

# COMMITTEE AGENDA



TO **Governance Committee**

DATE Monday July 27, 2015

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 4:00 p.m.

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

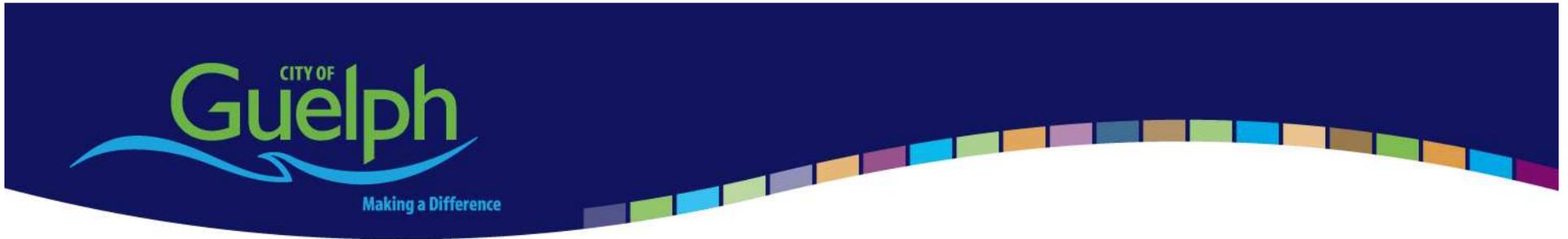
### **GOVERNANCE AND AUDIT COMMITTEE – COUNCIL SHARED AGENDA WORK PLAN**

Ann Pappert, Chief Administrative Officer

#### **Recommendation:**

1. That the Governance and Audit Committee – Council Shared Agenda Work Plan, be received.
2. That Committee input inform the next steps in the Council Shared Agenda Work Plan process.

#### **ADJOURN**



# **Council Shared Agenda Governance Committee Workshop (July 27, 2015)**

# Shared Agenda Development (Recap)

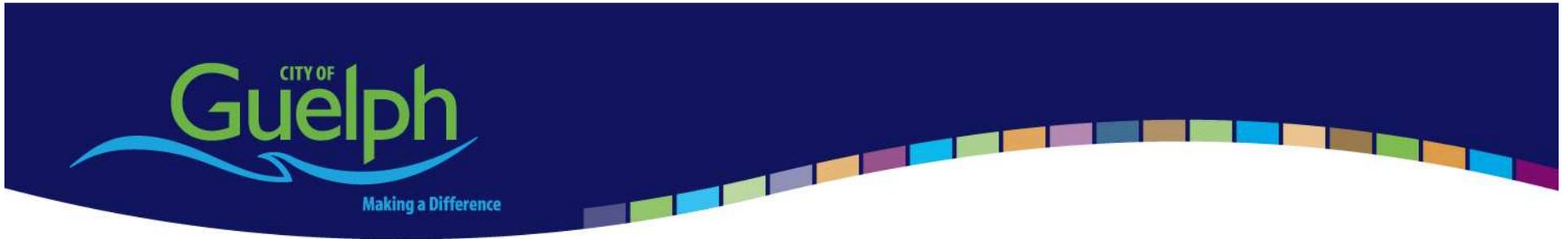


***What did you hear at the door?***

***Top five focus areas for council agenda over next four years? (individual & small group perspective)***

Sorted by Common Ground (4+); Shared Interest (2-3); Unique Interests (1)

***Review & Approve in Principle Draft Shared Agenda***



# **Governance 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		
				<b>4</b>

	New	Underway
<b>Common Ground (&gt;4)</b>	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)
<b>Shared (2-3)</b>		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
<b>Unique</b>	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) Effective Team Leadership**

## **Key Deliverables:**

- 1) Council Leadership Charter
- 2) Principles of Administration

## **Dependencies:**

- City of Guelph leadership Charter

# **2) Enhance Local Government**

## **Key Deliverables:**

- 1) Solution-based Round Tables
- 2) Open Government Plan

## **Dependencies:**

- Citizen First / Customer Services
- Technology Strategy

# **3) GMHI**

## **Key Deliverables:**

1) GMHI Board Shareholder Control

## Dependencies:

- DevCo Strategic Framework
- District Energy Financial Strategy
- Asset Strategy

# **4) Dolime Quarry**

## **Key Deliverables:**

- 1) Mediation
- 2) Intergovernmental Strategy

# **5) Business Performance Framework (continuous improvement)**

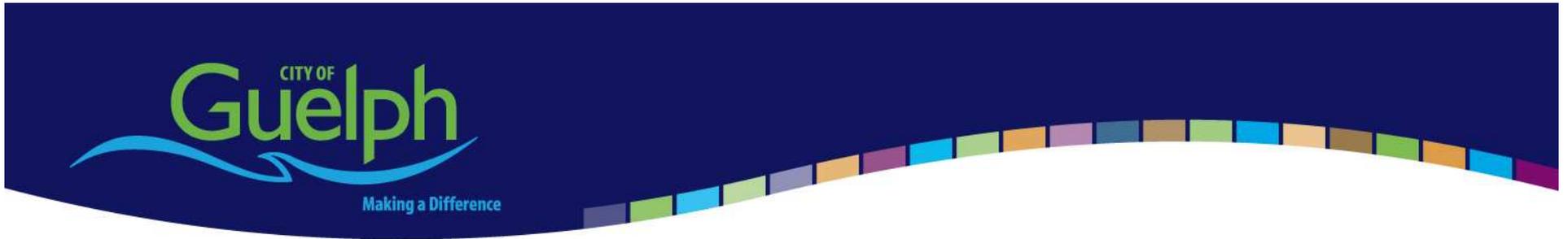
## **Key Deliverables:**

- 1) Business Optimization of Operations & Service Delivery – system formalization
- 2) Program & Project Management

# **6) Value for Money Audits (Audit Committee)**

## **Key Deliverables:**

- 1) Service Rationalization



# 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 Services Areas workplan



# Strategic & Transformational Work

- Corporate Priorities 2014 Year End Status (see attachment)
- Linkages to Council Shared Agenda & Roundtables
- Highlights

# Discussions

1. Points of Clarification

2. Discussions

- Confirm Deliverables
- Confirm Timelines

# Next Steps

## 1) Budget Workshop

July 28

- Timeline Planning on capital funded Council Shared Agenda work plans

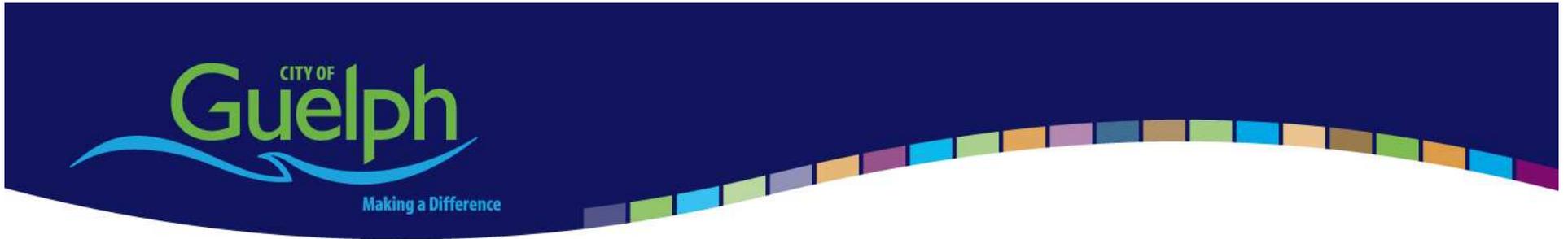
## 2) Council Final Workshop

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

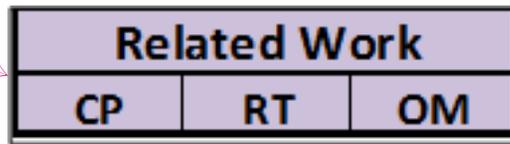


# **APPENDIX**

## **Council Shared Agenda (CSA) Template Overview**

# Work Plans Explanation

DELIVERABLES	Related Work			Approved?	Total	CURRENT			2015			2016	2017	2018	Best Case Completion
	CP	RT	OM			Q1	Q2	Q3	Q4	Q1	Q2				
1) Parking Master Plan (incl financial strategy, revenue opp.)		YES	YES	YES	1	1	0	0	1) Develop Funding Strategies, timeline and comm engplan (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	1	1	0	0		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	1	1	0	0		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



**OM:**  
Outstanding Motions

**CP:**  
Corporate Priorities 2014+

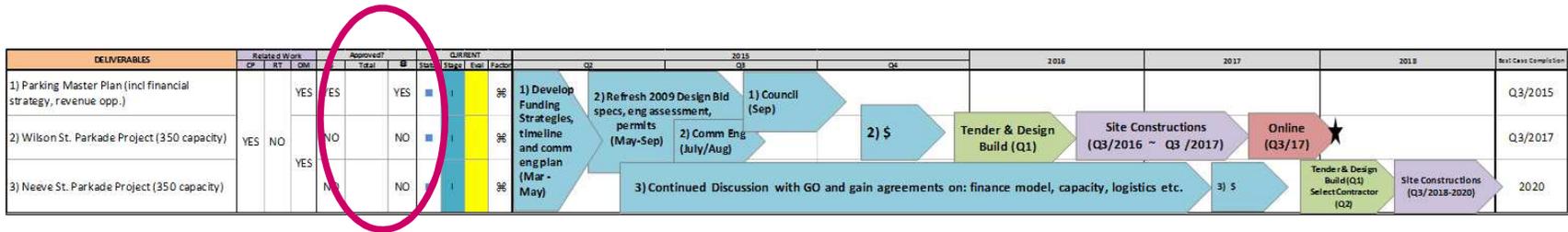
**RT:**  
Round Table Topics

Other Existing Priority Work

Corporate Priority 2014+		Round Tables	Council Shared Agenda (CSA)
FC-1	Compl. Web being		
FC-2	Open Government Plan	Open Government	Enhance Local Government
FC-3	Council Strategic Planning Process Approach 2014+		
FC-4	Leadership Contract		Efficient Team Leadership
FC-5	Customer First / Customer Service Framework / Policy	Customer First / Customer Services	Quality Services & Customer Services
FC-6	Technology Strategy	Technology	
FC-7	Corporate Identity		
FC-8	GMI		GMI
FC-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	
FB-6	Audit & Business Performance Framework		Service Reviews & Value of Money
FB-7	ADL, OT Audit, Time Keeping Study		
FB-8	City of Guelph Communication Plan	Communications	
FB-9	Corp Reputation Mgmt Framework, Issue Mgmt System, etc.		
FB-10	Intergovernmental Action Plan Framework	Intergovernmental Advocacy	
FB-11	Tax Supported Operating Budget Framework	Budget	Taxation, Tax Formula
FB-12	Compensation Framework, Multi or Tax Supported Op Budget		
FB-13	Infrastructure / Asset Management Framework	Asset Management	Infrastructure Investments
FB-14	Strategic & Disputed Asset Reserve Strategy		
FB-15	GMI Key Projects (District Energy)		District Energy
FB-16	District Energy, OM / CS Alignment		
FB-17	GMI Key Projects		
FB-18	Parking Dev't BC, Baker St Cluster Dev't, OT Bull Farm Storage Manual		OT Parking, Affordable Housing, Business Dev't, South End Rev Centre, East End, Bransfield, Transit Improvements
FB-19	South End Community Centre Business Case		
FB-20	Planning for Growth Projects		
FB-21	OT Dev't Strategy, OT Secondary Plan, Housing Strategy, Reg Transportation Strategy		
FB-22		Policy Coordination	
FB-23		People	
FB-24		Administrative Improvements	

■ FC - Frame Change  
■ FB - Foundation Builder  
■ BF - Builder Project  
■ Corp Priority Projects that are listed in CSA and / or Round Tables

# Work Plans Explanation



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

YES: Staff secured  
NO: Capacity issue

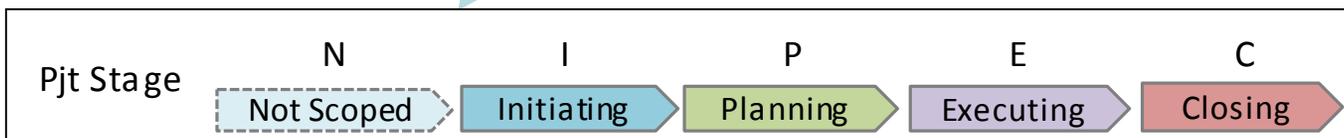
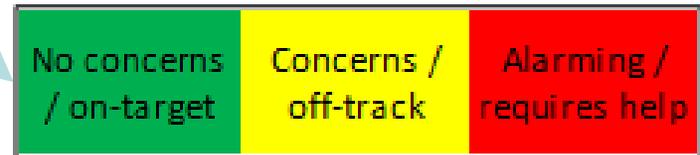
YES: Approved  
NO: Not yet Approved (it may be in forecast)  
REJ: Rejected in the past (asking again)  
N/A: Not Applicable (additional capital fund not required)  
TBD: To Be Determined

# Work Plans Explanation

DELIVERABLES	Related Work			Approved?	E	CURRENT			2015				2016	2017	2018	Best Case Completion
	CP	AT	OM			St	Stage	Eval	Factor	Q1	Q2	Q3	Q4	2016	2017	
1) Parking Master Plan (incl financial strategy, revenue opp.)			YES	YES	■	I	■	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	■		2) Comm Eng (July/Aug)	2) \$		Tender & Design Build (Q1)	Site Constructions (Q3/2016 ~ Q3 /2017)	Online (Q3/17)	Q3/2017	
3) Neeve St. Parkade Project (350 capacity)			NO	NO	■	I	■	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	



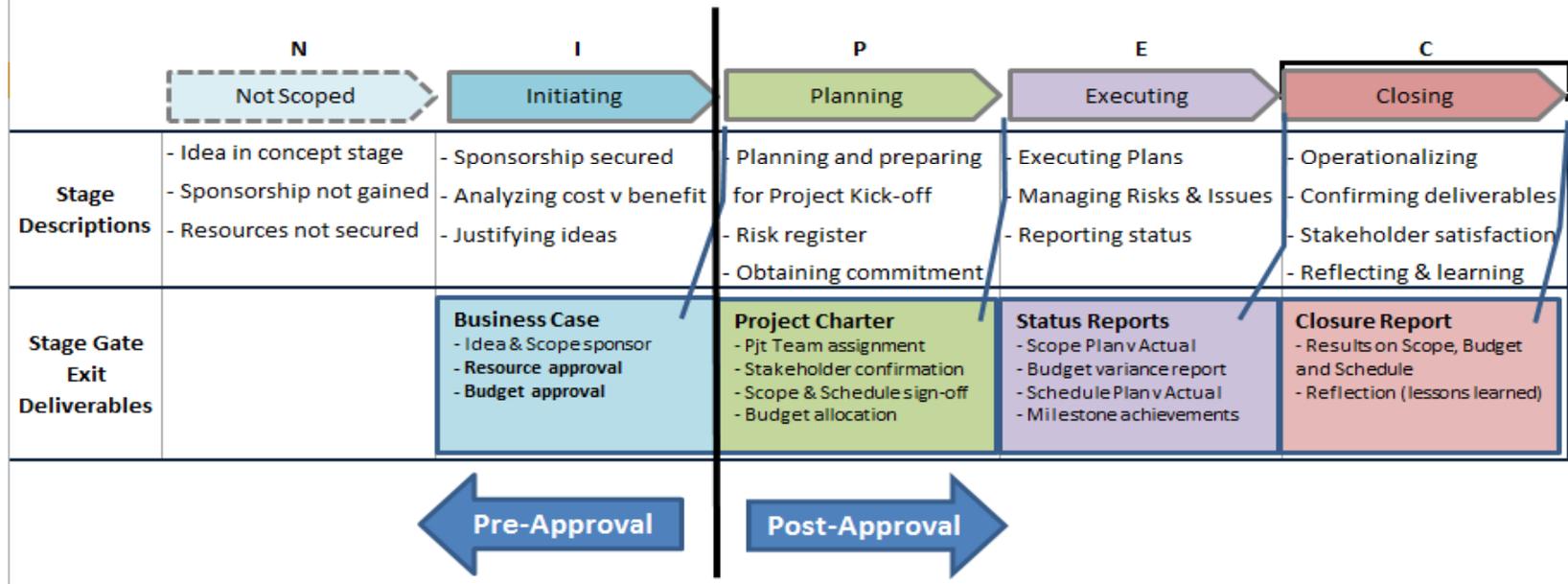
Any factors critical for the project to move forward



# Work Plans Explanation

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

## Project Stage Gate Descriptions & Gate Exit Deliverables



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

**Project Closed and in Operation**

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

# GOVERNANCE

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

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

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



Note for incomplete information or where confirmation is required

Project Closed and in Operation

Ongoing Operational Duty (not a project)

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

	DELIVERABLES	Related Work			Approved?			CURRENT				2015			2016	2017	2018	Best Case Completion		
		CP	RT	OM	\$	Total	☺	Status	Stage	Eval	Factor	Q2	Q3	Q4						
1	Effective Team Leadership	NO	NO	NO	TBD	TBD	YES	○	I	\$		Workshop Scoping	Book Workshop	2-day Workshop (Oct)	Review Outcome & Draft Charter	Draft Review & Revision (Jan-Mar)	Sign-off (June)	Embedded into System & Culture	Project Closed and in Operation	Q2/16
	2) Principles of Administration	NO	NO	NO	N/A	0 (spent)	YES	■	E	☺	Draft written (2014)	Draft Reviews & Revisions & Finalization		Council Report (Q4)						Q1/16
	Dependencies	City of Guelph Leadership Charter (will be used as a base for Council charter)	YES	NO	NO	NO	TBD	YES	✓	C	⊙	Charter developed and signed-off (2014)	Embedded into Hiring Practice	Charter getting framed and put in offices and meeting rooms (Q3/15)	Embedded into Systems & Culture					
2	Enhance Local Government			NO	TBD	TBD	TBD	◆	I	⊙	Staff engagement (May)	Selection of Initial Tables (June)	Launches of selected tables		Initial Tables Closed & Lessons Learned		Launches of selected tables	Solution Implementation	2020	
	2) Open Government Plan - MyGuelph	YES	YES					■	P	⊙	Community Leadership Tables landed (2014)	Hiring Prog Mgr (Q2/3)	Priorities Planning (Q3/4)	Executing Priorities (Q4/15 - Q4/16)					end 2016	
	Dependencies	Citizens First / Customer Services	YES	YES	NO	TBD	TBD	NO	○	I	⊙	See CS WP - under Quality Customer Services								
	Dependencies	Technology Strategy	YES	YES	NO	YES	TBC	YES	■	E	\$	Multi-year Strategy, Programs and Projects ongoing								
3	GMHI	NO	NO	NO	NO	0	NO	■	E	⌘	Amended Shareholder agreement (Q2)	Undertaking Transition Goals (Q3/15 - Q1/16)							Q3/16	
	Dependencies	DevCo Strategic Framework				NO	0	NO	■	P	⊙	See IDE WP - under GMHI								
	Dependencies	District Energy Financial Strategy	YES	NO	NO	NO	0	NO	■	P	⌘									
4	Dolime Quarry				YES	-	YES	■	E	⌘	Mediation									
	2) Intergovernmental Strategy	NO	NO		N/A	-	YES	■	P	☞	Report to Council	Implementation Planning	Strategy Implementation							

# GOVERNANCE

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

Status

- Active
- Not Started
- On Hold
- Complete
- Not this year

Critical Factor

- Cnd Approval
- \$ Budget
- Staffing
- External
- Scope



Note for incomplete information or where confirmation is required

Project Closed and in Operation  
Ongoing Operational Duty (not a project)

AUD	ID	DELIVERABLES	Related Work			Approved?			CURRENT				2015			2016	2017	2018	Best Case Completion	
			CP	RT	OM	\$	Total	⊕	Status	Stage	Eval	Factor	Q2	Q3	Q4					
5	Business Performance Framework (Continuous Improvement)	1) Business Optimization of Operations & Service Delivery - system formalization	YES	NO	YES	NO	n/a	YES	◆	N	⚙️				Support Round Tables for Process Optimization (process mapping, performance measurement, data analysis, etc.)					2020
		2) Program & Project Management	YES	YES	NO	YES	TBD	TBD	■	I	😊		Business Optimization Function Alignment (Q3)	Work Planning (Q4)	Projected Outcome (Q4/15 - 2016)					
												Report to Council (Q3)	PMO establishment (Q4)	Project Management Tool & Process Launch (Q4)						
												Due Diligence on Major Projects								
1	Value for Money Audits (service reviews)	Service Rationalization	NO	NO	NO	NO	TBD	NO	◆	N	⚙️		Council Consideration of Staff Report on Service Rationalization (Q4)		TBD based on Council direction					

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

**OVERALL SUMMARY**  
Page 1



	Pjt Lead	Dept	2015			2016	2017	2018	Comp			
			Q2	Q3	Q4							
GOV	1	DavidG	CAO	Workshop Scoping & Costing	\$	Plan Workshop	Workshop (Sep-Dec)	Charter Revision	Sign-off	Put into practice / embedded into culture & operation		Q3/16
	2	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		CAO	Amended Shareholder agreement (Q2)	Undertaking Transition Goals (Q3/15-Q1/16)							
	4	BarbS	CAO	Mediation	Intergov report to Council	Planning	Strategy Implementation					TBD
5		CAO	Report to Council (Project)	PMO Establishment		Due Diligence on Major Projects					2018	
AUD	1		CAO	Council Consideration of Staff Report on Service Rationalization (Q4)		TBD based on Council direction						
PS	1	KristeneS / 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	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	KristeneS	P&R	Staff Report, June	Request for Expression of Interest (RFEOI)	Staff Report and budget request	Site Servicing Assessment and Design		Construction			TBD
	4	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	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	KristeneS	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	KristeneS	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 & Future Milestones)

**OVERALL SUMMARY**  
Page 2



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