

# **INFORMATION ITEMS**

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**Week Ending September 15, 2017**

## **REPORTS**

1. Terms of Reference – Development of Library Capital Projects

## **INTERGOVERNMENTAL CONSULTATIONS**

1. Potential Changes to Ontario's Building Code – Phase Two Index

## **CORRESPONDENCE**

1. GRCA Current, September 2017
2. ROMA Report to Member Municipalities Highlights of the August 2017 Board Meeting
3. Town of Halton Hills Resolution re: Zero Tolerance for Racism

## **BOARDS & COMMITTEES**

1. [Committee of Adjustment Meeting Minutes – August 24, 2017](#)

## **ITEMS AVAILABLE IN THE CLERK'S OFFICE**

1. None

# Information Report



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Service Area	Public Services
Date	Friday, September 15, 2017
Subject	Terms of Reference - Development of Library Capital Projects
Report Number	PS-17-26

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## Executive Summary

### Purpose of Report

To report back to City Council

### Key Findings

Using the City's existing model for Tier-1 capital projects, a structure has been developed by City and Library staff that will govern any future library capital construction projects.

### Financial Implications

Approval of the business case and budget for any future library capital project will be brought to the Library Board first, followed by City Council for final approval.

## Report

On May 23, 2017, Council passed the following resolution:

That in collaboration with the Guelph Public Library, the current governance structure between the City of Guelph and the Guelph Public Library be reviewed as per the Public Libraries Act and Municipal Act in order to create Terms of Reference for a joint staff working group for the development of capital projects and that this motion be forwarded to the Guelph Public Library Board.

City and Library staff met to review possible governance structures for future capital projects. Using the City's existing model for Tier-1 capital projects, a governance structure was developed and is attached to this report as ATT-1: Tier-1 Governance Structure, and ATT-2: Roles and Responsibilities in Tier-1 Facilities Construction Projects.

This same governance structure has been used for the Guelph Police Services Headquarters project, as well as for the Victoria Road Recreation Centre renovation

project. The governance structure as agreed to will be used for any future library capital projects that are determined as Tier-1 projects (based on City of Guelph Project Portfolio Framework), and was provided to the Guelph Public Library Board for the review and subsequent endorsement at their June 20, 2017 board meeting.

## Financial Implications

Approval of the business case and budget for any future library capital project will be brought to the Library Board first, followed by City Council for final approval.

## Consultations

Guelph Public Library – CEO

## Corporate Administrative Plan

### Overarching Goals

Service Excellence  
Innovation

### Service Area Operational Work Plans

Our Services - Municipal services that make lives better  
Our Resources - A solid foundation for a growing city

## Attachments

ATT-1 Tier-1 Governance Structure  
ATT-2 Roles and Responsibilities in Tier-1 Facilities Construction Projects

## Departmental Approval

Corporate Project Management Office

## Report Author

Colleen Clack



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### Approved By

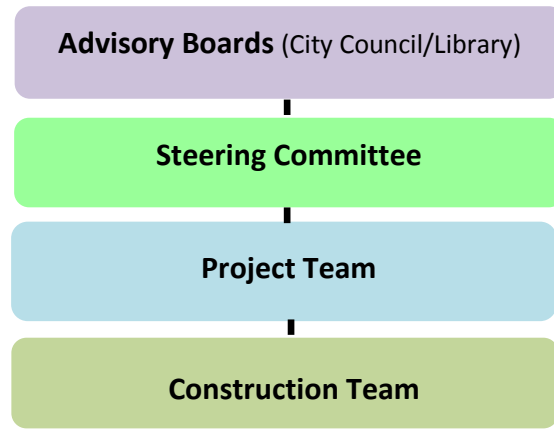
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### Tier-1 Governance Structure



### Project Governance – Roles & Responsibilities

Structure	Members	Roles	Responsibility
Project Advisory Board	City Council Library Board	<ul style="list-style-type: none"> <li>Authorizes changes above Steering Committee’s level of authority</li> </ul>	<ul style="list-style-type: none"> <li>Approve Business Case / Budget / Design Concepts / or substantive changes to the building project as the project unfolds</li> </ul>
Project Steering Committee	<p><u>Core:</u></p> <ul style="list-style-type: none"> <li>Chair: Project Manager (City)</li> <li>Executive sponsors (City Exec staff)</li> <li>Business Owner (Library Exec staff)</li> </ul> <p><u>Sub</u> (as required):</p> <ul style="list-style-type: none"> <li>Project Management Office</li> </ul>	<ul style="list-style-type: none"> <li>Provide high-level direction and challenges to the Project Team within defined Business Case and Project Charter</li> <li>First level of issue escalation – resolve and communicate the resolution to the Project Team or escalate to the Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for Project Charter</li> <li>Approve and monitor Project Implementation Plan</li> </ul>
Project Team	Chair: Project Manager (City)	<ul style="list-style-type: none"> <li>Plan, design, construct and transition to operations.</li> <li>Monitor, track and control project delivery</li> <li>Manage and mitigate issues and risks</li> <li>Escalate issues to Steering Committee as required</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the defined parameters in the Project Charter</li> <li>Develop and execute Project Implementation Plan (PIP)</li> <li>Regularly (monthly) report project status (plan vs. actual)</li> </ul>
	<ul style="list-style-type: none"> <li>Business Owner (Library rep)</li> <li>Project Management Office</li> <li>Communications (City/Library rep)</li> <li>Finance (City/Library rep)</li> <li>Procurement (City rep)</li> <li>Construction Mgr</li> <li>Other Subject Matter experts</li> </ul>	<ul style="list-style-type: none"> <li>Assigned to support the project team at various stages in the project lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Provide subject-matter-expertise to support the project delivery</li> </ul>
Construction Team	Construction Manager <ul style="list-style-type: none"> <li>Project Manager (City)</li> <li>Business Owner (Library rep)</li> <li>Consultant(s), GC / Subs</li> </ul>	<ul style="list-style-type: none"> <li>Execution of the work in accordance with the contract documents</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver the Construction plan</li> </ul>

## Roles and Responsibilities in Tier-1 Facilities Construction Projects

	Program	Project	Process
<b>Department(s) or Organization(s)</b>	<ul style="list-style-type: none"> <li>Business Department (Library)</li> </ul>	<ul style="list-style-type: none"> <li>Project Support Department (i.e. Facilities Management)</li> </ul>	<ul style="list-style-type: none"> <li>Project Management Office (PMO)</li> </ul>
<b>Roles</b>	<ul style="list-style-type: none"> <li>Justify the business needs and obtain budget</li> <li>Receive the Project outcome/benefits</li> </ul>	<ul style="list-style-type: none"> <li>Assign a Project Manager</li> <li>Manage and deliver the Project</li> </ul>	<ul style="list-style-type: none"> <li>Provide standard processes and tools</li> <li>Determine project tier and rigour (governance and reporting framework)</li> </ul>
<b>Project Management Documentation &amp; Reports</b>	<ul style="list-style-type: none"> <li>Business Case</li> <li>Project Charter Support Author</li> </ul>	<ul style="list-style-type: none"> <li>Project Charter Lead Author</li> <li>Risk Register</li> <li>Project Implementation Plan (PIP)</li> <li>Monthly Project Executive Summary</li> <li>Monthly Construction Progress Status</li> <li>Project Close-out Report/Lessons Learned</li> </ul>	<ul style="list-style-type: none"> <li>Project Tier &amp; Governance Structure</li> <li>Gate kick-off/exit reports</li> <li>Tier-1 Portfolio Dashboards</li> <li>Quarterly Public Reports</li> </ul>
<b>Budget Responsibilities</b>	<ul style="list-style-type: none"> <li>Obtain program and project budget approval through Business Case</li> <li>Report Program Budget Variance</li> <li>Manage Operating budget related to the project</li> </ul>	<ul style="list-style-type: none"> <li>Support project cash-flow forecast and budget estimate</li> <li>Report Project Capital Budget Variance</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio level budget roll-up / reporting</li> </ul>
<b>Authority</b>	<ul style="list-style-type: none"> <li>Sign-off on deliverables, design and milestones</li> <li>Changes to scope and milestones</li> </ul>	<ul style="list-style-type: none"> <li>Provide direction to the Consultants / Contractors</li> <li>Change-orders (based on \$ authority)</li> </ul>	<ul style="list-style-type: none"> <li>Highlight the risk of proceeding to the next Gate (if critical project management rigour is not met)</li> </ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>Clarify business requirements to ensure that the scope and project deliverables meet the business needs</li> </ul>	<ul style="list-style-type: none"> <li>Establish the baseline (scope, project capital budget and schedule)</li> <li>Conduct Risk Assessment and create a Risk Register</li> <li>Manage / chair project steering committee and team meetings                             <ul style="list-style-type: none"> <li>o Meeting scheduling</li> <li>o Agenda management</li> <li>o Minutes recording</li> </ul> </li> <li>Manage/track/report monthly status against the approved baseline</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate Gate kick-off/exit meetings</li> <li>Develop / maintain corporate standard processes and tools</li> <li>Provide guidance / coaching / training on standard application</li> <li>Coordinate various reporting</li> </ul>
<b>Central / Single point of contact</b>	<ul style="list-style-type: none"> <li>Program related customers, partners, stakeholders and media inquiries</li> </ul>	<ul style="list-style-type: none"> <li>Project related contractors, stakeholders and media inquiries</li> </ul>	<ul style="list-style-type: none"> <li>Process related questions and media inquiries</li> </ul>

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Potential Changes to Ontario's Building Code – Phase Two Index	Ministry of Municipal Affairs (MMA)	September 29, 2017	<p>Further to the Province's consultation that took place last fall regarding Phase 1 amendments to the Building Code, the Ministry of Municipal Affairs is now seeking input on changes for potential inclusion in the next edition of the Building Code related to the objectives of <a href="#">Climate Change Action Plan (CCAP)</a>.</p> <p>Specifically the Ontario government is proposing a range of initiatives to reduce GHG emissions; making buildings more resilient during extreme weather events, as well as additional items that could inform potential future changes to the Building Code, or other regulations.</p>	<a href="#">Online comment form</a>	Staff input to the survey is considered appropriate in this case.	<p>Building Services</p> <p>Water Services and Climate Change staff will be consulted as well.</p>	<a href="http://www.mah.gov.on.ca/Page16490.aspx">http://www.mah.gov.on.ca/Page16490.aspx</a>

## GRCA General Membership

<b>Chair</b>	Helen Jowett
<b>Vice-Chair</b>	Chris White
<b>Townships of Amaranth, East Garafraxa, Melancthon and Southgate and Town of Grand Valley</b>	Guy Gardhouse
<b>Townships of Mapleton and Wellington North</b>	Pat Salter
<b>Township of Centre Wellington</b>	Kirk McElwain
<b>Town of Erin, Townships of Guelph/Eramosa and Puslinch</b>	Chris White
<b>City of Guelph</b>	Bob Bell, Mike Salisbury
<b>Region of Waterloo</b>	Les Armstrong, Elizabeth Clarke, Sue Foxtan, Helen Jowett, Geoff Lorentz, Jane Mitchell, Joe Nowak, Wayne Roth, Sandy Shantz, Warren Stauch
<b>Municipality of North Perth and Township of Perth East</b>	George Wicke
<b>Halton Region</b>	Cindy Lunau
<b>City of Hamilton</b>	George Stojanovic
<b>Oxford County</b>	Bruce Banbury
<b>County of Brant</b>	Brian Coleman, Shirley Simons
<b>City of Brantford</b>	Dave Neumann, Vic Prendergast
<b>Haldimand and Norfolk Counties</b>	Bernie Corbett, Fred Morison

## Five-year forecast to update floodplain mapping

A five-year forecast to update floodplain mapping within the Grand River watershed has been presented to the GRCA board.

Updated floodplain mapping will help meet the first objective of the GRCA's strategic plan, which is to protect life and minimize property damage due to flooding and erosion.

The report recommends high-tech digital mapping created using LIDAR (Light Detection and Ranging) technology. This remote sensing method is a way to gather information using a laser, usually from a plane. The result will be a better understanding of where water accumulates and how it moves across the watershed.

Complex hydrologic and hydraulic analyses of the data will ensure that the digital maps are easy to understand, and provide information to flood operations staff, residents, emergency service personnel and planners. Among its many uses, floodplain mapping is crucial during a flood, because it provides information about which properties are at risk.

When compared with the hard-copy maps now used in many parts of the watershed, the digital maps will be easier to update and more accurate.

The GRCA is funding part of the proposed work and is investigating additional funding options. The upper Grand River between Dundalk and Belwood Lake is expected to be the first part of the watershed where updated mapping will be completed.

It is used for the seven major dams and dozens of stream gauge stations.

The GRCA is buying updated SCADA software from Lakeside Process Controls Limited of Mississauga for \$24,000. Project management, implementation and support over the next two years are not included in this cost.

Implementation of the updated software is expected to start this month and will be completed before the end of 2018.

This software is one of many parts of the data collection system, which is being modernized to improve the way senior GRCA operators view the information.

## Woolwich Dam gate to be repaired and repainted

The GRCA has hired Jacques Daoust Coatings Management Inc. to strip and repaint the Woolwich Dam gate and to replace the seal.

The Woolwich Dam was constructed in the early 1970s and is in need of this repair. The work will be undertaken in two phases during the upcoming two winters (between October and February), when reservoir levels are at their seasonal lows. Splitting the project up into two phases allows two of the four gates to be completed each winter to make the project more manageable.

Consulting engineering firm AECOM acted as project designer and tender consultant and will carry out contract administration and inspection for this project. The value of the contract over the two years is \$728,000 for the painting and sealing, and a further \$125,000 for contract administration and inspections.

The cost of the 2017-2018 phase is being covered through a provincial grant from the Water Infrastructure Control Program. This money is given out on an annual basis, and the GRCA intends to apply for funding through this program for the second phase of this project next year.

While work is underway on the dam, public passage over it will be closed.

## Water monitoring software update

The software used to collect, transmit and process water quantity and quality data has served the GRCA well for the past 20 years, but it is time for a replacement.

Supervisory Control And Data Acquisition (SCADA) software provides water level and flow data that helps the GRCA with dam operations, flood forecasting, decision making and reporting.



## AMO conference

During the Association of Municipalities of Ontario conference in Ottawa on August 14 and 15, the GRCA made presentations to several provincial ministers.

CAO Joe Farwell, GRCA Chair Helen Jowett, Vice-Chair Chris White and several board members confirmed the GRCA's support for modernizing the Conservation Authorities Act and explained why the GRCA supports the current governance model. They expressed concern with a proposed change that could result in provincial appointment of board members.

Meetings were held with Kathryn McGarry (Minister of Natural Resources and Forestry), Chris Ballard (Minister of Environment and Climate Change) and Jeff Leal (Minister of Agriculture, Food and Rural Affairs) to stress the importance of continuing the collaboration between the province, municipalities and conservation authorities.

## June flood debriefings with municipalities

GRCA staff continue to attend municipal flood debriefing sessions that are taking place in the watershed regarding the record rainfall event on June 23.

This event resulted in flooding in many locations. Work also continues on analyzing the monitoring data and making improvements to the monitoring system and warning systems.

Municipal flood coordinators and emergency services personnel are responsible for the flood response in their communities during an event, as they carry out tasks such as closing roads, warning residents and handling evacuations.

The Provincial Flood Forecasting and Warning workshop is scheduled for September in the Brampton area. This workshop will include an emergency management stream related to flood emergency response. Municipal staff from within the Grand River watershed have been invited to attend the workshop.

## Variable rain across the watershed

Rainfall during the first half of August and



The 2017 Mill Creek ranger crew from left are Kristie Allan, Ben Corbell, Kyra Pope, Kelly Moores (crew leader) and Jason Holmes.

all of July was variable across the watershed.

For example, during the first half of August, the Shand Dam climate station recorded 30 per cent of normal rainfall, while the Shade's Mills station recorded 250 per cent of the normal rainfall.

It has been a wet year so far, but it is in line with two other wet years — 2008 and 2013 — so precipitation has not been off the scale.

Temperatures in August were slightly below the long-term average, while July was average.

Luther reservoir remains above the normal operating range, and is slowly being drawn down to the normal range.

Water has been released to manage the reservoirs levels and to meet stream low flow targets in the rivers.

In early August, augmentation accounted for about 50 per cent of the flow through Kitchener and 20 per cent of the flow through Brantford and below Guelph.

## Mill Creek crew wraps up for 2017

The Mill Creek stewardship rangers and their crew leader spent their summer improving sections of Mill Creek, which flows into the Grand River in Cambridge.

This was the 15th year that high school students have been hired and trained in river restoration. The program is overseen by the GRCA and funding is provided thanks to donations collected by Friends of Mill Creek.

The crew restored sections of the creek and a tributary. They also made improvements to the stream study areas used by students at Shade's Mills Nature Centre.

This issue of *GRCA Current* was published in September, 2017.

It is a summary of the August, 2017 business conducted by the Grand River Conservation Authority board and committees, as well as other noteworthy happenings and topics of interest.

The Grand River Conservation Authority welcomes distribution, photocopying and forwarding of *GRCA Current*.

**Next board meeting:**  
September 22 at 9:30 a.m.,  
GRCA Administration Centre

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## ROMA Report to Member Municipalities Highlights of the August 2017 Board Meeting

The ROMA Board held a Regular Meeting at the recent AMO Conference held in Ottawa, Ontario.

Highlights of the August 13, 2017 meeting include:

### *Ministerial Visits*

The Board hosted a number of Ministerial Meetings during the Board Meeting:

*The Honourable Kathryn McGarry,  
Minister of Natural Resources and Forestry*

The Minister answered questions from the ROMA board on the Aggregate Resources study, recent Species-at-Risks announcements and on the Province's no net-loss approach to wetlands.

The Minister communicated that the Aggregate Resources study is complex and that there have been a number of hold-ups resulting in an indefinite delay in the report's release.

A discussion ensued with the Minister on the measures upon which the Endangered Species List was created. The Board indicated that it hoped changes were coming which would allow consultation prior to posting, and

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The Minister also indicated that she is in the process of considering how to mitigate factors in the North with respect to managing wetlands.

*The Honourable Bob Chiarelli,  
Minister of Infrastructure*

The Minister engaged in a discussion with the Board on sprinklers in Seniors Homes, broadband connectivity, asset management and on natural gas expansion.

Minister Chiarelli indicated that a small fund has been created to help LTC homes install sprinklers and that program details will be released shortly.

The Board communicated and the Minister agreed that broadband connectivity should be viewed as an essential service. The Ministry is considering measures to require utilities to map out where currently-unused broadband fibre has been installed so that the Province has a better idea of the infrastructure in place.

The Board relayed the significant concerns that it has with respect to the recent Asset Management Planning Regulation. Minister Chiarelli indicated that financial supports for smaller municipalities are under consideration. The Ministry is also considering establishing a 'swat' team of engineers and expanding OCIF funding.

*Parliamentary Assistant Lou Rinaldi,  
Ministry of Municipal Affairs*

The Board discussed recent changes to the *Election Act* requiring that candidates in municipal elections obtain 25 signatures. PA Rinaldi explained that this measure was established to deter insincere candidates. Due to potential challenges this may present to smaller jurisdictions, the Ministry is considering making an exemption for certain municipalities based on size. Currently, the ministry is determining the possibilities.

The board also expressed concern over the removal of Long Term Care beds from rural regions, indicating that this appears to be a developing trend.

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The 2018 ROMA Conference planning is well underway. Many speakers and sessions have been confirmed and the agenda will be of interest to all of our members.

The Board was also very pleased with the response from sponsors and those wanting to attend the Trade Show.

Earlier this month, members were informed of how to register for the conference and room rental arrangements for the hotel. All the [arrangements](#) and information concerning the ROMA Conference can be found by following the [link](#).

### *ROMA Strategic Plan*

The Board received an update on the implementation of its recently adopted Strategic Plan.

While other matters are ongoing, two areas are drawing immediate attention; communication with our members and the development of various Committees to deal with the myriad of issues facing our sector.

Additional information on both subjects should be available in the coming weeks.

### *Policy Updates*

The Board received a number of policy updates, including Bill 139, the Local Planning Appeals Tribunal (OMB Review), Bill 148, Changing Workforce Legislation and Bill 142, the Construction Lien Amendment Act. Further details can be found on the recent AMO Board Update.

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**Contact:** Chris Wray,  
Interim Executive Director ROMA,

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THE CORPORATION  
 OF  
 THE TOWN OF HALTON HILLS

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Moved by: *Rick Bonnette* Date: August 28, 2017  
 Mayor Rick Bonnette

Seconded by: *Jon Hurst* Resolution No.: 2017-0152  
*Councillor J. Hurst*

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15A

WHEREAS on August 12, 2017 a horrific, cowardly, and racially motivated act of violence took place in Charlottesville, Virginia that led to the death of a 32 year old woman, and injuries to at least 19 others;

AND WHEREAS this horrific and cowardly act took place during what has been described as one of the largest white supremacist events in U.S. history;

AND WHEREAS further incidents of racially motivated acts of violence have taken place both locally and abroad;

AND WHEREAS we must join together as a community, province, and nation to condemn this type of hatred and racism;

THEREFORE BE IT RESOLVED that Council for the Town of Halton Hills supports zero tolerance for racism of any kind, including nazi'ism and white supremacy;

AND FURTHER THAT Council for the Town of Halton Hills encourages all Ontario Municipalities to pass a resolution to support zero tolerance against racism and condemn all racism acts of violence;

AND FURTHER THAT a copy of this resolution be sent to Michael Chong, MP, Wellington Halton-Hills, Ted Arnott, MPP, Wellington Halton-Hills, FCM, AMO, Region of Halton, and Ontario municipalities.

*Rick Bonnette*  
 Mayor Rick Bonnette