval in 2020.

### Links to additional information

<https://guelph.ca/plans-and-strategies/transportation-master-plan/>