

# COMMITTEE AGENDA



TO **Corporate Services Committee**

DATE Monday June 29, 2015

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 2:00 p.m.

---

## **DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

### **Corporate Services – Council Shared Agenda Workplan**

Mark Amorosi, Deputy CAO, Corporate Services

#### **Recommendation:**

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

## **ADJOURN**

# **Council Shared Agenda**

## **Corporate Services**

## **Committee Workshop**

### **(June 29, 2015)**

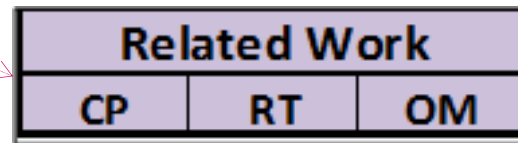
# Shared Agenda Development (Recap)



# **Council Shared Agenda (CSA) Work Plans Understanding**

# Work Plans Explanation

DELIVERABLES	Related Work			Approved?	Total	CURRENT			2015	2016	2017	2018	Best Case Completion
	CP	RT	OM			Stable	Stage	Est.					
1) Parking Master Plan (incl financial strategy, revenue opp.)		YES	YES		YES	■	I	96	1) Develop Funding Strategies, eng assessment, permits (May-Sep)	1) Council (Sep)			Q3/2015
2) Wilson St. Parkade Project (350 capacity)	YES	NO	NO		NO	■	I	96	2) Refresh 2009 Design Bid Specs, eng assessment, permits (May-Sep)	2) Comm Eng (July/Aug)	2) \$	Tender & Design Build (Q1)	Q3/2017
3) Neeve St. Parkade Project (350 capacity)		YES	NO		NO	■	I	96	3) Continued Discussion with GO and gain agreements on: finance model, capacity, logistics etc.			3) \$	2020



**OM:**  
Outstanding  
Motions

**CP:**  
Corporate  
Priorities 2014+

**RT:**  
Round Table  
Topics

Other Existing Priority Work

Corporate Priority 2014+	Round Tables	Council Shared Agenda (CSA)
PC-1: Growth Well-being		
PC-2: Open Government Plan	Open Government	Enhance Local Government
PC-3: Council Strategic Planning Process Approach 2015+		
PC-4: Leadership Contract		Effective Local Leadership
PC-5: Citizens First / Customer Service Framework / Policy	Citizens First / Customer Services	Quality Services & Customer Services
PC-6: Technology Strategy	Technology	
PC-7: Corporate Identity		
PC-8: GMI		GMI
PC-9: Enterprise Framework		Balanced Development
FB-1: Talent Management		
FB-2: Tech - Applications		
FB-3: Tech - Infrastructure		
FB-4: Tech - Enterprise		
FB-5: Project / Program Management	Project and Program Management	
Audit & Business Performance Framework		Service Reviews & Value of Money
KOE, OT Audit, Time Keeping Study		
City of Guelph Communication Plan	Communications	
Corp Reputation Mgmt Framework, Issue Mgmt System, etc.		
Intergovernmental Action Plan Framework	Intergovernmental Advocacy	
Tax Supported Operating Budget Framework	Budget	Taxation, Tax Formula
Compensation Framework, Multi-yr Tax Supported Op Budget		
Infrastructure / Asset Management Framework	Asset Management	Infrastructure Investments
Strategic & Standalone Asset Reserve Strategy		
GMI Key Projects (District Energy)		District Energy
District Energy, GMI / CSI Alignment		
GEO Key Projects		
Parking Dev't BC, Baker St Cluster Dev't, OT Bull Farm Stacker Manual		OT Parking, Affordable Housing, Balanced Dev't, South End Rec Centre, East End, Brownsfield, Transit Improvements
South End Community Centre Business Case		
Planning for Growth Projects		
GEO Dev't Strategy, GEO Secondary Plan, Housing Strategy, Reg Transportation Strategy		
	Policy Coordination	
	People	
	Administrative Improvements	

PC: Core Change  
 FB: Foundation Builder  
 EF: Enabler Project  
 Corp Priority Projects that are listed in CSA and / or Round tables

# Work Plans Explanation

DELIVERABLES	Related Work			Approved?			CURRENT			2015				2016	2017	2018	Best Case Completion
	CP	RT	CM	Total	B	Sts	Stage	Est	Factor	Q3	Q3	Q4					
1) Parking Master Plan (incl financial strategy, revenue opp.)			YES	YES		YES			96								Q3/2015
2) Wilson St. Parkade Project (350 capacity)	YES	NO		NO		NO			96								Q3/2017
3) Neeve St. Parkade Project (350 capacity)			YES			NO			96								2020

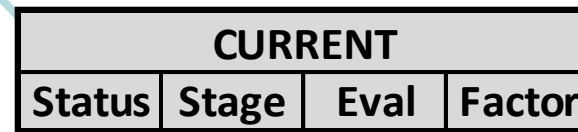
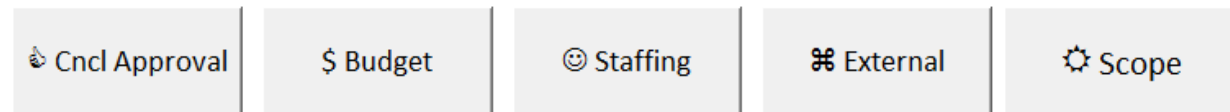
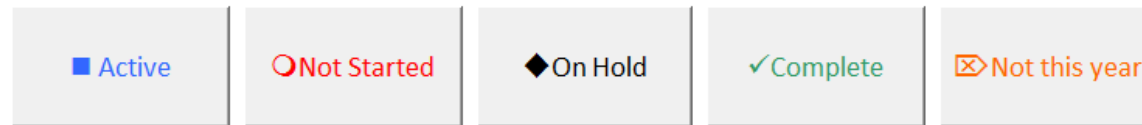
Approved?		
\$	Total	😊
YES	60K	YES
NO	TBD	NO
REJ	5K	YES
N/A	0	YES

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

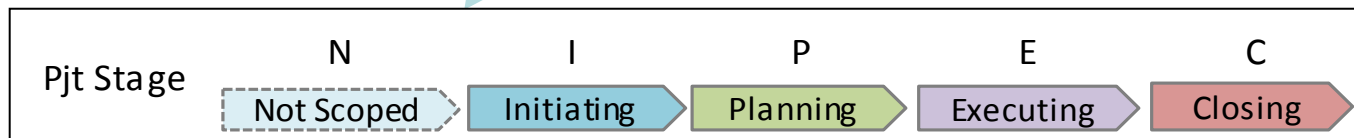
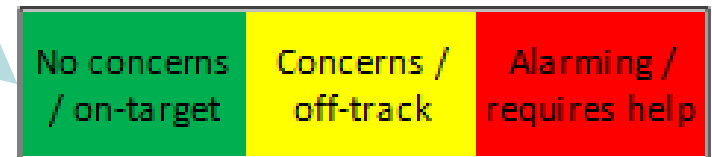
YES: Staff secured  
 NO: Capacity issue

# Work Plans Explanation

DELIVERABLES	Related Work			Approved?	B	CURRENT?			2015				2016	2017	2018	Best Case Completion
	CP	RT	OM			\$	Total	Status	Stage	Est	Q2	Q3				
1) Parking Master Plan (incl financial strategy, revenue opp.)			YES	YES	YES	■	I	96	1) Develop Funding strategies, timeline and comm eng plan (Mar - May)	2) Refresh 2009 Design Bid specs, eng assessment, permits (May-Sep)	1) Council (Sep)					Q3/2015
2) Wilson St. Parkade Project (350 capacity)	YES	NO		NO	NO	■	I	96		2) Comm Eng (July/Aug)	2) \$	Tender & Design Build (Q1)	Site Constructions (Q3/2016 ~ Q3 /2017)	Online (Q3/17)	★	Q3/2017
3) Neeve St. Parkade Project (350 capacity)			YES	NO	NO	■	I	96	3) Continued Discussion with GO and gain agreements on: finance model, capacity, logistics etc.				3) \$	Tender & Design Build (Q1) Select Contractor (Q2)	Site Constructions (Q3/2018-2020)	2020



Any factors critical for the project to move forward



# Work Plans Explanation

DELIVERABLES	Related Work			Approved?		CURRENT			2015		2016		2017		2018		Best Case Completion
	CP	RT	OM	\$	Total	Status	Stage	Est	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1) Parking Master Plan (incl financial strategy, revenue opp.)			YES	YES	YES		I	9%	1) Develop funding strategies, timeline and comm plan (Mar-May)	2) Refresh 2009 Design Bid specs, eng assessment, permits (May-Sep)	1) Council (Sep)						Q3/2015
2) Wilson St. Parkade Project (350 capacity)	YES	NO		NO	NO		I	9%		2) Comm Eng (July/Aug)	2) \$	Tender & Design Build (Q1)	Site Constructions (Q3/2016 ~ Q3 /2017)	Online (Q3/17)			Q3/2017
3) Neeve St. Parkade Project (350 capacity)		YES		NO	NO		I	9%	3) Continued Discussion with GO and gain agreements on: finance model, capacity, logistics etc.		3) \$			Tender & Design Build (Q1) Select Contractor (Q2)	Site Constructions (Q3/2018 ~ Q3 /2020)		2020

## Project Stage Gate Descriptions & Gate Exit Deliverables

	N	I	P	E	C
	Not Scoped	Initiating	Planning	Executing	Closing
Stage Descriptions	<ul style="list-style-type: none"> <li>Idea in concept stage</li> <li>Sponsorship not gained</li> <li>Resources not secured</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship secured</li> <li>Analyzing cost v benefit</li> <li>Justifying ideas</li> </ul>	<ul style="list-style-type: none"> <li>Planning and preparing for Project Kick-off</li> <li>Risk register</li> <li>Obtaining commitment</li> </ul>	<ul style="list-style-type: none"> <li>Executing Plans</li> <li>Managing Risks &amp; Issues</li> <li>Reporting status</li> </ul>	<ul style="list-style-type: none"> <li>Operationalizing</li> <li>Confirming deliverables</li> <li>Stakeholder satisfaction</li> <li>Reflecting &amp; learning</li> </ul>
Stage Gate Exit Deliverables		<b>Business Case</b> <ul style="list-style-type: none"> <li>Idea &amp; Scope sponsor</li> <li>Resource approval</li> <li>Budget approval</li> </ul>	<b>Project Charter</b> <ul style="list-style-type: none"> <li>Pjt Team assignment</li> <li>Stakeholder confirmation</li> <li>Scope &amp; Schedule sign-off</li> <li>Budget allocation</li> </ul>	<b>Status Reports</b> <ul style="list-style-type: none"> <li>Scope Plan v Actual</li> <li>Budget variance report</li> <li>Schedule Plan v Actual</li> <li>Milestone achievements</li> </ul>	<b>Closure Report</b> <ul style="list-style-type: none"> <li>Results on Scope, Budget and Schedule</li> <li>Reflection (lessons learned)</li> </ul>
		Pre-Approval	Post-Approval		

**Note for incomplete information or where confirmation is required**

**Project Closed and in Operation**

**Ongoing Operational Duty (not a project)**



# **Corporate Services Committee Work Plans Highlights**

# Draft Council Shared Agenda

## Standing Committees

PS

CS

IDE

GOV

AUD

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

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

# 1) Taxation and Budget

## **Key Deliverables:**

- 1) Recommended approach to zero based & service based budgeting processes
- 2) Council input into 2016 capital budget development
- 3) Recommended use of a budget guideline for 2016
- 4) Pilot project for public input during the budget process
- 5) Implementation of innovative solutions to budgeting issues
- 6) Recommended approach to using taxation as a tool for quality of life

## **2) Infrastructure**

### **Key Deliverables:**

- 1) Implementation of a plan to address the infrastructure gap
- 2) Implementation of a plan to address storm water funding
- 3) Implementation of a plan to reduce sidewalk discontinuities and improve walkability
- 4) Asset Management Policy Strategy and Framework
- 5) Implementation of a plan to leverage intergovernmental resources for infrastructure investments

# **3) Quality Services and Customer Service**

## **Key Deliverables:**

- 1) Unification of customer service initiatives and programs
- 2) Customer Relationship Management
  - Online Service Requests
  - MindMixer Online ToolLeverage

# **4) Electoral Review and Reform**

## **Key Deliverables:**

- 1) Implementation of revised governance practices and procedures for City Council
- 2) Implementation of revised ward boundaries
- 3) Implementation of revised remuneration and support for councillors
- 4) Implementation and enforcement of revised Election Sign By-law

# **Corporate Services Summary**

Observations / Considerations

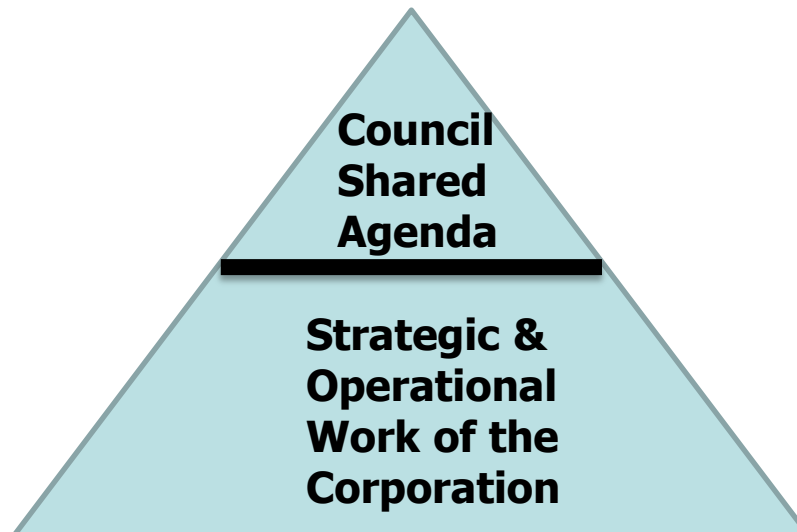
Other Major work in the corporation

# Summary & Next Steps



# Summary

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



# Discussions

1. Points of Clarification

2. Discussions

- Confirm Deliverables
- Confirm Timelines

# Next Steps

## 1) Capital Budget Workshop July 28

- Timeline Planning on capital funded Council Shared Agenda work plans

## 2) Council Final Workshop Sep. 23

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

# Recommendations

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

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

OVERALL SUMMARY  
Page 1

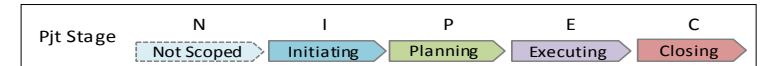


Page 1			Pjt Lead		2015			2016		2017		2018		Comp
			Lead	Dept	Q2	Q3	Q4							
GOV	1	Effective Team Leadership / Council Leadership Charter	DavidG	CAO	Workshop Scoping & Costing	\$	Plan Workshop	Workshop (Sep-Dec)	Charter Revision	Sign-off	Put into practice / embedded into culture & operation			Q3/16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

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

# OVERALL SUMMARY

## Page 2

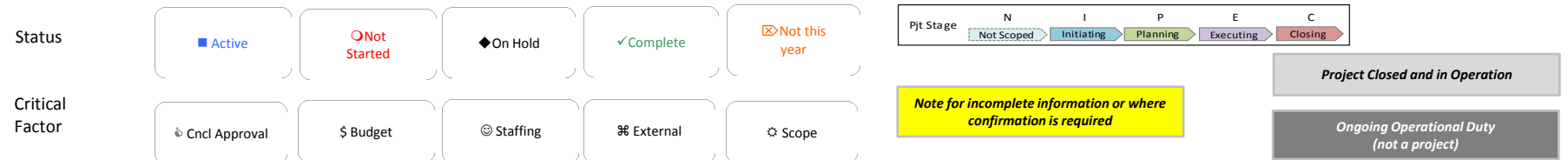


Page 2

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

## CORPORATE SERVICES

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



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

[illegible]

## СЪВЪРШЕНЕ СЕРВИСЪ

Critical  
Factor

 Not this year

⚙ Scope

**Ongoing Operational Duty**  
(not a project)

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

[illegible]