

Committee of the Whole Meeting Agenda

Monday, March 6, 2017 – 1:30 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street

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

Please note that an electronic version of this agenda is available on guelph.ca/agendas.

Call to Order – Mayor

Authority to move into Closed Meeting

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to The Municipal Act, to consider:

C-COW-CS-2017.1 Public Appointments to Various Advisory Committees and The Board of Trustees of the Elliott Community (Downtown Advisory Committee, Guelph Museums Advisory Committee, River Systems Advisory Committee, Water Conservation and Efficiency Public Advisory Committee)

Section 239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees

C-COW-IDE-2017.1 Hanlon Creek Business Park – Development Options
Section 239 (2)(c) proposed or pending acquisition or disposition of land by the municipality

Closed Meeting

Open Meeting - 2:00 p.m.

Mayor in the Chair

Closed Meeting Summary

Disclosure of Pecuniary Interest and General Nature Thereof

Consent Agenda – Corporate Services

Chair – Councillor MacKinnon

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

COW-CS-2017.1 Non Application of the Line Fences Act

Recommendation:

That the City of Guelph opt out of the application of the Line Fences Act and that the attached by-law regarding non-application of the Line Fences Act be brought forward for approval at the March 2017 Council meeting.

Corporate Services Chair and Staff Announcements

Consent Agenda – Infrastructure, Development and Enterprise

Chair – Councillor Gibson

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

COW-IDE-2017.8 Sidewalk Needs Assessment Update

Recommendation:

1. That the recommended priority list for sidewalk construction based on the prioritization criteria outlined in the report "Guelph Sidewalk Needs Assessment Study" dated January 2017 be approved.
2. That adequate right-of-way width be secured in new draft plans of subdivisions to provide sidewalks on both sides of the road where the anticipated sidewalk needs would rank as high upon subdivision completion.
3. That sidewalks be constructed adjacent to subdivision blocks that have been undeveloped for five (5) years or more and that the block developer be responsible for all costs to repair any sidewalk damage during site development.
4. That adequate funding to maintain new sidewalk facilities be included in future Operating Budgets.

COW-IDE-2017.9 Natural Heritage Action Plan (NHAP) Project Initiation

Recommendation:

That the Natural Heritage Action Plan project charter attached to Infrastructure, Development and Enterprise Services Report (IDE 17-25), dated March 6, 2017 be approved.

COW-IDE-2017.10 Sign By-law Variances – 158 Clair Road East

Recommendation:

1. That the request for variances from Sign By-law Number (1996)-15245, as amended, for 158 Clair Road East to permit three (3) interchangeable building signs to be located 0.92 metres from the ground, be approved.
2. That the request for variances from Sign By-law Number (1996)-15245, as amended, for 158 Clair Road East to permit 3 menu boards on the property, one pre-sell menu with a height of 2.02 metres above the adjacent roadway and two (2) integrated menu boards with a height of 2.33 metres above the adjacent roadway with sign faces of 3.63 square metres each, be approved.

COW-IDE-2017.11 Sign By-law Variances – 84-202 Clair Road East

Recommendation:

That the request for variances from Sign By-law Number (1996)-15245, as amended, to permit a 5.33 square metre illuminated freestanding sign at 84-202 Clair Road East to be setback 3 metres from the nearest public road allowance and to be a height of 6 metres above the adjacent roadway, be approved.

COW-IDE-2017.12 Annual and Summary Water Services Report - 2016

Recommendation:

That the Annual & Summary Water Services Report – 2016 be approved.

Items for Discussion – Infrastructure, Development and Enterprise

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

COW-IDE-2017.13 2017 Corporate Asset Management Plan and Policy

Presentation:

Daryush Esmaili, Manager of Corporate Asset Management

Recommendation:

1. That Council endorse the 2017 Corporate Asset Management Plan and Asset Management Policy; and

2. That staff be directed to provide annual updates to Council on the key activities and progress of the 2017 Corporate Asset Management Plan and Policy.

COW-IDE-2017.15 Transportation Master Plan - Framework

Presentation:

Kealy Dedman, General Manager, Engineering and Capital Infrastructure Services/City Engineer

Recommendation:

That the framework for the update to the 2005 Guelph –Wellington Transportation Master Plan as outlined in report IDE 17-34 be approved.

COW-IDE-2017.16 Pedestrian Crossing Treatments – Update to the Ontario Traffic Manual

Presentation:

Allister McIlveen, Manager of Transportation Services

Recommendation:

1. That the City of Guelph adopt the installation warrants for the Level 2 Pedestrian Crossover as outlined in Report 17-32 dated March 6, 2017.
2. That staff be directed to report back to Council in the third quarter of 2017 with a comprehensive report recommending an implementation strategy with the following integral components for a Pedestrian Crossover Program
 - Communication Plan (Public Education and Outreach)
 - Implementation priority list of locations
 - Program to monitor compliance and pedestrian safety
 - Financial implications based upon an assessment of each recommended location

COW-IDE-2017.17 Delegation of Authority for Infrastructure, Development and Enterprise Services

Presentation:

Scott Stewart, Deputy CAO, Infrastructure, Development and Enterprise

Recommendation:

1. That pursuant to Section 23(1) of the Municipal Act, By-law Number (2013)-19529 be amended by adding Schedule "EE" to provide staff the authority to approve successful bids where the procurement is budgeted but does not have specific approvals, as set out in Attachment 1 hereto.
2. That pursuant to Section 23(1) of the Municipal Act, By-law Number (2013)-19529 be amended by adding Schedule "FF" to provide staff the authority to Appoint Risk Management Officials (RMOs) and Risk Management Inspectors (RMIs), as set out in Attachment 2 hereto.

3. That pursuant to Section 23(1) of the Municipal Act, By-law (2013)-19529 be amended by adding Schedule "GG" to provide staff the authority for variances to the Sign By-law, as set out in Attachment 3 hereto.
4. That pursuant to Section 23(1) of the Municipal Act, C By-law (2013)-19529 be amended by adding Schedule "HH" to provide staff the authority for residential demolition permits as set out in Attachment 4 hereto.

COW-IDE-2017.18 Outstanding Motions of Committee of the Whole (Infrastructure, Development and Enterprise)

That the following motion, previously passed by Council, be eliminated from staff work plans and from the Outstanding Motion list:

April 20, 2016 Special Council

2016 Development Priorities Plan

"That Council direct staff to investigate and report back on the most effective way to quantify the cost of growth."

Infrastructure, Development and Enterprise Chair and Staff Announcements

Mayor in the Chair

Special Resolutions

Striking Committee Policy Review - Councillor Wettstein's Motion for Which Notice was Given December 5, 2016

Recommendation:

That staff be directed to review, analyze and bring forward a recommendation updating the Striking Committee policies, processes and remuneration, and reporting of expenses and that staff report back to Committee of the Whole by Q4 2017.

Exploring Opportunities to Accelerate Large Neighbourhood Commercial Growth in East Guelph - Councillor Gibson's Motion for Which Notice was Given February 13th (Item pending decision of Council at the February 13th meeting)

Correspondence:

Carolan Sorbara
Karen Favaro
Rosemary Stulp
Carolin Craine
Wendy Dabbs
Cindy Judge and Harry Meredith
Trevor Favaro

Ron Ramsay
Elizabeth Hearty
Andy Wellwood
Karen Duffy
Maureen Lowden
Robyn and Quinn McLafferty
Jason Murray
Melania Nadj
Crystal Gottfried
Matt Campbell
Amelia and William Hill
Jessica Dewey
Lauren Dawe
Melissa Goetz
Krista McGregor
Adam and Nicole MacIntyre
Sarah Rubenstein

Recommendation:

1. That, in conjunction with the ongoing comprehensive commercial policy review, staff be directed to consider other opportunities for neighborhood commercial development along the York Road Intensification corridor (east of Victoria Road) with the intent of attracting further commercial investment to East Guelph (East of Victoria Road), and
2. That staff report back to Council on these opportunities as they emerge or, at established reporting milestones for the commercial policy review.

Chair and Staff Announcements

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

Notice of Motion

Notice of Motion provided by Mayor Guthrie

Adjournment

Staff Report



To **Committee of the Whole**

Service Area Corporate Services

Date Monday, March 6, 2017

Subject **Non Application of the Line Fences Act**

Report Number CS-2017-42

Recommendation

1. That the City of Guelph opt out of the application of the Line Fences Act and that the attached by-law regarding non-application of the Line Fences Act be brought forward for approval at the March 2017 Council meeting.

Executive Summary

Purpose of Report

To recommend that the City of Guelph exempt itself from the application of the Line Fences Act within Guelph's municipal boundaries, in accordance with Section 98 of the Municipal Act, 2001.

Key Findings

- The Line Fences Act is a historic piece of legislation which was put in place to assist in resolving disputes between rural agricultural land owners.
- Section 98 of the Municipal Act permits municipalities to opt out of the application of the Line Fences Act, save and except Section 20, which applies to the boundaries between former railway lines and agricultural properties.
- Given that the City of Guelph is a predominantly urban municipality, the Line Fences Act should not apply within its municipal boundaries.
- Boundary fence disputes can and should be resolved civilly between the two affected land owners, rather than through the use of City resources.

Financial Implications

The financial implications associated with the approval of the staff recommendation are minor. The current Line Fence Act fees and processes are not based on a cost recovery model. Adoption of the staff recommendation will allow for the better allocation of current resources that are currently utilized to support Line Fences Act applications.

Report

Although fence-viewers were first referenced in an Act of the Province of Upper Canada, 1793, the first Ontario fencing legislation was passed in 1834, and the current Line Fences Act can be traced to that 1834 statute.

The original intent of fencing legislation came out of the need to settle disputes that arose from early settlements in rural regions of the province and at a time when municipalities played an important role in serving as a mediator in such cases.

The Line Fences Act operates on the premise that both parties benefit from having a fence to mark their common boundary. It provides the mechanism for resolving disagreements between neighbouring landowners over how the costs of construction, maintenance or repairs will be shared. It only applies if two abutting landowners cannot agree on their own.

The Line Fences Act is not the most efficient mechanism for dealing with boundary fence disputes in urban settings. The Act is quite complex, as demonstrated by a 65 page guide developed and maintained by the provincial government. Recognizing this, Subsection 98 of the Municipal Act 2001, permits municipalities, by by-law, to opt out of the Line Fences Act, with the proviso that Section 20 of the Line Fences Act regarding duties of owners of former railway lands continues to apply. Unless the City exempts itself from the application of the Line Fences Act, it continues to apply.

Over the last 10 years, there has been one application processed at the City of Guelph under the Line Fences Act. The vast majority of people who call the City to enquire about the legislation find that their dispute is regarding the location of the property line, and therefore the Act does not apply. Residents have always been encouraged to resolve disputes outside of the provisions of the Line Fences Act whenever possible.

A review of six City of Guelph comparators shows that four of six municipalities do not process applications under the Line Fences Act and of the two that do, they have not processed any applications in the past 10 years.

City	Does the Line Fences Act apply?	If yes, number processed in past 10 yrs
Barrie	Yes	0
Burlington	No	N/A
Cambridge	No	N/A
Kingston	Yes	2 (1 rural and 1 urban)
Kitchener	No	N/A
Oakville	No	N/A

Most municipalities have taken the position that urban disputes over boundary fences should be resolved civilly between the affected property owners.

Staff is of the opinion that becoming involved in a personal property matter between neighbours is not an efficient use of City resources. As such, staff is recommending the attached by-law be passed by Council.

Consultations

Legal, Realty and Risk Services staff was consulted and provided input to this report.

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

- ATT-1 [\(Section 20\) Excerpt from the Line Fences Act](#)
- ATT-2 [\(Section 98\) Excerpt from the Municipal Act](#)
- ATT-3 Draft By-law for non-application of Line Fences Act in Guelph

Departmental Approval

Katherine Hughes
Associate Solicitor, Legal, Realty & Risk Services

Report Author

Tina Agnello
Deputy City Clerk



Approved By

Stephen O'Brien
City Clerk
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Recommended By

Colleen Clack
Interim Deputy CAO, Corporate Services
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By-law Number (2017)-XXXXX

A by-law to provide for the non-application of the Line fences Act in the City of Guelph.

WHEREAS subsections 98(1) and 98(2) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a By-law may be passed by a municipality providing that the Line Fences Act S.O. 1990, c. 17, as amended does not apply to all or any part of the Municipality, subject to the continuing applicability of Section 20 of the Line Fences Act;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. THAT the provisions of the Line Fences Act S.O. 1990, c. 17, as amended do not apply to all or any part of the City of Guelph, save and except for Section 20 of the Line Fences Act;
2. This Bylaw shall come into force and effect on March 27, 2017.

PASSED this 27th day of March, 2017.

CAM GUTHRIE – MAYOR

STEPHEN O'BRIEN – CITY CLERK

Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Sidewalk Needs Assessment Update**

Report Number IDE 17-35

Recommendations

1. That the recommended priority list for sidewalk construction based on the prioritization criteria outlined in the report "Guelph Sidewalk Needs Assessment Study" dated January 2017 be approved.
2. That adequate right-of-way width be secured in new draft plans of subdivisions to provide sidewalks on both sides of the road where the anticipated sidewalk needs would rank as high upon subdivision completion.
3. That sidewalks be constructed adjacent to subdivision blocks that have been undeveloped for five (5) years or more and that the block developer be responsible for all costs to repair any sidewalk damage during site development.
4. That adequate funding to maintain new sidewalk facilities be included in future Operating Budgets.

Executive Summary

Purpose of Report

To present the results of the Sidewalk Needs Assessment Update Study and seek Council approval of the related recommendations.

Key Findings

This study updates the 2001 inventory of road segments with missing sidewalks on one or both sides of a roadway in the City of Guelph and recommends priorities for sidewalk construction according to a number of criteria.

Eight (8) criteria have been identified to assess and prioritize street segments with missing sidewalks.

The highest-scored segments were assigned to six (6) priority categories for construction.

The current Alternative Development Standards suggest inclusion of sidewalks on both sides of streets greater than 120 m in length, and that temporary sidewalks be constructed in subdivision developments at the time of road construction. However, staff recommends minor amendments to these standards to reflect current practices and recent changes to the engineering development manual.

Financial Implications

The capital cost of constructing the recommended priority sidewalk segments is estimated to be \$1.18 million over a 10-year period. The approved 2017 Tax Supported Capital Budget and 2018 to 2026 Tax Supported Capital Forecast include \$240,000 per year for six (6) years (RD0283) to implement the recommendations within this study.

The additional annual operating cost for maintaining these new priority sidewalk segments is estimated to be \$80,154 upon completion.

Report

Background

Providing a connected and safe pedestrian environment is integral to ensuring accessibility for all abilities throughout the community. A Sidewalk Needs Assessment was first completed in 2001 to identify and prioritize the missing segments of sidewalk throughout the City to improve connectivity. The work was completed in-house by Engineering Services staff. Since that time, the original study has not been updated to reflect the addition of new sidewalks through sidewalk construction, capital road projects or development.

Engineering and Capital Infrastructure Services undertook the 2016 Guelph Sidewalk Needs Assessment Update Study included in Attachment 1. The Study updates the inventory of sidewalks throughout the city and prioritizes segments for construction over a 10-year period.

This project is driven by the Transportation Demand Management program that works toward achieving the City's policies to slow growth in traffic congestion and reduce transportation-related emissions. Transportation Demand Management uses strategies and policies that support active transportation (walking and cycling), public transit, carsharing, carpooling and trip reduction strategies.

Methodology of the study

In May of 2015, Paradigm Transportation Solutions Limited was selected through a Request for Proposal process to undertake the Sidewalk Needs Assessment Update Study.

Community engagement was conducted by WSP-MMM Group simultaneously with engagement on the Active Transportation Network study because of the close

overlap in stakeholders and user groups. The draft Active Transportation Network is a selection of existing and proposed off-road paths that provide direct north-south and east-west access across the city so that active transportation users can avoid major roads and barriers. Details on the engagement efforts are outlined in Attachment 1.

Through a combination of viewing the City's digital mapping and conducting field visits, missing sidewalk sections throughout the City were identified. A preliminary list of criteria was developed to rank the street segments that had missing sidewalks. The preliminary criteria list was compared to other best practices and was part of the community engagement process to help identify missing criteria or how the points for each criterion would be applied. The final eight (8) recommended criteria and the application of scoring are described below.

- i. **Road type and classification (0-10 points):** points are granted based on the type (Urban or rural) and classification (arterial, collector, local or cul-de-sac) of roadway. An urban roadway is defined as having curbs and gutters. A maximum of 10 points is possible for an urban arterial roadway, while a cul-de-sac receives 0 points.
- ii. **Presence of sidewalks:** Where sidewalks are present on only one side, the Road Type and classification score is divided in half. Where no sidewalks are present, the full score is attributed to the road type and classification category.
- iii. **Proximity to schools (0-10 points):** School points were given if the sidewalk is on the same block as the school, or if it is the main path for a large group of residences to a school.
- iv. **Presence of a transit route (0 or 10 points):** Score 10 if a transit route currently exists along that segment.
- v. **Type of adjacent land uses (2-6 points):** Score one category only per segment. If there were multiple uses adjacent to the segment in question, the highest-scoring land use category was applied. For example, office and commercial retail land uses score 6 points, while low-density residential uses score 2 points.
- vi. **Presence of desire lines (0 or 5 points):** Full points were given if a visible beaten path is noted.
- vii. **Proximity to the proposed Active Transportation Network (0 or 4 points):** Points are given if the segment is within 500 m of the proposed Active Transportation Network.
- viii. **Proximity to pedestrian generators, such as local shops, libraries, community centres (0-6 points):** If the segment has one of the listed

buildings, then it receives points for this criterion. For example, hospitals, parks and senior centres receive 6 points.

Recommended priorities for sidewalk construction

The top 100 segments of missing sidewalk that scored highest were further assessed and 37 of these sidewalk segments were assigned to one of six priority categories:

- Category 1 are short, high-ranked sections
- Category 2 are long high-ranked sections
- Category 3 are medium priority sections
- Category 4 are tied to capital road construction projects in the capital budget forecast
- Category 5 are tied to development
- Category 6 are highly ranked but not a priority.

Of these 37 segments, the following three were placed in Category 6:

- 1) Exhibition Street along the park has sidewalk on one side, and the park side does not require an additional sidewalk;
- 2) Hall Avenue has sidewalk on one side, and property limits do not allow for sidewalk on the other side;
- 3) Norfolk Street between Wilson and Macdonell has sidewalk on one side, but the retaining wall on the other side cannot be altered without compromising the structural foundation of the parking lot and future structure behind it.

The remaining 63 segments have been scored according to the criteria and are listed in the report. No action is planned at this time for these segments however they will be reviewed periodically to identify future priorities for sidewalk construction.

Using the methodology requires flexibility and good judgement

In addition to providing a list of priority sections of sidewalk to build under the capital sidewalk program, the criteria is useful in evaluating new public requests for sidewalk construction that are not currently listed among the high-ranking priorities. The ranking criteria applied from this study are intended to be used as a guide in decision making about new sidewalk construction priorities. Certain assumptions made in this version of the ranking may be revised. For example, segments were given points for proximity to a school only if the segment was within the same block as the school property. This means that a segment one block away in any direction could be scored lower, even if student pedestrian volumes are equally high. Therefore professional judgment is required in reviewing requests such that the immediate context of a site is also consideration when applying these criteria.

Addendum to the consultant's final report

Shortly after the final report was submitted by the consultants, staff received an inquiry regarding the study's ranking for Metcalfe Street between Lemon Street and Grange Street. This section was not originally included by the consultants, and a

prompt review was completed. A letter of memorandum dated January 20, 2017 is included in Attachment 2. The review concluded that Metcalfe Street from Lemon to Palmer Streets should be considered a Category 3 "Medium" Priority, to be considered after completing the Categories 1 and 2. Metcalfe Street from Palmer to Grange was ranked as a Category 6 "high ranked but unlikely priority candidate" because of the property impacts that sidewalk construction would have on the residents.

Alternative Development Standards Review

The City of Guelph 1997 Alternative Development Standards had been in effect for development applications until very recently. The Sidewalk Needs Assessment Update study includes recommended changes to the Alternative Development Standards in order to improve pedestrian connectivity through development. Specifically, the study recommends:

- (i) reinstating the construction of sidewalks on both sides of streets with a length greater than 120 meters, and;
- (ii) that temporary sidewalks be built at the same time as subdivision developments to facilitate pedestrian connectivity until the permanent sidewalks are constructed by the developer.

Since the consultant's review of the Alternative Development Standards, Development Engineering has consolidated the Standards with other development guidelines into one document called the Engineering Development Manual. Consequently, staff proposes that the consultant recommendations be amended to align better with the consolidated standards document, per below:

1. That staff ensure the provision of adequate space for sidewalks on both sides of the road in the Rights-of-Way through the review of draft plans of subdivisions where the anticipated sidewalk ranking would be high at the time of complete construction; and
2. That the City of Guelph constructs sidewalks along development blocks that have been inactive for five (5) years or more, and that the Developer of the adjacent lands be responsible for maintaining a good condition of sidewalks to the satisfaction of the City from the time at which construction resumes until the development is completed.

The first amendment acknowledges that road Right-of-Ways under 20 meters do not typically have sufficient space to provide for sidewalks on both sides and maintain access to utilities placed underground. Where staff can identify early on in the draft subdivision plan that sidewalks may be required on both sides, the City can ensure adequate right-of-way width is provided within the development.

The second amendment clarifies the type of scenario where the City would construct sidewalks on the developer's behalf where development build-out is known to be on hold or paused indefinitely. Elmira Road south of Willow Road is an example of a priority link in this report where development has been on hold for

five years or more. The developer would be responsible for the cost of repairing or replacing sections that are damaged in future when construction resumes on the adjacent property.

Financial Implications

This study was funded in the 2015 Capital Budget from RD0283.

A preliminary capital cost estimate has been established for constructing the missing segments. The cost of implementing the recommended priority segments is estimated at a total of \$1.178 million over 10 years. The 2017 Tax Supported Capital Budget and 2018 to 2026 Tax Supported Capital Forecast includes \$240,000 per year for 6 years to implement the recommendations within this study.

Using the 2016 actual expenditures from sidewalk maintenance and repair by the Operations Department, the maintenance costs for sidewalks are estimated to be \$2.84 per meter. Once all proposed Category 1 and 2 priority sidewalk segments are completed, this would represent an increase to the operating budget of \$80,154 per year (based on an assumption of \$3 per linear meter).

Consultations

Details about the community engagement efforts are included in Attachment 1 – Guelph Sidewalk Needs Assessment Study. Staff from the various areas within Engineering and Capital Infrastructure Services and from Operations have reviewed and provided comment on the study results.

Staff will engage with the development community on the recommended changes through the Technical Advisory Committee of the Guelph Wellington Development Association.

The report and council's final decision will be posted online for the public to view.

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Resources - A solid foundation for a growing city

Attachments

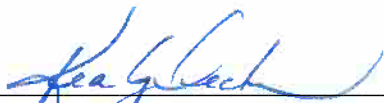
- ATT-1 Guelph Sidewalk Needs Assessment Study by Paradigm Transportation Solutions is available on the study webpage at:
<http://guelph.ca/living/getting-around/traffic-demand-management/active-transportation-network/sidewalk-needs-assessment-study/>
- ATT-2 Memo from Paradigm Transportation Solutions regarding Metcalfe Street sidewalks is available on the study webpage at:
<http://guelph.ca/living/getting-around/traffic-demand-management/active-transportation-network/sidewalk-needs-assessment-study/>

Departmental Approval

Doug Godfrey, General Manager of Operations

Report Author

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Staff Report

To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Natural Heritage Action Plan (NHAP) Project Initiation**

Report Number IDE 17-25

Recommendation

1. That the Natural Heritage Action Plan project charter attached to Infrastructure, Development & Enterprise Services Report (IDE 17-25), dated March 6, 2017 be approved.

Executive Summary

Purpose of Report

To provide Council with information about the Natural Heritage Action Plan, to seek Council endorsement of the project charter, and to formally initiate the project.

Key Findings

The Natural Heritage Action Plan will create an implementation framework for Official Plan policies regarding the natural heritage system and watershed planning. This will include the identification and development of recommendations, strategies and guidelines that would assist staff to maintain, enhance and restore natural heritage, surface water and ground water features within the City.

Financial Implications

Funding is not required for the development of the Natural Heritage Action Plan. The action plan is being prepared by City staff and using existing resources.

Report

The Natural Heritage Strategy and Official Plan Amendment 42 established the vision and policy framework for protecting the City's natural heritage features and areas

In 2010 the City completed its natural heritage strategy which provided the technical basis and background for the development of a new comprehensive set of policies intended to update the City's Official Plan. This update became Official Plan

Amendment 42 (OPA 42) and provided a new set of natural heritage system policies for the City. OPA 42 was adopted by Council on July 27, 2010 and was approved by the Ministry of Municipal Affairs and Housing on February 22, 2011. On June 4, 2014 OPA 42 was subsequently approved by the Ontario Municipal Board bringing the natural heritage system policies into force and effect as part of the City's Official Plan.

The policies contained in the Official Plan establish the requirements for protecting what is valuable

Roughly one fifth of the City is comprised of natural spaces and features that are a part of the City's natural heritage system (NHS).

The City's commitment to maintain, enhance and restore its NHS includes an environment first approach to ensure the integrity of the system is not compromised. The natural heritage system contributes to enhancing the quality of life within the city by preserving the integrity of a wide range of natural features and ecological services, while also providing natural and open spaces for leisure activities and enjoyment opportunities for residents and visitors.

The City's NHS is made up of a combination of natural heritage features and areas, including:

- Significant Wetlands and Other Wetlands;
- Significant Woodlands and Cultural Woodlands;
- Significant Valleylands;
- Significant Wildlife Habitats, including Ecological Linkages, and Habitats for (locally) Significant Species;
- Habitats of Endangered and Threatened Species;
- Significant Landform;
- Restoration Areas; and
- Wildlife crossings.

Together, these elements represent the city's natural assets including its biological, hydrological and geological diversity, ecological and hydrologic functions and connectivity which in turn support populations of indigenous species and sustain local biodiversity. Attachment 1 includes a copy of schedule 10 from the City's official plan showing the NHS.

As part of City's Official Plan policies aimed at maintaining, enhancing and restoring the NHS, there are requirements for additional studies, tools and resources needed to fulfil the vision and objectives for the NHS.

Watersheds are the most important scale for protecting the quantity and quality of water

The Provincial Policy Statement, 2014 placed renewed emphasis on the use of watershed planning as the basis for ecological and water resource related decision making. Changes proposed to the Growth Plan for the Greater Golden Horseshoe have also provided additional direction on the need to integrate subwatershed

planning into community planning for secondary plans and master planning exercises for infrastructure including water, waste water and stormwater management. This supports and aligns with the City's Natural Heritage System and Water Resource policies in the Official Plan. The City's water resource policies were recently reviewed and updated through Official Plan Amendment 48 which is currently before the Ontario Municipal Board (OMB).

The City includes lands within 8 subwatersheds that are part of the broader Grand River Watershed. Subwatershed studies have been completed historically for some of these subwatersheds, typically in partnership with the GRCA and in advance of development occurring. A summary of the status of existing subwatershed studies along with a map of the subwatersheds within the City is included in Attachment 1.

Subwatershed studies set goals and objectives based on local needs. They are used to identify and assess streams, wetlands, forests, groundwater recharge areas, and other features. They can include inventories and long term monitoring stations for plants, animals, birds and other species, as well as information on stream flows, flood control and erosion, water quality, groundwater movement and other water resource features.

Subwatershed studies include recommendations and targets to protect, improve and restore water quality and quantity as well as establish specific criteria and actions for development, for water and wastewater servicing, for stormwater management and to support ecological needs. These studies need to be reviewed and updated from time to time as areas change and development or redevelopment occurs and incorporated into municipal master plan exercises and community plans.

The watershed planning and water resource policies of the Official Plan set out requirements and objectives based on a commitment to use subwatershed studies for the purposes outlined above. The Province has also indicated that it will be providing guidance around subwatershed study requirements by 2018 to assist municipalities with this task.

The Natural Heritage Action Plan (NHAP) will create an implementation framework for the City's Official Plan policies regarding the natural heritage system and watershed planning.

The NHAP will include the identification and development of recommendations, studies and guidelines to assist staff in maintaining enhancing and restoring natural heritage, surface water and ground water features within the City.

This is also anticipated to identify and inform continuous improvement opportunities for development review functions that deal with environmental planning requirements.

Development of a Project Charter

A project charter has been prepared and is included as attachment 2. This charter outlines the goal of the NHAP to identify and prioritize the development of additional resources (studies, guidelines and implementation tools) and recommendations which serve to implement the policies and objectives found within the Official Plan. One example of an existing guideline is the [Draft Guidelines for the Preparation of Environmental Impact Studies](#) (EISs) available on Guelph.ca. This resource provides greater clarity around the requirements for environmental studies being prepared as part of development applications.

The NHAP will assist staff in monitoring and assessing the overall state of the natural heritage features, biodiversity, surface water and ground water features in the City. As well as supporting the conservation, restoration and enhancement of natural spaces through utilization and implementation of the policies of the Official Plan and based on current scientific practice and principles.

The scope of the action plan (as set out in the project charter) includes:

- Identifying and developing studies, guidelines and tools to maintain, enhance and restore the City's natural heritage system, surface water and groundwater features;
- Establishing direction on the development of guidelines and manuals to support continuous improvement within development review processes (i.e. Environmental Implementation Report Guidelines);
- Promoting public awareness of the conservation of natural heritage features and areas, surface water and groundwater features;
- Establishing direction and prioritizing the review and update of subwatershed studies;
- Reviewing models for community engagement in natural heritage action plan implementation. This will include looking at existing Council appointed advisory committees that contribute to the implementation of the City's NHS and water resource policies; and,
- Providing direction and guidance on the identification and methods to measure progress, successes and opportunities in the implementation of the policies.

The scope does not include:

- Reviewing/updating the Official Plan policies (i.e. NHS policies, Open Space: parks and trails policies) and/or zoning by-law regulations
- Reviewing/updating the City's urban forest management plan
- Development and implementation of the City's tree technical manual
- Updates to the Source Water Protection Plan and Assessment Report for the Grand River Watershed
- Reviewing or updating City Trail Master Plan

Next Steps

Staff will be proceeding with the development of the communication and engagement plan to support the project and completion of the background review/ environmental scan to confirm a more detailed scope for the NHAP building from the project charter.

Once a final draft of the NHAP has been prepared and compiled a further staff report will be prepared and brought back for the consideration of Council. This will include a detailed framework that will identify future projects, budget and resource implications and proposed timing. It will also note any projects that were identified but determined to not be a priority at this time. This report is anticipated to be brought forward to Council by Q1 of 2018.

Financial Implications

None Applicable

Consultations

Not Applicable

Corporate Administrative Plan

Overarching Goals

Service Excellence
Innovation

Service Area Operational Work Plans

Our People- Building a great community together
Our Resources - A solid foundation for a growing city
Our Services - Municipal services that make lives better.

Attachments

ATT- 1	Official Plan Schedule 10 – Natural Heritage System
ATT-2	Summary of Subwatershed Studies and Map of Subwatershed in Guelph
ATT-3	Natural Heritage Action Plan Project Charter

Departmental Approval

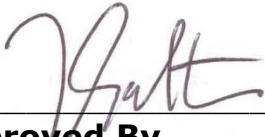
Not Applicable

Report Authors

April Nix, Environmental Planner
Adèle Labbé, Environmental Planner

Approved by

Melissa Aldunate, Manager Policy Planning
and Urban Design



Approved By

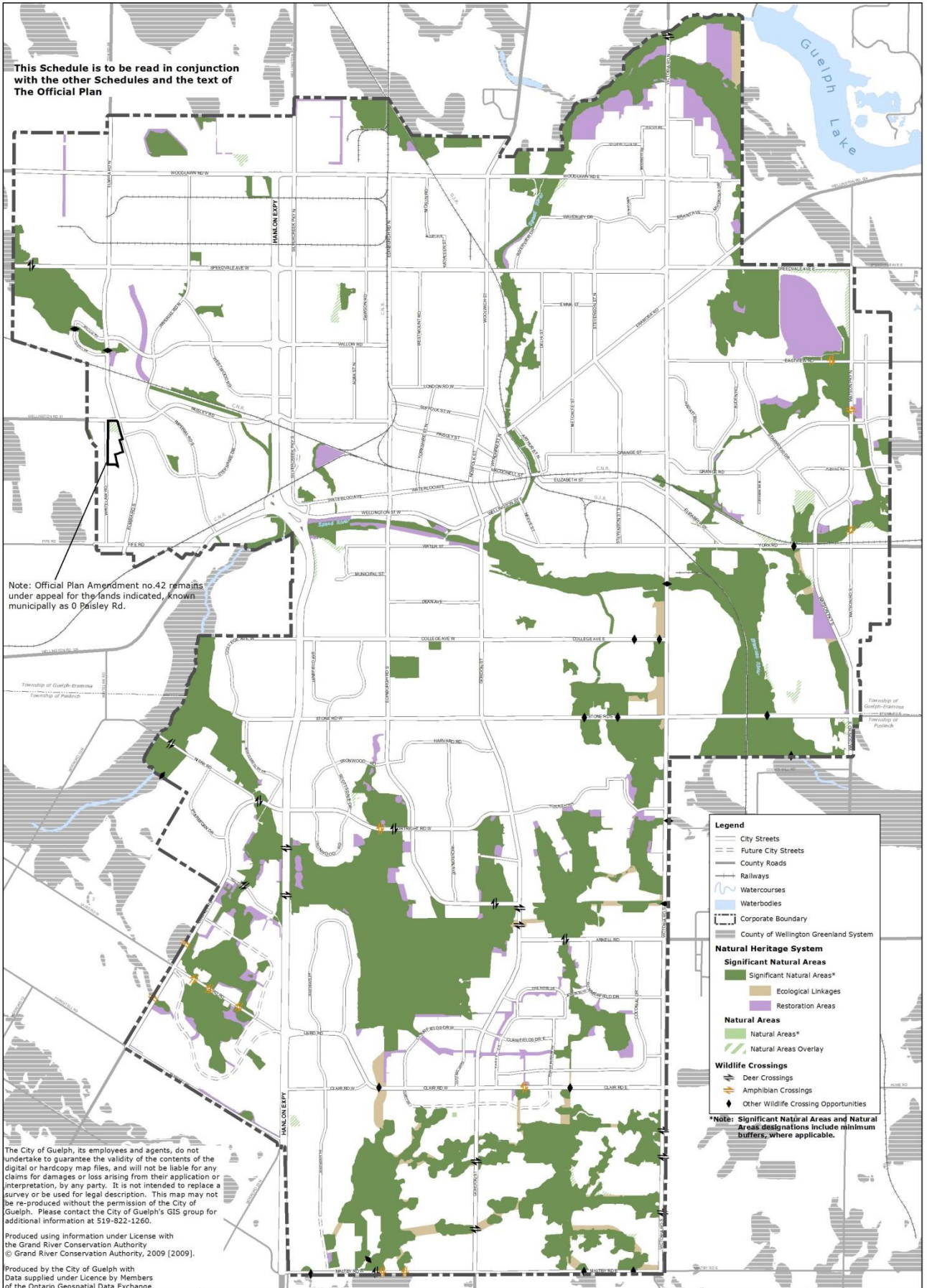
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Recommended By

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Deputy CAO
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ATT – 1 Official Plan Schedule 10 – Natural Heritage System



2001 Official Plan, September 2014 Consolidation

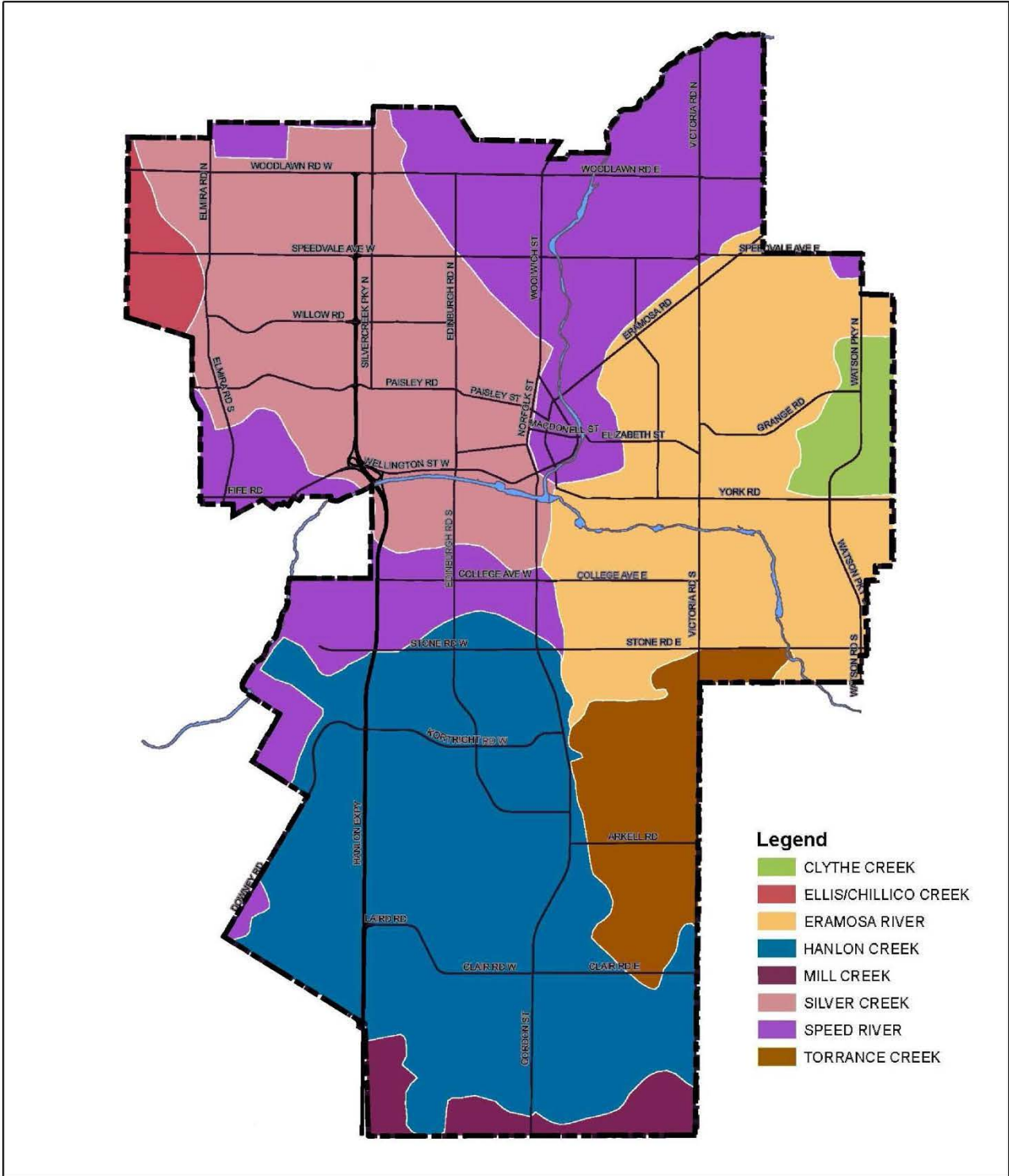
**CITY OF GUELPH
OFFICIAL PLAN
SCHEDULE 10:
NATURAL HERITAGE SYSTEM**

Natural Heritage System

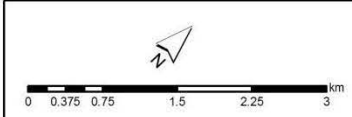
Projection: UTM 17N NAD83
Produced by the City of Guelph
Planning Services
September 2014 Consolidation

ATT- 2 Summary of Subwatersheds

Subwatershed	Subwatershed Study	Prepared For	Update/Review and Related Reports	Notes
Clythe Creek	Clythe Creek Subwatershed Study, 1997	Metrus Developments Inc. (Approved by City of Guelph)	N/A	Completed to provide management direction and in anticipation of land use changes (urbanization in east Guelph)
Ellis/ Chillico Creek	East Side Subwatersheds Study 2005-2010 (2014)	Region of Waterloo, City of Cambridge, Grand River Conservation Authority	N/A	This subwatershed study is a characterization study only and was prepared to inform the City of Cambridge East Side Lands MESP project.
Eramosa River	Eramosa River Blue Springs Creek Watershed Study (1999)	Grand River Conservation Authority	N/A	Completed to characterize landscape, identify trail and heritage assets and sensitivities to potential land use changes (aggregates, golf courses, agriculture).
Hanlon Creek	Hanlon Creek Subwatershed Plan, 1993	City of Guelph, Grand River Conservation Authority	South Guelph Secondary Plan SEIS, 1998 State of the Watershed Study, 2004	The Clair Maltby Secondary Plan will be including updated data/information for the sub catchment areas of the subwatershed including for Halls Pond.
Mill Creek	Mill Creek Subwatershed Plan, 1997	Grand River Conservation Authority	N/A	Clair Maltby Secondary Plan will be including updated data/information for the sub catchment areas of the subwatershed that include lands within the City.
Silvercreek/ Howitt Creek	None	N/A	N/A	
Speed River	None	N/A	N/A	
Torrance Creek	Torrance Creek Subwatershed Study, 1998	City of Guelph, Grand River Conservation Authority	N/A	Completed to provide management direction and in anticipation of land use changes (urbanization in east Guelph)



- Legend**
- CLYTHE CREEK
 - ELLIS/CHILLICO CREEK
 - ERAMOSIA RIVER
 - HANLON CREEK
 - MILL CREEK
 - SILVER CREEK
 - SPEED RIVER
 - TORRANCE CREEK



GRCA Subwatersheds



Produced by the City of Guelph
 Planning, Urban Design and Building Services - Development Planning
 January 2017

ATT- 3 NATURAL HERITAGE ACTION PLAN PROJECT CHARTER

Version No.:	1
Date:	Jan 2017

Project Name:	Natural Heritage Action Plan (NHAP)
Current Name Phase:	Project Initiation
Project Team:	Melissa Aldunate, Manager of Policy Planning and Urban design April Nix & Adele Labbe, Environmental Planner
Division Functional Director:	Todd Salter, General Manager of Planning, Urban Design And Building Services
Project Sponsor:	Policy Planning and Urban Design

PROJECT DEFINITION

PROJECT PURPOSE: Describe the project and the reason it is required
The Natural Heritage Action Plan (NHAP) will create an implementation framework for Official Plan policies regarding the natural heritage system and watershed planning, including recommendations, studies and guidelines that would assist staff to maintain, enhance and restore natural heritage features, surface water and ground water features within the City.

PROJECT GOALS: What is the project trying to achieve, in detail?
The City of Guelph is undertaking the NHAP to identify and prioritize the development of additional resources (studies, guidelines and implementation tools) and recommendations which serve to implement the policies and objectives found within the Official Plan.

CRITICAL SUCCESS FACTORS: What factors will have to be achieved for the project to be successful?
The project will be a success if the following is achieved: <ul style="list-style-type: none"> • Identification of future projects (studies, guidelines), implementation tools and recommendations necessary to implement the envisioned outcomes from the City's Official Plan; • A priority based implementation framework of recommended projects and tasks for staff to follow to achieve the envisioned outcomes. • Identification of methods to monitor and measure progress, successes and opportunities in the implementation of the policies and action plan outcomes/deliverables. • Identification of needed resources to implement the action plan.

PROJECT STRATEGY: At a high level, how are you going to achieve your project goals?
Staff will complete a review of OP policies, environmental studies (EIS/EIR and Subwatershed Studies) and secondary plans to identify tasks and actions to be included within the framework. Staff will develop a technical framework to guide prioritization as well as integrate with existing work plans. This is not intended to form or create new City policies or Official Plan updates.
Staff will complete research and facilitate discussion and obtain input among project participants to provide its recommendations in a written report. These will be incorporated into

a single framework within the action plan for implementation purposes.

PROJECT BENEFITS: What are the tangible and intangible benefits of the project?

- Enhanced environmental protection and conservation
- Supports one of the founding operating principles of the City’s Official Plan: Environmental Sustainability (Section 2.2) through provision of greater community understanding of the value of the natural heritage system, and surface water and groundwater features.
- Achievement of Official Plan objectives
- The development of standards and guidelines to support the development review processes and the implementation of capital projects.
- Provides an effective work plan to support resource allocation

PRODUCT DEFINITION

END PRODUCTS: At the end of the project, what products will the project deliver?

- Staff will deliver a written report that will include a framework that provides a list of actions, resources, timing and scope for the identified actions as deliverables

KEY INTERIM PRODUCTS: During the project what are the key interim products to be delivered?

- A background review summary that includes a matrix of all identified studies, guidelines, tools and operational tasks (based on the Official Plan policies and related background review).
- A communication plan and an engagement plan for the project.
- A draft Natural Heritage Action Plan.
- A final report that identifies future projects necessary to implement the envisioned outcomes from the City’s Official Plan and includes a general long term schedule that prioritizes recommended projects and tasks for staff to follow to achieve the envisioned outcomes. This report should identify anticipated costs for implementation at a high level and whether projects are expected to require additional internal or external resource needs.

PROJECT SCOPE

Project Scope Is (Includes):	Project Scope Is Not (Does Not Include):
<ul style="list-style-type: none"> • Reviewing OP policies to identify studies, guidelines and implementation tools to maintain, enhance and restore the City’s natural heritage system, surface water and groundwater features. 	<ul style="list-style-type: none"> • Reviewing/updating the Official Plan policies (i.e. NHS policies, open space parks and trails policies) and/or zoning by-law regulations
<ul style="list-style-type: none"> • Establish direction on the development of guidelines and manuals to support continuous improvement within development review processes (i.e. Environmental Implementation Report Guidelines) 	<ul style="list-style-type: none"> • Reviewing/updating the City’s urban forest management plan
<ul style="list-style-type: none"> • Promoting public awareness education and outreach about the conservation, protection and management of natural heritage features and areas, surface water and groundwater features 	<ul style="list-style-type: none"> • Development and implementation of the City’s tree technical manual
<ul style="list-style-type: none"> • Establish direction on options, tools and studies 	<ul style="list-style-type: none"> • Updates to the Source Water

around various themes related to the OP policies including themes such as: land securement, ecological monitoring and wildlife management.	Protection Plan and Assessment Report for the Grand River Watershed
<ul style="list-style-type: none"> Establish direction and prioritization of the review and update of subwatershed studies to support renewed emphasis on the role of subwatershed studies in community planning and municipal master planning exercises stemming from the Provincial Policy Statement 2014 and proposed changes to the Growth Plan for the Greater Golden Horseshoe. 	<ul style="list-style-type: none"> Reviewing or updating City Trail Master Plan
<ul style="list-style-type: none"> Reviewing models for community engagement in natural heritage action plan implementation. This will include looking at existing Council appointed advisory committees that contribute to the implementation of the City's NHS and water resource policies; and, 	
<ul style="list-style-type: none"> Provide direction and guidance on the identification and methods to measure progress, successes and opportunities in the implementation of the policies 	

PROJECT PARAMETERS

SCHEDULE: A high level outline of key dates	
March 2017	<ul style="list-style-type: none"> Project Initiation Report to Committee of the Whole
Q4 2017	<ul style="list-style-type: none"> Draft NHAP for input (internal/external)
Q1 2018	<ul style="list-style-type: none"> NHAP to Committee of the Whole/Council for approval

BUDGET:
The action plan is being prepared by City staff and using existing resources.

PROJECT ORGANIZATIONAL IMPACTS

PROJECT TEAM
Melissa Aldunate
April Nix
Adele Labbe

INTERNAL PROJECT PARTICIPANTS
Policy Planning and Urban Design
Development Planning
Engineering and Capital Infrastructure Services
Parks and Recreation
Parks Operations and Forestry
Energy, Water and Climate Change Working Group
Operations & By-law and Enforcement (OTE)

ORGANIZATIONS IMPACTED BY THE PROJECT	
INTERNAL:	How?
Policy Planning and Urban Design	Implementation of the Official Plan and future updates. Responsible for implementing NHS policies and water resource policies.
Development Planning	OP implementation tools may assist in creating improvements to development review processes.
Engineering and Capital Infrastructure Services	OP implementation tools may assist in creating improvements to development review processes. Subwatershed management and implications to infrastructure design, management and maintenance, including climate change implications.
Parks and Recreation	OP implementation tools may assist in creating improvements to development review processes. Input related to the securement and protection of the NHS in relation to public open space and the development of the City's trail network.
Parks Operations and Forestry	Input related to implications on the City's management of urban forest resources, as well as the maintenance, restoration and stewardship of public open space including the trail network and natural areas.
Energy, Water and Climate Change Working Group	Input related to climate change implications and scoping of the NHAP to look at applicable approaches/tools. Interest in the protection of water resources as part of subwatershed plans.

EXTERNAL:	How?
Community Members	<ul style="list-style-type: none"> • Access to information regarding environmental projects, tools and initiatives in the City and opportunities to participate
Developers	<ul style="list-style-type: none"> • Tools may assist with further enhancements to development review processes
Environmental Advisory Committee (EAC)	<ul style="list-style-type: none"> • Reviews development applications in relation to environmental matters including natural heritage and water resources • Participates in subwatershed plan updates
River Systems Advisory Committee (RSAC)	<ul style="list-style-type: none"> • Reviews city projects and selected development applications in relation to the City's River System • Participates in subwatershed plan updates

COMPLETION CRITERIA: How will you know when the project is completed and finished?
<ul style="list-style-type: none"> • An action plan document will have been prepared and approved by Council

PROJECT PLANNING PARAMETERS	
DATE PROJECT COMPLETION DUE:	Q1 2018
ESTIMATED BUDGET:	\$0

Staff Report

To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Sign By-law Variances – [158 Clair Road East](#)**

Report Number IDE 17-29

Recommendation

1. That the request for variances from Sign By-law Number (1996)-15245, as amended, for 158 Clair Road East to permit three (3) interchangeable building signs to be located 0.92 metres from the ground, be approved.
2. That the request for variances from Sign By-law Number (1996)-15245, as amended, for 158 Clair Road East to permit 3 menu boards on the property, one pre-sell menu with a height of 2.02 metres above the adjacent roadway and two (2) integrated menu boards with a height of 2.33 metres above the adjacent roadway with sign faces of 3.63 square metres each, be approved.

Executive Summary

Purpose of Report

To advise Council of Sign By-law variance requests for [158 Clair Road East](#).

Key Findings

The City of Guelph Sign By-law Number (1996)-15245, as amended, requires signs fronting an adjacent property to be a minimum clearance of 2.4 metres from the ground surface and does not permit such signs to have interchangeable copy. The Sign Bylaw also restricts the number of menu boards permitted per property to one, with a maximum sign face area of 2.3 square metres and a height of 2 metres above the adjacent roadway.

Steel Art Signs have submitted a sign by-law variance application on behalf of the Choice Properties REIT to permit three (3) interchangeable building signs to be located 0.92 metres from the ground surface. Additionally Steel Art Signs, on behalf of Choice Properties REIT, has requested variances to permit 3 menu boards, one pre-sell/preview menu with a height of 2.02 metres above the adjacent roadway and two (2) integrated menu boards with a height of 2.33 metres above the adjacent roadway with sign faces of 3.63 square metres each.

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The interchangeable copy on the building signs are not designed to move, flash or otherwise dangerously distract drivers;
- The proposed interchangeable building signs will be located adjacent to the drive thru and will not have a negative impact on the neighbouring property;
- The proposed interchangeable building signs will only project approximately 0.05 metres from the building into the drive-thru lane and will not pose any danger;
- The proposed location of the signs on the building will not detract from the appearance of the building;
- The two integrated menu boards with a height of 2.33 metres and sign faces of 3.63 square metres are larger in size due to the integration of a speaker box (speaker boxes are normally an additional standalone item);
- The proposed signs will not have a negative impact on the streetscape or surrounding area.

Financial Implications

Not applicable

Report

Steel Art Signs have submitted a sign by-law variance application on behalf of the Choice Properties REIT to permit three (3) interchangeable building signs to be located 0.92 metres from the ground surface. Additionally Steel Art Signs, on behalf of Choice Properties REIT, has requested variances to permit 3 menu boards, one pre-sell/preview menu with a height of 2.02 metres above the adjacent roadway and two (2) integrated menu boards with a height of 2.33 metres above the adjacent roadway with sign faces of 3.63 square metres each.

The following is a summary of the reasons that have been supplied by the applicant in support of the variance requests:

- The menu signs are now the standard menu signs for Tim Hortons all across Canada;
- The insert (interchangeable panels) are printed and distributed to all restaurants;
- It is important to Tim Horton’s that standards are maintained so that so production of inserts, etc. remain standard as well; and
- Two menu signs are required as there are two drive thru lanes that were approved for this site.

The requested variances are as follows:

	By-law Requirements	Request
Copy on building signs	Interchangeable copy not permitted	To permit interchangeable copy on three (3) building signs
Minimum clearance above ground surface for building signs facing an adjacent property	2.4 metres	To permit three building signs to be located 0.92 metres from the ground surface

	By-law Requirements	Request
Maximum height permitted above an adjacent roadway (menu boards)	2.0 metres	To permit one (1) pre sell/preview menu with a height of 2.04 metres and two (2) integrated menu boards with a height of 2.33 metres
Maximum sign face area per face (menu boards)	2.3 square metres	To permit two (2) integrated menu Boards with a sign face area each of 3.63 square metres

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The interchangeable copy on the building signs are not designed to move, flash or otherwise dangerously distract drivers;
- The proposed interchangeable building signs will be located adjacent to the drive thru and will not have a negative impact on the neighbouring property;
- The proposed interchangeable building signs will only project approximately 0.05 metres from the building into the drive-thru lane and will not pose any danger;
- The two integrated menu boards with a height of 2.33 metres and sign faces of 3.63 square metres are larger in size due to the integration of a speaker box (speaker boxes are normally an additional standalone item);
- The proposed signs will not have a negative impact on the streetscape or surrounding area.

Financial Implications

Not applicable

Consultations

Not applicable

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1 Location Map
ATT-2 Sign Variance Drawings

Departmental Approval

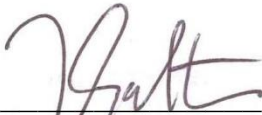
Not applicable

Report Author

Bill Bond
Zoning Inspector III/Senior By-law Administrator

Approved By:

Patrick Sheehy
Program Manager – Zoning



Approved By

Todd Salter
General Manager
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Approved By:

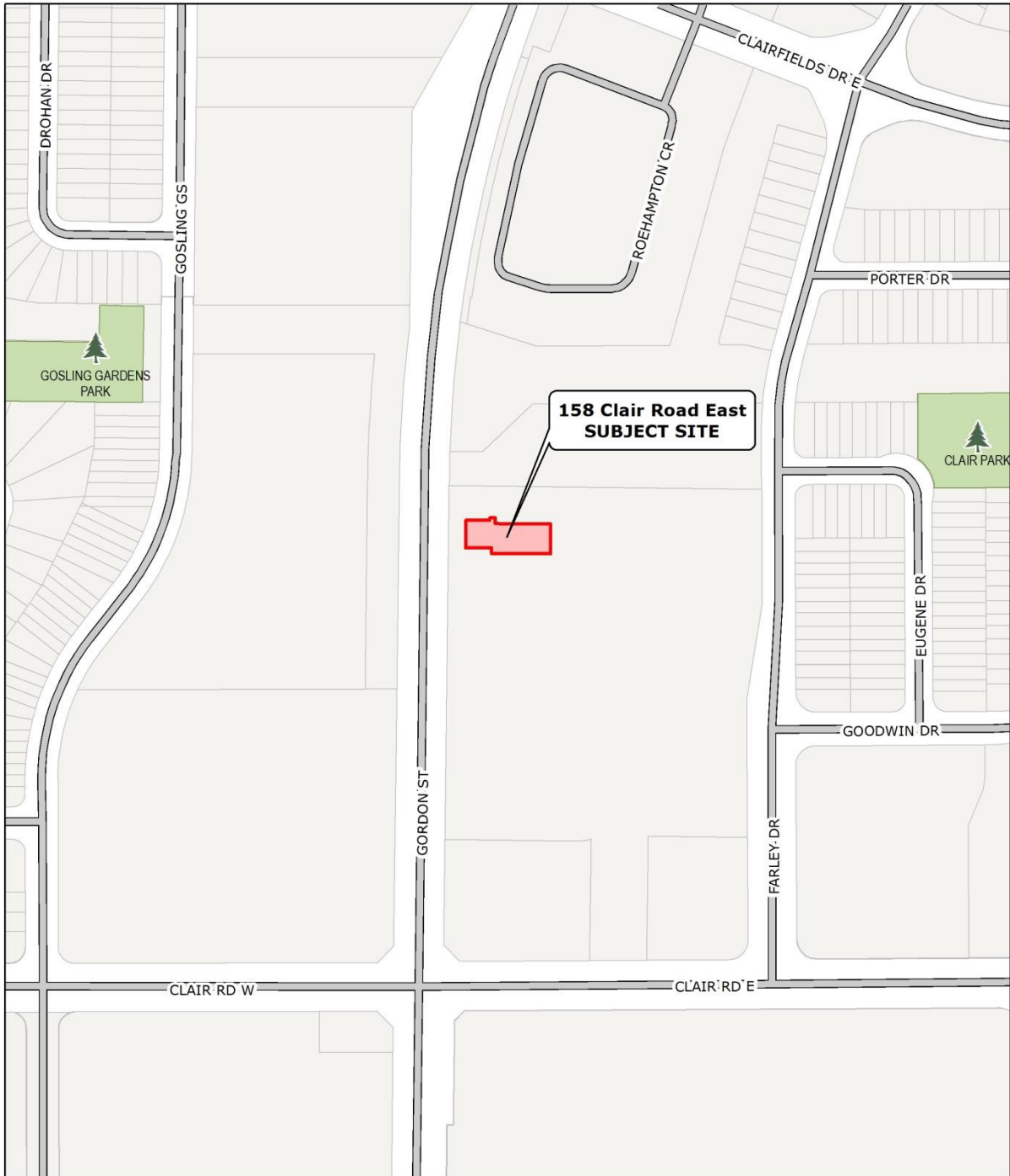
Rob Reynen
Chief Building Official



Recommended By

Scott Stewart, C.E.T.
Deputy CAO
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scott.stewart@guelph.ca

ATT-1 - Location Map



0 15 30 60 90 120 m



158 Clair Road East

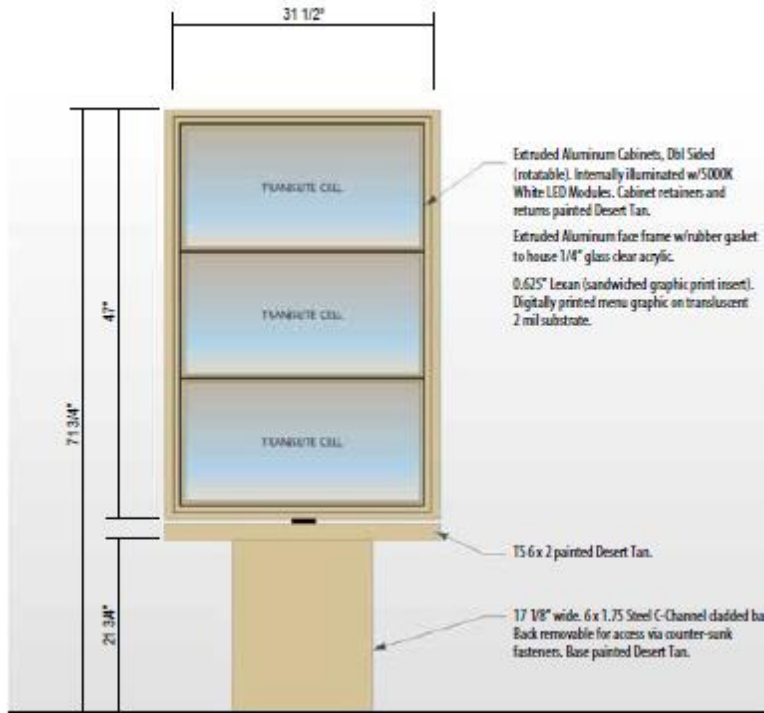


Produced by the City of Guelph
Planning, Urban Design and Building Services - Development Planning
January 23, 2017

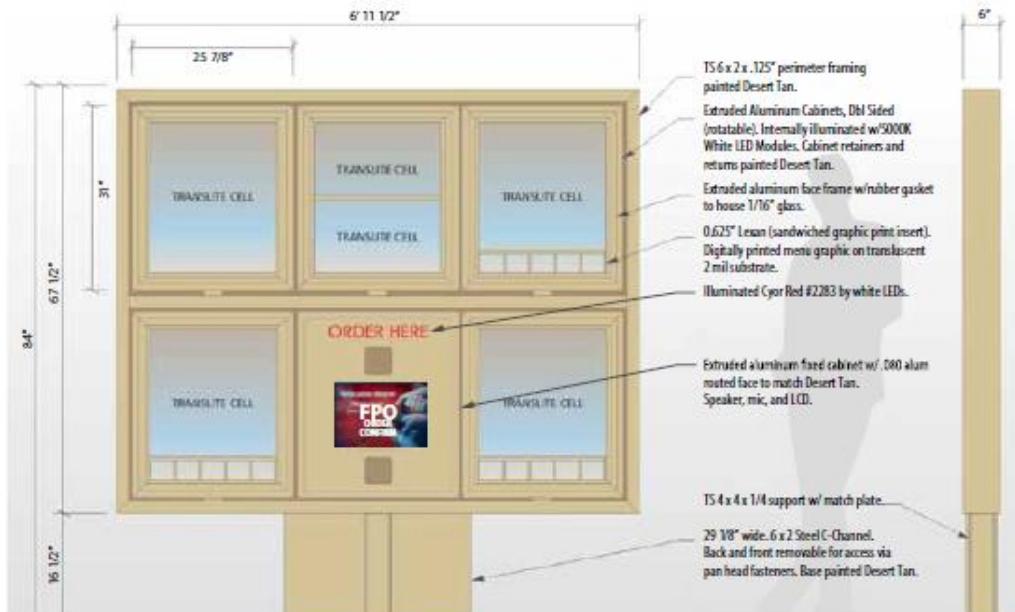
ATT-2 - Sign Variance Drawings

Proposed signs (provided by the applicant)

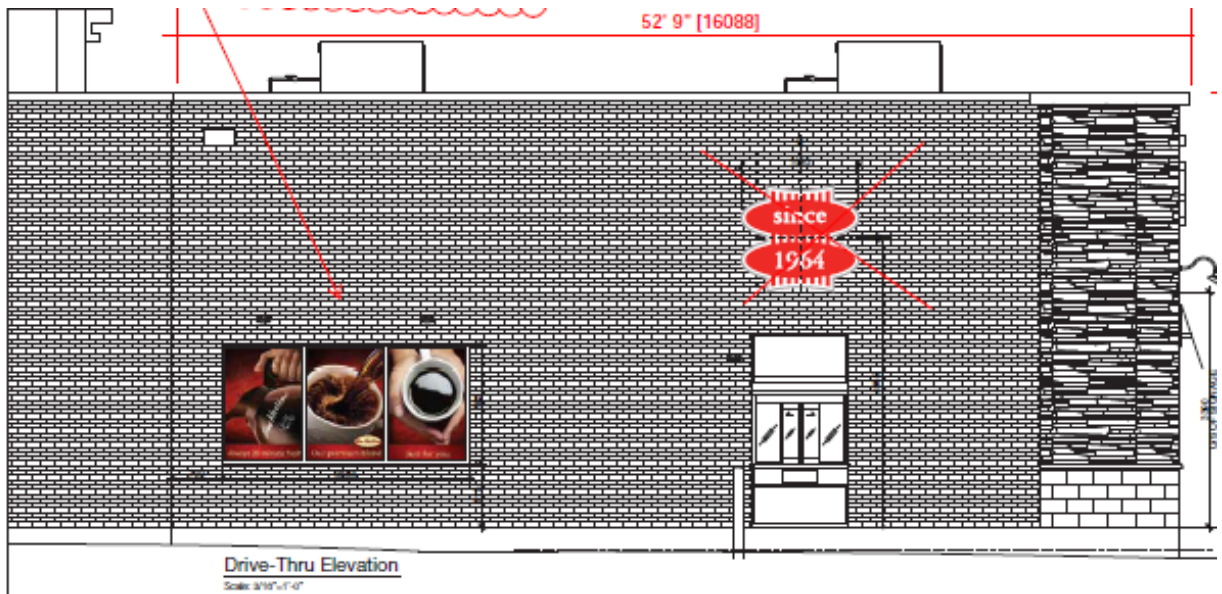
Pre-sell/Preview Menu Board



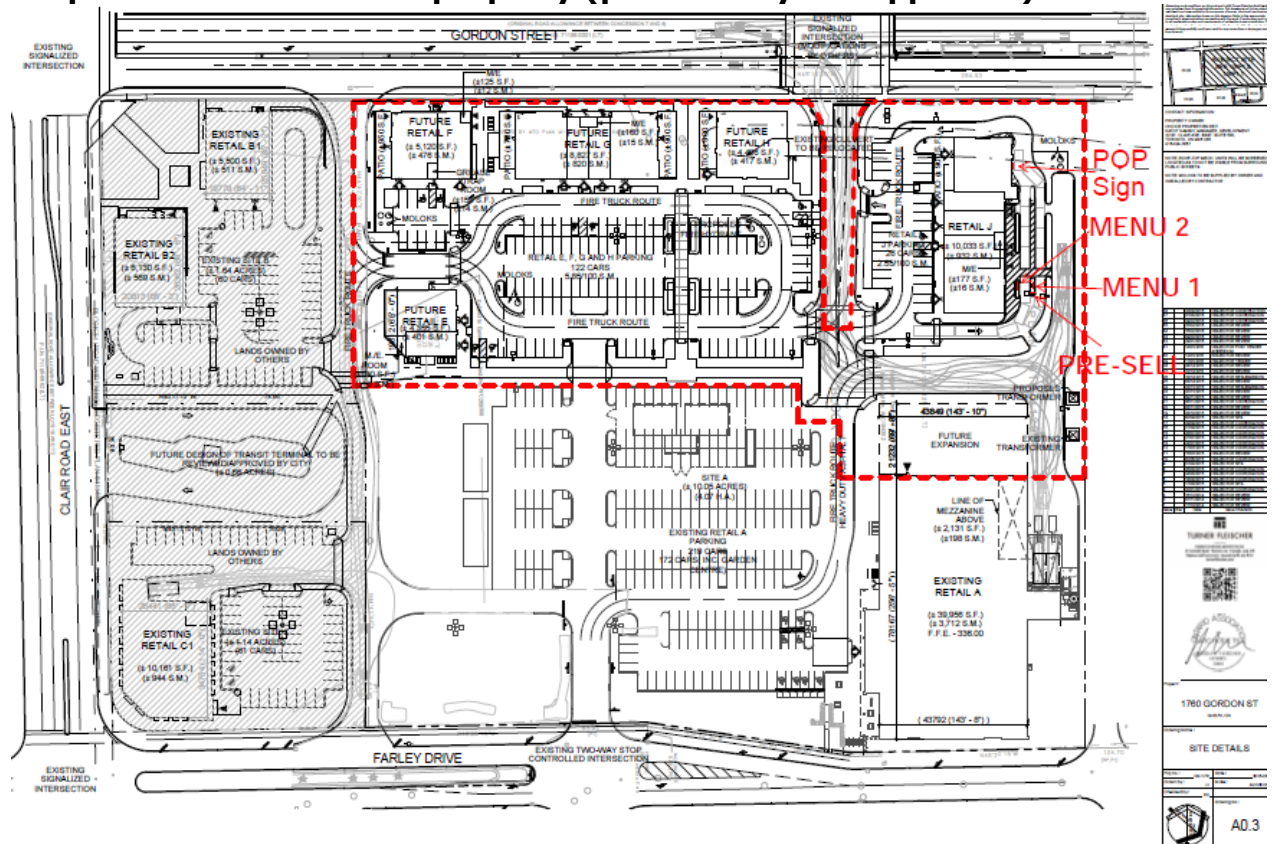
Integrated Menu Board



Three (3) interchangeable building signs (0.92 metres from the ground)



Proposed location on the property (provided by the applicant)



Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Sign By-law Variances – [84-202 Clair Road East](#)**

Report Number IDE 17-30

Recommendation

1. That the request for variances from Sign By-law Number (1996)-15245, as amended, to permit a 5.33 square metre illuminated freestanding sign at 84-202 Clair Road East to be setback 3 metres from the nearest public road allowance and to be a height of 6 metres above the adjacent roadway, be approved.

Executive Summary

Purpose of Report

To advise Council of Sign By-law variance requests for [84-202 Clair Road East](#).

Key Findings

The City of Guelph Sign By-law Number (1996)-15245, as amended, requires that a freestanding sign that is setback less than 6 metres from the nearest road allowance in a Community Shopping Centre (CC) Zone be a height of no more than 4.5 metres above the adjacent roadway.

Pride Signs and GSP Group Inc. has submitted a sign by-law variance application on behalf of Choice Properties REIT to permit a 5.33 square metre illuminated freestanding sign at 84-202 Clair Road East to be setback 3 metres from the nearest public road allowance (Gordon Street) and to be a height of 6 metres above the adjacent roadway.

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The request is reasonable given that the sign is 5 metres high and it is the grading of the property that elevates the height of the sign to 6 metres above the adjacent roadway;
- The sign will assist the public by identifying the tenants of the property;
- The applicants originally proposed a 6.9 metre high sign (approximately 7.9 metres above the adjacent roadway) and have worked with staff to find a reasonable compromise;
- The proposed sign will not have a negative impact on the streetscape or surrounding area; and

- The proposed sign complies with all other regulations.

Financial Implications

Not applicable

Report

The City of Guelph Sign By-law Number (1996)-15245, as amended, requires that a freestanding sign that is setback less than 6 metres from the nearest road allowance in a Community Shopping Centre (CC) Zone be a height of no more than 4.5 metres above the adjacent roadway.

The applicants had originally proposed a larger sign with a height of 6.9 metres (approximately 7.9 metres above the adjacent roadway). In reviewing the original request, staff took into account the streetscape and the overall impact of the sign. It was determined that staff could support the original proposed 6.9 metre high sign if it was setback a minimum 6 metres from the property line. Given that the applicants preferred a setback of 3 metres, staff worked with them to find a reasonable height compromise that meets their business needs and does not have a negative impact on the streetscape.

Pride Signs and GSP Group Inc. has submitted a sign by-law variance application on behalf of Choice Properties REIT to permit a 5.33 square metre illuminated freestanding sign at 84-202 Clair Road East to be setback 3 metres from the nearest public road allowance (Gordon Street), with a height of 6 metres above the adjacent roadway.

The requested variances are as follows:

	By-law Requirements	Request
Minimum setback from the public road allowance for signs over 4.5 metres in height	6 metres	3 metres
Maximum height above the adjacent roadway for signs setback at least 1 metre and no greater than 6 metres away from the nearest public road allowance	4.5 metres	6 metres

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The request is reasonable given that the sign is 5 metres high and it is the grading of the property that elevates the height to 6 metres above the adjacent roadway;
- The sign will assist the public by identifying the tenants of the property;
- The applicants originally proposed a 6.9 metre high sign (approximately 7.9 metres above the adjacent roadway) and have worked with staff to find a reasonable compromise;

- The proposed sign will not have a negative impact on the streetscape or surrounding area; and
- The proposed sign complies with all other regulations.

Financial Implications

Not applicable

Consultations

Not applicable

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1 Location Map
ATT-2 Sign Variance Drawings

Departmental Approval

Not applicable

Report Author

Bill Bond
Zoning Inspector III/Senior By-law Administrator

Approved By:

Patrick Sheehy
Program Manager – Zoning



Approved By

Todd Salter
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Approved By:

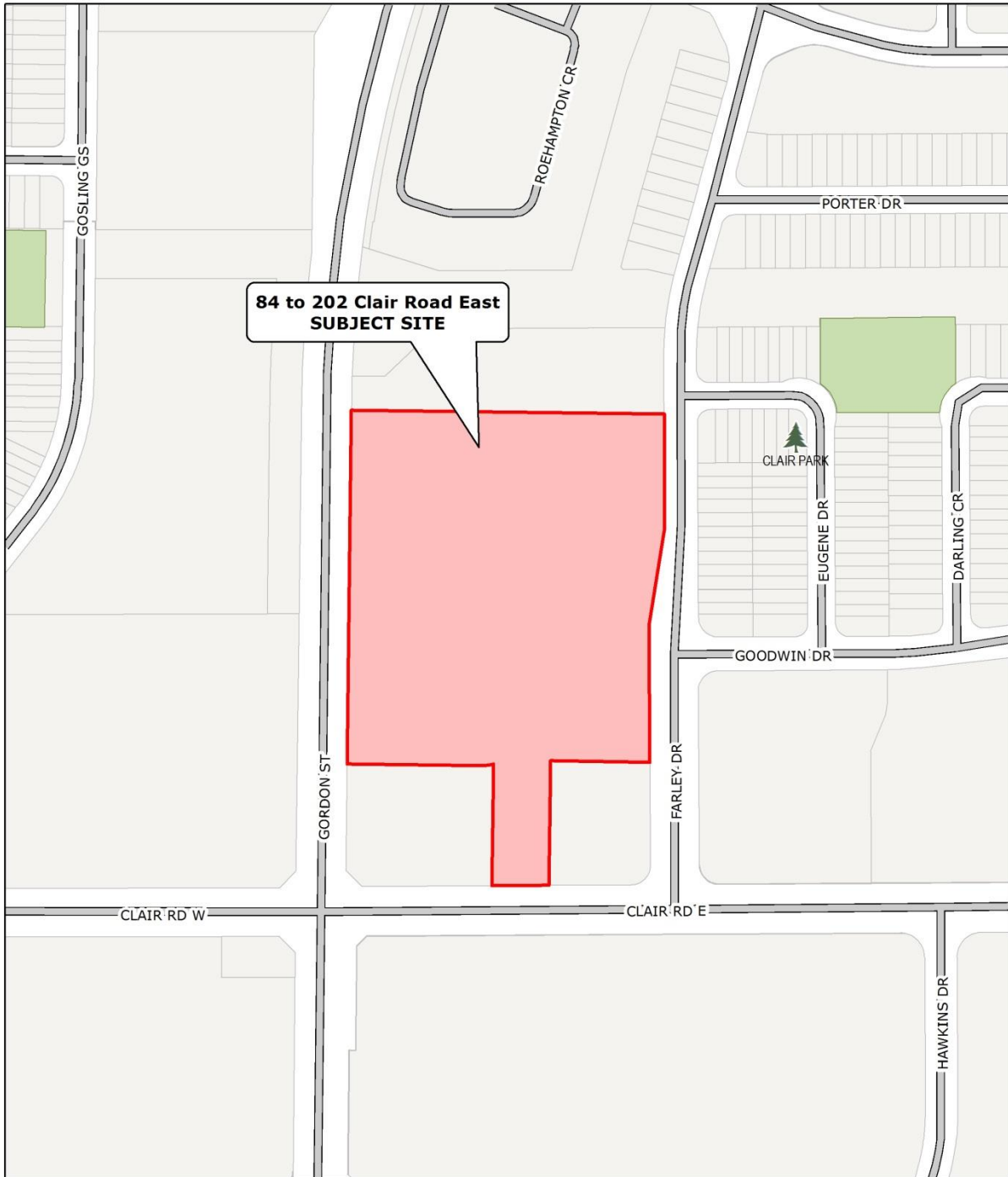
Rob Reynen
Chief Building Official



Recommended By

Scott Stewart, C.E.T.
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ATT-1 - Location Map



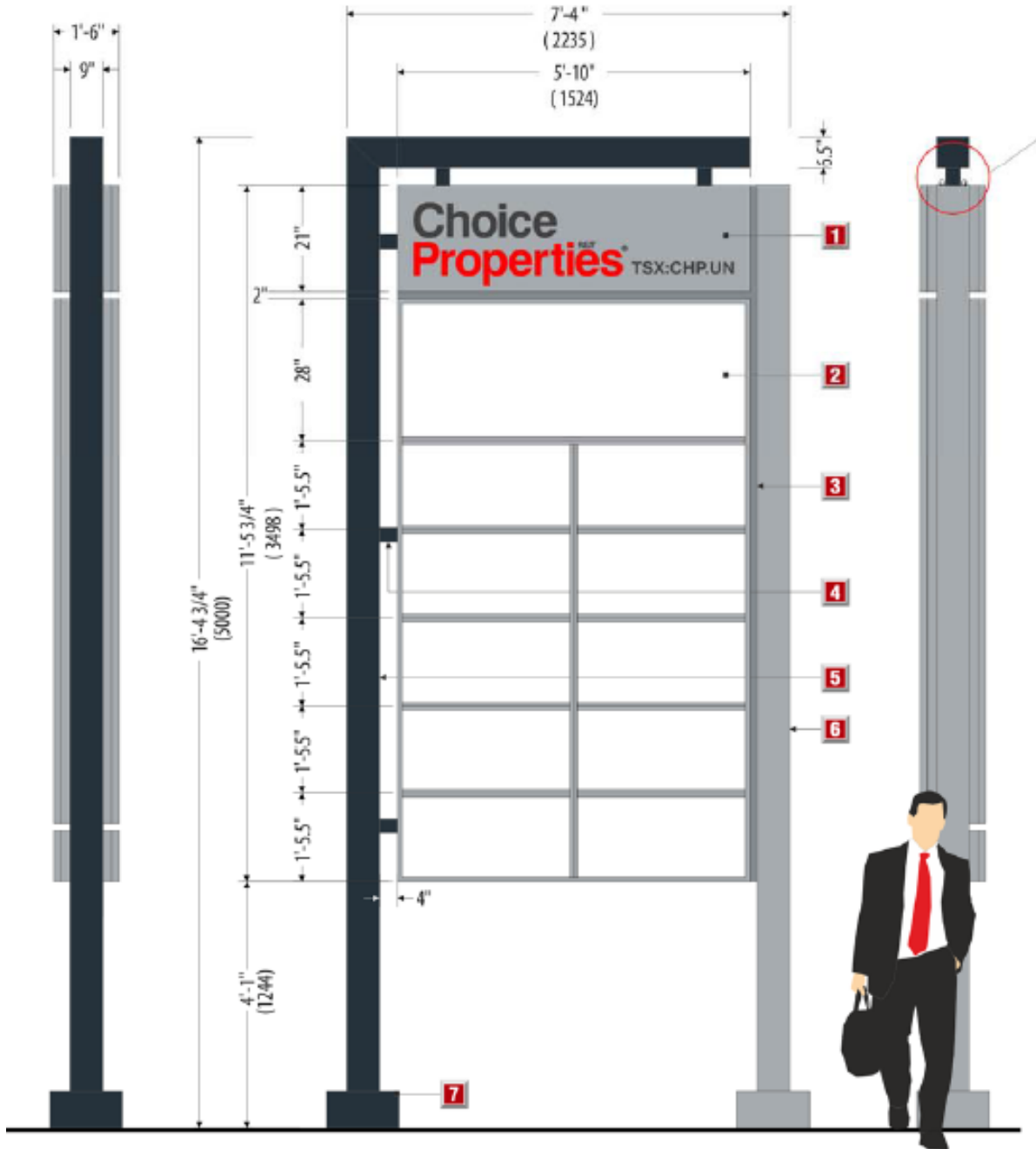
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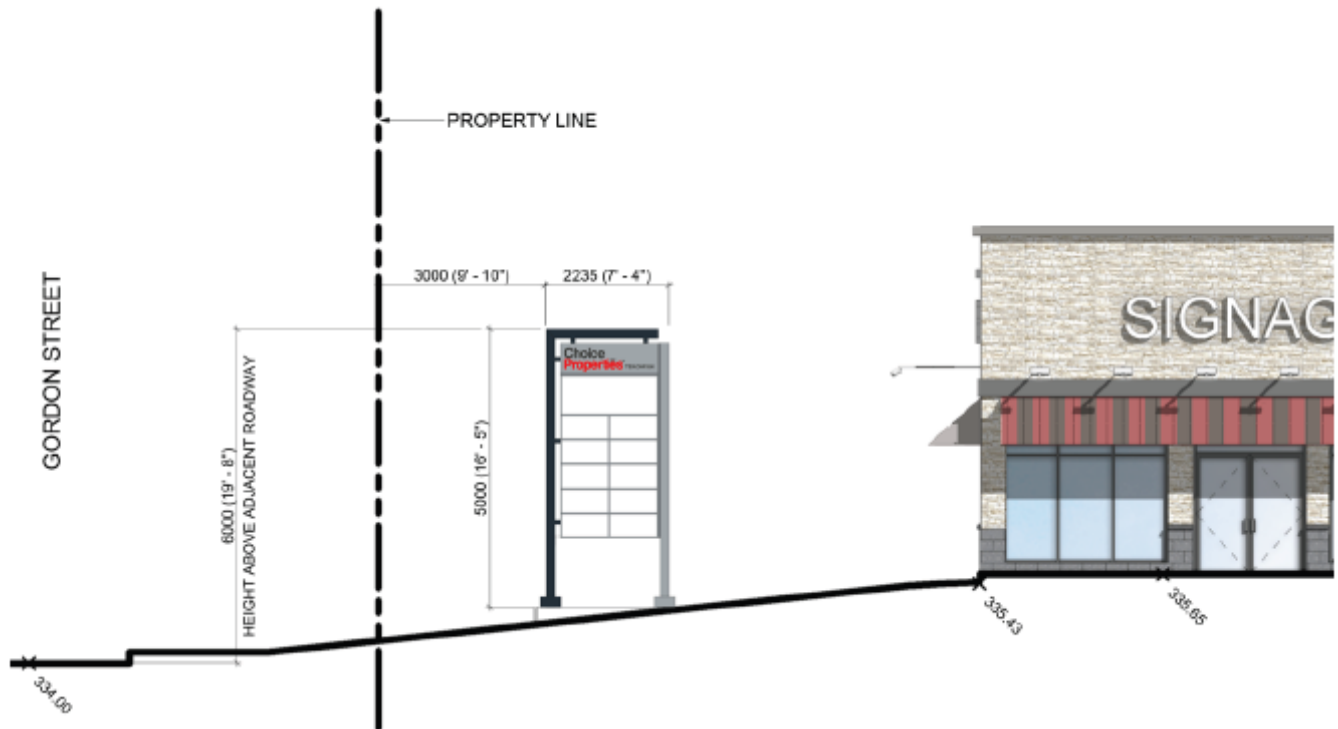
Produced by the City of Guelph
Planning, Urban Design and Building Services - Development Planning
January 23, 2017

84 to 202 Clair Road East

ATT-2 - Sign Variance Drawings

Proposed sign (provided by the applicants)

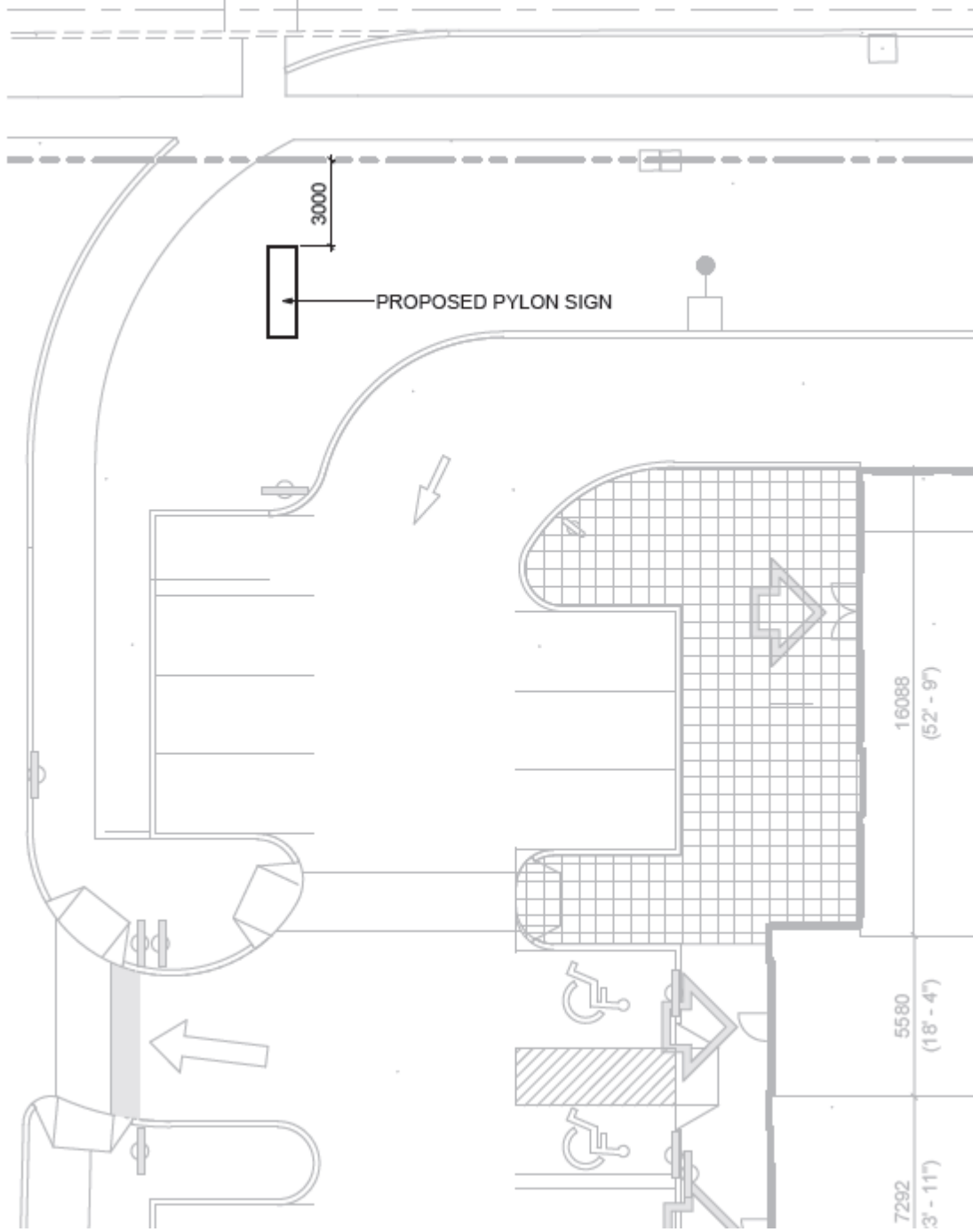




Photograph of street view with proposed sign superimposed



Proposed location on the property (provided by the applicant)



Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Annual & Summary Water Services Report - 2016**

Report Number IDE 17-36

Recommendation

1. That Guelph City Council approves the Annual & Summary Water Services Report – 2016.

Executive Summary

Purpose of Report

The Annual & Summary Water Services Report Update (the Report) is a compilation of information that demonstrates to the water system Owner (City Council) and all stakeholders the ongoing delivery of an adequate and safe supply of drinking water to customers serviced by the City of Guelph Drinking Water System (Guelph DWS) and the Gazer Mooney Subdivision Distribution System (Gazer Mooney SDS, located in the Township of Guelph/Eramosa). Through the Report, system owners, senior leaders, and customers are informed of the performance of Water Services for the period of January 1 to December 31, 2016.

Key Findings

In 2016, Water Services continues to maintain a high level of regulatory compliance and fulfill its mandate to deliver an adequate and safe supply of drinking water to its customers in the City of Guelph and Guelph/Eramosa Township.

Financial Implications

All financial implications related to the Report are accounted for in the 2016 Council approved Water Services Non-Tax Operating and Capital Budgets.

Report

Water Services is requesting that the Owners review the attached Annual & Summary Water Services Report Card – 2016. The full report is available on the

City's website at: <http://guelph.ca/living/environment/water/drinking-water/water-testing/>. Click on the link for "Annual & Summary Water Services Report – 2016".

Significant highlights of the report are as follows:

- Water Services had no health-related exceedances of provincial water quality parameters;
- Water Services made reasonable efforts to comply with all provincial regulations;
- Water Services maintained the requirements for Accreditation, as required under the provincial Municipal Drinking Water Licensing Program, with no significant issues;
- All mandatory regulatory microbiological and chemical quality samples were taken by certified operators;
- All tests were performed by accredited, licensed laboratories on water samples collected throughout the drinking water system;
- The system provided approximately 16.9 million cubic meters of treated water (16.9 billion litres) from Jan. 1 to Dec. 31, 2016;
- There was one incident of non-compliance associated with the Guelph DWS and the Gazer Mooney SDS in 2016. Collected data associated with annual reporting requirements for two Permits-to-Take-Water were not supplied to the MOECC prior to the annual due date of March 31st. The data has now been reported and the delay caused no issue with the work of the MOECC.
- Water Services experienced six events that were considered "adverse water quality incidents" (AWQI's) as defined by the Safe Drinking Water Act (described in Section B of the Report); these events were not confirmed by follow-up sampling and were resolved to the satisfaction of the MOECC;
- The third-party external on-site audit was completed on Jun. 8 to Jun. 10, 2016. There was one nonconformity identified during this audit related to reporting to the Owner the results of Management Review meetings (deficiencies, decisions and action items), as required under element 20 of the DWQMS. This report to the Owner has fully addressed the nonconformity.

Financial Implications

All financial implications related to the Report are accounted for in the Council approved 2016 Water Services Non Tax Operating and Capital Budgets.

Consultations

In creation of the Annual and Summary Report, internal stakeholders were consulted to updated individual sections. This included Engineering and Capital Infrastructure Services and Building Services. Once completed, the report will be available for public review at www.guelph.ca/water.

Corporate Administrative Plan

Overarching Goals

Service Excellence
Innovation

Service Area Operational Work Plans

Our Services - Municipal services that make lives better
Our People- Building a great community together
Our Resources - A solid foundation for a growing city

Attachments

ATT-1 Annual & Summary Water Services Report Card – 2016
ATT-2 The full report is available on the City's website at:
<http://guelph.ca/living/environment/water/drinking-water/water-testing/>.
Click on the link for "Annual & Summary Water Services Report – 2016".

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Water Services Report Card – 2016



As per the Accessibility for Ontarians with Disabilities Act (AODA), this document is available in an alternate format upon request by e-mailing waterservices@guelph.ca or by calling 519-837-5627.

INTRODUCTION

This report card provides a summary of the City of Guelph's Water Services Annual & Summary Report – 2016 (Jan. 1 to Dec. 31). For reference the full report is available at guelph.ca/tapwater. If you have questions about this report card, please contact Water Services at waterservices@guelph.ca or 519-837-5627.

This report card includes information from both the **Guelph Drinking Water System** and the **Gazer Mooney Subdivision Distribution System** for the period of Jan. 1 to Dec. 31, 2016 (unless otherwise noted). This report card provides information related to responsibilities and accomplishments of the Water Services division. This report card also shows Water Services' results on key performance indicators.

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GOVERNANCE STRUCTURE

Departments at the City of Guelph report to Council through standing committees.

Water Services is part of the Infrastructure, Development and Enterprise (IDE) Service Area and reports through the IDE standing committee of Council.

Guelph's water utility owners are City Council, the CAO, Deputy CAO-IDE and the GM of Environmental Services. They provide oversight of the work of Water Services including:

- Financial plans
- Budgets: resources and staffing
- Infrastructure master planning
- Major programs
- Emergency response
- Customer service



The responsibility for **safe drinking water** is shared by:

The Province:

- Ministry of the Environment and Climate Change (MOECC); and
- Ministry of Health and Long-term Care (MOHLC)

Public Health:

- Wellington-Dufferin-Guelph Public Health (WDGPH)

The Municipality's Drinking Water System Owner:

- City of Guelph Council, CAO and Deputy CAO-IDE (Guelph Drinking Water System)
- Township of Guelph / Eramosa (Gazer Mooney Subdivision Distribution System)

The Operating Authority:

- City of Guelph Water Services ("Accredited Operating Authority")

WATER SERVICES STRUCTURE

Water Services work falls into four core functional areas: Administration, Distribution, Supply and Technical Services. Work provided by these areas is described below.

Administration

- Customer Service – phone, email, social media, walk-in
- Payroll and Purchasing Administration
- Budget Administration
- Management Team Support
- Metering and Billing Administration

Distribution

- With Engineering & Capital Infrastructure Services: design, build and replace water distribution infrastructure (e.g. trunk mains, water mains, service lines)
- Flush and clean water mains; repair water main breaks
- Test and maintain fire hydrants and valves (and replace when necessary)
- Administer Locates & Meter infrastructure programs
- Continuously monitor the water distribution system; assess and repair leaks and substandard services
- Personnel coverage of Provincially certified operators

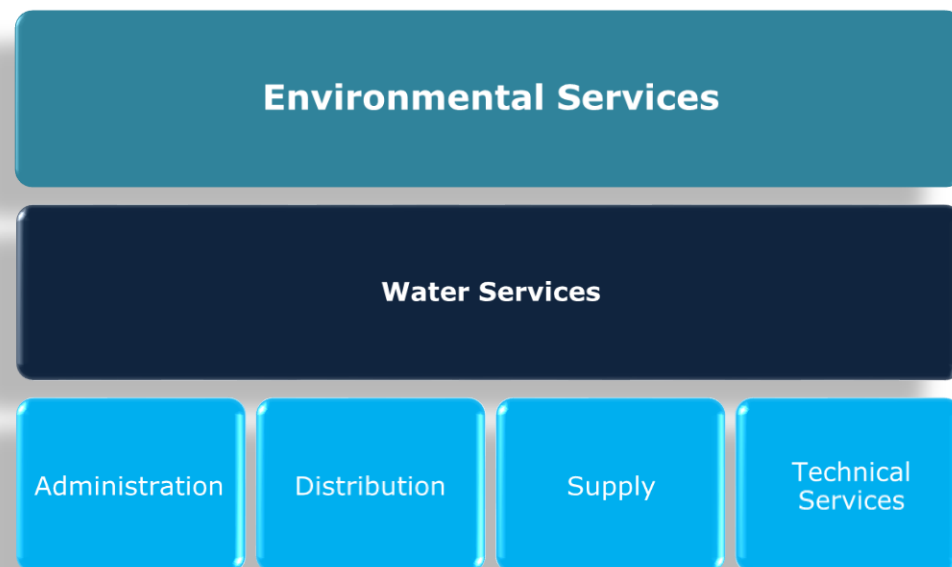
Supply

- Monitor water quality monitoring and provide treatment
- Monitor supply facilities (e.g. wells)
- Ensure continuous power throughout water system
- Provide security of our water supply
- Personnel coverage of Provincially certified operators

Technical Services

- Professional Engineering and Project Management
- Capital Project support and management
- Compliance and Conformance
- Training and Certification
- Health and Safety program support
- Customer conservation programming and Strategic engagement

Water Services Structure



GUELPH'S MULTI-BARRIER APPROACH TO WATER SUPPLY

Guelph is a groundwater community: our water comes from deep underground and is pumped from wells at Arkell Springs and in and around our city. Guelph has:

- 31 water facilities (e.g. wells, treatment stations, storage facilities);
- 21 operational groundwater wells; and
- a shallow groundwater collector system.

1. Source water protection

Source Water Protection is the protection of our water supply, both the quality and the quantity. Here are some ways we are protecting our source water:

- Source protection policies as included in the Grand River Source Protection Plan
- Forest stewardship at Arkell Springs
- Water conservation programs and education for businesses and residents
- Outside Water Use By-law
- Leak detection program

3. Secure distribution

Water Services provides continuous and secure distribution of water to approximately 44,000 residences and businesses in Guelph. This system includes:

- 6.38 kilometres of aqueducts
- 551 kilometres of water mains
- 4,184 water main valves
- 2,763 fire hydrants
- about 50 million litres water storage capacity including three water towers and five reservoirs

2. Effective treatment

In 2016, Water Services treated 16.9 billion litres of water. Groundwater is naturally filtered and generally requires less treatment than surface water supplies. Water Services uses chlorine and/or UV lights to destroy bacteria and ensure a safe water supply.

This treatment is applied at wells or at the F.M. Woods pumping station.

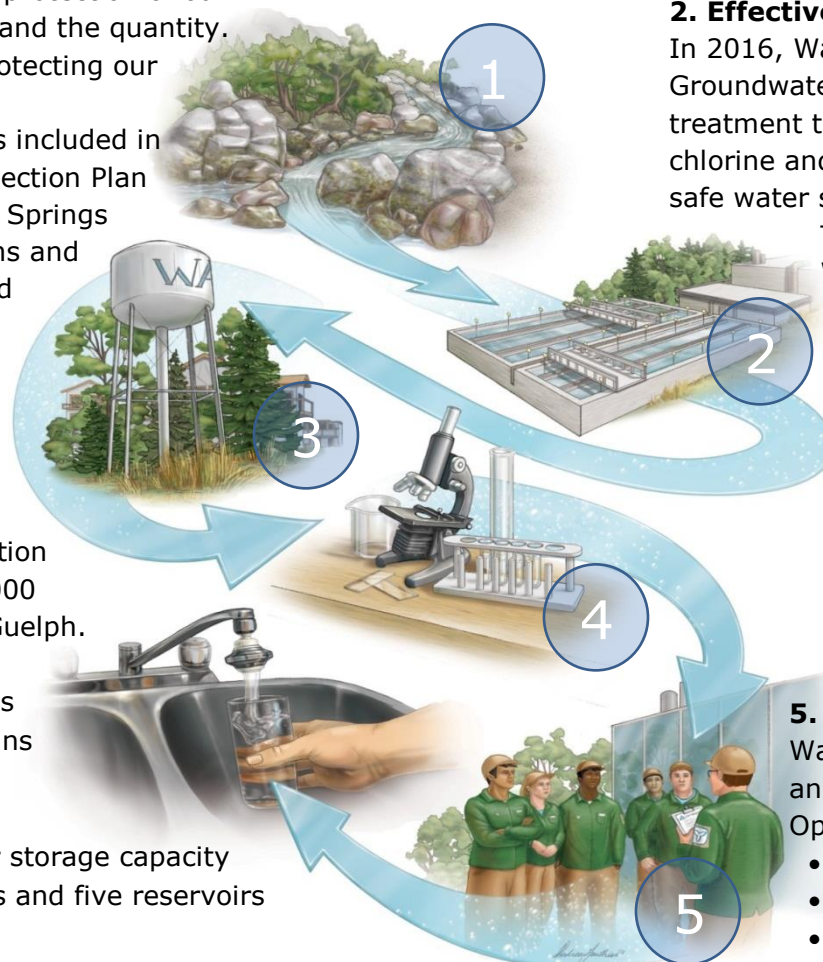
4. Effective monitoring & reporting

Water Services continuously monitors various water supply factors including quality, quantity and pressure. Water quality samples are taken by certified operators and tests are performed by accredited, licensed laboratories, as required by Safe Drinking Water Act.

5. Effective management

Water Services provides around-the-clock service and is continuously improving operations. Operation includes regulatory certifications:

- Municipal Drinking Water Licence;
- Drinking Water Works Permit;
- Permits to Take Water;
- Drinking Water Quality Management Standard accreditation;
- Certified operators; and
- NSF certification of parts and chemicals.



Map of Guelph's Drinking Water System

Our Drinking Water System has three pressure zones. This map shows the divide between these three zones as well as the location of booster stations, wells, storage reservoirs and water towers.

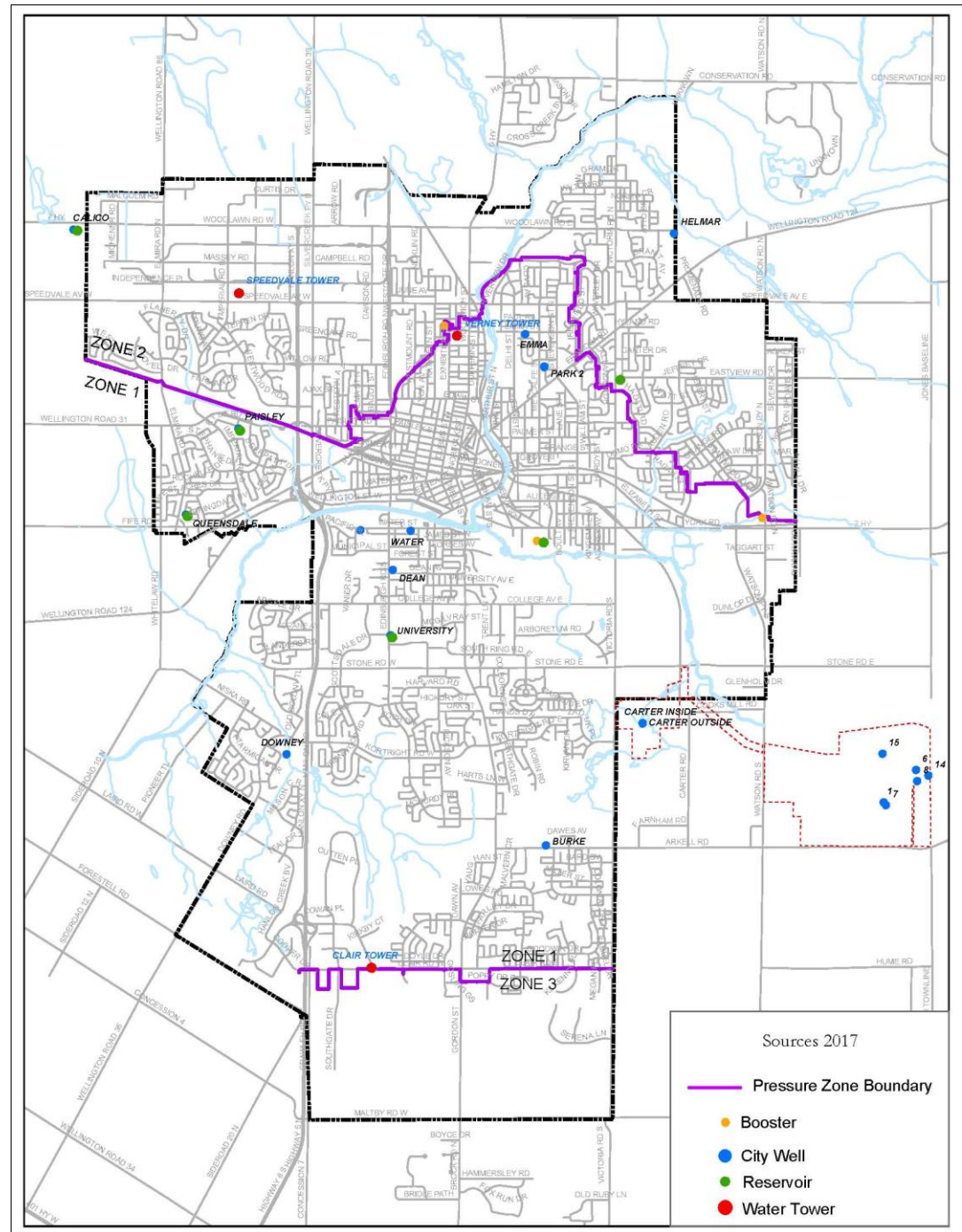
There are two main water sources for Guelph's drinking water system:

- true groundwater, and
- groundwater under the direct influence of surface water with effective in-situ filtration (GUDI-WEF)

True groundwater requires only chlorination treatment. The GUDI-WEF system requires chlorination with UV treatment because that water source is "under influence" of surface water.

Owners and Operating Authorities are responsible for ensuring their drinking water systems:

- Provide water that meets all drinking water quality standards;
- Operate in accordance with the *Safe Drinking Water Act* and its regulations;
- Are kept in a fit state of repair;
- Are appropriately staffed and supervised by qualified persons;
- Comply with all sampling, testing and monitoring requirements; and
- Meet all notification and reporting requirements.



PERFORMANCE SCORECARDS

The performance scorecards for Water Services consist of both key performance indicators and statistics for effective management. Additional information is included in the full version of this report that can be referenced online at www.guelph.ca/tapwater. As part of this report performance summaries are provided for the following activities:

- a) Incidents of regulatory non-compliance
- b) Incidents of adverse drinking water tests
- c) Deviations from critical control point limits and response actions
- d) The effectiveness of the risk assessment process
- e) Internal and third-Party audit results
- f) Results of emergency response testing
- g) Operational performance and statistics
- h) Raw and treated water quality: Guelph Drinking Water System
- i) Treated water quality: Gazer Mooney Subdivision Distribution System
- j) Status of ongoing and emerging water quality and supply initiatives
- k) Expected future changes that could affect the drinking water system or quality management system
- l) Consumer feedback
- m) Quality management system resources
- n) The Results of Infrastructure review
- o) Operational plan currency, content and updates
- p) Staff suggestions

DEFINITIONS

Key Performance Indicator (KPI): A measurement of the degree or status of progress towards goals and objectives. It is a measurement that you can impact.

Statistic: A measurement that provides information on trends or events. You often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.

Status:



Results are positive and within target; no action is necessary.



Results are in range of the target but not yet achieving it; action may be necessary.



Results are outside the target range and corrective actions are needed to correct performance.

A) INCIDENTS OF REGULATORY NON-COMPLIANCE

There was one incident of non-compliance associated with the Guelph DWS and the Gazer Mooney SDS in 2016. Collected data associated with annual reporting requirements for two Permits-to-Take-Water were not supplied to the Ministry of the Environment and Climate Change (MOECC) prior to the annual due date of March 31st. The data has now been reported and the delay caused no issue with the work of the MOECC.

The report for the Guelph DWS related to the 2015-2016 MOECC Annual Inspection has not yet been received at the time of this publication. A score of 100% was achieved in the 2015-2016 MOECC Annual Inspection Report for the Gazer Mooney SDS.

B) ADVERSE WATER QUALITY INCIDENTS

An Adverse Water Quality Incidents (AWQI) refers to any unusual test result from treated water that does not meet a provincial water quality standard, or a situation where disinfection of the water may be compromised. An AWQI indicates that on at least one occasion, a water quality standard was not met. From Jan. 1 to Dec. 31, there were six AWQIs in the Guelph Drinking Water System and no AWQIs in the Gazer Mooney Subdivision Distribution System. A summary of AWQI events is included below.

#	Date	AWQI #	Location	Description	Corrective Action	Re-sample Results Good	Deviation from Critical Control Point ¹
1	Mar. 10	128568	Kensington Sample Tap (D0245) and Robertson Outlet Sample Tap (S108)	Lead (Pb) result of 11 ppb at D0245 and a result of 95 ppb at S108	Wellington-Dufferin-Guelph Public Health (WDGPH), MOECC, and Spills Action Centre (SAC) were notified. Re-samples showed non-detect results for Lead (Pb) at D0245 plus upstream and downstream locations (S051 and D003 respectively).	Yes	No
2	Apr. 12	129144	Kensington Sample Tap (D0245)	Total Coliform (TC) result of 1 at D0245	Wellington-Dufferin-Guelph Public Health (WDGPH), MOECC, and Spills Action Centre (SAC) notified. Re-samples showed non-detect results for Total Coliforms (TC) at D0245 plus upstream and downstream locations (S006 and D003 respectively).	Yes	No
3	Jul. 27	130490	Waterloo Sample Tap (D0248)	Total Coliform (TC) result of 1 at D0248	Wellington-Dufferin-Guelph Public Health (WDGPH), MOECC, and Spills Action Centre (SAC) notified. Re-samples showed non-detect results for Total Coliforms (TC) at D0248 plus upstream and downstream locations (S051 and D218 respectively).	Yes	No

¹ Please see section C of this report for a description of "critical control points".

#	Date	AWQI #	Location	Description	Corrective Action	Re-sample Results Good	Deviation from Critical Control Point ¹
4	Aug. 09	130658	Park POE (S006)	Diquat / Paraquat – unable to read results at licenced lab.	Wellington-Dufferin-Guelph Public Health (WDGPH), MOECC, and Spills Action Centre (SAC) notified. Re-samples showed non-detect results for Diquat/Paraquat.	Yes	No
5	Sep. 20	131245	Temporary Watermain	Total Coliform (TC) result of 6	Wellington-Dufferin-Guelph Public Health (WDGPH), MOECC, and Spills Action Centre (SAC) notified. Re-samples showed non-detect results for Total Coliforms (TC) at upstream and downstream locations (D0525 and D253 respectively).	Yes	No
6	Oct. 05	131436	Calico POE (S026)	Total Coliform (TC) result of 1 at S026	Wellington-Dufferin-Guelph Public Health (WDGPH), MOECC, and Spills Action Centre (SAC) notified. Re-samples showed non-detect results for Total Coliforms (TC) at S026 plus two downstream locations (D007 and D138).	Yes	No



C) DEVIATIONS FROM CRITICAL CONTROL POINT LIMITS AND RESPONSE ACTIONS

This section describes any deviation (change) from essential steps or points in the drinking water system at which control can be applied to prevent or eliminate a drinking water hazard or to reduce it to an acceptable level. These essential steps or points are known as critical control points (CCPs). CCPs are used to identify control measures to address hazards and hazardous events. CCPs are in part stipulated by regulation and in part determined by risk assessment of the drinking water system. Deviations from CCPs are reported to both the owners of the drinking water systems as well as top management, and are summarized in the tables included in Section B) Adverse Water Quality Incidents. There were no deviations from CCP Limits in 2016.

Water Services' Critical Control Points include:

- primary disinfection,
- secondary disinfection, and
- backflow prevention.



D) EFFICACY OF THE RISK ASSESSMENT PROCESS

The annual risk assessment review described in **QMS 07 Risk Assessment** was conducted by Water Services over several meetings between October 24 and November 9, 2016. The updated risk assessment was subsequently approved at a Management Review Meeting on Feb. 1, 2017 and is presented in Appendix "B" of the full report available at:

<http://guelph.ca/living/environment/water/drinking-water/water-testing/>.



E) INTERNAL AND THIRD-PARTY AUDIT RESULTS

Internal and third-party auditing fulfills mandatory requirements of the Drinking Water Quality Management Standard (DWQMS). The purpose of audits is to evaluate the level of conformance of Water Services to the DWQMS. Audits identify both conformance and non-conformance with the DWQMS as well as opportunities for improvement. Internal audits are completed by trained internal staff.

The last internal process audits were completed on Dec. 7-15, 2016. No nonconformities were identified during these internal audits. Various opportunities for improvement suggested by staff (such as improved document and records control, training, communications, essential services, instrumentation calibration / verification, emergency preparedness, and internal audit) were also noted in the internal audit report. Water Services continuously strives to address issues identified in internal audits. The next scheduled internal audit will take place in April 2017.

The 2016 third-party external on-site audit was completed on Jun. 8 to Jun. 10, 2016. There was one nonconformity identified during this audit related to reporting to the Owner the results of Management Review meetings (deficiencies, decisions and action items), as required under element 20 of the DWQMS. This report to the Owner has fully addressed the nonconformity.

Noted opportunities for improvement by the auditor were related to improving the following processes: document and records control (QMS 05); tracking staff training related to QMS (QMS 10); infrastructure maintenance programs (QMS 15); and instrument calibration (QMS 17). The corrective action issued and opportunities for improvement will be reviewed by the external auditor at the next on-site audit scheduled in November 15-17, 2017.



F) RESULTS OF EMERGENCY RESPONSE TESTING

Emergency response testing is regularly completed as part of the Water Services' Quality Management System (QMS) to ensure that Water Services maintains a reasonable readiness to deal with emergencies and abnormal events. The ability to properly manage emergencies and unplanned failures is critical in demonstrating that Water Services has taken a diligent approach in its operations.

Feedback from emergency testing and from actual emergency events is gathered during debriefing sessions and improvement items are incorporated into the Emergency Plan and /or daily operations.

The last emergency test exercise was a "Water Shortage" scenario where the aqueduct is hit by accident during an excavation and took place on Nov. 25, 2016. The test exercise involved Water Services staff and representatives from the MOECC (Inspector and district office Manager) and Wellington-Dufferin-Guelph Public Health (WDGPH). All other Water Services staff sessions took place on Dec. 13, 2016 and Jan. 20, 2017.

The next table includes the dates of Completed Emergency Response Tests for the past three years.

Completed Emergency Response Tests

Hazardous Event / Hazard ³	2014	2015	2016
Long-term impacts of climate change			Summer (drought)
Source water supply shortfall			Dec. 2016 (test)
Extreme weather events (e.g. tornado, ice storm)			Mar. 23-25, 2016 (ice storm)
Sustained extreme temperatures (e.g. heat wave, deep freeze)	Feb-Mar, 2014 (frozen services)	Feb-Apr, 2015 (frozen services)	
Chemical spill impacting source water			
Sustained pressure loss			Jan. 7, 2016 (test)
Backflow / Cross-connection	Feb. 11, 2014 (test)		
Terrorist threat			
Vandalism			
Sudden changes to raw water characteristics (e.g. turbidity, pH)	Membro Well (Carter in 2013) investigation	Rehabilitation: Membro Well / Carter Wells	Improvements: Membro Well / Carter Wells
Failure of equipment or process associated with primary disinfection (e.g. UV, chlorination)			
Failure of equipment or process associated with secondary disinfection (e.g. chlorination)			
Loss or contamination of treated water supply			Jan. 7, 2016 (test)
Loss of monitoring system			Jan. 14, 2016 (fibre network failure)
City of Guelph Corporate-Level Test by the EOCG	Jul-Aug, 2014 (labour)	Nov. 23, 2015 (test)	3 dates planned for Sep-Oct, 2016 (test)

³The Hazardous Event / Hazard list has been updated to reflect MOECC's mandated "Potential Hazardous Events for Municipal Residential Drinking Water Systems to Consider in the Risk Assessment" document.



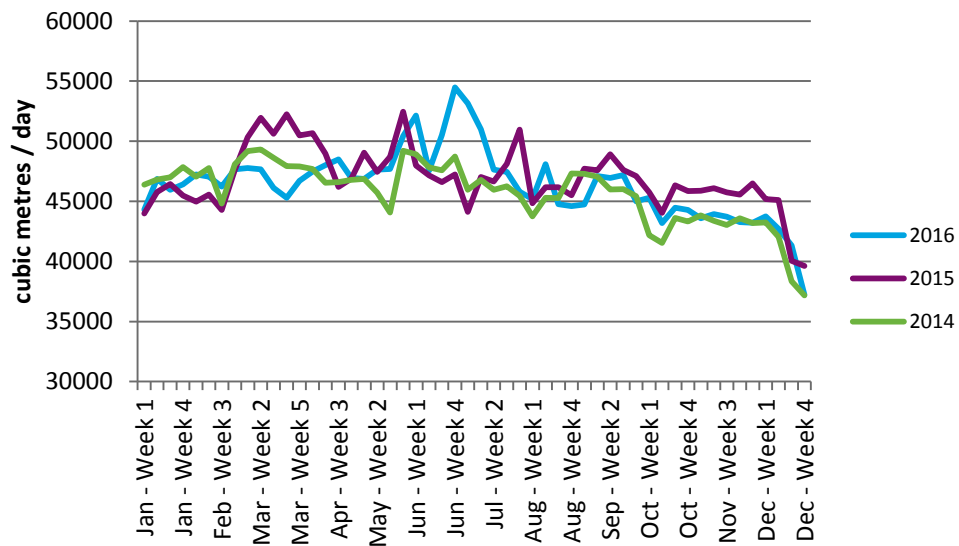
G) OPERATIONAL PERFORMANCE AND STATISTICS

This section describes the information that is used to gauge the performance of the drinking water system, including explanations for changes or observations. The following information is related to the amount of water pumped.

Water Services processed 16,940,220 cubic metres (16.9 billion litres) of water to the distribution system in 2016 (Jan. 01 to Dec. 31). This represents 0.98 per cent less water being supplied to the distribution system in 2016 as compared to the same time period in 2015 and 1.44 per cent more water than in 2014.

The increase in water use in June 2016 over the previous two years is due to the lack of precipitation and drought conditions seen across the Grand River Watershed in 2016.

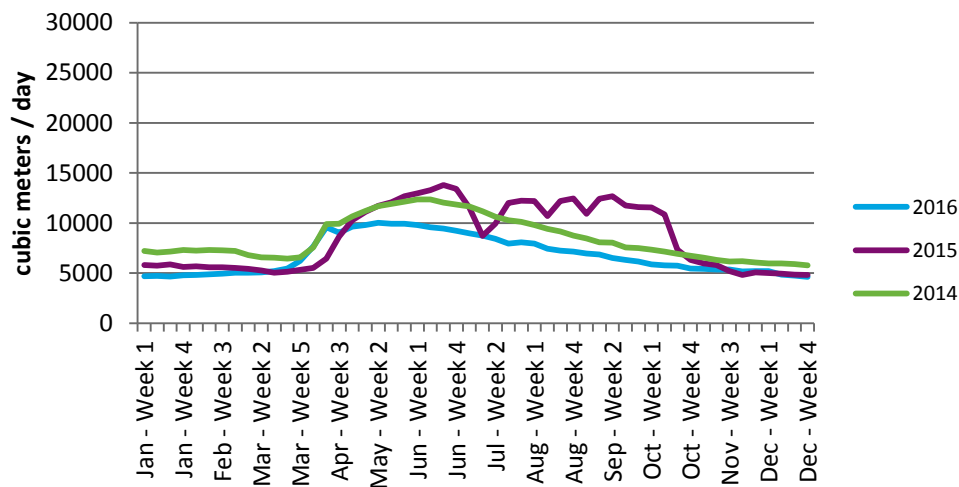
2016 Pumpages



In advance of the Ontario Low Water Response program declaration of Level 1 conditions, the City moved their Outside Water Use Program from Level 0- Blue to Level 1-Yellow watering restrictions on June 6th to curb further peak water demands from summer water use. It is noted that drought conditions remained in place until November 2016 across the Grand River Watershed.

The average daily water demand was 46,285 cubic metres/day (46.3 million litres). The maximum day production of water in 2016 was 56,498 cubic metres/day (56.5 million litres) and occurred on Jun. 23, 2016. The minimum day production of water in the same time period was 33,273 cubic metres (33.3 million litres) and occurred on Dec. 26, 2016.

2016 Arkell Spring Grounds' Collector Volumes



The Arkell Spring Grounds Collector ("Collectors") Source Water, one of Guelph's many water sources, consist of a gravity-fed under-drain system that collects shallow overburden groundwater. This system has been in use since the early 1900s and can represent as much as 40 per cent of the total city-wide daily water production. When the output of this source is reduced, Water Services is required to make up the difference from other water supplies. Throughout the year, the production from this water supply varies from an approximate low of 4,000 cubic metres (4 million litres) up to an approximate high of 20,000 cubic metres (20 million litres) per day.

The graph to the left shows the Collectors flow rate as an average weekly volume.

The Collectors have produced 2,474,957 cubic metres (2.5 billion litres) of water in 2016. This represents 21.1 per cent less water as compared to the same time period in 2015 and 19.5 per cent less water than in 2014.

Major water supply maintenance (Jan. 1 to Dec. 31):

MAJOR MAINTENANCE ACTIVITY	Well Site(s)
Booster and Zone 3 Commissioning	Clair Booster Station
Booster Pump Motor Replacement	F.M. Woods
Chlorination System Upgrades	F.M. Woods
Electrical and Instrumentation Upgrades	Various Sites
Facility Repairs and Maintenance	Various Sites
Fencing and Security Upgrades	Various Sites
Generator Fuel System Compliance Upgrades	Various Sites
Monitoring and Process Equipment Replacements	Various Sites
Process Piping Upgrades	Various Sites
Recharge Phase 1 Upgrades	Arkell Spring Grounds
UV and Process Upgrades	Membro Well
Well Inventory Database	Various Sites
Well Rehabilitation, Liner Installation and Pump Replacement	Dean Well
Well Replacement	Membro Well

SCADA / Security Maintenance & Improvements (Jan. 1 to Dec. 31):

SCADA / Security Maintenance & Improvement	Well Site(s)
Process flow diagrams and piping & instrumentation diagrams (P&ID's) update	Various Sites
SCADA hardware and software inventory update	Various Sites
SCADA network architecture and configuration documentation update	Various Sites
SCADA network connectivity monitoring server	Various Sites
SCADA network redundancy (with secondary back-up connections)	Various Sites
SCADA software code update (multi-year program)	Various Sites
SCADA software code revision control software	Various Sites
Security systems upgrades	Various Sites

Historical Water Distribution Locate Requests Received:

Year	Total
2016	7,979 ¹
2015	9,255
2014	8,943
2013	7,884

¹Volume reduction in 2016 is attributed to an increase in larger more complex excavation projects submitted as 1 single ticket rather than broken into multiple tickets via streets or street segments as in the past.

Distribution system maintenance (Jan. 1 to Dec. 31):

DISTRIBUTION JOB TYPE	2016
Acoustic leak – dry	4
Blow off install	0
Dig to find leak	2
Hi/low jumper install	0
Hydrant install (by Water Services)	0
Hydrant remove	1
Hydrant repair	30
Hydrant repair hit	1
Hydrant replace (by Water Services)	8
Hydrant replace hit	0
Main break	53
Other (e.g. exploratory excavations, miscellaneous repairs, etc.)	3
Re-route water main	0
Sample station install	1
Sample station replace	4
Service cut off	5
Service lowered	0
Service new install	0
Service repair	144
Service replace lead (City-side)	0
Service replace non-lead	16
Trench repair	1
Valve install (by Water Services)	0
Valve remove	0
Valve repair	8
Valve replace (by Water Services)	8
Meters new	613
Meters exchanged	532
Hydrants new/replaced by Engineering Services (2015)	39
Total City hydrants (2015)	2,763
Valves new/replaced by Engineering Services (2015)	57
Total City main valves (2015)	4,184
Water mains new/replaced by Engineering Services (km) (2015)	3.93
Total watermains excluding aqueduct (km) (2015)	550.8
Water mains cleaned (km) (2015)	231.4
Water mains re-lined (m) (2015)	0



H) RAW AND TREATED WATER QUALITY

Under the *Safe Drinking Water Act* (SDWA), municipalities are required to monitor both the raw and treated quality of water supplied. This monitoring is performed for both regulatory compliance and due diligence. Any results not meeting the criteria listed in the table below are reported under section B) Adverse Water Quality Incidents.

Operational and microbiological sampling						
Parameter	Location	# of analyses	Criteria	# outside criteria	Results range	Regulatory reference
Free chlorine residual	Guelph Zone 1	366	0.05-4.0 mg/L	0	0.51-1.02 mg/L	O. Reg. 170/03 Schedule 7-2
Free chlorine residual	Guelph Zone 2	366	0.05-4.0 mg/L	0	0.54-1.07 mg/L	O. Reg. 170/03 Schedule 7-2
Raw – <i>E. coli</i> (bacteria)	Raw sources, no disinfection	973	n/a	n/a	0-1 cfu/100 mL	O. Reg. 170/03 Schedule 10-4
Raw – Total coliform (bacteria)	Raw sources, no disinfection	973	n/a	n/a	0-2 cfu/100 mL	O. Reg. 170/03 Schedule 10-4
Raw – HPC	Raw sources, no disinfection	3	n/a	n/a	0 cfu/100 mL	O. Reg. 170/03 Schedule 10-4
Raw – background	Raw sources, no disinfection	973	n/a	n/a	0-86 cfu/100 mL	O. Reg. 170/03 Schedule 10-4
Raw river – <i>E. coli</i> (bacteria)	Raw sources, no disinfection	1	n/a	n/a	OG	O. Reg. 170/03 Schedule 10-4
Raw river – Total coliform (bacteria)	Raw sources, no disinfection	1	n/a	n/a	OG	O. Reg. 170/03 Schedule 10-4
Raw river– background	Raw sources, no disinfection	1	n/a	n/a	OG	O. Reg. 170/03 Schedule 10-4
Pont of Entry (POE) – <i>E. coli</i> (bacteria)	Disinfected ("treated") water at point of entry	568	0	0	0 cfu/100 mL	O. Reg. 170/03 Schedule 10-3
POE – Total coliform (bacteria)	Disinfected (treated) water at point of entry	568	0	1 ²	0-1 cfu/100 mL	O. Reg. 170/03 Schedule 10-3
POE – HPC	Disinfected (treated) water at point of entry	565	n/a	n/a	0-8 cfu/mL	O. Reg. 170/03 Schedule 10-3
POE – background	Disinfected (treated) water at point of entry	568	n/a	n/a	0-8 cfu/100 mL	O. Reg. 170/03 Schedule 10-3
POE – free chlorine residual	Disinfected (treated) water at point of entry	568	0.05-4.0 mg/L	0	0.65-1.72 mg/L	O. Reg. 170/03 Schedule 6-3
Distribution – <i>E. coli</i> (bacteria)	Disinfected (treated) water in distribution system	1,657	0	0	0 cfu/100 mL	O. Reg. 170/03 Schedule 10-2
Distribution – total coliform (bacteria)	Disinfected (treated) water in distribution system	1,657	0	2 ³	0-1 cfu/100 mL	O. Reg. 170/03 Schedule 10-2
Distribution – HPC	Disinfected (treated) water in distribution system	769	n/a	n/a	0-440 cfu/mL	O. Reg. 170/03 Schedule 10-2
Distribution – background	Disinfected (treated) water in distribution system	1,657	n/a	n/a	0-15 cfu/100 mL	O. Reg. 170/03 Schedule 10-2
Distribution – free chlorine residual	Disinfected (treated) water in distribution system	2,581	0.05-4.0 mg/L	0	0.25–1.23 mg/L	O. Reg. 170/03 Schedule 6-3
Raw source turbidity	Raw sources, no disinfection	976	n/a	n/a	0.05-0.73 ntu	O. Reg. 170/03 Schedule 7-3
POE – free chlorine residual	Continuous monitoring	1:5 minutes	0.05 mg/L	0	n/a	O. Reg. 170/03 Schedule 6-5

² Reported as AWQI #131436.

³ Reported as AWQI #129144; #130490.

Operational and microbiological sampling						
Parameter	Location	# of analyses	Criteria	# outside criteria	Results range	Regulatory reference
UV dose at F.M. Woods	Continuous monitoring	1:5 minutes	24 mJ/cm ²	0	n/a	MOECC UV treatment criteria
UV dose at Emma and Water St. wells	Continuous monitoring	1:5 minutes	40 mJ/cm ²	0	n/a	MOECC UV treatment criteria
UV dose Membro well	Continuous monitoring	1:5 minutes	20 mJ/cm ²	0	n/a	MOECC UV treatment criteria

The table below includes relevant information about chemical, organic and inorganic sampling results due to their presence or significance within the Guelph Drinking Water System. Only parameters with Ontario Drinking Water Quality Standards Maximum Allowable Concentration (MAC) limits and above minimum detection limits (MDL) are included. The full version of the Annual & Summary Report provides results for all chemical sampling. Any results outside criteria are reported under section **B) AWQI's**.

Chemical sampling (all data reported in mg/L)									
Parameter	# of samples	Sampling frequency	Criteria MAC	Criteria ½ MAC	# above criteria	Results Range		Avg.	Regulatory reference
						Min	Max		
Trihalomethanes	8	1:3 months	0.100 ⁴	n/a	0	0.0263	0.0534	0.0325	O. Reg. 170/03 Schedule 13-6
Nitrate + Nitrite (as nitrogen)	55	1:3 months	10	5	0	< 0.10	2.28	0.974	O. Reg. 170/03 Schedule 13-7
Nitrate + Nitrite (as nitrogen) –Woods' raw sources (Operational)	35	1:3 months	n/a	n/a	n/a	0.30	3.63	1.28	O. Reg. 170/03 Schedule 13-7
Nitrate + Nitrite (as nitrogen)–University Well raw source (operational)	5	1:3 months	n/a	n/a	n/a	0.28	0.76	0.38	O. Reg. 170/03 Schedule 13-7
Nitrate + Nitrite (as nitrogen)–Paisley Well raw (operational)	5	1:3 months	n/a	n/a	n/a	1.88	2.06	1.97	O. Reg. 170/03 Schedule 13-7
Trichloroethylene	169	1:3 months	0.005	0.0025	0	< 0.0001	0.00167	0.00055	O. Reg. 170/03 Schedule 24
Trihalomethanes ⁵	159	1:3 months	0.100 ⁴	n/a	0	< 0.0002	0.0739	0.01352	O. Reg. 170/03 Schedule 24
Antimony	26	1:36 months	0.014	0.007	0	< 0.0005	0.0013	0.00085	O. Reg. 170/03 Schedule 23
Arsenic	26	1:36 months	0.025	0.0125	0	< 0.001	0.0033	0.0022	O. Reg. 170/03 Schedule 23
Barium	26	1:36 months	1.0	0.5	0	0.035	0.096	0.066	O. Reg. 170/03 Schedule 23
Boron	26	1:36 months	5.0	2.5	0	0.013	0.048	0.030	O. Reg. 170/03 Schedule 23
Cadmium	26	1:36 months	0.005	0.0025	0	< 0.0001	0.00016	0.00013	O. Reg. 170/03 Schedule 23
Chromium	26	1:36 months	0.05	0.025	0	< 0.005	< 0.005	n/a	O. Reg. 170/03 Schedule 23
Mercury	13	1:36 months	0.001	0.0005	0	< 0.0001	< 0.0001	n/a	O. Reg. 170/03 Schedule 23
Selenium	26	1:36 months	0.01	0.005	0	< 0.002	< 0.002	n/a	O. Reg. 170/03 Schedule 23

Uranium	26	1:36 months	0.02	0.01	0	< 0.0001	0.0024	0.00124	O. Reg. 170/03 Schedule 23
Sodium	27	1:60 months	20 & 200 ⁶	n/a	27	24	150	73.6	O. Reg. 170/03 Schedule 13-8
Fluoride	20	1:60 months	1.5 & 2.4	n/a	0	0.13	0.77	0.292	O. Reg. 170/03 Schedule 13-9

⁴ This standard is expressed as a running annual average

⁵ This subset of trihalomethane samples represents sampling from treated sources and does not refer to the previous distribution system sampling

⁶ The aesthetic objective for sodium in drinking water is 200 mg/L. The local Medical Officer of Health should be notified when the sodium concentration exceeds 20 mg/L so that this information may be communicated to local physicians for their use with patients on sodium restricted diets



I) TREATED WATER QUALITY: GAZER MOONEY SUBDIVISION DISTRIBUTION SYSTEM

Related to Section **H) Raw and Treated Water Quality**, this section describes the regulatory water quality monitoring that has been collected in the Gazer Mooney Subdivision Distribution System in 2015. Any results outside criteria in the table below are reported under section **B) Adverse Water Quality Incidents**.

Operational and microbiological sampling						
Parameter	Location	# of analyses	Criteria	# outside criteria	Results range	Regulatory reference
Free chlorine residual	Gazer Mooney	365	0.05-4.0 mg/L	0	0.63-1.11 mg/L	O. Reg. 170/03 Schedule 7-2
Distribution – <i>E. coli</i> (bacteria)	Disinfected (treated) water in distribution system	52	0	0	0 cfu/mL	O. Reg. 170/03 Schedule 10-2
Distribution – Total coliform (bacteria)	Disinfected (treated) water in distribution system	52	0	0	0 cfu/mL	O. Reg. 170/03 Schedule 10-2
Distribution – HPC	Disinfected (treated) water in distribution system	52	n/a	n/a	0-5 cfu/mL	O. Reg. 170/03 Schedule 10-2
Distribution – background	Disinfected (treated) water in distribution system	52	n/a	n/a	0 cfu/mL	O. Reg. 170/03 Schedule 10-2
Distribution– free chlorine residual	Disinfected (treated) water in distribution system	365	0.05-4.0 mg/L	0	0.63-1.11 mg/L	O. Reg. 170/03 Schedule 10-2

Chemical sampling (all data reported in mg/L)									
Parameter	# of samples	Sampling frequency	Criteria MAC	Criteria ½ MAC	# above criteria	Results range		Avg.	Regulatory reference
						Min	Max		
Trihalomethanes	4	1:3 months	0.100	n/a	0	0.0143	0.0533	0.0254	O. Reg. 170/03 Schedule 13-6
Sodium	1	1:12 months	20 & 200	n/a	1	25	25	25	O. Reg. 170/03 Schedule 13-8



Water Conservation and Efficiency

The City of Guelph strives to be a leader in water conservation and efficiency. As one of Canada's largest communities reliant on a finite groundwater source for our drinking water needs, our ability to reclaim precious water and wastewater serving capacity through conservation initiatives offers numerous benefits to our community and local ecosystem. Water Services continues to promote the ongoing sustainability of our finite water resources through active Water Conservation and Efficiency programming and exceed the water reduction targets as outlined in the Water Supply Master Plan. Appendix "I" of the full report includes a highlight of the progress made for the period of January 1 to December 31, 2016 in the implementation of the 2009 Water Conservation and Efficiency Strategy.

Source Water Protection Plan

The Grand River Source Protection Plan was approved by the Minister on November 26, 2015 with an effective date of July 1, 2016. In May, Council appointed risk management staff, Risk Management Official (RMO) and Risk Management Inspector (RMI) to protect Guelph's Drinking Water. City staff have been preparing for implementation of the Source Protection Plan including a number of new processes that will be integrated into the building permit and development application process.

Currently, City staff are working on: the development of education and outreach materials for stakeholders, development of guidelines for the preparation of risk management plans, and working with internal City of Guelph departments to ensure conformance with the proposed policies in the Source Protection Plan. The City is also in the process of establishing the data management and information needs that will be required to once the Source Protection Plan is in effect.

For more information on Guelph's Source Water Protection Program visit: guelph.ca/sourcewater

Arkell Springs Forest Stewardship Project

- The Arkell Spring Grounds cover an area of 804 acres. The area is comprised of old and new forested areas, which makes it necessary for monitoring, maintenance and new planting plans. The objective of the Arkell Springs Forest Stewardship Project is to manage past plantings and prevent losses while monitoring general forest health.
- The many benefits of the project include the creation of a diverse and functioning forest cover, maintenance and re-generation of older forested areas on the property, protection and recharge of underground aquifers which supply our City's water, prevention of undesirable surface water runoff and flooding into local waterways, and regulation of the flow of water.
- Since 2007, the Community Environmental Leadership Program (CELP, on a volunteer basis) has planted 22,500 trees on 18 acres, and Bartram Woodlands (on-site contractor) has planted 25,720 trees on another 16 acres.

Lead Reduction Plan

- In August 2014, based on the success of the program, the City was granted full regulatory relief from Schedule 15.1 of O.Reg 170/03 (in its entirety) in Schedule D of the City's Municipal Drinking Water Licence issue number 6.

- 187 Lead Verification and 11 Distribution samples were collected. Of these sample results, 4 were above 5 micrograms per litre (µg/L) indicating presence of a lead service line. Of all verification samples, 3 also exceeded the ODWQS of 10 µg/L.
- 6 Private Lead Service Lines were replaced; for a total of 200 privately-owned lead service lines replaced since 2010.

Additional information about all programs under the Lead Reduction Plan can be accessed in the full version of this report at www.guelph.ca/water.



K) EXPECTED FUTURE CHANGES THAT COULD AFFECT THE DRINKING WATER SYSTEM OR THE QUALITY MANAGEMENT SYSTEM

Operational testing plan and adaptive management plan (OTP / AMP) - The OTP/AMP was completed successfully allowing for a maximum taking of 28,800 m³/day from the Arkell Bedrock Wells. Water Services is continuing to assess the sustainability of the bedrock water taking through conditions in the newly amended PTTW (permit-to-take-water). Additional monitoring and data collection / assessment is ongoing.

Carter monitoring program – Operational Testing - The Permit to Take Water for Carter Well requires that the Carter Wells be operated at increased levels in conjunction with monitoring in the Torrence Creek Subwatershed. The purpose of the monitoring is to attempt to quantify impacts within this subwatershed.

Membro Well - In November 2014, fecal bacteria was found for a short period in untreated well water from the Membro municipal well which resulted in Water Services staff removing the well from service and performing an investigation to determine the bacteria source and identify actions to prevent a reoccurrence of this poor water quality event. At all times prior to the Membro well being removed from service, including during the past 19 years of operation, properly disinfected and safe water was provided to customers that met all regulatory guidelines. The investigation has included consultation with both the MOECC and Wellington-Dufferin-Guelph Public Health, and has led Water Services to remove a defective nearby monitoring well, install a more secure replacement pumping well, and initiate plans to enhance the disinfection system for the Membro well water. The Membro well was returned to service in September 2016.

Ontario's GUDI (Groundwater Under the Direct Influence of Surface Water) Terms of Reference are under review and may result in classification changes to source waters. The GUDI Terms of Reference are expected in 2017 and are anticipated to require disinfection system upgrades for the Emma and Water Street wells.

Ontario's water main disinfection procedure - Municipal operating authorities are required to use AWWA Standard C651 (Disinfecting Water Mains) for addition, replacement or repair of pipes forming the distribution system, as per condition 2.3.2 of Drinking Water Works Permits. Ontario's Watermain Disinfection Procedure outlines minimum requirements for compliance, and operating authorities will be able to use their discretion to adopt more stringent standard operating procedures. Requirements for disinfection will also apply to temporary watermains, as well as service pipes of 100 mm diameter or greater. Water Services implemented the procedure May 1, 2016.

Operator certification compliance management - The Water Certification Specialist reports to Management on a quarterly basis (and to the Owner bi-annually through this report) regarding the status of staff certifications. Thirty-six team members (28 operators, 1 manager, 4 supervisors, 3 technical staff) were certified to operate and maintain the water systems. Verifications of qualification are completed six months prior to certificate expiries to ensure enough lead time for Operators' continued certifications.

Expiring Permits to Take Water (PTTWs)

Five PTTWs were renewed in 2016 (January 1 to December 31):

1. [Carter Wells PTTW](#) (exp. 2021-05-31)
2. [Helmar Well PTTW](#) (exp. 2025-05-31)
3. [Arkell Infiltration Gallery PTTW](#) (exp. 2026-10-31)
4. [Emma Well and Park Wells 1 & 2 PTTW](#) (exp. 2021-05-31)
5. [Paisley Well PTTW](#) (exp. 2026-05-31)

The [Water St. Wellfield \(Water, Dean, University, Membro\) PTTW](#) (exp. 2016 -10-31) is still in the active renewal process.

Three PTTWs are scheduled for renewal in 2017:

1. [Edinburgh PTTW \(exp. 2017-06-30\)](#)
2. [Sacco PTTW \(exp. 2017-06-30\)](#)
3. [Smallfield PTTW \(exp. 2017-06-30\)](#)

Changes Affecting the Quality Management Standard (QMS)

Results of the Management Review, the identified deficiencies, decisions and action items:

Management Review meetings were held on January 28 and September 12, 2016 and the following is a summary of results of the management review. Appendix "G" of the full report includes the action items from the meeting.

The summary includes identified deficiencies, decisions and action items below:

Deficiencies

- Any non-compliance items identified in the Annual & Summary Report are discussed.
- 6 AWQI's occurred in 2016 (one related to lead, four related to TC, and one "unable to read" issue).
- 1 nonconformity from the last external audit re: Management Review meetings (deficiencies, decisions and action items) and reporting these to the Owner.

Decisions

- Risk assessment update:
 - Now includes a third risk rating, “capability of responding”, edited “consequence” ratings to include amount of water impacted by the hazard, and “updated “control measures” to more accurately include all of Water Services’ control measures.
 - Decided to include (in the last risk assessment update) MOECC’s “Potential Hazardous Events for Municipal Residential Drinking Water Systems to consider in the DWQMS Risk Assessment”. Edited hazard / hazardous events categories to better align to MOECC’s document.
 - Added “aquifer cross-connections”, “drought” and “aqueduct infrastructure failure” to hazardous events.
 - Linked opportunities for improvement (OFI’s) to emergency debriefs and management review meetings to better track progress on these OFI’s.
 - Added “sudden changes to raw water characteristics”, “potential source water supply shortfall”, “distribution system issues”, “private property issues” to section m) of the A&S report.
- External audit timeline has changed from June to November every year due to busy construction season in June. The next external audit by NSF International Strategic Registrations is planned for Nov. 15-17, 2017.

Ontario’s updated Drinking Water Quality Management Standard (DWQMS) – Although not yet officially released, Guelph Water Services is working through the implementation of the updated DWQMS:

- Throughout: added “once every Calendar Year” where applicable in place of “once every year” or “once every 12 months”.
- QMS 07: includes consideration of potential hazardous events and associated hazards identified by the ministry. These hazardous events are identified in the document titled “Potential Hazardous Events for Municipal Residential Drinking Water Systems.”
- QMS 12: suppliers of essential supplies and services are considered in the procedure for communications.
- QMS 14: Outcomes of the risk assessment documented under QMS 08 will be considered in the procedure for reviewing the adequacy of the infrastructure necessary to operate and maintain the drinking water system.
- QMS 15: Long-term forecast of major infrastructure maintenance, rehabilitation and renewal activities is included in QMS 14.
- QMS 21: includes consideration of BMP’s (when available from the MOECC) in continual improvement; a documented process for identification & management of continual improvement reports (that are continual improvement items, corrective actions or preventive actions, where applicable).



L) CONSUMER FEEDBACK

The table below represents all consumer calls received during office hours and after hours in 2016:

Type	# Calls ⁷		
	2014	2015	2016
Discoloured Water	-	160	185
Distribution	-	72	77
Flushing	32	27	33
Frozen	-	695	5
Hydrant - Accident Report	-	2	3
Hydrant - Investigation	46	38	39
Hydrant Out-of-Service	-	65	108
Leak	-	52	88
Meter	-	36	11
Other	199	127	53
Pressure	146	95	104
Private Issue	306	18	23
Service Box Repairs	-	254	205
Swabbing	32	47	59
Trench Investigation	-	9	6
Valve	-	27	46
Water Quality / Appearance	144	47	55
Watermain	124	67	5
Watermain Break Investigation	-	54	90
Well Interference Inquiries	2	2	4

⁷This column generally represents the number of calls received, not necessarily the number of individual issues. The calls received in 2014 were not collected with the same level of detail as past two years, and therefore dashes exist in the table. The 2016 figures represent Jan. 1 to Dec. 31 data.

M) RESOURCES NEEDED TO MAINTAIN THE QMS

Water Services currently has one full-time Quality Assurance Coordinator who is also the Quality Management System (QMS) Representative. This position has access to five Water Services Technicians, a Compliance Coordinator, and a Customer Service Clerk for reporting and documentation requirements of the QMS.

Operational challenges in the drinking water system continue to drive the need for additional resources, such as:

- Sudden changes to raw water characteristics (e.g. Arkell #15, Membro Well, Carter Wells),
- Potential source water supply shortfall (e.g. current supplies not meeting future demand, drought),
- Distribution system issues (e.g. frozen city-side infrastructure, larger infrastructure failures or hits, Locates Program, Metering Program), and
- Private property issues (e.g. frozen services, Lead Program, water quality).

N) RESULTS OF INFRASTRUCTURE REVIEW

Distribution Infrastructure Needs

At annual specifications review meetings, Guelph's Engineering & Capital Infrastructure Services (Engineering Services) and Water Services staff update Water Services' infrastructure specifications.

During the annual budget preparation process, Engineering Services and Water Services review infrastructure conditions, inventory age, CAPS (capital asset prioritization system), criticality. From this evaluation, Engineering and Water Services finalize the list of priority projects that also considers the priorities of wastewater and road reconstruction projects so that these projects can share the costs of excavation and rehabilitation. New linear infrastructure reviews are primarily driven by Engineering Services.

Annual summaries of road reconstruction, sewer and watermain projects are identified on an infrastructure map that is released early spring each year.

Supply & Facilities Infrastructure Needs

On July 28th, 2014 Guelph City [Council unanimously approved](#) the [Water Supply Master Plan](#) update, defining preferred water supply servicing alternatives in meeting the needs of existing customers and future community growth.

In concert with the Water Supply Master Plan Update, the City's Engineering & Capital Infrastructure Services (Engineering Services) Department completed an update to the linear water distribution network model as part of the 2014 Development Charges Background Study to define water distribution improvements needed for growth servicing.

As part of the above mentioned studies, a number of system upgrades have been identified including, additional water supply sources, new pumping stations, storage facilities and new water distribution mains. To help integrate these complex works the City retained C3 Water Inc. to analyse and define construction sequencing of infrastructure upgrade recommendations, with specific focus to Pressure

Zone 2 in the water distribution system. These works were completed in Q4 2015 with study outcomes to support field implementation of capital projects in 2016 and future capital programs needs through the 2017 Water and Wastewater Non-Tax Budget deliberations. Due to the success of the analysis undertaken in the Pressure Zone 2, the City initiated a similar analytical assessment of Pressure Zone 1 in Q3 of 2016 to determine construction sequencing of infrastructure upgrade recommendations. Findings of this analysis are expected in Q2 of 2017.

In Q1 2016, Water Services initiated development of the Water Facility Asset Management Master Plan. This Master Plan aimed to identify and prioritize the capital projects and land acquisitions required to maintain and renew its existing facility assets and associated operations over a 25 year planning horizon in accordance with asset management industry best management practices as well as current codes, guidelines and standards. Through interim products of the Master Plan a revised 10 year capital forecast for Facility and Plant Upgrades was presented to and endorsed by Council as part of the 2017 Non Tax Budget deliberations to address a backlog in infrastructure investment required to sustain operation of the City's critical water supply facilities and processes. This 10 year capital plan seeks to invest \$48.8 million in water supply asset renewal and maintenance between 2017 and 2026, an increase of just over \$26 million over prior planned investment over this period in comparison to planned Water Services Facility Upgrades defined through the 2016 Non-tax budget. Work on the Water Facility Asset Management Master Plan was ongoing in Q4 2016 with the final Water Facility Asset Management Master Plan document is anticipated to reach completion in Q1 2017.

Burke Well Station Upgrades

Manganese concentrations in water from the Burke Well appear to be gradually increasing and are slightly above the MOECC's Aesthetic Objective for manganese (0.05 mg/L). Upgrades to the Burke Well Station to improve the aesthetic quality (iron and manganese) of water from the Burke Well have been planned for a number of years. The upgrades will include construction of a building to house a pressure filtration system. In 2016 the Building Permit for the project was received and the capital budget approved. It is planned to begin construction of the upgrades in 2017 and be in operation by spring 2018. The upgrades are expected to result in the Burke Well Station being classified as a Water Treatment Subsystem.

Clair Road Pumping Station

In Q3 of 2016, Water Services and Engineering Services initiated the commissioning of the Clair Road Pumping Station the intent of which was to commission a new water distribution pressure zone to accommodate growth in the south end of the City.

Backflow Prevention Program

Preservation of drinking water quality within Guelph's infrastructure is supported by the City of Guelph's Building Services and Guelph's Backflow Prevention Regulations ("By-law", Number (2008) – 18660). As per the By-law, "Backflow" means the flowing back of or reversal of the normal direction of flow of water. The By-law requires that no connections are made to the City's water supply without the installation of a backflow prevention device to isolate premises, sources, and zones to prevent cross-connections in every building or structure where a City water supply or other potable water supply exists.

On a regular basis, Building Services provides a "Backflow Report" (included in the full version of the report) that tracks the number of letters sent out regarding annual testing and re-surveying requirements of the By-law. Although approximately 10 % of initial letters sent out result in disconnection letters, no water services were disconnected due to failure to provide records of testing or resurveying.

The City of Guelph has a total of 2,774 properties (2,651 active and 123 inactive properties) that have a total of 6,293 backflow prevention devices installed. Of the total, 1,911 buildings have premise isolation and 968 buildings are without premise isolation (e.g. residential irrigation systems, plaza facility – plaza owner has premise isolation). New properties from Jan. 1 to Dec. 31: 21 with premise and 26 without premise isolation.



O) OPERATIONAL PLAN CURRENCY, CONTENT AND UPDATES

See section **K) Expected future changes that could affect the drinking water system or the quality management system** for a summary of Operational Plan updates.



P) STAFF SUGGESTIONS

Staff suggestions are discussed during staff and operational meetings and taken into account during annual budget processes. Appendix "H" in the full report includes a listing of improvement items that were presented by staff in 2016.

WATER SERVICES CHALLENGES AND OPPORTUNITIES

1. Financial sustainability and affordability.
2. Water demand reduction, optimization and development of local groundwater supplies to support provincially mandated growth.
3. Source protection to ensure sustainability of quality and quantity of existing supplies.
4. Infrastructure management and renewal.
5. Succession planning and sustaining employee assets.
6. Existing system optimization, including:
 - Adding redundancy to the distribution system
 - Adding treatment for iron and manganese removal
 - Potential to add treatment for VOC removal
 - Optimization of chlorination to improve water taste
7. Motivating customer actions in support of Water Services' programs.
8. Maintaining and improving customer service.
9. Reduction of non-revenue water through leak reduction and metering improvements.

For reference the full version of this report is available on the City's website at: <http://guelph.ca/living/environment/water/drinking-water/water-testing/> under the "Annual & Summary Water Services Report – 2016" link.



Corporate Asset Management

2017 **Asset Management** Plan and Policy

Committee of the Whole

March 06, 2017

Agenda

2017 Corporate Asset Management Plan and Policy

Background

- Why are the Policy and Plan Important
- Documents in the AM System

The 2017 Asset Management Plan

- Why Have an Asset Management Plan?
- A collaborative effort
- Asset Management Plan Maturity
- Asset Management Plan Summary and Contents

The 2017 Asset Management Policy

- Rationale for the AM Policy

Asset Management Work Plan

- Work Plan and Next Steps

Why the Policy and Plan are Important

Background

- Help **protect and enhance** the quality of life in Guelph by ensuring the **best possible decisions** regarding our assets.
- Support **evidence-based business cases** for budgets and long term financial forecasts.
- Drive **longer term thinking** and planning.
- Support financial **sustainability**.



Documents in the AM System

Background

Organizational Strategic Plans and Corporate Administrative Plan (2016-2018)

Outlines the organizational vision, goals and objectives



Asset Management Policy

Outlines the principles, requirements and responsibilities for asset management, linked to the organizational strategic objectives

Corporate Asset Management Plan

Outlines the objectives, practices, and action plans for asset management improvement, audit and review.

Service Area Asset Management Plan(s)

Provides an overview of the asset/service, levels of service, demand forecasts, lifecycle activities, and financial forecasts

Operational Plans and Work Programs

Guides day to day activities of staff and contractors.

Documents in the AM System

Background

Organizational Strategic Plans and Corporate Administrative Plan (2016-2018)

Outlines the organizational vision, goals and objectives



Asset Management Policy

Outlines the principles, requirements and responsibilities for asset management, linked to the organizational strategic objectives

Corporate Asset Management Plan

Outlines the objectives, practices, and action plans for asset management improvement, audit and review.

This
Presentation

Service Area Asset Management Plan(s)

Provides an overview of the asset/service, levels of service, demand forecasts, lifecycle activities, and financial forecasts

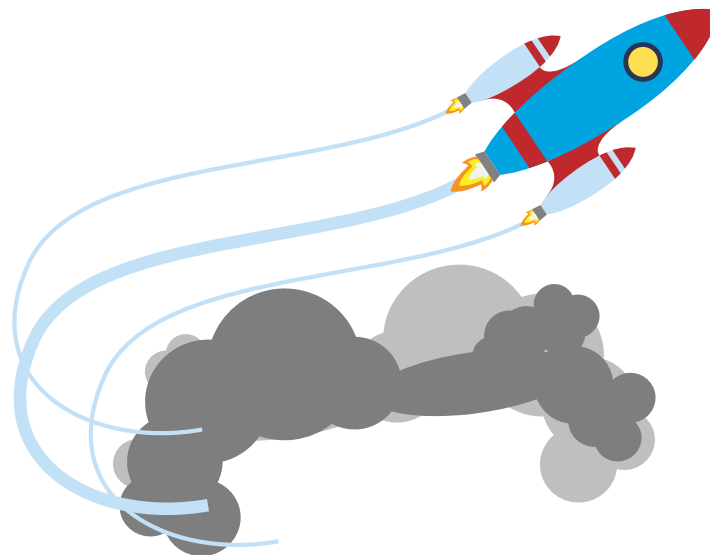
Operational Plans and Work Programs

Guides day to day activities of staff and contractors.

Rationale for the AM Policy

The 2017 Asset Management Policy

- Defines where we are heading on our asset management journey.
- Sets out the key principles and goals that will guide our mission.
- Outlines our vision of success, and how progress will be measured.
- Included in Appendix A of the 2017 Corporate Asset Management Plan.



How the Policy was Developed

The 2017 Asset Management Policy

- Collaborative approach.
- Workshops with Council and the Asset Management Steering Committee.
- Established collective goals and guiding principles.
- Will serve as our guide on our asset management journey.



Our Asset Management Mission



“Our mission is to:

- **Protect** and **enhance** the quality of life in Guelph
- By making the **best possible decisions** regarding our assets
- In a way that provides **targeted levels of service** and
- **Manages risk** in a **cost-effective** manner throughout the entire asset lifecycle.”

Why Have an Asset Management Plan?

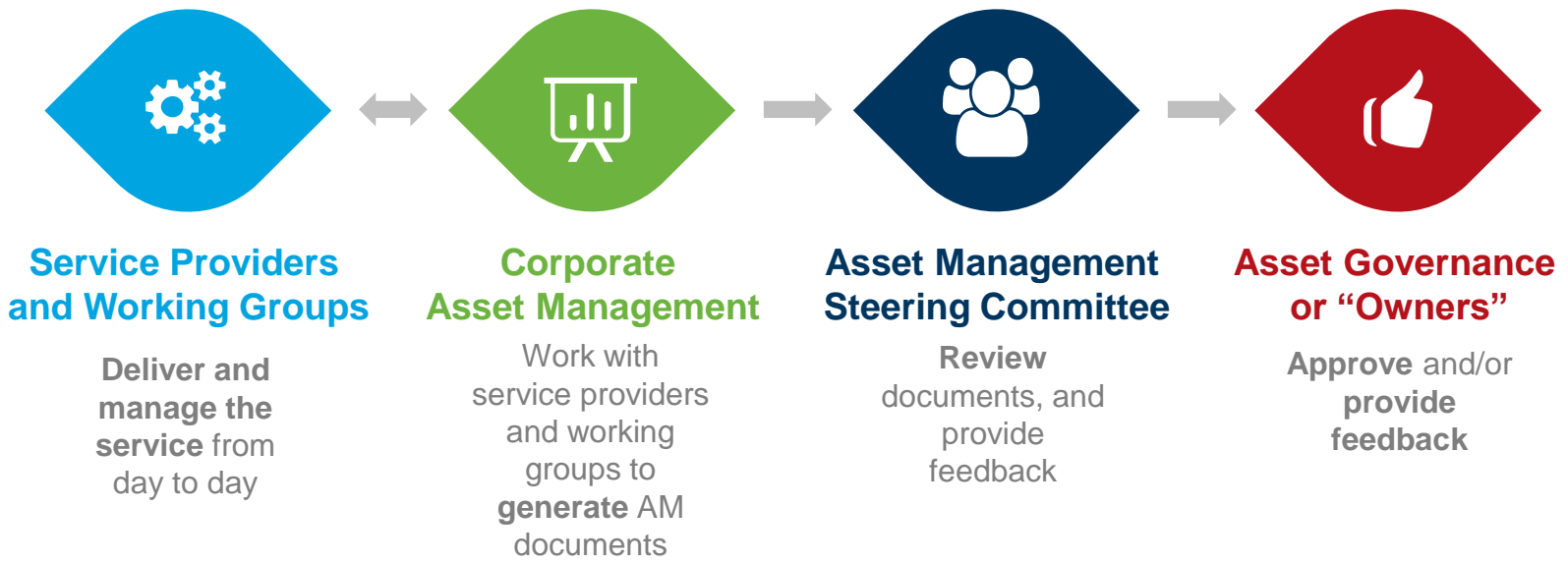
The 2017 Corporate Asset Management Plan

- Written representation of intended AM programs.
- Quantifies service level requirements and the ability to meet them.
- Requirement of federal and provincial funding programs, and future regulations
- Demonstrates corporate stewardship and plots a sustainable path forward



A Collaborative Effort

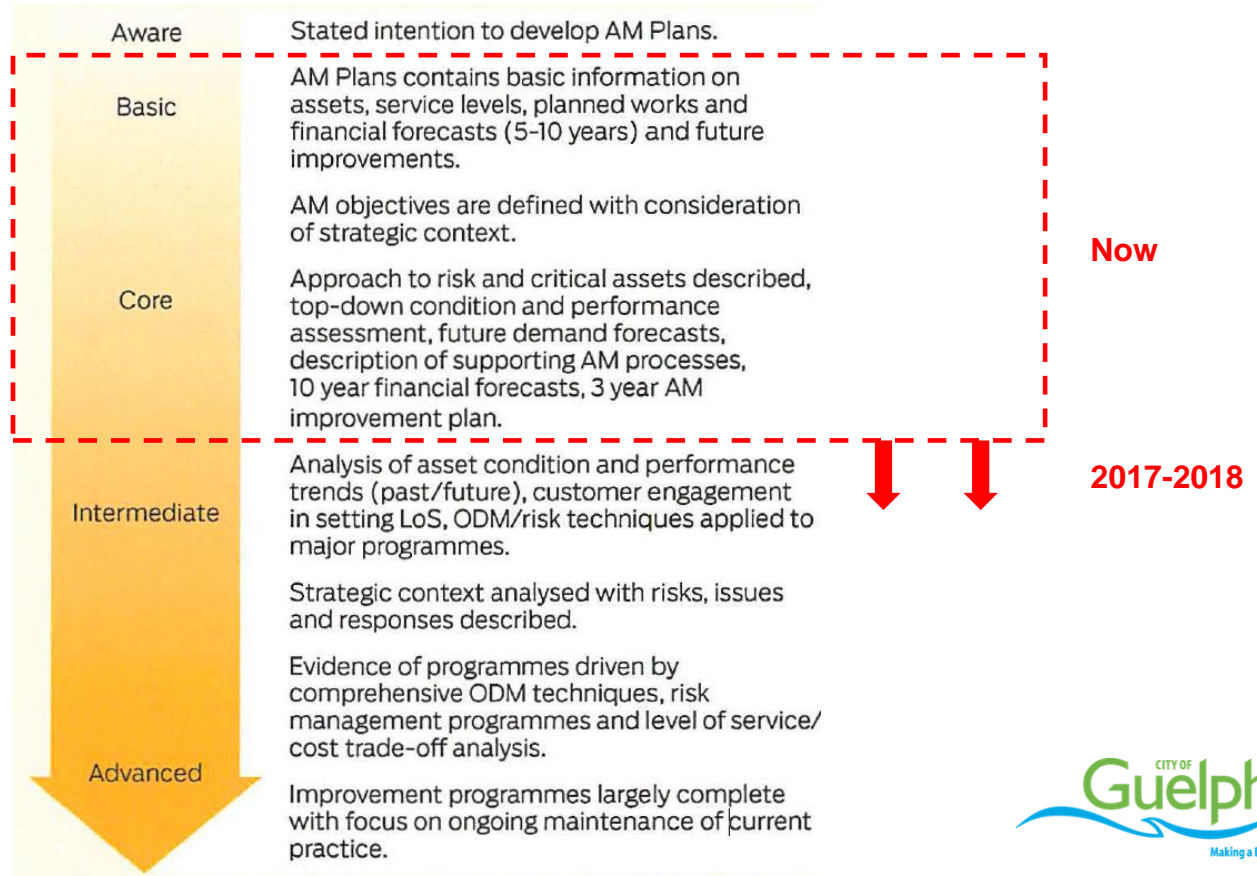
The 2017 Corporate Asset Management Plan



Asset Management Plan Maturity

The 2017 Corporate Asset Management Plan

Source:
International Infrastructure
Management Manual,
2015



Asset Management Plan Contents

The 2017 Corporate Asset Management Plan



Executive Summary

Concise summary of the plan



Introduction

Why we need a plan



State of the Assets

Inventory and condition



Levels of Service

What we provide



Lifecycle Management Strategy

How we provide the service



Financing Strategy

What it will cost and how we will pay for it

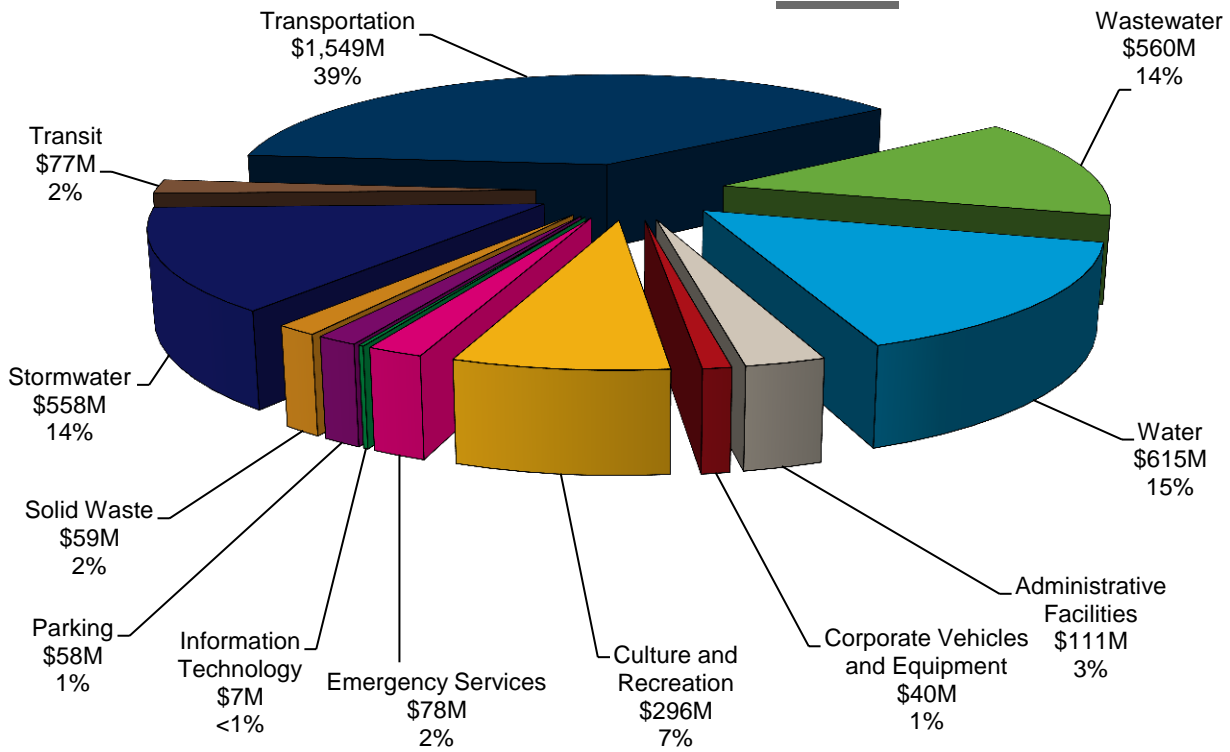


Improvement Monitoring

Where we go from here

State of the Assets

The 2017 Corporate Asset Management Plan



\$4 Billion in Total
Which is \$30,000 per Guelph resident



Asset Category Ratings

The 2017 Corporate Asset Management Plan

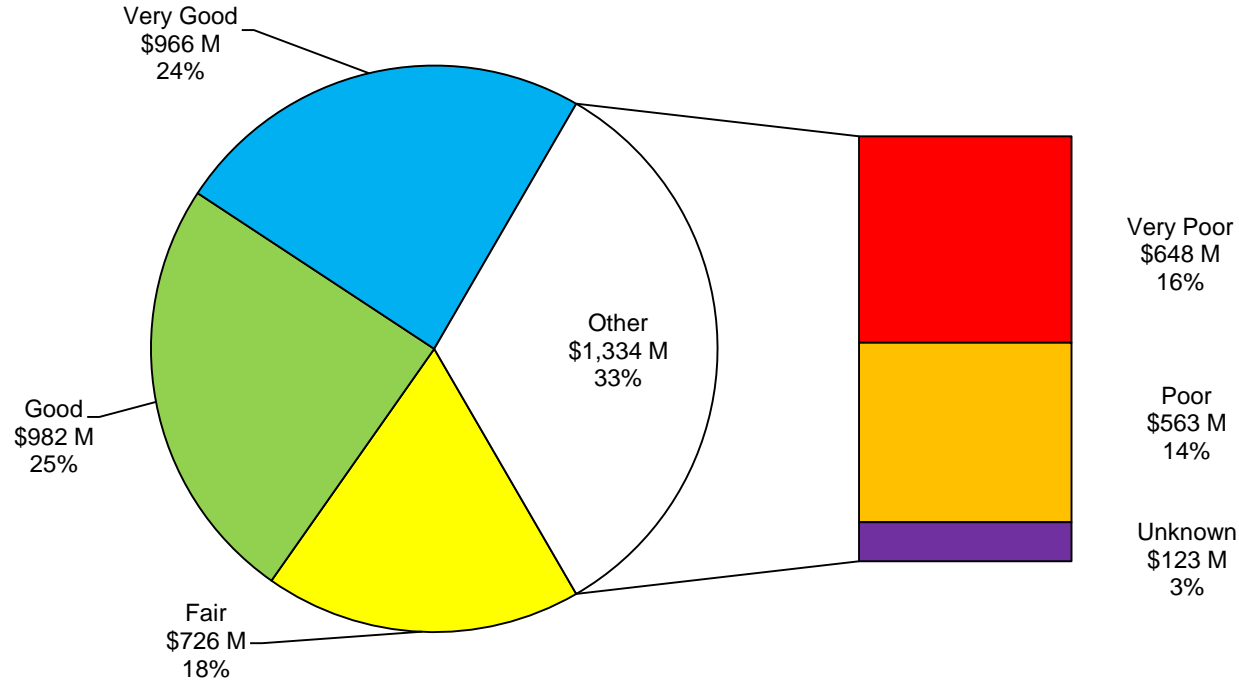
Rating Category	% of Remaining Service Life	Definition
Very Good	80% - 100%	Fit for the Future
Good	60% - 79%	Adequate for Now
Fair	40% - 59%	Requires Attention
Poor	20% - 39%	At Risk
Very Poor	≤19%	Unfit for Sustained Service



State of the Assets
Inventory and condition

State of the Assets

The 2017 Corporate Asset Management Plan



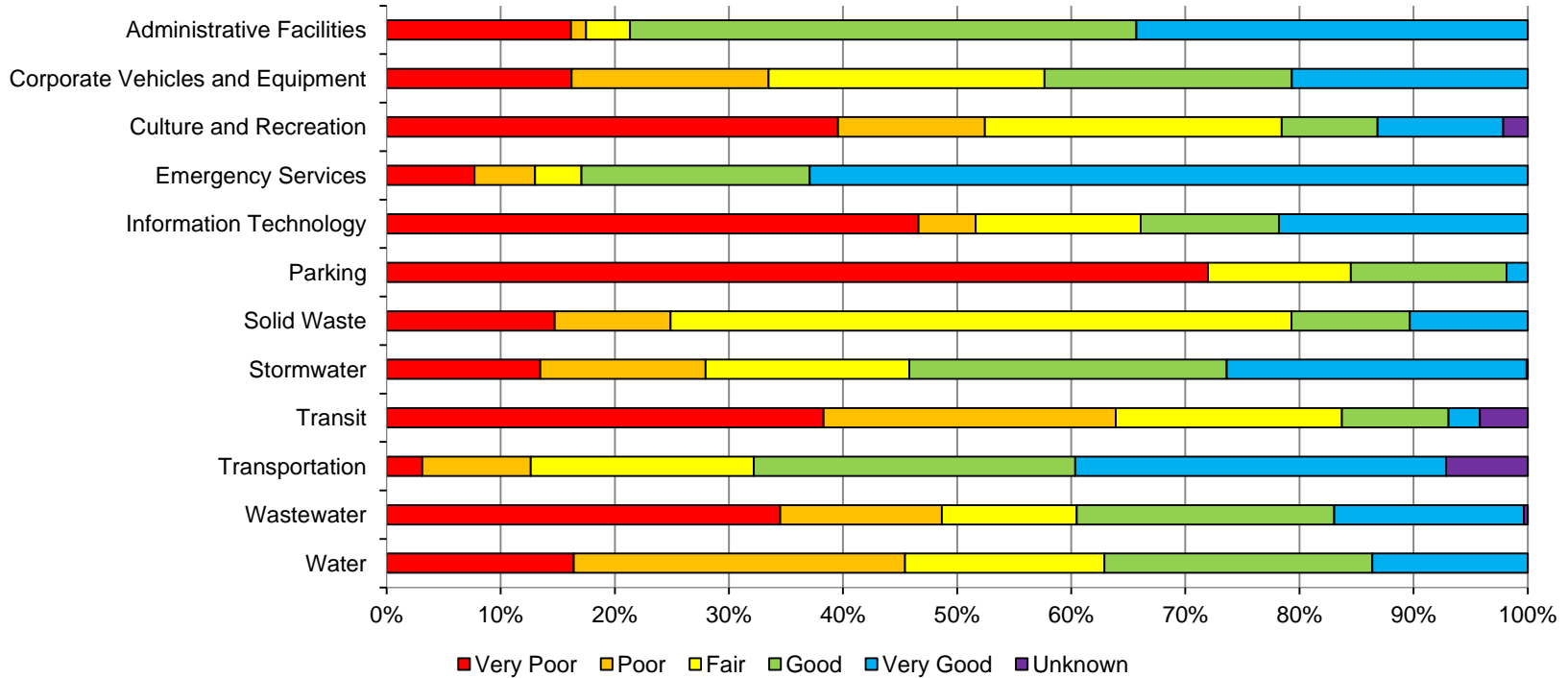
**\$491 million in
assets beyond
their service life**



State of the Assets
Inventory and condition

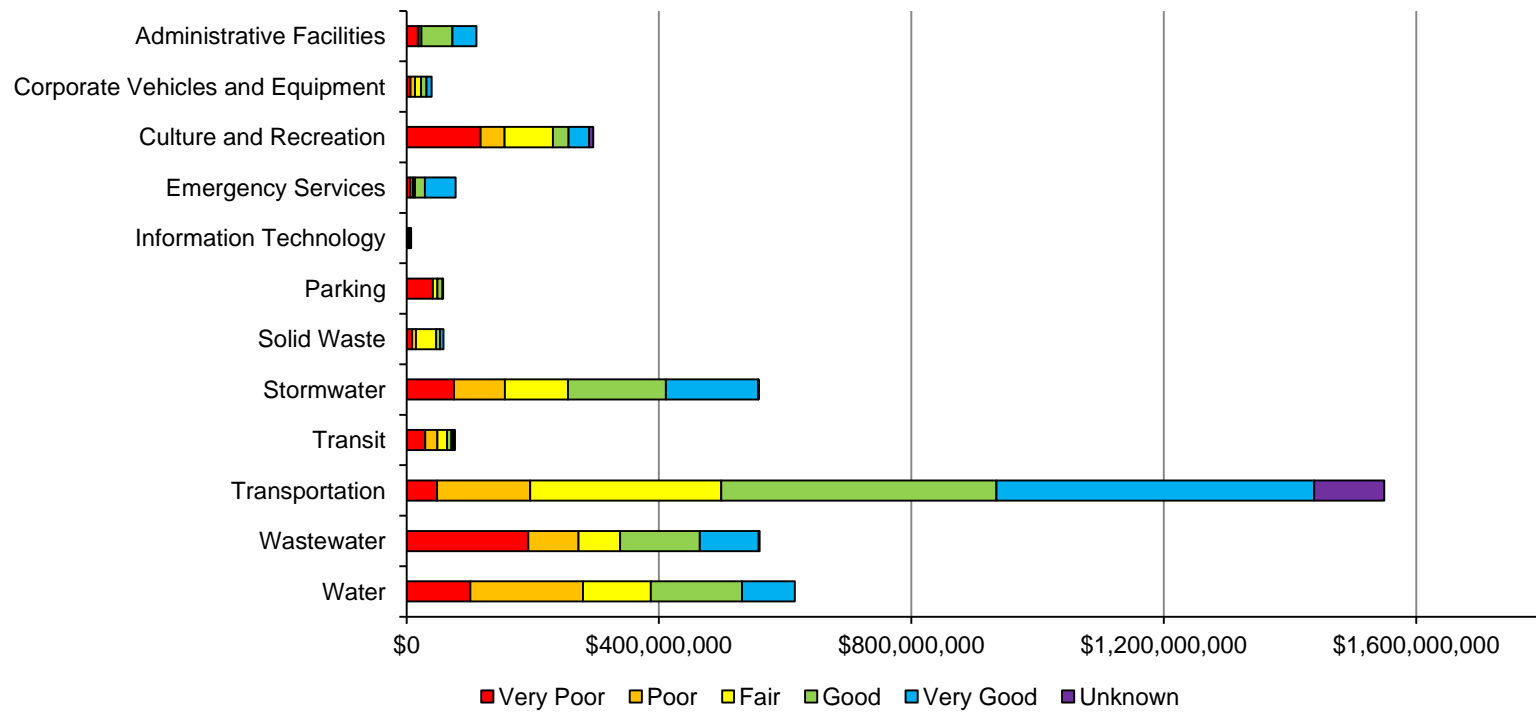
Asset Category Ratings

The 2017 Corporate Asset Management Plan



Relative Asset Category Ratings

The 2017 Corporate Asset Management Plan



Desired Levels of Service

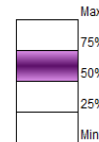
The 2017 Corporate Asset Management Plan

- A criteria set for the quality and performance of the services provided.
- Typically relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost

Quartile Charts

Pipes O&M Cost*

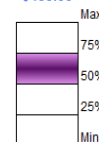
\$7.81



* Pipes O&M cost (000) / km length

Water Charge*

\$430.00



* Water Cost for a Typical Size Residential Connection using 210 m³/year

Quartile Charts show in which quarter your utility falls

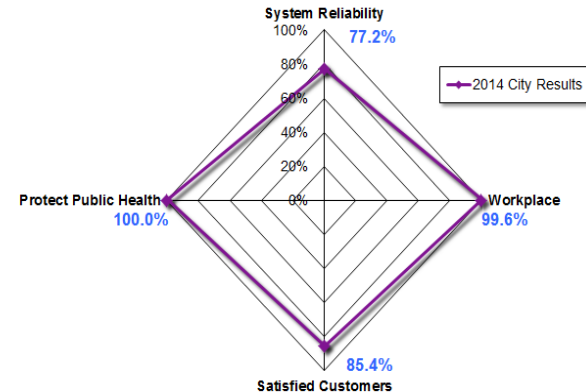
Provide Reliable Service and Infrastructure

- ✓ # of Main Breaks/ 100 km Length
- ✓ # of Inoperable or Leaking Hydrants / # of Hydrants
- ✓ 5 year Average Capital Reinvestment / Replacement Value
- ✓ Non-Revenue Water L/connection/day
- ✓ # of Inoperable or Leaking Valves / # of Valves
- ✓ # of Emergency Service Connection Repairs and Replacements / # of Service Connections
- ✓ # of Unplanned System Interruptions / 100 km Length

Provide Safe and Productive Workplace

- ✓ # of Field Accidents with Lost Time / 1,000 Field Labour Hours
- ✓ # of Lost Hours due to Field Accidents / 1,000 Field Labour Hours
- ✓ # of Sick Days Taken per Field Employee

Overall Radar Chart



Data Labels for 2014 City Results

Goals

Have Satisfied and Informed Customers

- ✓ # of Water Pressure Complaints / 1,000 People Served
- ✓ # of Unplanned System Interruptions / 100 km Length
- ✓ # of Occurrences over Group Target for Turbidity
- ✓ # of Occurrences over Group Target for Total Coliforms
- ✓ # of Occurrences over Group Target for THMs
- ✓ # of Boil Water Advisory Days
- ✓ # of Water Quality Customer Complaints / 1,000 People Served

Protect Public Health

- ✓ # of Occurrences over Group Target for Turbidity
- ✓ # of Occurrences over Group Target for Total Coliforms
- ✓ # of Occurrences over Group Target for THMs
- ✓ # of Boil Water Advisory Days



Levels of Service
What we provide

Desired Levels of Service

The 2017 Corporate Asset Management Plan

Performance Benchmarking

- Participant in the National Water and Wastewater Benchmarking Initiative
- Ontario Municipal Benchmarking Initiative

Regulated

- Minimum Maintenance Standards
- Drinking Water Quality Management Standards
- Other Acts and Regulations

Several initiatives are planned for 2017



Levels of Service
What we provide

Desired Levels of Service

The 2017 Corporate Asset Management Plan

Very Good



Good



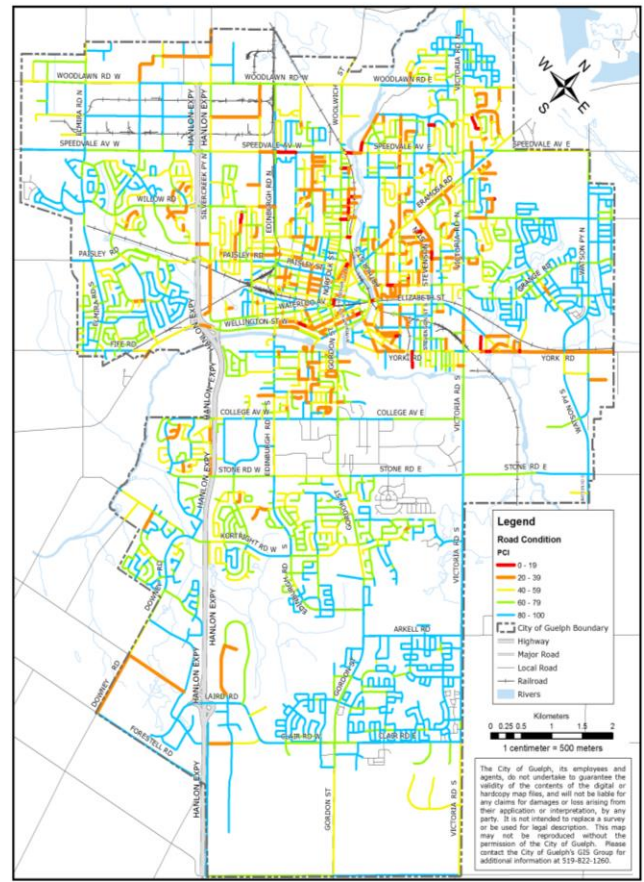
Fair



Poor



Very Poor

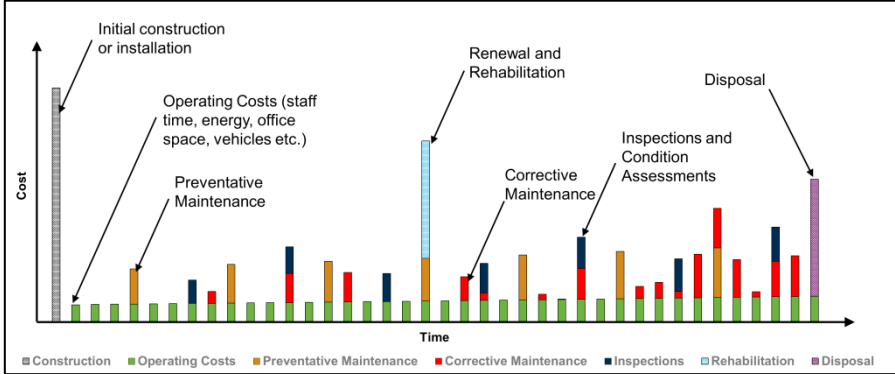


Levels of Service
What we provide

Lifecycle Management Strategy

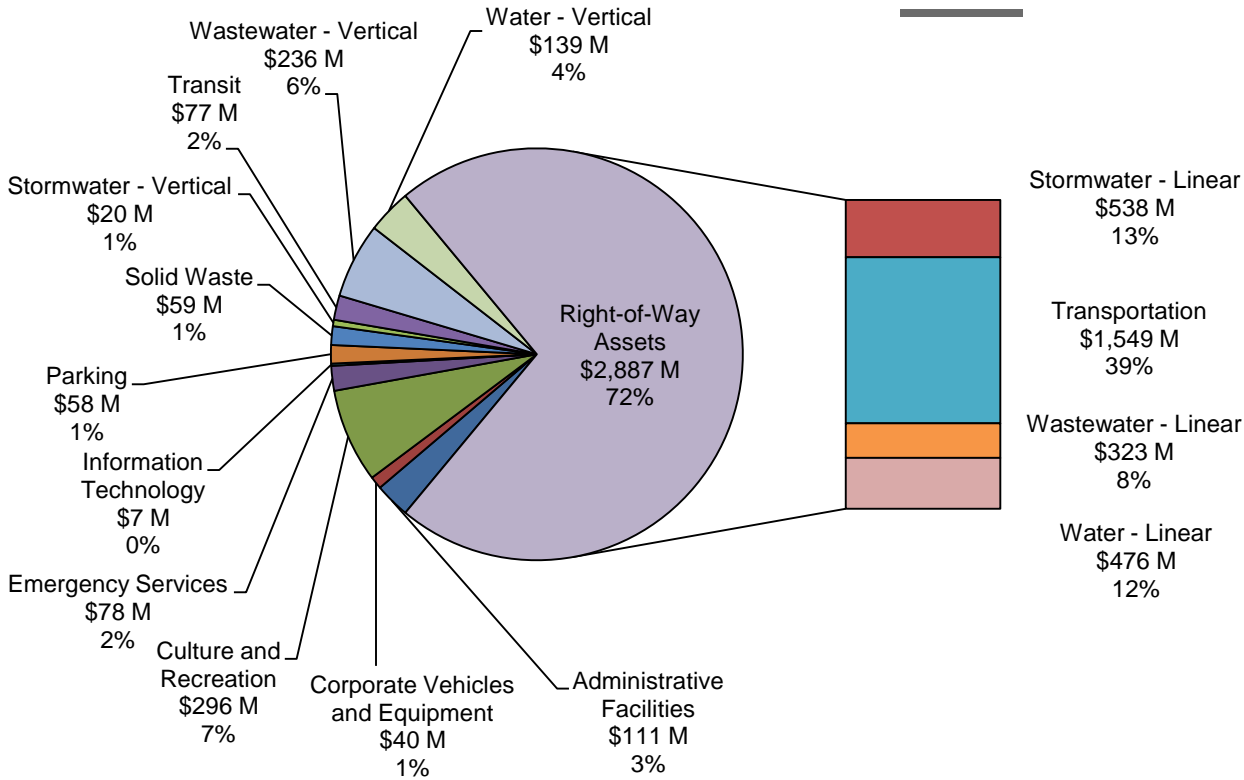
The 2017 Corporate Asset Management Plan

- **Non-infrastructure solutions:** Actions or policies that can lower costs or extend asset life
- **Maintenance activities:** Regularly scheduled inspection and maintenance, or repairs.
- **Renewal/rehabilitation activities:** Significant repairs designed to extend the life of the asset.
- **Replacement activities:** Replacement of the asset.
- **Disposal activities:** The activities associated with disposing of an asset once it has reached the end of its useful life.
- **Expansion activities:** Extend services to previously un-serviced areas, or to expand services to meet growth demands.



Integrated Planning

The 2017 Corporate Asset Management Plan



Source: Hamilton-Institute.org, 2016

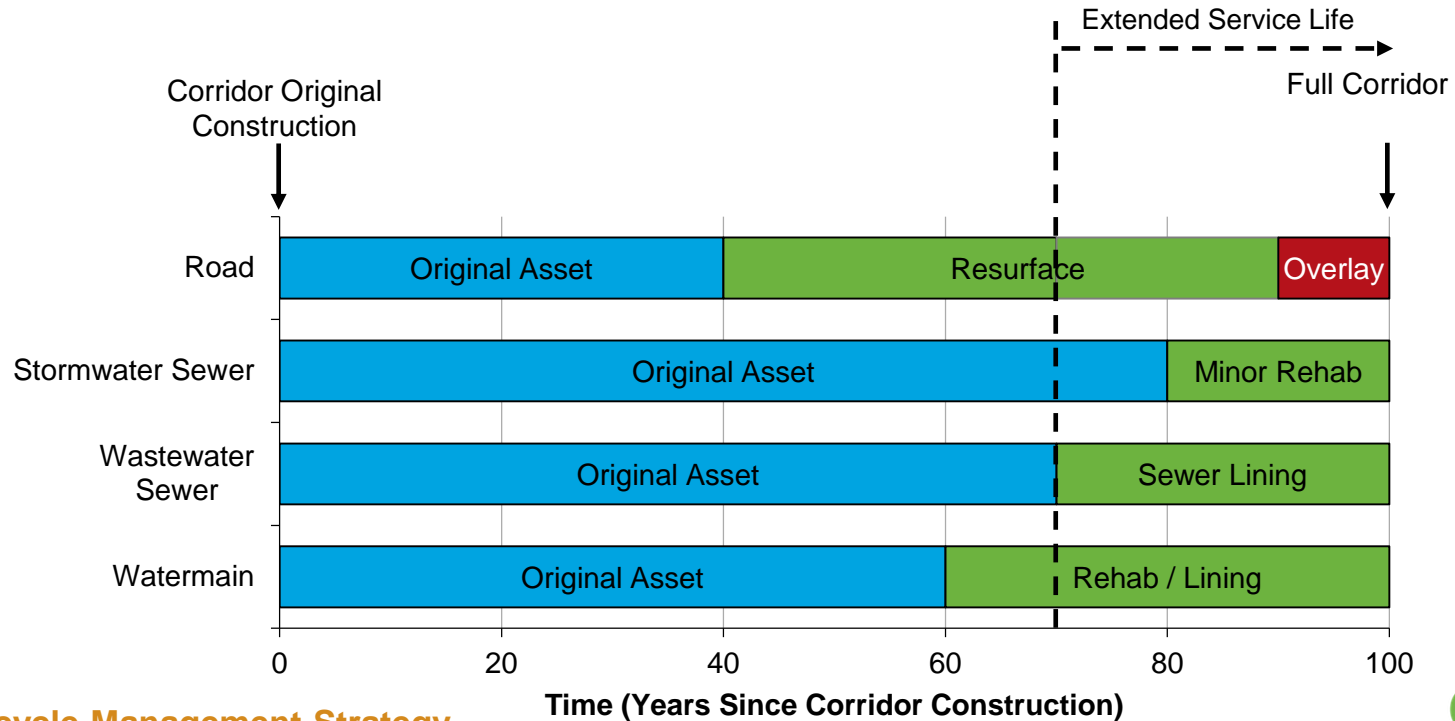


Lifecycle Management Strategy

How we provide the service

Harmonizing Investments for Greater ROI ²³

The 2017 Corporate Asset Management Plan



Lifecycle Management Strategy

How we provide the service

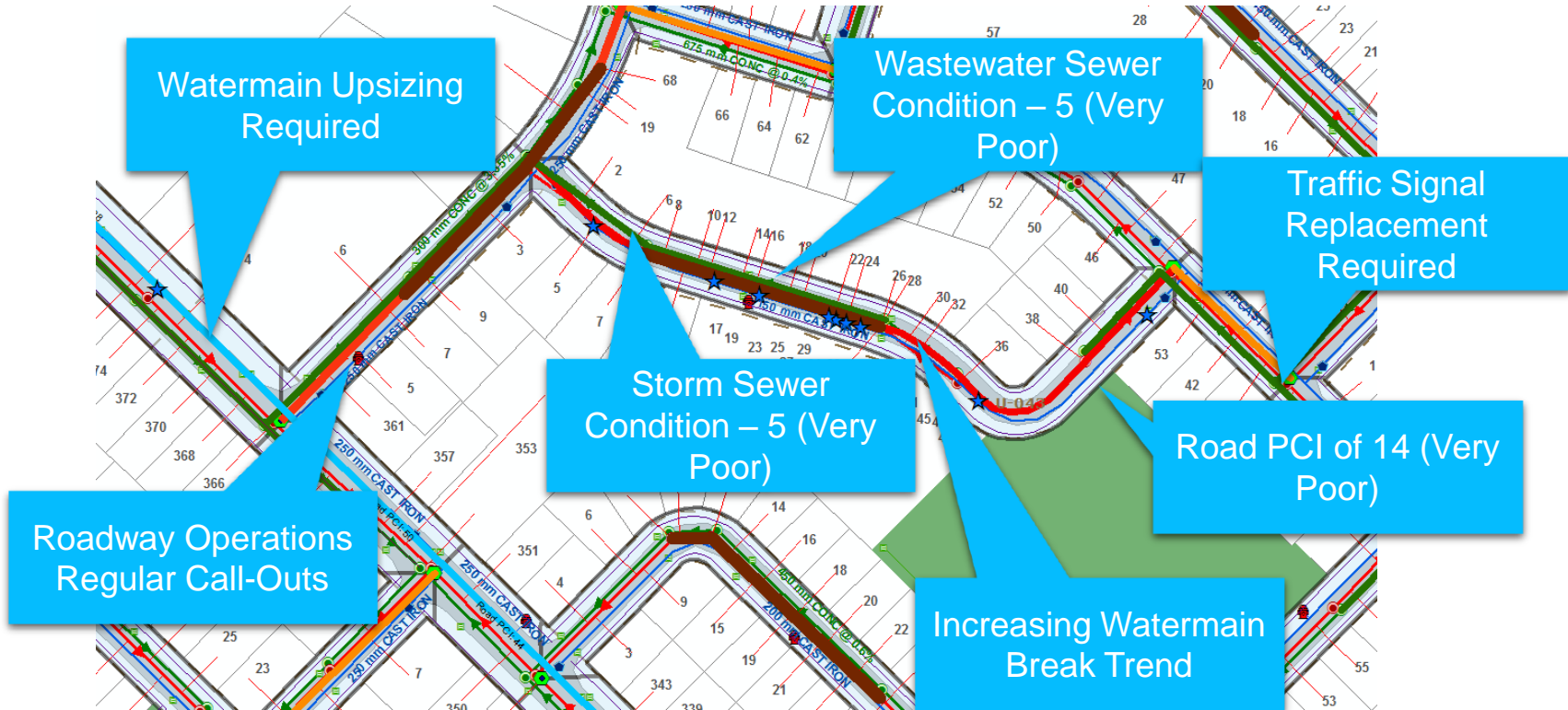
Harmonizing Investments for Greater ROI



Harmonizing Investments for Greater ROI



Harmonizing Investments for Greater ROI 26



Financial Summary

The 2017 Corporate Asset Management Plan



Pay as you go

Saving all funds in advance of building or acquiring an asset.



Reserve accounts

Contributing revenues to a reserve account, and drawing funds from the account.



Debenture financing

A loan issued to the organization for building or acquiring an asset, which involves repayment annually with interest. .



Third-party contributions

Contributions from parties external to the organization. This typically comes from contributions, subsidies and recoveries from development or grants.



User Fees

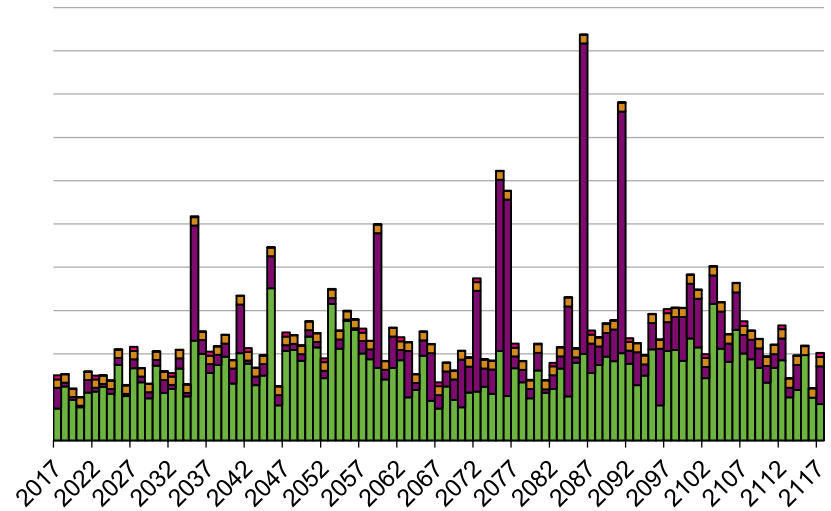
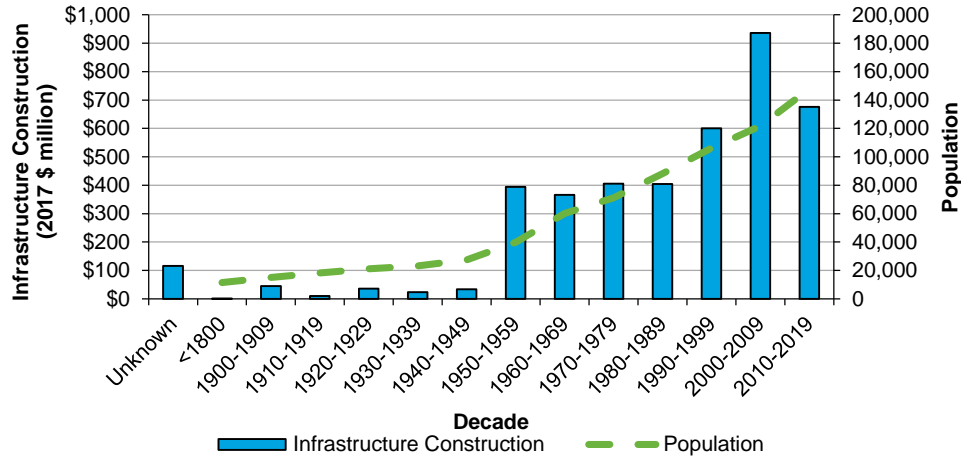
Rates charged to the users of a service

Financing Strategy

What it will cost and how we will pay for it

Financial Summary

The 2017 Corporate Asset Management Plan

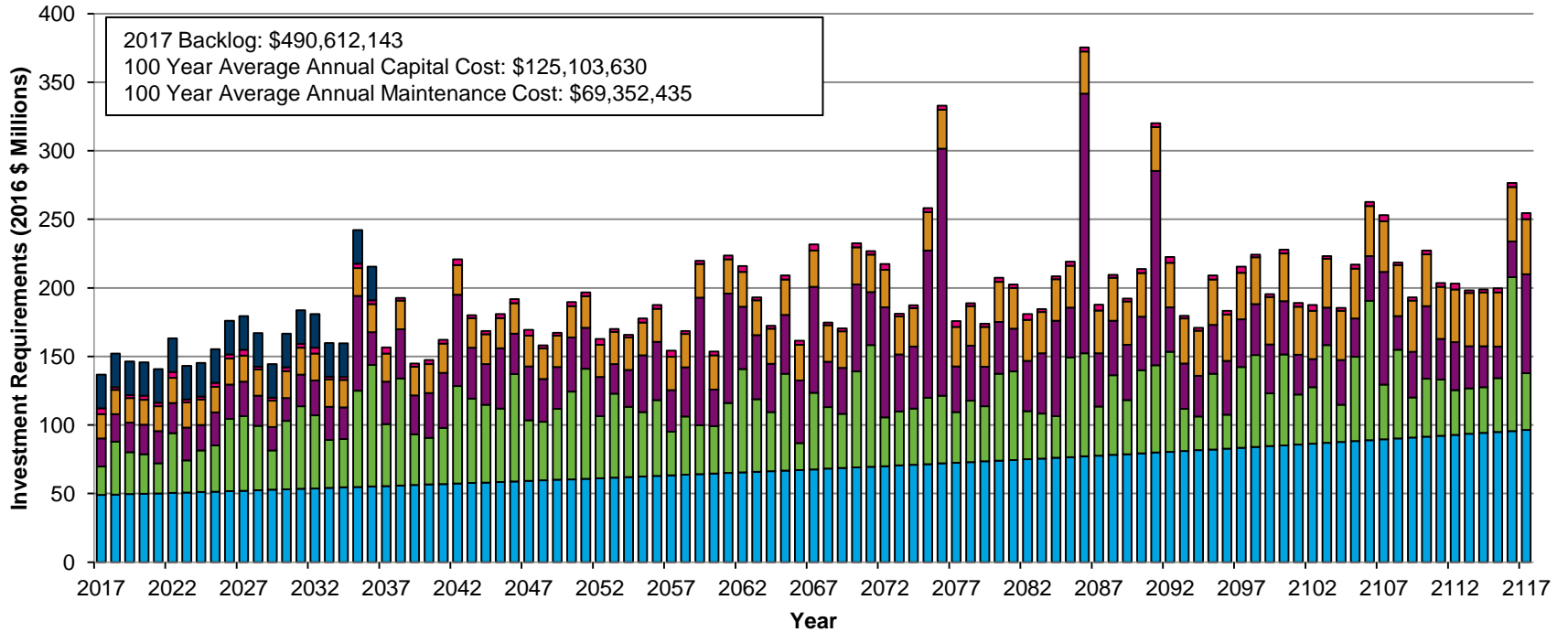


Financing Strategy

What it will cost and how we will pay for it

Financial Summary

The 2017 Corporate Asset Management Plan



■ Maintenance ■ Renewal/Rehabilitation ■ Replacement ■ Expansion ■ Disposal ■ Non-Infrastructure ■ Backlog

Financing Strategy

What it will cost and how we will pay for it

Translating Data to Knowledge

The 2017 Corporate Asset Management Plan

Guelph Capital Project Database October

Project Details | Project Search | Search Results | Accounts | Programs of Work | Reports | Exports | Admin

Program of Work ID: Status: Active

Program of Work: Arthur St Wastewater Trunk Capacity Upgrades (WW4-21) (DT)

Lead Service Area: Infrastructure, Development and Planning | Lead Department: Engineering and Capital Infrastructure Services

Program Description:

As part of the City's sanitary sewer drainage network, a gravity sewer and a siphon cross the Speed River in the area north of Navesa Street. They connect the Arthur Street trunk sanitary sewer to the Speed River trunk sanitary sewer on Wellington Street. East of the Speed River, the sewer passes through private property. The two sewers which service a drainage area of approximately 560 hectares in the northeast part of the City, are at the end of their service life and require replacement. The existing Speed River crossings pose several risks due to their age and location within the river. Additionally, the ability for this portion of the Arthur Trunk Sewer to convey peak flows under various and future growth scenarios is limited due to its current condition.

Benefits and Associated Risks

Completion of this project mitigates existing deficiencies and supports future growth. There are multiple condominium developments planned to be constructed in the near future along Arthur Street that will impose greater capacity requirements that are beyond the limits of the existing sanitary and watermain infrastructure. Delay of completing this work negatively impacts the planned growth initiatives for this area.

Program Highlights

2017 - Phase 3a - Neeve St to Howitt St to Cross St (W,WW,SW,RO) [WW-I-21] - Construction
 2018 - Phase 3b - Cross St to Neeve St to Arthur St (W,WW,SW,RO) [WW I 21] Construction
 2018 - Phase 4 - Arthur St to Cross St to Macdonell St (W,WW,SW,RO) [WW I 21] - Design and construction

PV	PUV	Project Name	Status	2017	2018	2019	2020-2026	-2026
95	45	Arthur St Wastewater Trunk Capacity Upgrades (WW4-21) (DT)	Active	\$591,000	\$190,000			
		Phase 2 - Howitt St to Wellington St to Neeve St	Active		\$190,000			
		Phase 3a - Neeve St to Cross St (W,WW,SW,RO) (DT) (WW4-21)	Active	\$4,180,000				
		Phase 3b - Cross St to Neeve St to Arthur St (W,WW,SW,RO) (WW I 21)	Active	\$591,000				
		Phase 4 - Arthur St to Cross St to Macdonell St (W,WW,SW,RO) (WW I 21)	Active		\$5,250,000			
Total				\$4,771,000	\$5,440,000			15



Guelph WWMPDC Project Sheet: Wastewater

PROJECT NAME	PROJECT SHEET - WASTEWATER	PROJECT ID	WW-421
LOCATION:	Arthur Trunk from Elizabeth Street to York Trunk Arthur St - Macdonell St to Cross St Cross St - Arthur St to Neeve St Neeve St - Cross St to Howitt St Howitt St - Neeve St to Wellington St Wellington St - Howitt St to York St York Rd - Wellington St to Speed River		
RANKING:	TBC	IMPLEMENTATION YEAR(s):	2017-2019

MAP

Guelph Engineering and Capital Infrastructure Division 10 Year Capital Plan

Program Description	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Public Infrastructure	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Water Services	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Stormwater Management	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Transportation	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Green Infrastructure	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Other	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Total	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000



Financing Strategy

What it will cost and how we will pay for it

Work Plan and Next Steps

Asset Management Work Plan

Identified initiatives to 2020 including:

- Actions related to improving future asset management plans; and
- Actions to advance the City’s overall asset management capabilities.

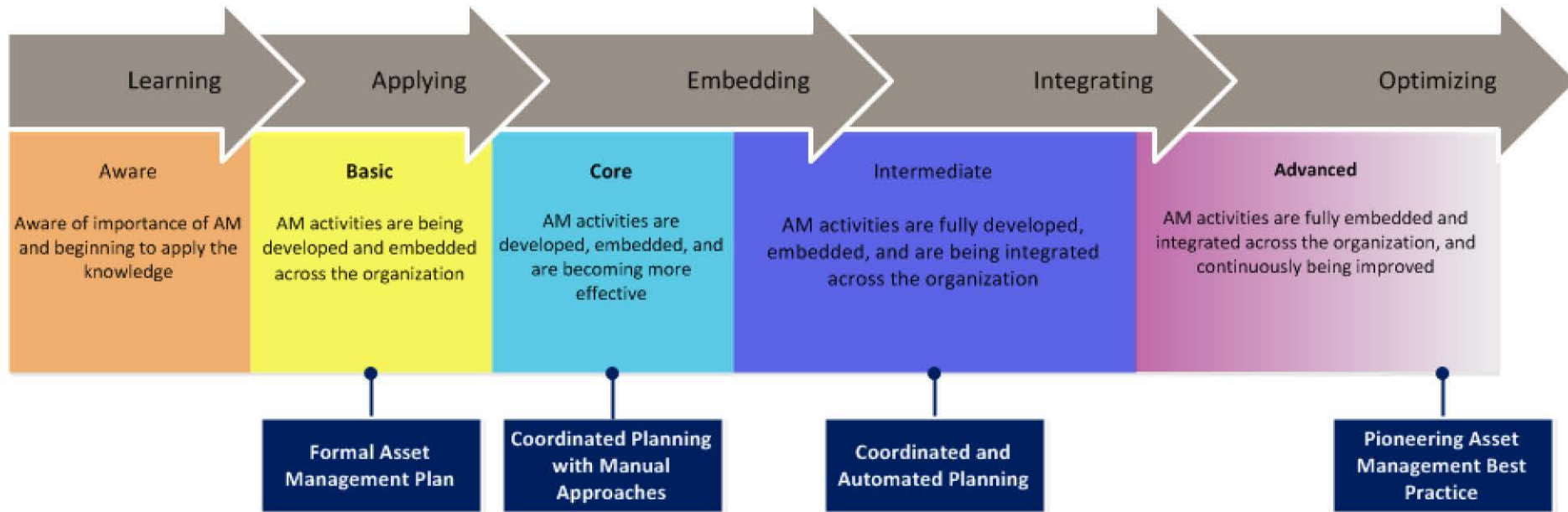


Improvement Monitoring

Where we go from here

Asset Management Capabilities

Asset Management Work Plan

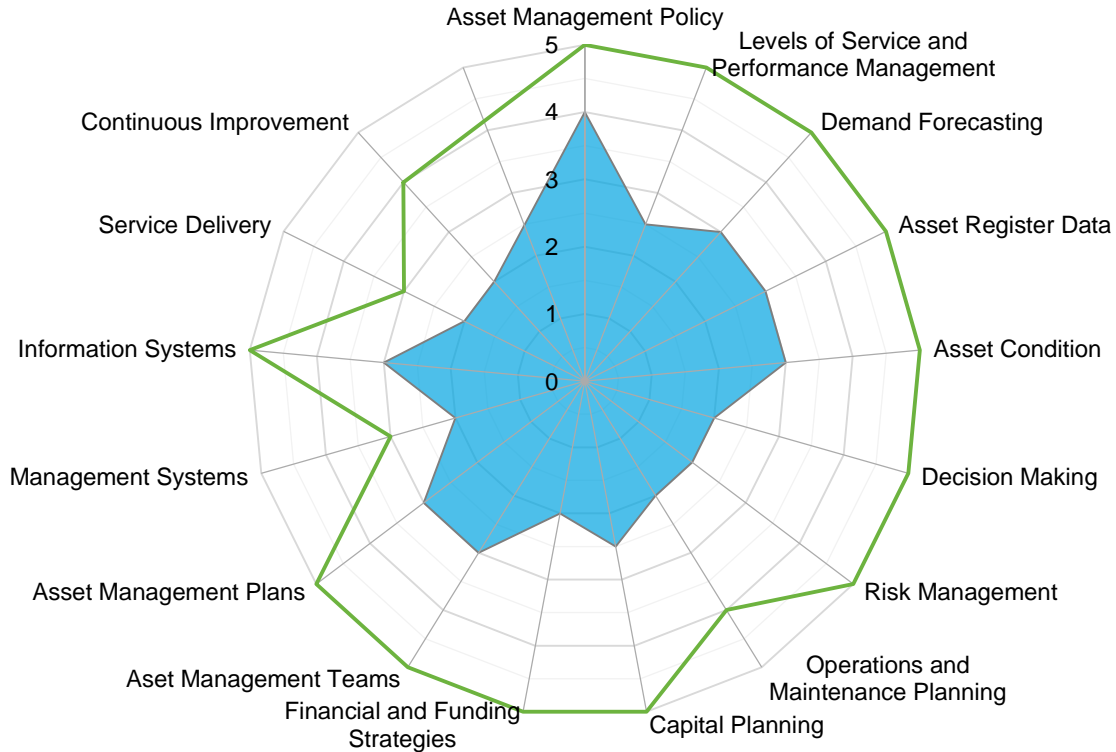


Improvement Monitoring

Where we go from here

Asset Management Capabilities

Asset Management Work Plan



Current Maturity Target Maturity

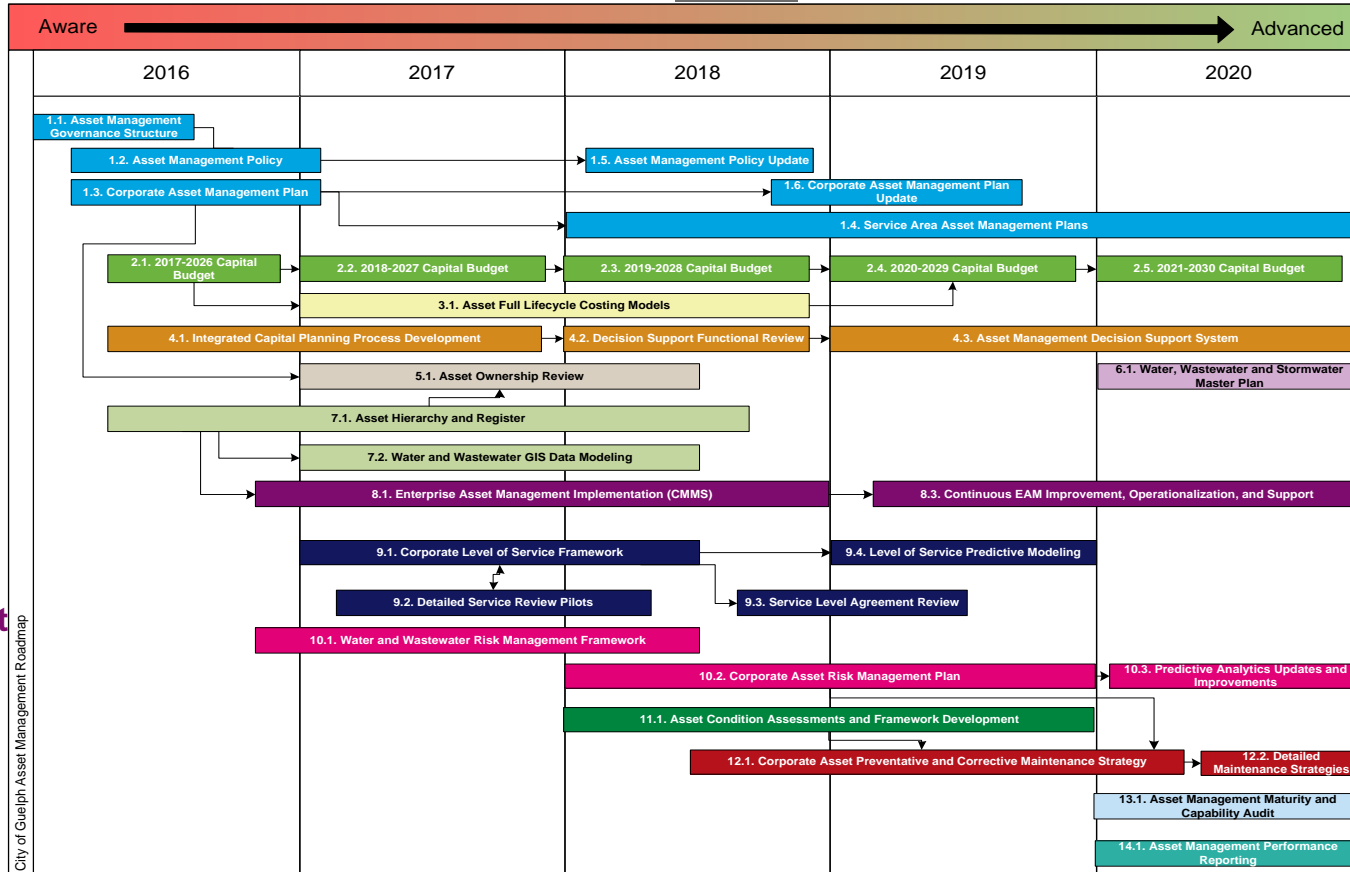


Improvement Monitoring

Where we go from here

2016-2020 Roadmap

Asset Management Work Plan



City of Guelph Asset Management Roadmap

Improvement Monitoring
Where we go from here



Closing Remarks

Corporate Asset Management Policy

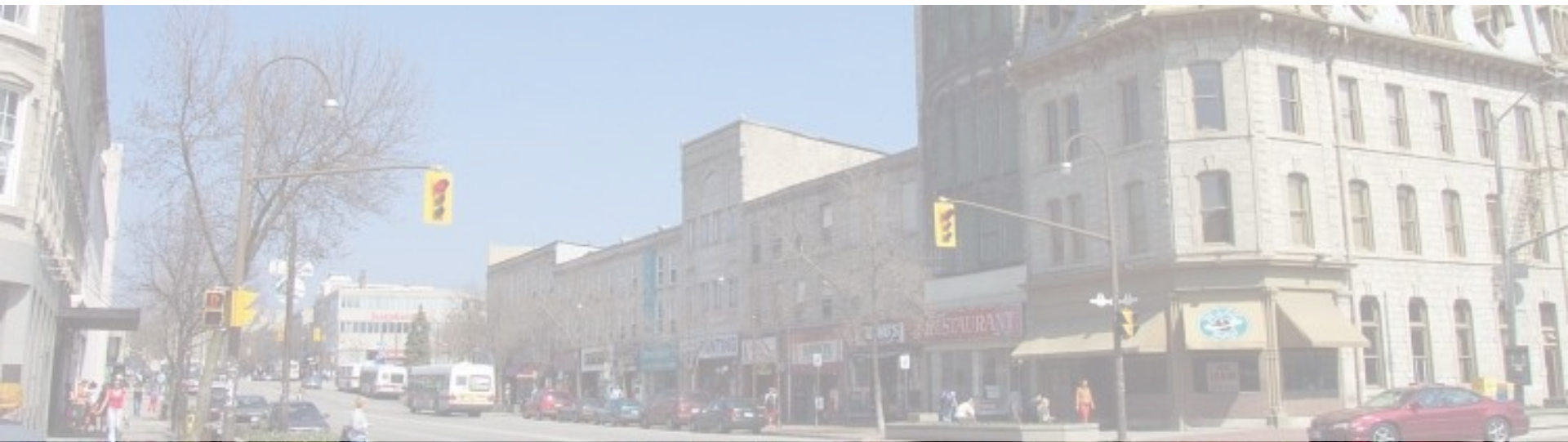
Our asset management plan enables us to:

- Protect and enhance the quality of life in Guelph by making the best possible decisions regarding our assets
- Support evidence-based business cases for budgets and long term financial forecasts
- In a way that provides targeted levels of service and manages risk in a cost-effective manner throughout the entire asset lifecycle.



Thank you

Questions and Discussion



Contact Details

Daryush Esmaili | Manager of Corporate Asset Management

📞 519-822-1260 x 2765

✉️ Daryush.Esmaili@guelph.ca

For more information, visit
guelph.ca/assets

2017 Corporate Asset Management Plan and Policy
Committee of the Whole – March 06, 2017



Staff Report



To Committee of the Whole

Service Area Infrastructure, Development & Enterprise Services

Date Monday, March 6, 2017

Subject 2017 Corporate Asset Management Plan and Policy

Report Number IDE 17-37

Recommendation

1. That Council endorse the 2017 Corporate Asset Management Plan and Asset Management Policy; and
2. That staff be directed to provide annual updates to Council on the key activities and progress of the 2017 Corporate Asset Management Plan and Policy.

Executive Summary

Purpose of Report

The purpose of this report is to present and seek Council approval of the 2017 Corporate Asset Management Plan and Asset Management Policy.

Key Findings

- The City is responsible for an asset portfolio that would cost approximately \$4 billion to replace. Of the asset portfolio, approximately \$1.2 billion have below 40 per cent remaining life. This means that they will likely be due for replacement within the next 40 years.
- The infrastructure investment backlog represents the assets that have exceeded their service life. The replacement value of the backlog was found to be \$220 million for tax-supported assets, and \$271 million for rate-supported assets. It should be noted that this does not necessarily mean that they are providing poor performance, but rather they are beyond their expected lifecycle.

- A lifecycle analysis of all City assets was conducted, which estimated that the average annual capital cost requirements over the next 100 years is \$125 million per year. The 2017 approved budget was \$93 million.
- The analysis for the investment backlog, lifecycle analysis, and sustainable funding are based largely on typical asset lifecycle data and condition information where available. The Asset Management Plan outlines a work plan to increase the understanding of the actual condition and performance to quantify the risks and potential impacts to levels of service. Annual updates are to be provided to Council.
- An organizational asset management maturity assessment was conducted based on the International Infrastructure Management Manual maturity index. The overall current average maturity rating between “Basic” and “Core” (a maturity rating of 2.6 out of 5). A work plan has been developed to move the City to the “Intermediate” to “Advanced” categories by 2020 (which would be a maturity rating of 4.6 out of 5).
- The next steps are to continually improve by ensuring that the Asset Management Policy and Corporate Asset Management Plan are fully integrated into the organization’s business processes and subject to defined audit, review and updating procedures. This will be accomplished through the work plan and various initiatives detailed in the 2017 Corporate Asset Management Plan.

Financial Implications

This report includes no direct financial implications; however, one of the fundamental goals of lifecycle asset management is to consider the lowest long-term cost and maximum value when making decisions. The findings from the asset management program have already provided valuable inputs to the 2017-2026 capital and operating budget, and will inform future budgets to a greater extent as the maturity continually improves.

Report

Introduction

The City of Guelph contributes to a high quality of life for the community by providing a diverse array of services including recreation, culture, drinking water, wastewater treatment, stormwater drainage, garbage collection, public transit, transportation networks, and emergency services. If all of the assets that support these services were to be replaced today it would cost \$4 billion dollars, or about \$30,000 per Guelph resident. The City of Guelph’s 2017 Corporate Asset Management Plan is the first asset management plan developed and published by

the City. This plan outlines 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.

A large proportion of the physical assets have lifecycles that last decades, and require significant operations, maintenance, and renewal activities to ensure that they are safe, in adequate condition, and fit for purpose to support the delivery of the services. In other cases, asset lifecycles are short, and technology obsolescence or capacity requirements may dictate renewal or replacement. Digital assets, although often unnoticed, also have varying lifecycles and provide the supporting information for all City services. They must also be maintained, kept secure, and be accessible when required.

An integral component of ensuring reliable service is creating an effective approach to managing existing and future municipal assets. Effective asset management aims to manage assets in a way that balances levels of service, risk, and cost effectiveness throughout the entire asset lifecycle. Ultimately, adopting effective and comprehensive asset management strategies across the organization will support the long term sustainability and efficiency while maintaining levels of service.

Asset Management Policy

The Asset Management Policy is a document that sets out the principles by which the organization intends to apply asset management to achieve its organizational objectives. The Asset Management Policy is included as **Attachment 1**; however the key sections of the policy can be summarized as follows:

- 1. Terms and Definitions:** Key definitions for use within the asset management Policy, and a commitment that all terminology in all official asset management documents shall be consistent with ISO 55000:2014(E) – International Standard for Asset Management.
- 2. Background:** A brief introduction to the history of the Corporate Asset Management Program and Policy.
- 3. Policy Statement:** A brief description of what the policy includes.
- 4. Scope of the Asset Management System:** A definition of the components, scope, and documents within the asset management system.
- 5. Asset Management Mission, Goals and Principles:** Key goals and guiding principles of the asset management program, and the asset management mission statement.
- 6. Review Period:** The frequency of update of the asset management policy. It also includes the requirement for reporting to Council on asset management by the end of the second quarter of each year.

7. Roles & Responsibilities: The roles and responsibilities of Council, the Executive Team, the Corporate Asset Management Steering Committee, Corporate Asset Management Division, and the Asset System Working Groups and Service Providers.

8. Contact Information: The contact details for inquiries and questions.

2017 Corporate Asset Management Plan

The 2017 Corporate Asset Management Plan (the Plan) is a strategic document that states how the City’s assets are to be managed over a period of time. The Plan describes the characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions. The following sections provide a summary of the key components of the Plan. For the full Plan, please see **Attachment 2**.

Assets Included in the Plan

This asset management plan is intended to include all assets with available information at the time of development. The following physical asset systems that support the City’s core services are included in the plan:

- Administrative facilities;
- Corporate vehicles and equipment;
- Culture and recreation;
- Emergency services;
- Information technology;
- Land;
- Parking;
- Solid waste;
- Stormwater;
- Transit;
- Transportation;
- Wastewater; and
- Water

In addition to physical assets, this asset management plan includes non-physical assets such as digital and non-digital records where applicable.

Assets owned by affiliated organizations such as the Guelph Cemetery Commission, Guelph Hydro, the Guelph Junction Railroad and others were excluded from the current Plan. Social housing is managed by Guelph Non-Profit Housing Corporation, an external entity, and has also been excluded.

Duration and Updates to the Plan

A 100-year asset renewal outlook is used to capture the full lifecycle of the assets when identifying the timing of asset replacement and rehabilitation requirements, and associated costs. Many of the assets have life expectancies that span decades, therefore a 100-year timeframe ensures that the lifespan of each asset is captured.

This asset management plan will be updated annually, with a full re-evaluation at least every four years, or following the update of the City's Corporate Strategic Plan and/or the Corporate Administrative Plan.

2017 Corporate Asset Management Plan Summary

This first Corporate Asset Management Plan sets out how the City's assets will be managed to meet levels of service considering a full lifecycle approach, and ensuring long-term financial sustainability. This document represents a jump forward in the City's asset management journey, and will be improved and updated as new data is collected, and as the field of asset management grows and develops. This plan covers the City's asset management program at a high-level, identifying gaps and opportunities, and it outlines a work plan for continual improvement as the program matures.

The purpose of this plan is to:

- Ensure that the City is well-positioned for current and future grant programs and regulations, by meeting the requirements of the Ontario Ministry of Infrastructure (2012) Building Together Guide for Municipal Asset Management Plans.
- Establish a baseline of current asset management practices to inform a work plan for continually improving asset management.
- More accurately quantify the infrastructure deficit and investment gap.
- Demonstrate long-term asset care and sustainability.
- Support the development of improved practices that clarify and justify funding requirements.
- Provide increased transparency related to the City's asset management practices, challenges and opportunities.

The asset management plan is comprised of the following core sections:

- **Executive Summary** providing a succinct overview of the plan.
- **Introduction** describing the importance of infrastructure to municipalities, the relationship of the asset management plan to municipal planning and budget documents and the purpose of the asset management plan.
- **State of Assets** summarizing the asset types, financial accounting and replacement cost valuation, asset age distribution and asset age as a proportion of expected life, and asset condition.
- **Desired Levels of Service** defining levels of service through performance measures, targets and timeframes to achieve targets.
- **Asset Management Strategy** summarizing planned actions including non-infrastructure solutions, maintenance activities, renewal/rehabilitation activities, replacement activities, disposal activities and expansion activities.

- **Financing Strategy** showing yearly expenditure forecasts broken down for each of the planned actions in the strategy, along with actual expenditures from previous years and yearly revenues.
- **Improvement and Monitoring** outlining actions related to improving future asset management plans, and actions to advance the City’s overall asset management capabilities.

The following sections provide a summary of the key sections of the Plan. For the full plan, please see **Attachment 2**.

State of the Assets

The state of the assets section provides a quantitative assessment of the asset portfolio in terms of overall replacement value and estimated remaining life. **Table 1** provides an overview of the replacement value and ratings of City-owned assets. Overall, the City’s asset portfolio has approximately 46 per cent remaining service life, which is considered to be in the fair rating category. Of the portfolio, approximately 30 per cent, or \$1.2 billion in assets have 40 per cent or less remaining life. Approximately \$491 million are beyond their typical service lives.

Table 1. Asset System Ratings Based on Service Life and Condition

Asset System	2017 Replacement Value (millions)	Rating Category (Remaining Service Life %)	Assets with below 40% remaining life (millions)	
			%	Replacement Value
Administrative Facilities	\$110.7	Fair (54%)	17%	\$19.3
Corporate Vehicles and Equipment	\$39.6	Fair (46%)	33%	\$13.3
Culture and Recreation	\$295.8	Very Poor (-2%)	52%	\$155.1
Emergency Services	\$77.8	Good (71%)	12%	\$9.4
Information Technology	\$7.2	Very Poor (-1%)	52%	\$3.7
Parking	\$57.8	Very Poor (-5%)	72%	\$41.6
Transportation	\$1,549.3	Good (61%)	13%	\$195.9
Solid Waste	\$58.7	Fair (44%)	25%	\$14.6
Stormwater	\$558.2	Fair (52%)	28%	\$156.0
Transit	\$76.7	Poor (22%)	64%	\$49.0
Wastewater	\$559.7	Poor (31%)	45%	\$250.2
Water	\$615.5	Fair (43%)	45%	\$279.6
Total	\$4,007.0	Fair (46%)	30%	\$1,187.6

It should be noted that the estimates of remaining lives and rating categories do not necessarily mean that the assets are insufficiently providing service. In order to improve the confidence in the numbers, the City has outlined a detailed work plan to conduct investigations, and complete condition and performance assessments to best understand potential impacts to risks, levels of service and lifecycle costs.

It is recognized that in the datasets used for the development of the state of the assets, there are some data gaps that may impact the reliability of the results. To overcome this, an approach has been employed to measure and quantify the confidence in the data, and then to develop a work plan to improve the data for future iterations.

For a full description of the results of the State of the Assets analysis, procedures and the results of the data confidence assessment, please see **Section 2** of the 2017 Corporate Asset Management Plan.

Desired Levels of Service

One of the objectives of asset management planning is to ensure that the performance and service provided by the assets meet the needs and expectations of the community. A level of service is a criteria set by the organization for the quality and performance of the services provided. Levels of service typically relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost. Well-defined levels of service can be used to:

- Inform stakeholders of the current level of service provided and any proposed changes to level of service and associated costs;
- Measure performance against these defined levels of service;
- Identify the costs and benefits of services; and
- Enable stakeholders to consider the level of service provided within the context of affordability.

In 2017, the City is undertaking several key initiatives to define levels of service over the long term. The vision is for the City to establish key level of service requirements and better understand the relationship between the levels of service and costs to provide the service. Tools and techniques will be developed to model levels of service over time.

Lifecycle Management Strategy

Many City departments and community stakeholders are involved in various aspects of each asset's lifecycle. Often those responsible for delivering the service will identify the need for new assets. An asset will be acquired or constructed. The asset then is operated and maintained on an ongoing basis until heavier renewal is

required. As the asset nears the end of its life, a plan is established to replace, remove or upgrade the asset to meet future needs. These activities collectively represent the asset's lifecycle. In asset management, the focus is on using a full lifecycle approach when planning. An asset lifecycle management strategy is the set of planned actions throughout the asset's lifecycle that allows the asset to provide desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost. **Section 4** of the Plan identifies the key initiatives for each asset system related to the following lifecycle activities:

- **Non-infrastructure solutions:** actions or policies that can lower costs or extend asset life (e.g. better integrated infrastructure planning and land use planning, demand management, insurance, process optimization, managed failures).
- **Maintenance activities:** including regularly scheduled inspection and maintenance, or more significant repair and activities associated with unexpected events.
- **Renewal/rehabilitation activities:** significant repairs designed to extend the life of the asset. For example, the lining of iron water mains can defer the need for replacement.
- **Replacement activities:** activities that are expected to occur once an asset has reached the end of its useful life and renewal/rehabilitation is no longer an option.
- **Disposal activities:** the activities associated with disposing of an asset once it has reached the end of its useful life, or is otherwise no longer needed by the municipality.
- **Expansion activities:** planned activities required to extend services to previously un-serviced areas, or to expand services to meet growth demands.

Financing Strategy

Long-term asset investment forecasts provide insight into prospective investment requirements which may fall outside of the 10-year planning period typically used in capital budgeting. Significant asset construction during a short time span, as seen in the 1990s, will require equally as heavy investment once those assets reach the end of their service lives. If those investment requirements are not addressed appropriately, levels of service could potentially decline and operations and maintenance costs could increase.

The 2017 Corporate Asset Management Plan utilizes a 100-year forecast which covers the entire lifecycle of the assets, therefore allowing identification of such trends. Funding and investment requirements were developed for each asset system to establish an average annual lifecycle cost. The analysis shows that the

average annual capital and maintenance costs over the 100-year period are forecasted to be \$125 million and \$69 million, respectively. **Section 5** of the 2017 Corporate Asset Management Plan contains 100-year sustainability forecasts for each of the asset systems included in the Plan.

One of the key opportunities identified during the development of the strategy is the requirement for evaluating funding scenarios to address the overall needs. This will require a review of current infrastructure financing policies, reserve account analysis, and revenue sources to identify the optimal funding scenarios aligned with re-investment requirements. Updates are to be included in future reporting to Council.

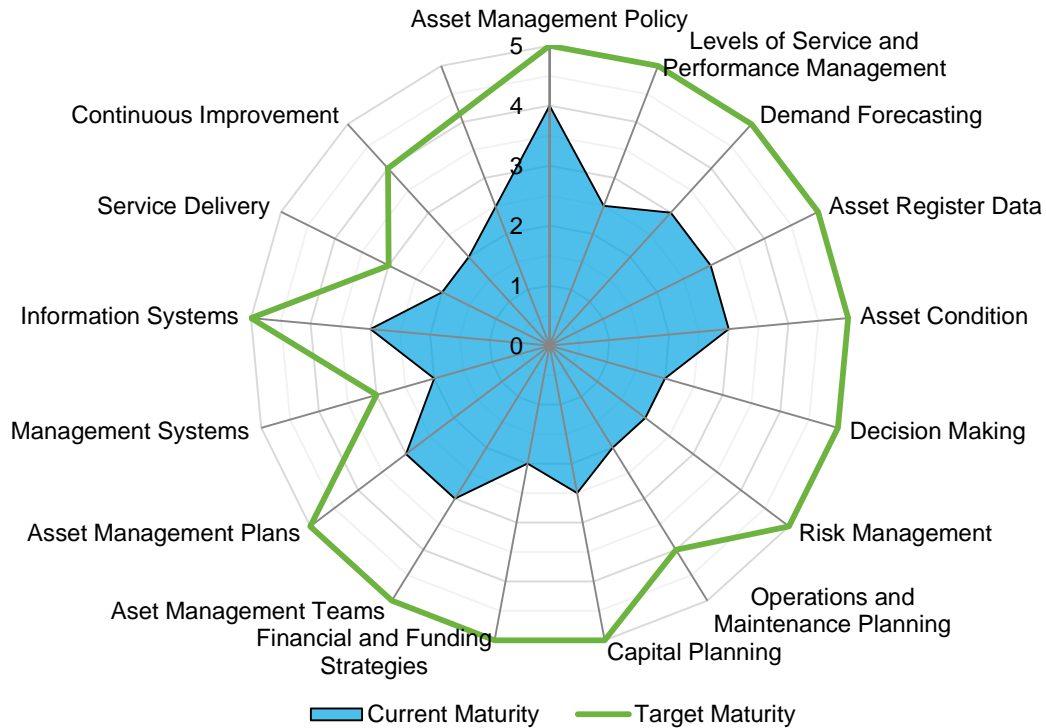
Improvement Monitoring and Next Steps

One of the goals of this asset management plan was to establish a baseline of current asset management practices to inform a work plan for continuous improvement of the asset management program. Any assumptions made and opportunities identified have been documented to serve as the basis for continuous improvement. This plan presents a proposed continuous improvement program in terms of two components:

1. Actions related to improving future asset management plans; and
2. Actions to advance the City's overall asset management capabilities.

Figure 1 provides the current and target maturity of our asset management program in each key aspect of the asset management system. The work plan developed from this baseline aims to progress towards the targets over the next four years. The proposed work plan builds on the City's existing strengths and is aimed at developing a leading corporate asset management program that will achieve organizational objectives while balancing costs, opportunities and risks against the desired levels of service. **Attachment 3** includes a summary of the key initiatives to achieve the target maturity, including timelines and targeted benefits

Figure 1. Current and Target Asset Management Maturity based on the IIMM and ISO55000



Conclusions

Asset management provides a mechanism for reliable, repeatable and transparent decision making. However, asset management is more than just a one-off project. To realize the full benefits of asset management, the principles should be systematically developed, embedded and integrated across all departments, and be continuously improved. This is the City’s aim.

Taking a holistic approach to asset management has clear benefits to the community and the City, including:

- Helping protect and enhance the quality of life in Guelph by ensuring the best possible decisions regarding our assets.
- Aligning teams, processes and resources across the City towards common asset management objectives;
- Supporting evidence-based business cases for budgets and long-term financial forecasts;
- Driving longer term thinking and planning; and
- Supporting financial sustainability.

Using consistent asset management guidelines and principles with an effort placed on continuous improvement will lead to an optimized balance between asset performance and asset risks that will create real value for the City of Guelph and its citizens.

Financial Implications

This report includes no specific financial implications; however, one of the fundamental goals of lifecycle asset management is to consider the lowest long-term cost and realizing maximum value when making decisions. In the long-term, implementation of comprehensive asset management processes and practices should result in both capital and operating financial savings.

Consultations

Consultation and communication are key elements of the planned corporate asset management initiatives. At key points within the work plan, the City aims to consult with Council and the community to gain feedback and insights, particularly related to levels of service and risks. A detailed communication and consultation plan for is in development. The Asset Management Policy also outlines annual reporting to Council on the Corporate Asset Management progress by the second quarter of each year.

In addition to internal communication and regular reporting to Council, an Asset Management page on the City's website has been created and can be accessed at <http://www.guelph.ca/assets>. The webpage provides an overview of asset management fundamentals, and collates asset management documentation such as staff reports, the asset management policy, asset management plans, and other related documents.

Corporate Administrative Plan

This report supports the following goals and work plans of the Corporate Administrative Plan (2016-2018):

Overarching Goals

Financial Stability
Service Excellence
Innovation

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Our People- Building a great community together

Our Resources - A solid foundation for a growing city

Attachments

ATT-1 Asset Management Policy

ATT-2 The full report is available on the City's website at:

<http://guelph.ca/plans-and-strategies/corporate-strategic-plan/asset-management-program/>. Click on the link for 2017 Corporate Asset Management Plan

ATT-3 2016-2020 Asset Management Work Plan Initiatives

Departmental Approval

James M. Krauter, CMTP, AIMA, P1

Acting City Treasurer, General Manager of Finance, Manager of Taxation and Revenue

Asset Management Steering Committee

Report Author

Daryush Esmaili, Corporate Asset Manager



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CORPORATE ASSET MANAGEMENT POLICY



POLICY	####
CATEGORY	Corporate
AUTHORITY	All Departments
RELATED POLICIES	2013 Corporate Asset Management Program
APPROVED BY	####
APPROVAL DATE	####
REVISION DATE	####

1 TERMS AND DEFINITIONS

For consistency, terminology in all official asset management documents shall be consistent with ISO 55000:2014(E) – International Standard for Asset Management¹.

For the purposes of this document, the following definitions apply:

Asset	An Item, thing or entity that has potential or actual value to an organization. <i>Note: Value is the importance, worth, or usefulness of something. Potential value is the value of the asset that is contingent on the occurrence of stated assumptions.</i>
Asset Management	Coordinated activity of an organization to realize value from assets.
Asset Management Plan	Documented information that specifies the activities, resources, and timescales required for an individual asset, or a grouping of assets, to achieve the organization’s asset management objectives.
Asset Management System	The people, processes, tools and other resources involved in the delivery of asset management.
Asset System	Set of assets that interact or are interrelated.

¹ ISO/IEC. (2014). ISO International Standard ISO/IEC 55000:2014(E) – Asset management – Overview, principles and terminology. Geneva, Switzerland: International Organization for Standardization (ISO).

Corporate Asset Management	The application of asset management principles at a corporate level to maximize consistency among diverse asset groups. Corporate asset management creates efficiency by harmonizing service levels and business processes wherever possible.
Lifecycle	Stages involved in the management of an asset.
Level of Service	Parameters or a combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers.

2 BACKGROUND

The City of Guelph is responsible for provision of a diverse array of services which are dependent on over \$4 billion in assets. An integral component of ensuring reliable service is creating an effective approach to managing existing and future municipal assets. Effective asset management aims to manage assets in a way that balances levels of service, risk, and cost effectiveness throughout the entire asset lifecycle. Ultimately, adopting effective and comprehensive asset management strategies across the organization will support the long term sustainability and efficiency while maintaining levels of service.

The City produced its first Corporate Asset Management Policy in 2013, which detailed the City's key objectives for asset management, and established a baseline that Guelph has continued to build on. In the summer of 2016, the Corporate Asset Management division was formed to coordinate the development and advancement of the City's Corporate Asset Management system.

3 POLICY STATEMENT

This policy details the principles and general framework for a systematic and coordinated approach to asset management in order to achieve the organization's asset management objectives, guided by the Corporate Administrative Plan 2016-2018.

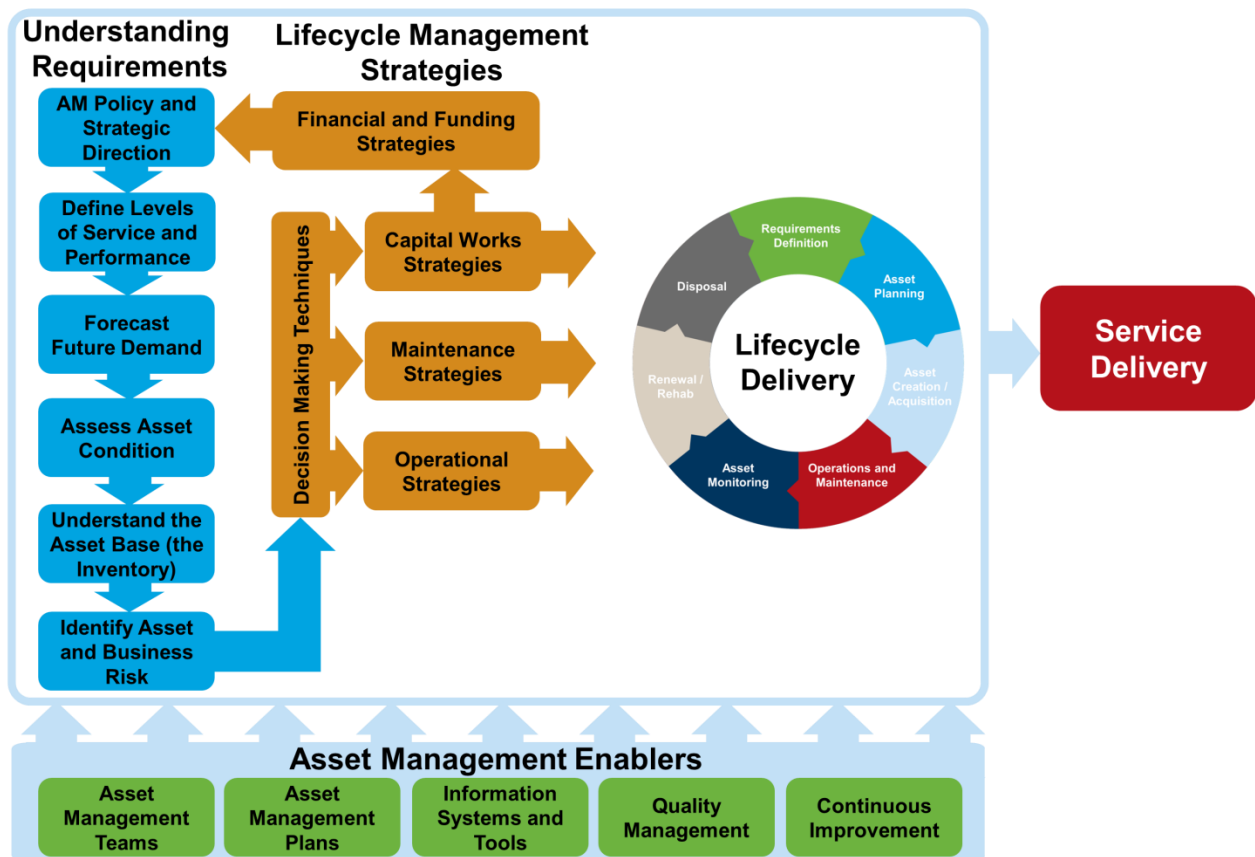
4 SCOPE OF THE ASSET MANAGEMENT SYSTEM

4.1 Components of the Asset Management System

The City’s asset management system can be categorized into the key processes and resources shown within **Figure 1**. The asset management processes include:

- **Functional Processes:** The processes involved in understanding and defining requirements, and asset lifecycle management strategies; and
- **Enabling Processes/Resources:** The supporting processes and resources that make the functional processes possible.

Figure 1. The Asset Management Process



4.2 Key Documents in the Corporate Asset Management System

The Asset Management System will incorporate the development and implementation of several documents. The key documents within the City’s asset

management system are depicted in **Figure 2**, and described in sections **4.2.1** to **4.2.3**.

Figure 2. Key Documents in the Asset Management System



4.2.1 Asset Management Policy

The Asset Management Policy shall guide the overall direction of the asset management system, providing clear direction as to the appropriate focus and level of asset management practice expected. It shall establish the key principles, overall mission and goals for the program, and be guided by the Organizational Strategic Plan and the Corporate Administrative Plan.

4.2.2 Corporate Asset Management Plan

The Corporate Asset Management Plan shall detail the intended asset management programs at a corporate level to allow the City to understand and target service levels and the asset portfolio's capability to meet those requirements. This plan shall be developed to meet the requirements of the Building Together – Guide for Municipal Asset Management Plans,² and the guidelines within the International Infrastructure Management Manual, 2015.³

² *Infrastructure Ontario (2016) Building Together – Guide for Municipal Asset Management Plans. Ottawa, Canada. Queen's Printer of Ontario.*

³ *IPWEA (2015) International Infrastructure Management Manual. North Sydney, Australia. IPWEA.*

Asset management plans are also to be developed based on consideration of principles outlined under section 3 of the Infrastructure for Jobs and Prosperity Act, 2014, and be informed by:

- An understanding of current and future asset condition, needs and costs,
- An understanding of risks and the City's ability to manage risks relating to assets, including disaster planning and any required contingency planning;
- Accessibility standards and other related standards;
- Changing demographics, including population growth or decline;
- Climate change impacts, as well as adaptation and mitigation techniques; and
- Ontario's land use planning framework, priorities and outcomes, as set out in the Provincial Policy Statement, provincial land use plans such as the Growth Plan for the Greater Golden Horseshoe, and municipal official plans, where applicable.

Asset management plans shall identify activities to be undertaken, with consideration of the full lifecycle of assets, for at least the ten years following the preparation of that plan or update. In addition, they will document key assumptions made within the plan. Asset management plans are to be updated at no longer than 4 year intervals.

4.2.3 Asset System Management Plans

Asset System Management Plans shall be specific, targeted plans developed through collaboration with the departments who manage each aspect of the asset lifecycles and service. These plans shall further refine the Corporate Asset Management Plan to allow a customized, targeted plan that best supports the daily functions, service and demand levels, and anticipated needs for that asset system. The asset system plans will detail budget requirements and projects that will feed into the City's overall budget.

5 ASSET MANAGEMENT MISSION, GOALS AND PRINCIPLES

5.1 Asset Management Mission

Our mission is to protect and enhance the quality of life in Guelph by making the best possible decisions regarding our assets in a way that provides targeted levels of service and manages risk in a cost-effective manner throughout the entire asset lifecycle.

5.2 Asset Management Goals

- Provide levels of service that meet expectations and ensure a high quality of life for the community through:
 - Defining levels of service in consultation with stakeholders;
 - Evaluating and communicating the cost of providing the service; and
 - Quantifying the impacts of decisions on service.
- Managing risks through:
 - Understanding risk exposure;
 - Establishing the organization's risk appetite;
 - Developing risk management strategies; and
 - Implementing appropriate condition assessment, inspection, and performance evaluation strategies for all relevant assets.
- Demonstrating sustainable, full lifecycle planning through:
 - Quantifying and tracking the full lifecycle costs for assets;
 - Ensuring budgets are supported by asset management practices; and
 - Bridging the gap between capital and operational budgets.
- Ensuring accountability, transparency and engagement through:
 - Documenting asset management business processes;
 - Publicising asset management documents such that they are accessible to all stakeholders; and
 - Developing stakeholder engagement strategies to ensure that internal and external stakeholders are able to participate, influence, and contribute to asset management initiatives, where appropriate.

5.3 Guiding Principles

The City of Guelph strives to provide exceptional municipal service and value. Asset management at the City is to be guided by the following principles:

Service excellence: Achieving quality and showing results.

- Adopt a whole-organization, all asset approach to asset management that holistically considers the interdependencies between asset systems and services throughout their full lifecycle;
- Meet and comply with all relevant legislation, regulatory and statutory requirements and with other requirements to which the organization subscribes;

- Corporate asset management documents are derived from, and be consistent with, the organizational strategic plan, council shared agenda, long-term municipal goals, organizational policies, budgets, financial plans, and the organization's overall risk management framework;
- Asset management documents are communicated and made available to all relevant stakeholders, including contracted service providers, where there is a requirement that these persons are made aware of their asset management-related obligations; and
- Approach asset management from a collaborative, cross-disciplinary perspective while also regularly engaging with relevant stakeholders to maximize value from the assets and services.

Financial stability: Managing our resources to achieve maximum public value.

- Ensure that asset management principles are applied to tangible and intangible assets, and that value is considered holistically, in aspects such as financial, social (quality of life, community wellbeing, heritage) and environmental.
- Develop and implement an evidence-based, systematic approach to asset management that is transparent and customer-centric;
- Optimize asset decisions based on lowest lifecycle cost, acceptable risk levels and desired levels of service to allow for long-term planning that will enhance service and sustainability while also ensuring resilience and adaptability; and
- Provide an annual update to Council on asset management planning progress, factors affecting the ability to meet commitments outlined in the plan, and a strategy to address any shortcomings.

Innovation: Modernizing our services and how we work.

- Integrate asset data systems where possible to minimize duplication of effort and improve overall information confidence;
- Strive for asset management practices, processes and capabilities to be in-line with current industry best practices;

- Commitment to continual improvement in asset management, the asset management system, asset management maturity, and asset management performance;
- Performance monitoring and benchmarking internally and against other similar organizations;
- Implement and periodically review asset management documents, objectives, and requirements to ensure that they remain relevant and consistent with the organizational plans and other relevant organizational policies; and
- Annual internal reviews and an independent audit of the asset management system at no longer than 5 year intervals.

6 REVIEW PERIOD

The policy is to be reviewed by the Asset Management Steering Committee annually, and following any changes in regulatory requirements, or updates to the Corporate Strategic Plan or Corporate Administrative Plan.

City Staff shall report to Council on asset management progress and needs by the end of the second quarter of each year.

7 ROLES & RESPONSIBILITIES

7.1 Council

- Approve the strategies and plans as proposed by the Corporate Asset Management Division;
- Serve a representatives of stakeholder and community needs; and
- Approve funding for both capital and operating budgets associated with Asset Management through the annual budget.

7.2 Executive Team

- Review and approve documents and strategies proposed by the Asset Management Steering Committee, where the implications are organization-wide or external;
- Participate in the process of aligning asset management strategies and plans with organizational strategies and objectives; and
- Communicate the vision of asset management at a corporate level, encourage engagement with the processes, and provide the guidance necessary to ensure alignment and integration across the organization.

7.3 Corporate Asset Management Steering Committee

- Provide corporate support for asset management;
- Coordinate financial, strategic planning, information technology and asset management activity;
- Establish policies and practices that ensure uniformity of approach across the organization;
- Encourage information sharing and collaboration across departments;
- Provide a corporate pool of asset management expertise that can build capability in areas of lower experience;
- Provide input and direction to Corporate Asset Management work plans to ensure consistency with other initiatives;
- Establish and peer review asset management policies, practices, plans, and other related documents;
- Disseminate Steering Committee information within their department where necessary;
- Champion the asset management process within the respective department;

- Ensure organization-wide accountability for achieving and reviewing corporate asset management goals and objectives;
- Coordinate with other related steering committees where required; and
- Lead the effective implementation of corporate asset management initiatives.

7.4 Corporate Asset Management Division

- Liaise with other departments in service areas relating to asset management, including convening asset management teams (specific to each service area), and ensuring project work is consistent with asset management objectives;
- Liaise with external stakeholders in relation to asset management matters;
- Develop an overall corporate asset management policy, strategy, and confirm the implementation plan/resource requirements;
- Coordinate the development of asset management plans and facilitate peer reviews;
- Coordinate asset management improvement programs including writing briefs for asset management improvement projects and preparing, monitoring and reporting on the overall asset management planning budgets;
- Carrying out selected asset management improvement tasks as appropriate;
- Lead the development of asset inventories, condition assessments, risk assessments and related asset management initiatives in line with industry best practices;
- Work with asset management information systems staff to ensure systems development and functionality meets asset management needs; and
- Continuous improvement of the City's Asset Management capabilities.

7.5 Asset System Working Groups and Service Providers

- Provide input on needs of department, current status of assets, and current levels of service;
- Support and comply with data collection requirements related to their areas of expertise;
- Participate in the development of the Asset Management Work Plans pertaining to their areas of expertise; and
- Participate in the regular review of all documentation, data, and asset measurement tools to ensure continued relevance and applicability of existing policies and practices as pertains to their area of expertise.

7.6 Residents, Stakeholders and Customers

- Participate in public information sessions, and stakeholder engagement initiatives, where possible;
- Provide feedback related to levels of service, service experience, and service expectations; and
- Notify the City, via appropriate means, when service deficiencies or failures are observed.

8 CONTACT INFORMATION

For more information about this policy, or questions related to asset management at the City, please contact:

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1 Carden St, Guelph, ON, N1H 3A1
Phone: 519-822-1260 ext. 2765
Email: Daryush.Esmaili@guelph.ca

Attachment 3

2016-2020 Asset Management Work Plan Initiatives

Work Plan Item	Timing	Targeted Benefits
Asset Management Governance Structure	2016 (Complete)	<ul style="list-style-type: none"> • Facilitates knowledge sharing, collaboration, coordination of works, and Asset Management improvement activities. • Clearly defines roles and responsibilities. • Promotes collaboration and reduces silos.
2017-2026 Capital Budget	2016 (Complete)	<ul style="list-style-type: none"> • Development of detailed decision making frameworks and tools for engineering budget. • Development of Engineering Capital Project Inventory, to enable forecasting for 10-15 years.
Asset Management Policy	2016-2017 (Complete)	<ul style="list-style-type: none"> • Broadly outlines the principles and requirements for undertaking asset management across the organization in a structured and coordinated way, consistent with the organization's strategic plan. • Clarifies the vision, mission and objectives for Asset Management. • Increases awareness, priority and leadership for Asset Management.
Corporate Asset Management Plan	2016-2017 (Complete)	<ul style="list-style-type: none"> • Clarifies the vision for Asset Management and provides a mandate and direction for City staff. • Forms the basis of discussion with Council regarding the impact on levels of service and changes to the capital works budget. • Provides a business case for the long term financial forecasts. • Provides a commitment to long term planning and improvement to Asset Management.
Integrated Capital Planning Process Development	2016-2017 (in progress)	<ul style="list-style-type: none"> • Improved efficiency running integration analysis. • Optimization of approximately 60 per cent of the City's overall capital budget.
Asset Hierarchy and Register	2016-2018 (in progress)	<ul style="list-style-type: none"> • Provides a robust database for enabling most asset management functions. • Increase the confidence in recommendations and decisions. • Facilitate coordination between departments and service areas. • Improved planning of budgets due to improved historical data and analysis capabilities.
Asset Full Lifecycle Costing Models	2017	<ul style="list-style-type: none"> • Quantification of full project lifecycle costs, based on assumed unit rates for use in options analysis.

Work Plan Item	Timing	Targeted Benefits
Asset System Management Plans	2018-2020	<ul style="list-style-type: none"> • Establishes long term plans (typically 20 years or more for infrastructure assets) that outline the asset activities for each asset system, and resources to provide a defined level of service in the most effective way. • Establishes detailed road map for future asset management activities by asset system.
Asset Management Policy Update	2018	<ul style="list-style-type: none"> • Updates to incorporate any best practices, strategic document, or regulatory changes.
Corporate Asset Management Plan Update	2019	<ul style="list-style-type: none"> • Updates to incorporate improvement initiatives (identified in section 6.1.1, p. 89 of the 2017 Corporate Asset Management Plan).
2018-2027 Capital Budget	2017	<ul style="list-style-type: none"> • Development and incorporation of results from asset management initiatives and asset system management plans. • Comprehensive, prioritized 10-15 year forecasts for all asset systems.
2019-2028 Capital Budget	2018	
2020-2029 Capital Budget	2019	
2021-2030 Capital Budget	2020	
Asset Responsibility Review	2017-2018	<ul style="list-style-type: none"> • Clear understanding of who is responsible for what aspect of the asset lifecycle. • Establishment of budget requirements based on defined responsibilities.
Water, Wastewater, and Stormwater GIS Data Modelling	2017	<ul style="list-style-type: none"> • Improving the confidence in recommendations and decisions. • Reduce call-outs for locates in locations where there are no known assets. • Improve capital budgeting analysis.
Enterprise Asset Management (EAM) Implementation (CMMS)	2017-2018	<ul style="list-style-type: none"> • Tracking of maintenance activities and resources to assets and locations. • Facilitates advanced lifecycle analysis of assets.
Corporate Level of Service Framework	2017-2018	<ul style="list-style-type: none"> • Outlines the required service outputs from each asset. • Identifies service output targets to support organizational objectives. • Provides mechanism to balance the cost of service and the quality (or level) of service.
Service Reviews and Corporate Accountability Framework	2017-2018	

Work Plan Item	Timing	Targeted Benefits
Water, Wastewater and Stormwater Risk Management Framework	2017-2018	<ul style="list-style-type: none"> • Clear understanding of risks and critical infrastructure. • Develops strategies to minimize the risk of catastrophic failure of assets which could cost millions to repair. • Develops tools to predictively forecast risks.
Corporate Asset Risk Management and Prioritization Framework	2017-2018	<ul style="list-style-type: none"> • Enables clear evaluation and communication of risks. • Enables identification of critical and vulnerable infrastructure. • Enables development of targeted risk management strategies. • Enables identification of potential failures and generation of proactive capital and maintenance programs. • Facilitates management and tracking of levels of service
Decision Support System Functional Review	2018	<ul style="list-style-type: none"> • Identification of functional requirements for a potential decision support system. • Understanding of the needs prior to selecting preferred system.
Asset Condition Assessment Framework Development	2018-2019	<ul style="list-style-type: none"> • Identifies frequencies to better understand assets and levels of service. • Enables clear analysis of current condition of assets, which directly feeds into informed decision-making. • Assists in allocating funding to the most critical assets and assists in risk management.
Corporate Asset Preventative and Corrective Maintenance Strategy	2018-2019	<ul style="list-style-type: none"> • Establishes current maintenance activities, best practices activities, frequencies and budget impacts. • Aims to extend asset lifecycles through preventative maintenance strategies. • Maps out resource and financial requirements to meet agreed upon levels of service.
Service Level Agreement Review	2018-2019	<ul style="list-style-type: none"> • Review and development of service level agreements within the City to assist in clarifying roles and responsibilities.
Level of Service Predictive Modelling	2019	<ul style="list-style-type: none"> • Provides tools to simulate the long-term impacts of decisions on levels of service and key performance indicators.
Asset Management Decision Support System	2019-2020	<ul style="list-style-type: none"> • Facilitates faster analysis, and will result in internal analysis efficiencies. • AM staff can spend more time optimizing and analyzing, rather than collating data. • Improved confidence in analysis results.

Work Plan Item	Timing	Targeted Benefits
Continuous EAM Improvement, Operationalization and Support	2019-2020	<ul style="list-style-type: none"> • Support to ensure that the business processes are implemented, and ensure quality of data. • Development of analysis dashboards and tools.
Predictive Analytics Updates and Improvements	2019-2020	<ul style="list-style-type: none"> • Advances and improves tools to enable more efficient and effective analysis.
Water, Wastewater and Stormwater Master Plan	2020	<ul style="list-style-type: none"> • Understanding of future demands and expansion requirements. • Coordinated long range plan to address demand and expansion requirements.
Detailed Maintenance Strategies	2020	<ul style="list-style-type: none"> • Development of detailed maintenance strategies, standard operating procedures, and business processes to ensure successful and enduring implementation.
Asset Management Maturity and Capability Audit	2020	<ul style="list-style-type: none"> • Independent audit of asset management system maturity and capabilities to develop an improvement work plan for the next five years. • Understanding of key gaps, opportunities, and a work plan moving forward.
Asset Management Performance Reporting	2020	<ul style="list-style-type: none"> • Mechanisms to report progress on asset management to the Executive Team. • Tools, techniques and KPIs to report annual progress and opportunities. • Cost-benefit analysis of level of asset management sophistication.

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Integrated Capital Planning Process Development	2016-2017 (in progress)	<ul style="list-style-type: none"> • Improved efficiency running integration analysis. • Optimization of approximately 60 per cent of the City's overall capital budget.
Asset Hierarchy and Register	2016-2018 (in progress)	<ul style="list-style-type: none"> • Provides a robust database for enabling most asset management functions. • Increase the confidence in recommendations and decisions. • Facilitate coordination between departments and service areas. • Improved planning of budgets due to improved historical data and analysis capabilities.
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2018-2027 Capital Budget	2017	<ul style="list-style-type: none"> • Development and incorporation of results from asset management initiatives and asset system management plans. • Comprehensive, prioritized 10-15 year forecasts for all asset systems.
2019-2028 Capital Budget	2018	
2020-2029 Capital Budget	2019	
2021-2030 Capital Budget	2020	
Asset Responsibility Review	2017-2018	<ul style="list-style-type: none"> • Clear understanding of who is responsible for what aspect of the asset lifecycle. • Establishment of budget requirements based on defined responsibilities.
Water, Wastewater, and Stormwater GIS Data Modelling	2017	<ul style="list-style-type: none"> • Improving the confidence in recommendations and decisions. • Reduce call-outs for locates in locations where there are no known assets. • Improve capital budgeting analysis.
Enterprise Asset Management (EAM) Implementation (CMMS)	2017-2018	<ul style="list-style-type: none"> • Tracking of maintenance activities and resources to assets and locations. • Facilitates advanced lifecycle analysis of assets.
Corporate Level of Service Framework	2017-2018	<ul style="list-style-type: none"> • Outlines the required service outputs from each asset. • Identifies service output targets to support organizational objectives. • Provides mechanism to balance the cost of service and the quality (or level) of service.
Service Reviews and Corporate Accountability Framework	2017-2018	

Work Plan Item	Timing	Targeted Benefits
Water, Wastewater and Stormwater Risk Management Framework	2017-2018	<ul style="list-style-type: none"> • Clear understanding of risks and critical infrastructure. • Develops strategies to minimize the risk of catastrophic failure of assets which could cost millions to repair. • Develops tools to predictively forecast risks.
Corporate Asset Risk Management and Prioritization Framework	2017-2018	<ul style="list-style-type: none"> • Enables clear evaluation and communication of risks. • Enables identification of critical and vulnerable infrastructure. • Enables development of targeted risk management strategies. • Enables identification of potential failures and generation of proactive capital and maintenance programs. • Facilitates management and tracking of levels of service
Decision Support System Functional Review	2018	<ul style="list-style-type: none"> • Identification of functional requirements for a potential decision support system. • Understanding of the needs prior to selecting preferred system.
Asset Condition Assessment Framework Development	2018-2019	<ul style="list-style-type: none"> • Identifies frequencies to better understand assets and levels of service. • Enables clear analysis of current condition of assets, which directly feeds into informed decision-making. • Assists in allocating funding to the most critical assets and assists in risk management.
Corporate Asset Preventative and Corrective Maintenance Strategy	2018-2019	<ul style="list-style-type: none"> • Establishes current maintenance activities, best practices activities, frequencies and budget impacts. • Aims to extend asset lifecycles through preventative maintenance strategies. • Maps out resource and financial requirements to meet agreed upon levels of service.
Service Level Agreement Review	2018-2019	<ul style="list-style-type: none"> • Review and development of service level agreements within the City to assist in clarifying roles and responsibilities.
Level of Service Predictive Modelling	2019	<ul style="list-style-type: none"> • Provides tools to simulate the long-term impacts of decisions on levels of service and key performance indicators.
Asset Management Decision Support System	2019-2020	<ul style="list-style-type: none"> • Facilitates faster analysis, and will result in internal analysis efficiencies. • AM staff can spend more time optimizing and analyzing, rather than collating data. • Improved confidence in analysis results.

Work Plan Item	Timing	Targeted Benefits
Continuous EAM Improvement, Operationalization and Support	2019-2020	<ul style="list-style-type: none"> • Support to ensure that the business processes are implemented, and ensure quality of data. • Development of analysis dashboards and tools.
Predictive Analytics Updates and Improvements	2019-2020	<ul style="list-style-type: none"> • Advances and improves tools to enable more efficient and effective analysis.
Water, Wastewater and Stormwater Master Plan	2020	<ul style="list-style-type: none"> • Understanding of future demands and expansion requirements. • Coordinated long range plan to address demand and expansion requirements.
Detailed Maintenance Strategies	2020	<ul style="list-style-type: none"> • Development of detailed maintenance strategies, standard operating procedures, and business processes to ensure successful and enduring implementation.
Asset Management Maturity and Capability Audit	2020	<ul style="list-style-type: none"> • Independent audit of asset management system maturity and capabilities to develop an improvement work plan for the next five years. • Understanding of key gaps, opportunities, and a work plan moving forward.
Asset Management Performance Reporting	2020	<ul style="list-style-type: none"> • Mechanisms to report progress on asset management to the Executive Team. • Tools, techniques and KPIs to report annual progress and opportunities. • Cost-benefit analysis of level of asset management sophistication.



Guelph Transportation Master Plan Update

Presentation to March 6 Committee of the Whole:
Allister McIlveen
Manager of Transportation Services

Project Initiation

PURPOSE

2

Purpose of the transportation master plan update



A multimodal city, makes our city work better in every way.

We are the city that makes a difference.

- Transportation plans direct how we get to and from our destinations and how goods are delivered to our homes and stores.
- It is the circulatory system of our city.
- Ensures we have sufficient capacity to accommodate projected population and employment growth, while maintaining a high quality of life for residents and workers.

PURPOSE

3

The objective of the review is to review current transportation policies and targets, and determine:

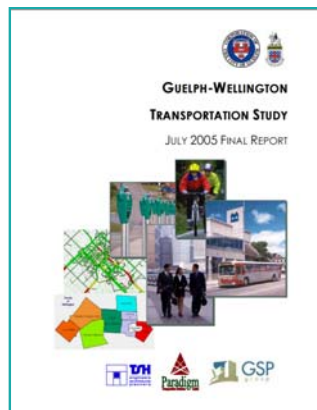
- What policies are successful and which are met with challenges? Are the established targets met and are they still valid?
- Review of Existing and emerging travel patterns, transportation trends, changing demographics and community planning issues
- The impact on economic development and business growth



Photo source: GuelphToday, May 30 2016. <https://www.guelphtoday.com/local-news/guelph-transit-wants-new-route-through-heart-of-the-city-305693>

PURPOSE

4



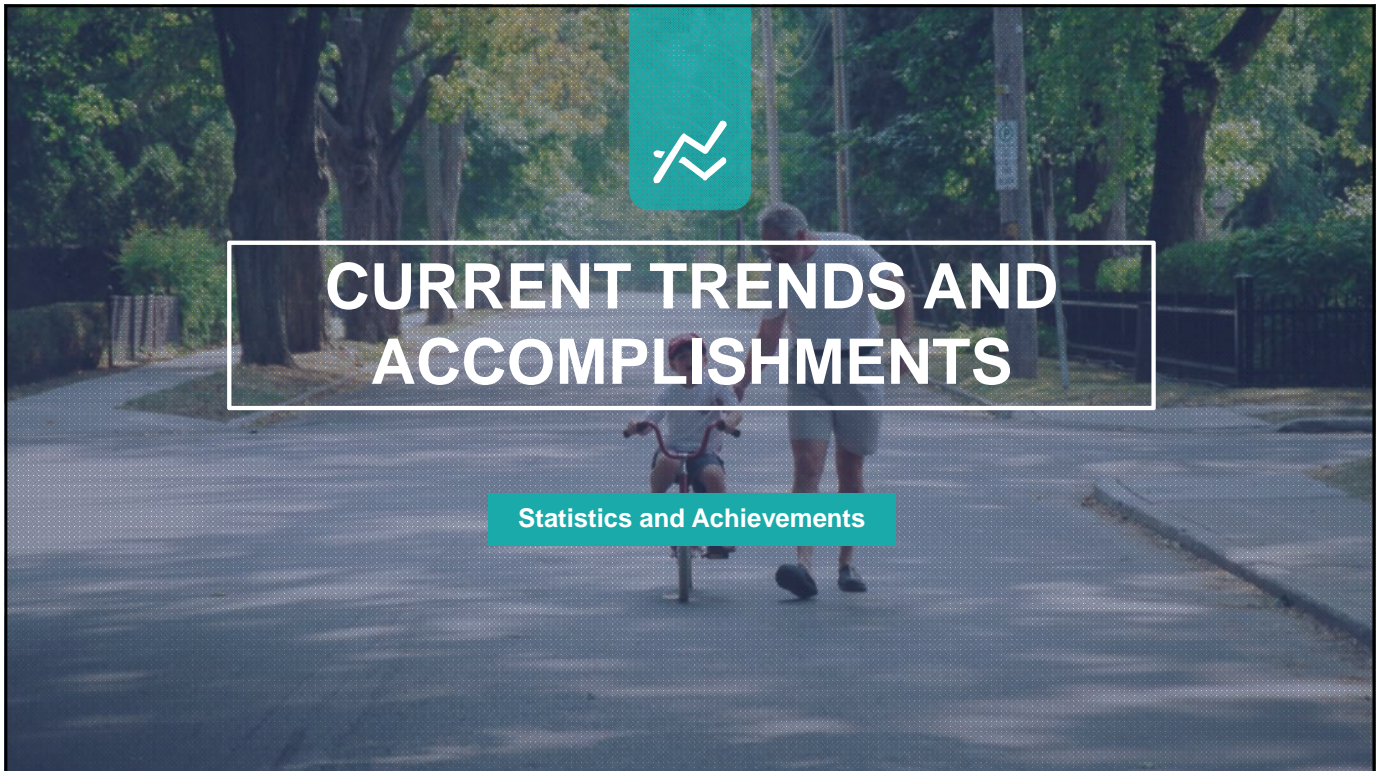
The review and update to the 2005 Guelph-Wellington Transportation Study includes:

- Implementation tool for Guelph Official Plan (OP) [input into next OP up update]
- Justification for implementing future transportation projects
- Process to follow Phases 1 and 2 of Municipal Class EA process
- Significant public engagement

PURPOSE

5

Impacts of not updating the TMP



ACCOMPLISHMENTS

7

Achievements since 2005 Guelph- Wellington Transportation Strategy



Transportation Planning

Model and planning projections updated to meet provincial density targets.



100% of EAs completed

Environmental assessments for road widenings in 2005 plan have been completed.



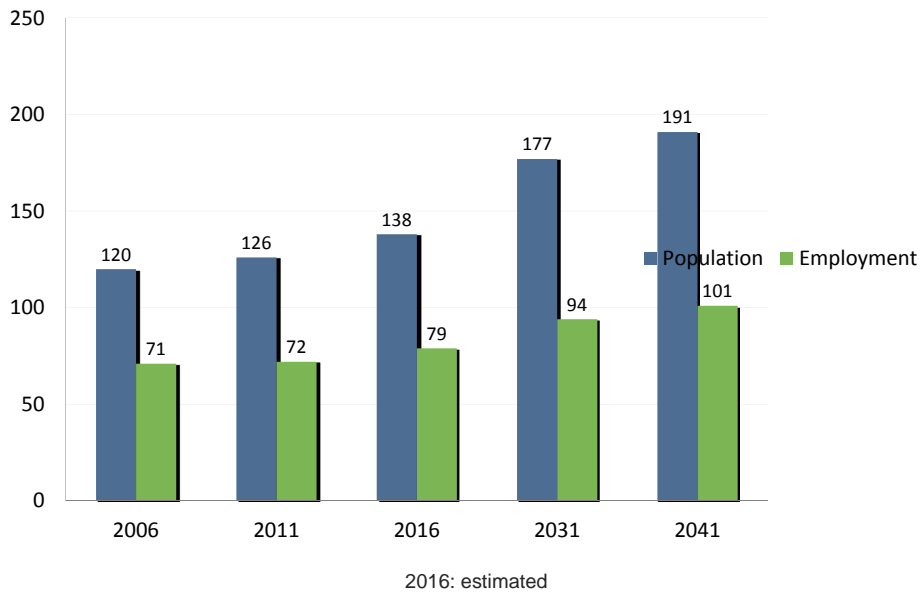
TDM Program Underway

Active Transportation plans in progress or underway; Development and TDM process

CURRENT TRENDS

8

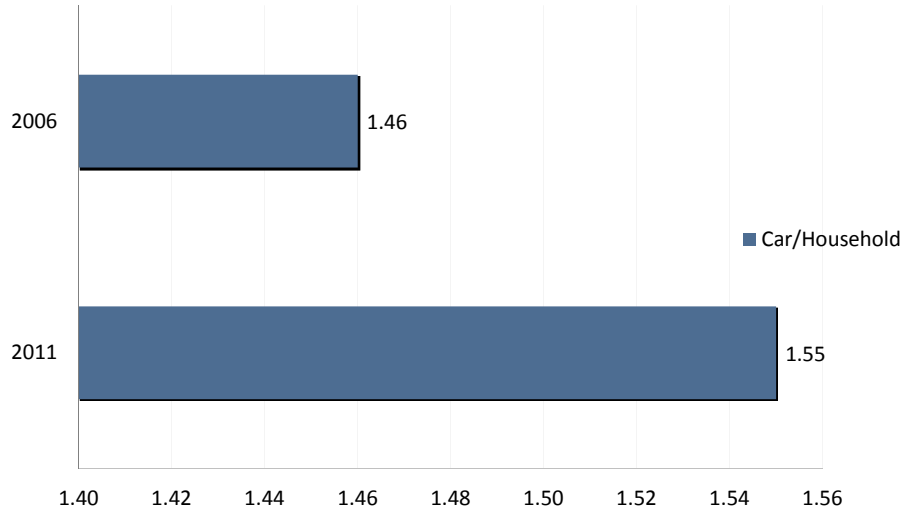
Population and Employment (in 000s)



CURRENT TRENDS

9

Vehicle Ownership Per Household

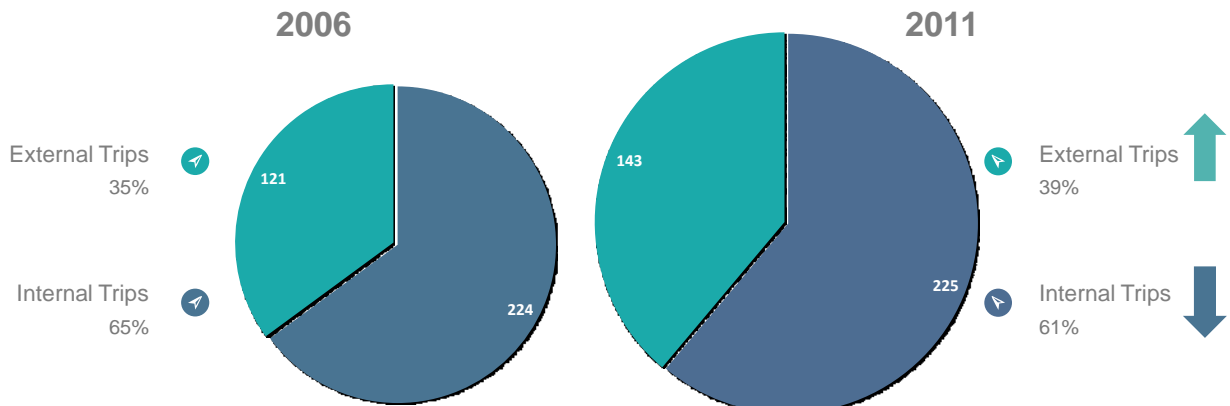


CURRENT TRENDS

10

Daily Trips (in 000s)

7% Increase in Trips and 5% Increase in Population From 2006 to 2011

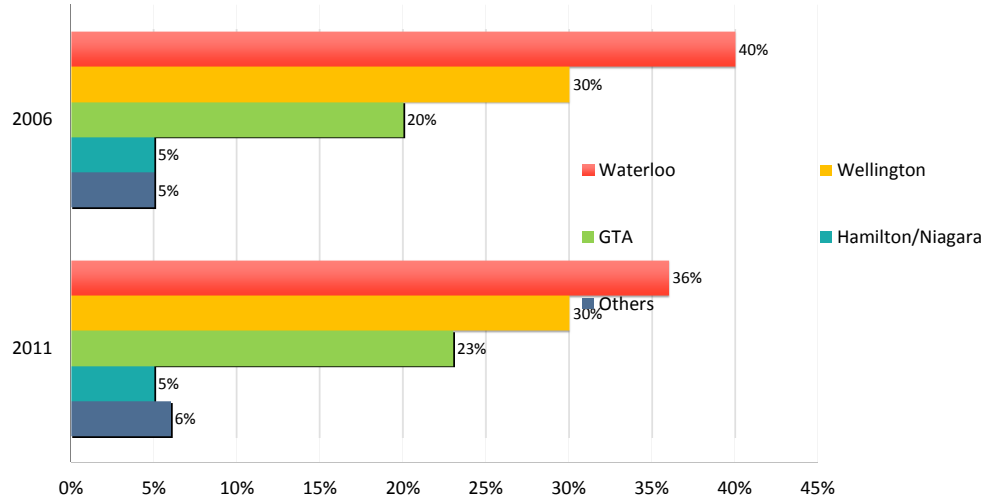


External Trips: either origins or destinations within Guelph
 Internal Trips: both origins and destinations within Guelph

CURRENT TRENDS

11

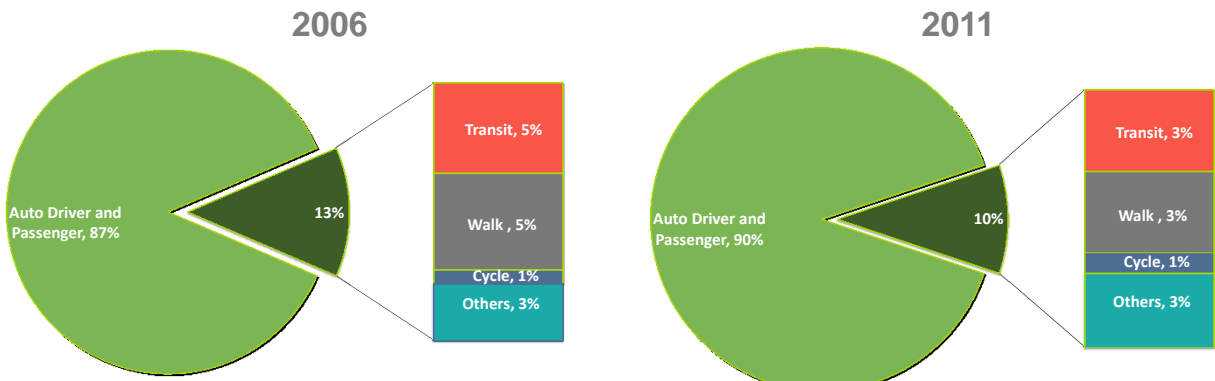
External Trips



CURRENT TRENDS

12

Trips by Modes

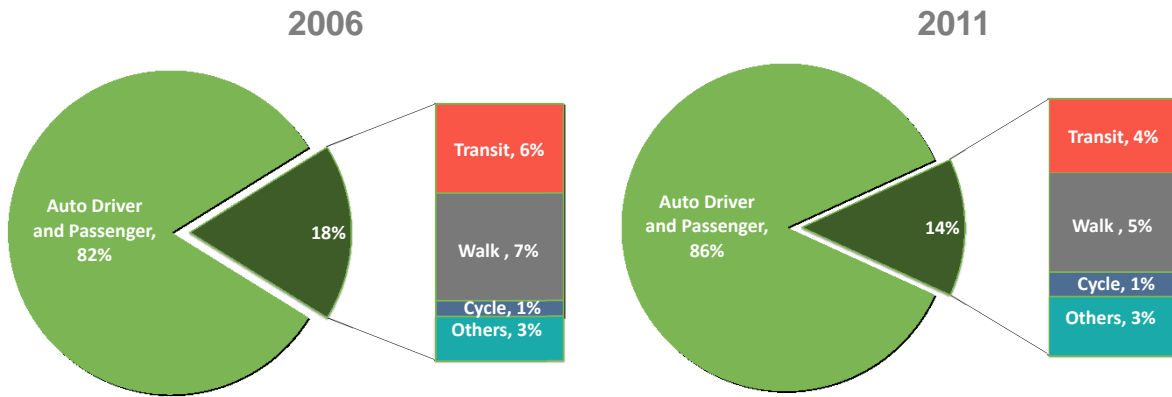


Others: school bus, taxi passenger, motorcycle and unknown

CURRENT TRENDS

13

Internal Trips by Modes



Others: school bus, taxi passenger, motorcycle and unknown

NEED

14

Meeting the needs of the future

Much has changed in transportation planning and practice over the past 10 years, including provincial policy to land use and transportation planning, improved design standards for active transportation infrastructure, emerging technologies in automated transportation and changing patterns in people's travel choices.



NEEDS

15

Objectives for the TMP Update



Support improved quality of life
Support safe, accessible, healthy and economical transportation choices for everyone



Meet emission reduction targets
25% reduction from 2005 levels by 2031
Reduce number of trips by personal vehicle



Maintain service levels
Meet provincial growth and density targets while maintaining safe mobility throughout the city.



Maintain assets sustainably
Maximize use of existing infrastructure and ensure longevity and quality of infrastructure.



Be nimble with emerging technologies
Responsive and ready to adapt to quickly evolving technologies.



Plan for the future, respond to today
Policies and standards place Guelph on a path to a healthy, vibrant future of mobility while meeting the needs of today.

FRAMEWORK

16

Transportation Policies

The TMP provides the policy framework and implementation procedures to achieve several key Transportation Goals:

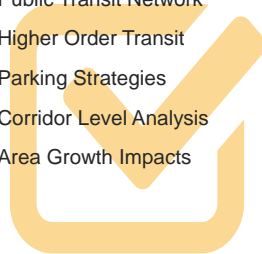
The TMP provides the policy framework and implementation procedures to achieve several key Transportation Goals:

- Improved quality of life
- Road network Considerations
- Complete Street policies
- Transportation Demand Management
- Support Economic Development

IN-SCOPE

The TMP will include analysis for:

- Public Transit Network
- Higher Order Transit
- Parking Strategies
- Corridor Level Analysis
- Area Growth Impacts



OUT OF SCOPE

The TMP will not include detailed analysis for:

- Transit route operations
- Transit Technologies
- Parking Operations
- Intersection Level Analysis
- Site Development Impacts



VISION

17

Key themes for the Update



Efficient use of existing infrastructure

Employ Transportation Demand Management and Complete Street policies to support better use of roads and parking.



TDM

Manage congestion by offering incentives and rewards to commuters, improved infrastructure and easier transportation choices



Asset Management

Highest and best use of infrastructure. Expanding infrastructure supply where appropriate



Embracing technology

Sharing economy, automated vehicles, smart grids: how can we anticipate emerging technologies?



Convenient transit service

Aligning with transit growth and service improvements to ensure convenient service.

Photo sources: (1) (2) (3) City of Guilford, (4) <http://www.uber.com/wp-content/uploads/2015/09/uber-uber-414201504297.png>, (5) <https://www.guilfordny.com/2014/06/06/guilford-transit-walk-new-tracks-through-heart-of-the-city-30469/>

PROCESS

Capital Budget Planning

Current Capital process Includes:
 Identifying transportation projects
 Assigning priority to projects
 Estimating capital cost (e.g. use of development charges)

Consideration for future process:
 Benefit Case Analysis
 Risk Assessment

PROCESS

Monitoring TMP Success

Key Performance Indicators (KPI's) are used to monitor success of specific transportation policies:

- Reduced dependency of automobiles
 - Transit ridership per capita
- Increased Opportunities for walking and cycling
 - KM of new sidewalk and bike lanes constructed



OUR TEAM

Steering Committee

Infrastructure Design and Enterprise Services

Transportation Services

Kealy Dedman
Allister McIlveen
Gwen Zhang
Jennifer Juste

Planning Services

Todd Salter

Enterprise Services

Peter Cartwright

Public Services

Public Works

Doug Godfrey

Parks and Recreation

Heather Flaherty

Guelph Transit

Mike Spicer

Other resources

Communications
Community Engagement
Project Management Office
Finance



THANK YOU

Staff Report

To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Transportation Master Plan – Framework**

Report Number IDE 17-34

Recommendation:

That Council approve the framework for the update to the 2005 Guelph –Wellington Transportation Master Plan as outlined in report IDE 17-34.

Executive Summary

Purpose of Report

To provide Council with information pertaining to an update to the 2005 Guelph – Wellington Transportation Study project that staff will be initiating in 2017.

Key Findings

The update to the 2005 Guelph –Wellington Transportation Study is intended to set a direction for sustainable transportation planning by integrating policies with a focus on walking, cycling and transit use. In addition, it will consider the impact of emerging transportation technologies such as ride hailing, ride sharing, connected autonomous electric shared vehicles, and others, with an expected completion time frame of 18 to 24 months.

Financial Implications

The approved 2017 Tax Supported Capital Budget identified funding in the amount of \$700,000 for this study.

Report

Background

The City of Guelph Official Plan provides a statement of goals, objectives and policies for growth and development within the city for the next 20 years. The Official Plan is focused on sustainability and establishes policies that have a positive effect on the social, economic, cultural and natural environment of the city. The Official Plan strives to maintain a high quality of life for the residents of Guelph and reduce uncertainty concerning future development. In order to accommodate

growth and to achieve the goals, objectives and policies, an effective supporting transportation system is essential. The year 2017 marks the twelve year anniversary since the July 2005 Guelph –Wellington Transportation Study. The 2005 study was for the 2001-2021 planning period.

A Transportation Master Plan defines how the transportation system will grow and change in the coming decades. The Transportation Master Plan provides justification for the Engineering Capital Program, updates to the City Development Charges By-law and many other strategic plans.

Preparation of a Transportation Master Plan provides a recurring opportunity to accomplish the following tasks:

- Review the current state and long term vision for transportation;
- Analyze the overall transportation system in a strategic manner;
- Integrate transportation planning with other strategic plans; and
- Consult with a broad range of stakeholders.

The Guelph-Wellington Transportation Study, the current Transportation Master Plan, was approved by Council in 2005 as a part of a periodic transportation planning exercise to assess long term transportation needs in the Guelph-Wellington Area and identify specific transportation improvements. The 2005 Transportation Master Plan involved significant public consultation as well as consultation with elected officials and sharing of technical information with the Ministry of Transportation (Southwestern Region) and the Regional Municipality of Waterloo.

The specific study objectives of the 2005 Transportation Master Plan included:

- Identify transportation needs and recommend practical improvements for specific areas such as new Growth Areas, the Downtown, Older Built up Areas, the University Precincts in Guelph and areas such as Aberfoyle and Fergus in Wellington County;
- Recommend Transportations Demand Management measures, as appropriate to different areas, that will encourage reduced use of the automobile and greater use of alternative modes such as transit, walking and cycling;
- Identify improvements to City and County roadways, establish need and justification to meet the provincial Environmental Assessment process, and recommend a coordinated implementation strategy;
- Review Provincial Highway initiatives affecting Guelph and Wellington County and identify priorities based upon regional travel and truck traffic patterns; and
- Review the growing inter-regional travel between Guelph/Wellington, Region of Waterloo and the Greater Toronto Area, and identify opportunities for transit initiatives to serve this need.

Why Update the Transportation Master Plan

Since the release of the “Growth Plan for the Greater Golden Horseshoe” by the Province in 2006, the visions and goals of this plan have shaped land use planning and development approvals within the city. Under the Growth Plan, the city wide population will grow from 121,700 (2011) up to 191,000 in 2041 with employment growing from 71,800 (2011) to 101,000 jobs.

The City has developed a number of strategies to manage the growth. The update of the Transportation Master Plan is intended to set a direction for sustainable transportation planning by integrating policies with a focus on walking, cycling and transit use. In addition, to consider the impact of emerging transportation technologies such as ride hailing, ride sharing, connected autonomous electric shared vehicles, and other emerging transportation opportunities.

When finished, the updated Transportation Master Plan will provide a recommended transportation network that forms a basis for the future update of the Official Plan, Cycling Master Plan, Transit Growth Plan, etc. The update to the Trail Master Plan will be going through a Request For Proposal process shortly and therefore provide an opportunity for collaboration as the two projects will be underway relatively at the same time. The outputs of the updated Transportation Master Plan such as identified improvements to the road, transit and active transportation network will become key considerations in future capital budgets and development charge studies. The updated Transportation Master Plan will also review provincial transit and highway initiatives that affect inter-regional travel patterns with origin and/or destination in Guelph. In addition, the updated Transportation Master Plan will incorporate information that has changed or become available since 2005. Without the update, the citywide transportation system will not be able to accommodate higher population and employment forecasts and higher urban densities as identified in the Growth Plan.

Planning to 2041 means contemplating changes to the transportation system for the next 24 years and necessarily implies a great deal of uncertainty about the future. It is important to develop a Transportation Master Plan that considers key “drivers” of change and is resilient to these drivers.

The Transportation Master Plan study will be guided by a multi-disciplinary team of City staff directing work by consultants. To ensure a coordinated effort and consistent reporting, this initiative will be conducted in accordance with the City’s Tier 1 Project Management framework. As such, appropriate governance, scoping and rigour will be established to guide the project.

The following elements are identified by staff as a preliminary framework for inclusion into the study:

- Review of existing conditions and progress towards current Transportation Master Plan goals and objectives;

- Update transportation demand forecasting to 2041 including the use of a range of growth forecasts;
- Development and prioritization of major policies, initiatives and projects;
- Community Consultation and broader collaboration; and
- Integration/Coordination of the Active Transportation Plan, GO Transit, City of Guelph Transit and other master plans into the Transportation Master Plan.

In addition the consultant will be asked to develop briefings into the following emerging trends and issues and how they may affect the evolution of the overall transportation system.

- Economic vitality by ensuring efficient goods movement;
- “Big Data” (predictive analytics);
- The aging population and demographic shifts in population and employment;
- Changes in growth forecasts and actual growth;
- Transportation Demand Management of employers;
- Connected autonomous electric shared vehicles;
- Land use planning and emissions management;
- Electrification of transportation in addition to connected autonomous electric shared ES i.e. transit;
- Economic performance of transportation systems;
- Health and transportation, including well-being and safety;
- Mobility management (i.e. transition from vehicle ownership to trip management).

Updating the Transportation Master Plan also provides the opportunity to examine the operational management of the transportation system and to explore possible opportunities for improvement.

Next Steps

Staff will prepare a Terms of Reference for the Transportation Master Plan update and issue a Request for Proposals to qualified consulting firms to undertake the work. The intention is to have an agreement signed with the consulting team by Spring 2017. The project is expected to take 18 to 24 months and be complete by the end of 2019.

Financial Implications

The approved 2017 Tax Supported Capital Budget identified funding in the amount of \$700,000 to undertake this project.

Consultations

In addition to Engineering staff, who will be leading this project, it is expected that staff from Transit, Operations, Corporate Communications, Planning, Information Technology, Community Engagement, Parks and Recreation, Finance and Project Management will form the project team. Staff from the County of Wellington,

adjacent Townships and the Region of Waterloo will also be invited to participate as members of the project team. As the project progresses staff from other areas of the organization will be consulted as required.

An extensive community and stakeholder engagement framework will be developed as staff understand and acknowledge how important this is for this project to be successful. If we are going to change how Guelph residents not only view but understand transportation we need their feedback and support.

Corporate Administrative Plan

Overarching Goals

Service Excellence
Innovation

Service Area Operational Work Plans

Our People- Building a great community together
Our Resources - A solid foundation for a growing city

Attachments

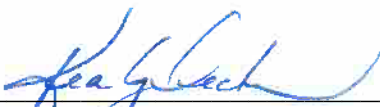
N/A

Departmental Approval

Doug Godfrey, General Manager of Operations,
Todd Salter, General Manager of Planning, Urban Design and Building Services,
Heather Flaherty, General Manager of Parks and Recreation;
Mike Spicer, General Manager of Transit

Report Author

Allister McILveen
Manager of Transportation Services



Approved By

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Deputy CAO
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Enterprise Services
519.822.1260, ext. 3445
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PEDESTRIAN CROSSOVER FACILITIES



1

What is a Pedestrian Crossover?

As per the Highway Traffic Act (HTA):

“any portion of a roadway...distinctly indicated for pedestrian crossing by signs on the highway and lines or other markings on the surface of the roadway”

New Pedestrian Crossovers (PXOs) allow pedestrians to cross roads under a greater number of conditions

Four types in total, Type A, B, C, and D

2

Background:

Since mid 2000's, municipalities have been requesting the MTO to update the Highway Traffic Act (HTA) to enhance pedestrian mobility.

3

Background:

- In response to requests:
- Ontario Traffic Manual Book 15 “Pedestrian Crossing Treatments” Committee was formed
- The Committee developed a new draft pedestrian crossing device and guidelines
- Level 2 Pedestrian Crossover

4

MTO recently enacted new HTA regulations. Municipalities may now use the new Level 2 Pedestrian Crossover at their discretion

5

Level 2 Pedestrian Crossover may be used on:

- **Low speed roads (Speed limit \leq 60 km/h)**
- **Low volume roads up to 4 lanes wide**
 - **Roundabouts**
 - **Intersections**
 - **Within channelization's**

6

Statutory Requirements:

- PXO's can only be used on roads with a posted speed limit of 60 km/h or less
- Drivers are required to stop while a pedestrian is within a PXO and may not proceed until completely off the road
- Drivers are not permitted to pass another vehicle within 30 metres of a PXO
- Pedestrian must enter the road only when it is safe and allow vehicles enough time to stop

7

Pedestrian Responsibilities:

- Make eye contact with drivers
- Make sure drivers are prepared to stop
- Once satisfied, begin to cross
- Continue watching drivers
- Complete crossing

Driver Responsibilities:

- As you approach crossover signs, expect pedestrians and slow down
- Do not pass other vehicles slowing down, or stopped at a crossover
- If a pedestrian is present, bring your vehicle to a safe stop
- Remain stopped until the pedestrian finishes crossing

8

Where Do You Install a PXO:

- 100 or more pedestrians over 8 hours or 65 or more pedestrians over 4 hours
- Low to moderate vehicle volume (AADT of 35,000 or less)
- Not within 200 m of other controlled crossings unless other conditions are evident
- No more than 4 lanes of 2 way traffic or 3 lanes of one way traffic

9

LEVEL 2 PEDESTRIAN CROSSOVER

Type D

- Typically used on low traffic volume, low speed roadways
- Can be used at crossing in channelized right turn lanes

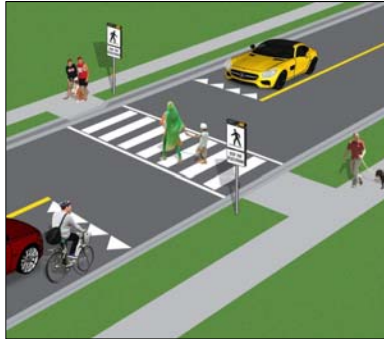


10

LEVEL 2 PEDESTRIAN CROSSOVER

Type C

- Same features as Type D PXOs but includes rapid rectangular flashing beacons

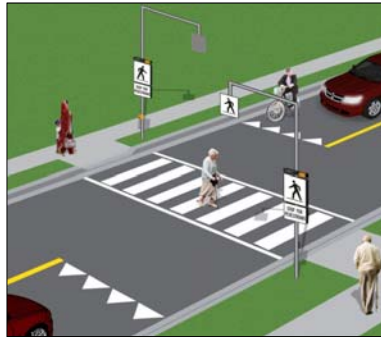


11

LEVEL 2 PEDESTRIAN CROSSOVER

Type B

- Same features as Type C PXOs but includes overhead signs



12

Next Steps:

- **Develop Implementation Strategy**
 - **Develop Communication Plan/Program (Public Education and Outreach)**
 - **Undertake studies at locations previously identified with pedestrian crossing issues but no control warranted prior to approval of Level 2 PXO,s**
 - **Prioritize locations where PXO,s are warranted**
 - **Select appropriate PXO type based upon guidelines in OTM Book 15**
 - **Develop cost estimates for each warranted location**
 - **Develop program to monitor compliance and pedestrian safety**
 - **Report to Committee of the Whole, Q/3 of 2017 with recommended strategy for PXO program**

13



Pedestrian Crossovers in Hamilton - YouTube.url

14

Thank-you

Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Pedestrian Crossing Treatments – Update to the Ontario Traffic Manual**

Report Number IDE 17-32

Recommendation

1. That the City of Guelph adopt the installation warrants for the Level 2 Pedestrian Crossover as outlined in Report 17-32 dated March 6, 2017.
2. That staff be directed to report back to Council in the third quarter of 2017 with a comprehensive report recommending an implementation strategy with the following integral components for a Pedestrian Crossover Program:
 - Communication Plan (Public Education and Outreach)
 - Implementation priority list of locations
 - Program to monitor compliance and pedestrian safety
 - Financial implications based upon an assessment of each recommended location

Executive Summary

Purpose of Report

To provide information and seek Council approval regarding new pedestrian crossing treatments under the category of a Level 2 Pedestrian Crossover that is now permitted for use through an amendment to the Highway Traffic Act and the recent update to Ontario Traffic Manual - Book 15 referencing the new pedestrian crossing treatments.

Key Findings

The new Level 2 Pedestrian Crossover treatments consist of a defined set of roadside signs and pavement markings which form a new passive treatment to provide pedestrians the right-of-way when crossing the roadway where the treatment is installed. Warrants for these treatments have been expanded to allow for pedestrian right-of-way on more road types and traffic conditions, including at roundabouts. At all Pedestrian Crossovers, drivers are required to yield the right-of-way when a pedestrian is at such crossing and has the intent to cross the roadway.

Financial Implications

There are no financial implications associated with this report. However, it should be noted that the range in cost for the installation of Level 2 Type B, C, and D Pedestrian Crossovers is \$20,000 to \$50,000 depending on the type selected and if additional roadwork is required e.g. curb depressions, roadway lighting.

Report

1.0 Background

The Ministry of Transportation, Ontario issued a new regulation (402/15) under the Highway Traffic Act, effective January 1, 2016 which established a new traffic control device called a Level 2 Pedestrian Crossover. This new traffic control device consists of three new variations of the original Pedestrian Crossover, now named a Level 1 Type A Pedestrian Crossover that was previously used throughout the Province. Please refer to Attachment 1, for a graphic depiction of a typical design of a Level 1 Type A Pedestrian Crossover.

In the City of Guelph, as in many other municipalities, there are long stretches of roadways that exist today without convenient pedestrian crossing control points. This deficiency is primarily created by a lack of pedestrian control devices to serve the various ranges of pedestrian crossing demand observed throughout the road network. The three new crossing treatments under the category of a Level 2 Pedestrian Crossover will allow pedestrians to cross the road under a greater number of conditions. This provides municipalities with a more cost effective solution in enhancing overall roadway safety and aligns with the many initiatives and goals identified in various master plans in making the City of Guelph a more walkable community.

Prior to January, 2016, only stop signs, yield signs, traffic signals, adult school crossing guards and traditional pedestrian crossovers were available for municipalities in Ontario to provide pedestrian crossing control.

In the 1990's, to address the need to enhance pedestrian mobility, roadway agencies requested that the Ministry of Transportation of Ontario modify traffic signal standards and warrant methodologies to allow for the adoption of new sub-versions of traffic signals. These new sub-versions that were adopted were Intersection Pedestrian Signals and Midblock Pedestrian Signals. In addition there was a need to provide an alternative to the traditional Pedestrian Crossover sign, now legally named the Level 1 Type A Pedestrian Crossover. Similar to all other traffic control devices, warrant criteria was established to help manage the implementation of these new devices and strike a balance between motorists and pedestrian needs. The Intersection Pedestrian Signals and Midblock Pedestrian Signals adopted the Pedestrian Crossover warrant guidelines that suggested that these devices would be appropriate when 200 or more pedestrians (or equivalent e.g. 100 children or mobility challenged pedestrians or more) crossed a road over 8 hours in a typical day and where approximately 38% of the pedestrians or more experienced a minimum of 10 second delay.

2.0 New Level 2 Pedestrian Crossover

Despite the introduction of new traffic control devices in the 1990's to enhance pedestrian mobility, there was still a need to address locations of crossing demand with low pedestrian volumes. In technical terms, the need can be described as locations that experience less than 200 crossing pedestrians over an 8-hour period of a typical weekday. Since 2009, staff from a number of municipalities and the Ministry of Transportation of Ontario worked collaboratively to develop new proposed guidelines and regulations for the use of a new pedestrian traffic control device now called a Level 2 Pedestrian Crossover. The proposed Level 2 Pedestrian Crossovers are a defined set of roadside signs and pavement markings. Typical layouts from the applicable Regulation governing the configuration of the Level 2 Pedestrian Crossovers are attached as Attachments 2, 3 and 4.

3.0 Statutory Requirements

The Highway Traffic Act regulates the use of the Level 2 Pedestrian Crossover to roadways with a posted speed limit of 60 km/h or under. Motorists approaching a Level 2 Pedestrian Crossover shall stop before entering a crossover when a pedestrian is crossing the roadway within a pedestrian crossover, shall not overtake another vehicle already stopped at a crossover, and shall not proceed into the crossover until the pedestrian is no longer in the roadway. The driver of any vehicle approaching another vehicle from the rear shall not pass another vehicle within 30 meters of a crossover. A pedestrian shall not leave the curb or place of safety at a pedestrian crossover and walk, run or move into the path of a vehicle that is so close that it is impractical for the driver to stop. In summary, the legislation has been developed such that the legal responsibility is assigned to both motorist and pedestrian.

4.0 Installation Warrants

4.1 Intersection and Midblock Locations

Similar to all other traffic control devices, installation warrants/guidelines will be followed to determine when and where Level 2 Pedestrian Crossovers may be considered. The following warrants/guidelines are intended to be used by staff to assist in considering appropriate Level 2 Pedestrian Crossover Locations for intersection and midblock locations.

- Appropriate pedestrian and vehicle volumes or the ability to address a need for pedestrian connectivity;
- Pedestrian facilities on both sides of the road which are maintained in the winter;
- Appropriate sight lines;
- Not within 200 meters of another crossing control treatment (unless pedestrian and vehicle volumes are high and there is a requirement for system connectivity or the location is on a pedestrian desire line);
- Accessibility for Ontarians with Disabilities Act compliant curb and sidewalk depressions at the crossing;
- Posted Speed equal to or less than 60 km/h; and
- All above subject to an assessment using engineering judgement.

4.2 Roundabout Locations

The City of Guelph provide pedestrians the right-of-way at roundabouts using “Yield to Pedestrian” signs. Staff, as part of developing a Pedestrian Crossover Program, would include the replacement of all existing “Yield to Pedestrian” signs with Level 2 Pedestrian Crossover signs to stay consistent in moving forward with the use of the new traffic control. Posted speed limits that exceed 60 km/h would have to be reduced to 60 km/h on approaches to roundabouts in order to legally operate a Level 2 Pedestrian Crossover.

5.0 Optional Level 2 Pedestrian Crossover Treatments

Level 2 Pedestrian Crossovers may be supplemented with optional treatments that include:

- Overhead sign; and
- Rapid Rectangular Flashing Beacon

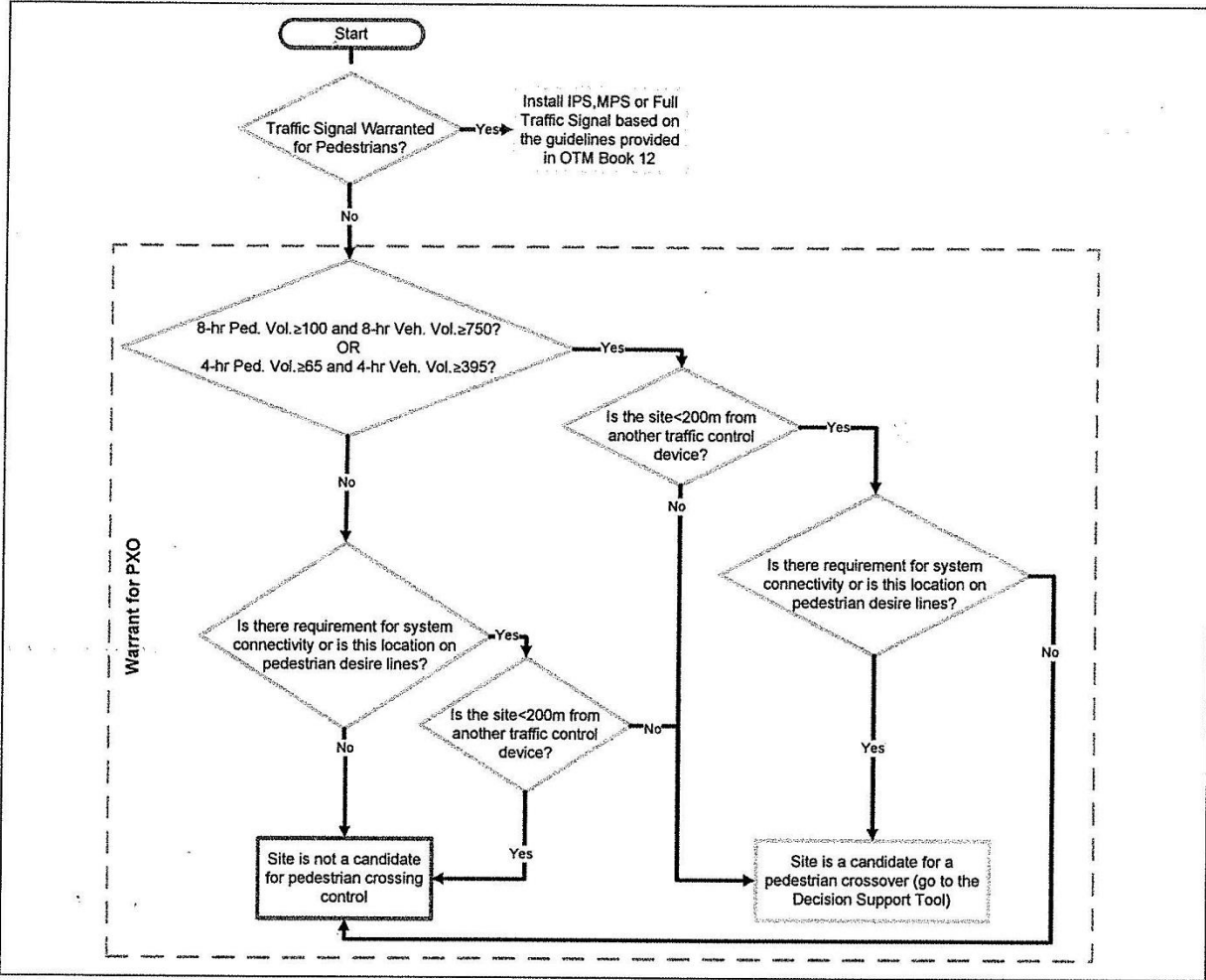
Guidelines have been established within Ontario Traffic Manual Book - 15 to provide municipalities guidance regarding when an overhead sign or an Rapid Rectangular Flashing Beacon is suggested to be used at a Level 2 Pedestrian Crossover. A Rapid Rectangular Flashing Beacon and the use of overhead signage is illustrated in Attachment 2. The Rapid Rectangular Flashing Beacon flashes at a high frequency similar to a police or ambulance strobe.

6.0 Screening and Selection Process

Ontario Traffic Manual – Book 15 provides a Decision Support Tool which includes two components. (1) Preliminary Assessment, and (2) Pedestrian Crossing Control Selection. The preliminary assessment is used to check whether a location is a candidate site for a pedestrian crossing control, whether it’s warranted or not, and then the pedestrian crossing selection assists municipalities to choose an appropriate pedestrian crossing treatment system for the site being studied. Figure 1 reflects the Decision Support Tool – Preliminary Assessment Flow Chart, while Table 1 displays the Decision Support Tool – Pedestrian Crossing Control Selection Matrix.

The selection of an appropriate Pedestrian Crossover Treatment (i.e. Type A, B, C, or D) is determined based on the Pedestrian Crossover Selection Matrix as shown in Table 2.

Figure 1 - Decision Support Tool - Preliminary Assessment Flow Chart



In completing the process identified in Figure 1, the following elements are applied:

- Eight hour volumes are used for urban areas, and four hour volumes will be used for rural areas.
- Assisted pedestrians include children under the age of 12, seniors and those disabled with or without assistance will count as two persons.

Table 1 – Decision Support Tool - Pedestrian Crossing Control Selection Matrix

Type of Crossing	Treatment System	Mid-block	Intersection	Roundabout	Right-turn Channel
Traffic Signal	Full Signal		•		
	Intersection Pedestrian Signal		•		
	Mid-block Pedestrian Signal	•			
Pedestrian Crossover	Level 1 Type A	•	•		
	Level 2 Type B	•	•	•	
	Level 2 Type C	•	•	•	
	Level 2 Type D	•	•	•	•
Stop or Yield Control			•		•
Crossing Guard		•	•	•	•

Table 2 – Pedestrian Crossover Selection Matrix

Two-way Vehicular Volume			Posted Speed Limit (km/h)	Total Number of Lanes for the Roadway Cross Section ¹			
Time Period	Lower Bound	Upper Bound		1 or 2 Lanes	3 lanes	4 lanes w/raised refuge	4 lanes w/o raised refuge
8 Hour	750	2,250	≤50	Level 2 Type D	Level 2 Type C ²	Level 2 Type D ²	Level 2 Type B
4 Hour	395	1,185					
8 Hour	750	2,250	60	Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
4 Hour	395	1,185					
8 Hour	2,250	4,500	≤50	Level 2 Type D	Level 2 Type B	Level 2 Type D ²	Level 2 Type B
4 Hour	1,185	2,370					
8 Hour	2,250	4,500	60	Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
4 Hour	1,185	2,370					
8 Hour	4,500	6,000	≤50	Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
4 Hour	2,370	3,155					
8 Hour	4,500	6,000	60	Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
4 Hour	2,370	3,155					
8 Hour	6,000	7,500	≤50	Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 1 Type A
4 Hour	3,155	3,950					
8 Hour	6,000	7,500	60	Level 2 Type B	Level 2 Type B		
4 Hour	3,155	3,950					
8 Hour	7,500	17,500	≤50	Level 2 Type B	Level 2 Type B		
4 Hour	3,950	9,215					
8 Hour	7,500	17,500	60	Level 2 Type B			
4 Hour	3,950	9,215					

Type A
 Type B
 Type C
 Type D

Approaches to roundabouts should be considered a separate roadways.

¹The total number of lanes is representative of crossing distance. The width of these lanes is assumed to be between 3.0 m and 3.75 m according to MTO Geometric Design Standards for Ontario Highways (Chapter D.2). A cross sectional feature (e.g. bike lane or on-street parking) may extend the average crossing distance beyond this range of lane widths.

²Use of two sets of side mounted signs for each direction (one on the right side and one on the median)

³Use Level 2 Type B PXD up to 3 lanes total, cross section one-way.

The hatched cells in this table show that a PXD is not recommended for sites with these traffic and geometric conditions. Generally a traffic signal is warranted for such conditions.

The matrix above (Table 2) has been developed based upon the following criteria:

- Application of Pedestrian Crossovers is limited to road segments with a Posted Speed equal to or less than 60 km/h;
- A Pedestrian Crossover can be installed on roadways with a maximum of 4 lanes;
- Vehicular traffic volumes are collected during the 8 or 4 hours with the highest pedestrian volumes;
- A pedestrian Crossover must not be used where road volumes exceeds 35,000 Annual Average Daily Traffic; and
- Not within 200 meters of another crossing control treatment (unless pedestrian and vehicle volumes are high and there is a requirement for system connectivity or the location is on a pedestrian desire line).

As a result of the criteria used to create the Matrix, four variables are used to select the type of Pedestrian Crossover treatment for the site under study:

- 8 hour (urban) or 4 hour (rural) two way vehicle volume of the roadway at the location of the crosswalk;
- Posted speed limit of the roadway;
- Total number of lanes for the entire roadway cross section; and
- Presence of a raised pedestrian refuge (i.e. refuge island or median)

7.0 Next Steps

In order for the implementation of a Pedestrian Crossover Program to be successful and sustainable staff propose to report back to Council in the third quarter of 2017 with a comprehensive report recommending an implementation strategy with the following integral components for a Pedestrian Crossover Program:

- Communication Plan (Public Education and Outreach)
- Implementation priority list of locations
- Program to monitor compliance and pedestrian safety
- Financial implications based upon an assessment of each recommended location

Financial Implications

There are no financial implications associated with this report. However, it should be noted that the range in cost for the installation of Level 2 Type B, C, and D Pedestrian Crossovers is \$20,000 to \$50,000 depending on the Pedestrian Crossing type selected and if additional roadwork is required such as curb depressions, roadway lighting.

Consultations

As part of the development of the implementation strategy, a communications plan will be developed with Public Works staff on the development installation and maintenance standards; and Guelph Police Services from a location and compliance perspective.

Corporate Administrative Plan

Overarching Goals

Innovation

Financial Stability

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Our People- Building a great community together

Our Resources - A solid foundation for a growing city

Attachments

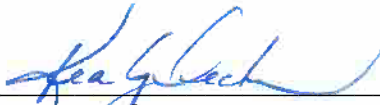
ATT-1 Level 1 Type A Pedestrian Crossover
ATT-2 Level 2 Type B Pedestrian Crossover
ATT-3 Level 2 Type C Pedestrian Crossover
ATT-4 Level 2 Type D Pedestrian Crossover

Departmental Approval

Kealy Dedman, P.Eng.,
General Manager/City Engineer

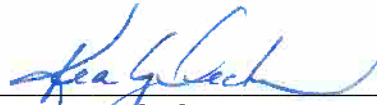
Report Author

Allister McIlveen
Manager, Transportation Services



Approved By

Kealy Dedman, P.Eng.
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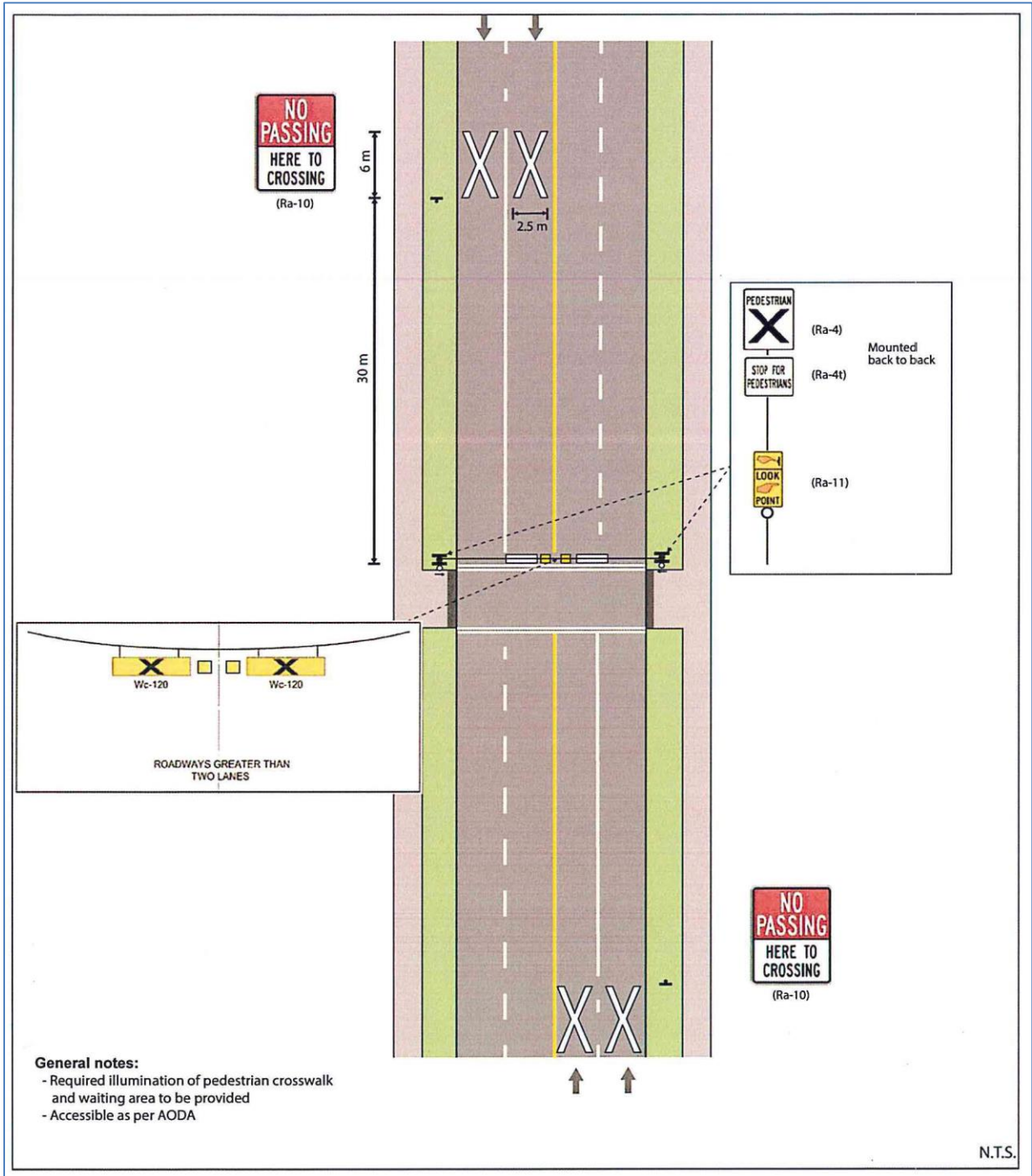


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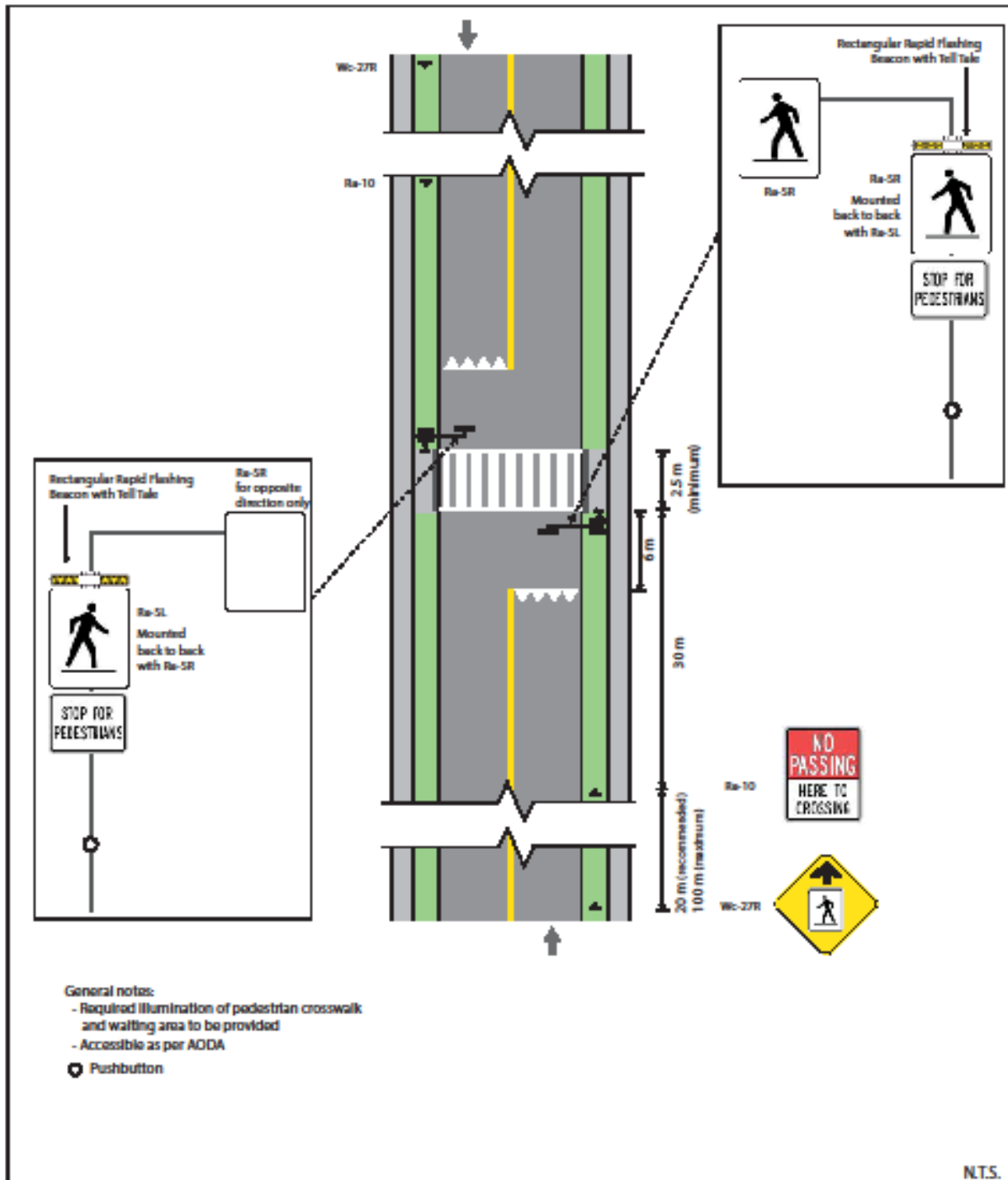
Attachment 1

Level 1 Type A Pedestrian Crossover



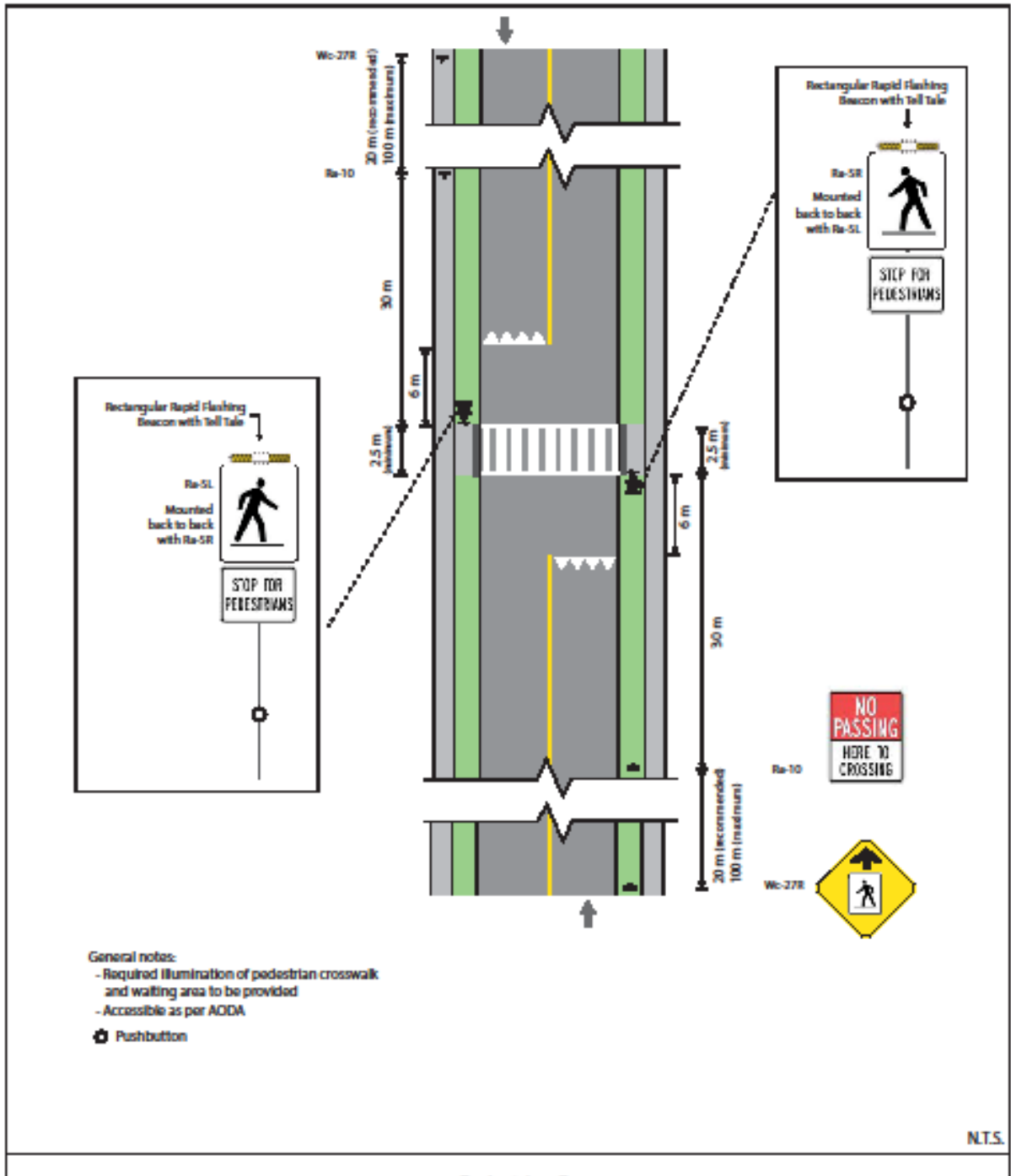
Attachment 2

Level 2 Type B Pedestrian Crossover



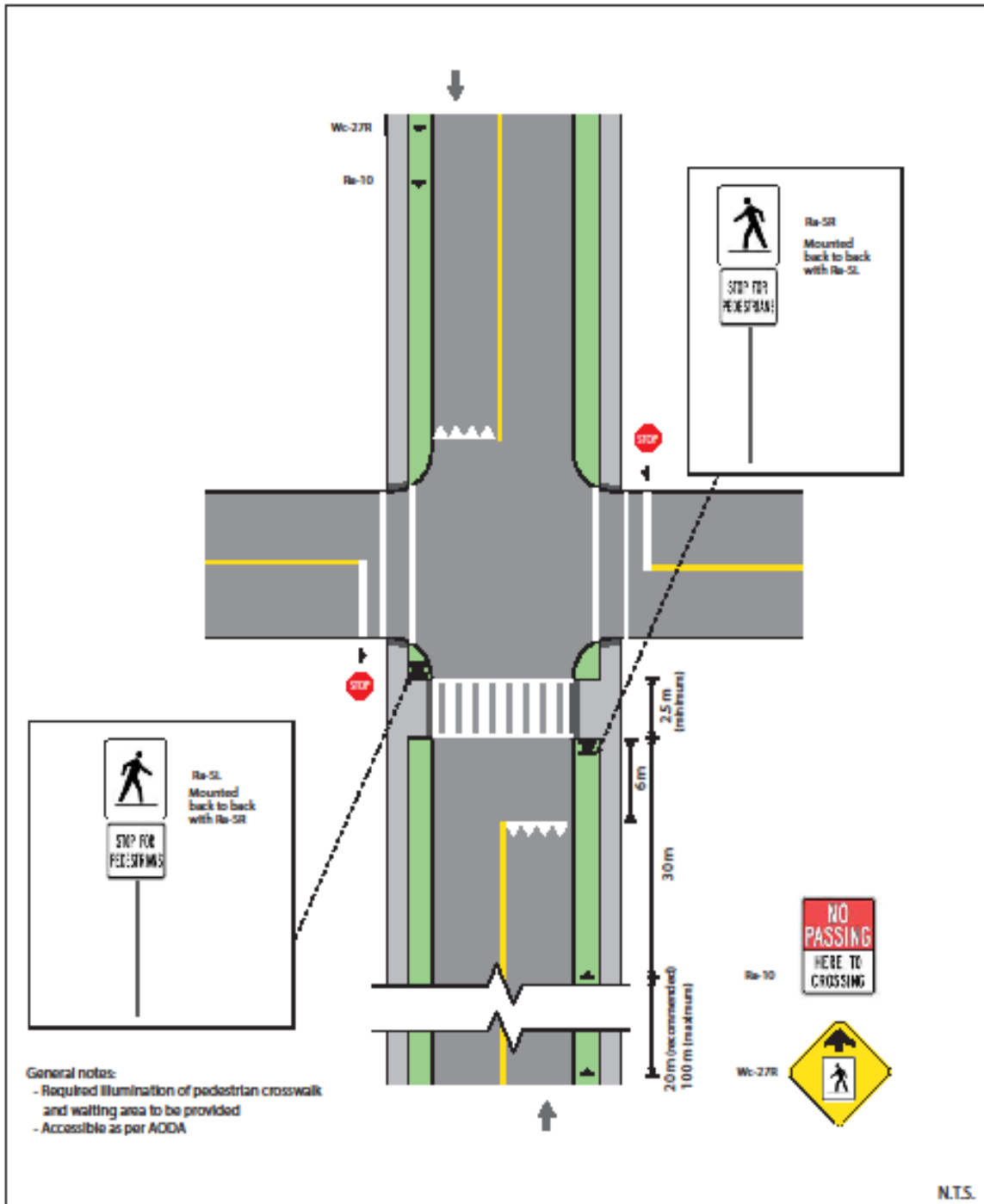
Attachment 3

Level 2 Type C Pedestrian Crossover



Attachment 4

Level 2 Type D Pedestrian Crossover



Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Delegation of Authority for Infrastructure, Development and Enterprise Services**

Report Number 17-23

Recommendation

1. That pursuant to Section 23(1) of the Municipal Act, By-law (2013)-19529 be amended by adding Schedule "EE" to provide staff the authority to approve successful bids where the procurement is budgeted but does not have specific approvals, as set out in Attachment 1 hereto.
2. That pursuant to Section 23(1) of the Municipal Act, By-law (2013)-19529 be amended by adding Schedule "FF" to provide staff the authority to Appoint Risk Management Officials (RMOs) and Risk Management Inspectors (RMIs), as set out in Attachment 2 hereto.
3. That pursuant to Section 23(1) of the Municipal Act, By-law (2013)-19529 be amended by adding Schedule "GG" to provide staff the authority for variances to the Sign By-law, as set out in Attachment 3 hereto.
4. That pursuant to Section 23(1) of the Municipal Act, By-law (2013)-19529 be amended by adding Schedule "HH" to provide staff the authority for residential demolition permits as set out in Attachment 4 hereto.

Executive Summary

Purpose of Report

In 2010, City Council passed a by-law to delegate authority to approve several routine administrative matters. At that time, staff had indicated that they would continue to look for opportunities for Council to delegate other minor approval making authority.

Key Findings

1. Contract Award (Approving Successful Bids). To streamline the procurement process for projects with approved funding through multiple funding sources, staff is seeking delegated authority for the DCAO and Treasurer to approve contract awards for projects in excess of \$1,500,000 to be consistent with the current process for similar procurements under \$1,500,000.

2. To streamline the appointment process for appointing Risk Management Officials (RMOs) and Risk Management Inspectors (RMIs) under the Clean Water Act, 2006, staff is seeking delegated authority for the DCAO to appoint RMOs and RMIs. Other Ontario Municipalities use delegation of authority to appoint staff in such positions.
3. Sign By-law Variances. Over the past 10 years, 54 of 56 Sign By-law Variances have been approved by Council in accordance with staff's recommendations. Other Ontario Municipalities use delegation of authority to process Sign By-law variances.
4. Demolition Control for Residential Properties. Over the past five years, 70 residential demolition permits have been approved by Council in accordance with staff's recommendations. Other Ontario Municipalities use Delegation of Authority to process demolition permits related to residential properties.

Financial Implications:

1. None.
2. None.
3. None.
4. Public Notice sign creation and installation by staff.

Report

This report is intended to deal with the delegation of routine administrative matters which are of a minor nature, and which would contribute to the efficient management of the City while still adhering to the principles of accountability and transparency.

The area of delegation includes authority to approve:

1. Contract Award (Approving Successful Bids)

Under the City of Guelph Purchasing Policy and By-law (2014) – 19771, Section 4.5.i.1., a single procurement in excess of \$1,500,000 that is budgeted but does not have specific approval requires Council approval. In these cases, the project funding has been secured through multiple funding sources identified in Council approved budgets, however the combined total amount and overall project has not been specifically identified through the budget. The additional step of seeking Council approval can delay procurement and therefore delay project timelines.

An example of the situation described often occurs for road reconstruction projects which can exceed the \$1,500,000 threshold and are funding through multiple funding sources or budgets including tax, development charges, water, wastewater and stormwater rates. While a project for each asset class has been approved through separate budgets, the overall budget for the project has not been

specifically approved and therefore requires additional Council approval to award the procurement.

To streamline the procurement process for projects with approved funding through multiple funding sources, staff is seeking delegated authority for the DCAO and Treasurer to approve contract awards for projects in excess of \$1,500,000 to be consistent with the current process for similar procurements under \$1,500,000.

The advantages of this approach are:

- Less items on Council agendas and reduced workload for the Clerk's office;
- More efficient use of staff time as less time is spent in preparing detailed Council reports, circulating through the IDE reporting structure and attending Committee/Council meetings.

This will also gain approximately 3-4 weeks of construction time in an already limited construction season.

Attachment 1, a proposed schedule to amend the Delegation of Authority By-law, has been prepared in the standard format, and provides for conditions, limitations and annual reporting requirements.

It is noted that the Finance department intend to update the current City Purchasing Bylaw late in 2017. Amendments to that by-law, as well as ongoing improvements to the budget process, may also address the current procurement issues for projects over \$1.5 million.

2. Risk Management Official (RMO) and Risk Management Inspector (RMI) under the Clean Water Act, 2006

Under Section 47 of the Clean Water Act, 2006 (CWA), Council is responsible for the enforcement of Part 4 of the Act. Among the many responsibilities under the CWA, Council is also required to appoint the RMO and RMI.

Several municipalities have chosen to delegate authority of the appointment process to senior staff members to eliminate the need of returning to Council for successive appointments. Staff is recommending that delegated authority be assigned to the Deputy CAO, Infrastructure, Development and Enterprise.

The advantages of this approach are:

- Less items on Council agendas and reduced workload for the Clerk's office;
- More efficient use of staff time as less time is spent in preparing detailed Council reports, circulating through the IDE reporting structure and attending Committee/Council meetings.

Attachment 2, a proposed schedule to amend the Delegation of Authority By-law, has been prepared in the standard format, and provides for conditions, limitations and annual reporting requirements.

3. Sign By-law Variances

In the last 10 years, Building Services has processed 56 Sign By-law Variance applications with the resulting reports being sent to Council for a decision. Historically, City Council has supported all of the sign variance recommendations brought forward by staff for the last 10 years except for one. This one instance had Council approving a variance when staff recommended refusal. Staff are aware of one other occasion where Council added a condition with respect to lighting but otherwise the recommendations were supported without change.

A review of eleven Ontario municipalities has found that all of them use delegation of authority to process Sign Variances. This authority has been delegated in four different ways. The Committee of Adjustment, a Sign Variance Committee, a staff committee with delegated authority to senior staff and delegated authority to a director are the four methods. Staff is recommending using a staff committee with delegated authority to the General Manager of Planning, Urban Design and Building Services. Burlington, Milton and Richmond Hill utilize this approach.

The advantages of this approach are:

- Greatly improved customer service as response times for decisions could be made in two weeks versus the current eight to ten week process;
- Less items on Council agendas and reduced workload for the Clerk's office;
- More efficient use of staff time as less time is spent in preparing detailed Council reports, circulating through the IDE reporting structure and attending Committee/Council meetings;
- Reduction of illegal sign installations (currently many owners erect the sign at their own risk as they don't want to wait for Council approval, the City does not prosecute these offences once a variance application has been made).

There do not appear to be any disadvantages with this approach.

It is not recommended that authority to refuse a variance application be delegated to the General Manager. If the variance is not supported by the General Manager, then the applicant will retain the opportunity to seek the required variance from City Council.

Attachment 3, a proposed schedule to amend the Delegation of Authority By-law, has been prepared in the standard format, and provides for conditions, limitations and annual reporting requirements.

4. Demolition Control for Residential Properties

Demolition Control By-law No. (1988)-12922 (consolidation) states that "...no person shall demolish or otherwise remove the whole or any part of any residential property within the City of Guelph unless that person is the holder of a demolition permit issued for that residential property by the Council for the Corporation of the City of Guelph...". In order to demolish any part of a residential property, there is a requirement for a staff report and approval by City Council. The five year average for residential demolition permits and associated Council reports is fourteen. A review of Ontario municipalities has found that the majority use delegation of authority to process demolition permits regulated by a demolition control by-law. This authority has been typically delegated to a General Manager or a Chief Building Official. Staff is recommending that delegated authority be assigned to the General Manager of Planning, Urban Design and Building Services.

Historically, City Council has supported every demolition recommendation brought forward by staff for the last five years.

The advantages of this approach are:

- Greatly improved customer service as response times for decisions would be made in two weeks (or less in the case of an unsafe building) versus the current eight to ten week process;
- Less items on Council agendas and reduced workload for the Clerk's office;
- More efficient use of staff time as less time is spent in preparing detailed Council reports, circulating through the IDE reporting structure and attending Committee/Council meetings;
- Much quicker response to unsafe situations where a fire or other unforeseen event has caused a building to become a hazard;
- Less cost to the property owner to erect interim protection while awaiting the Council decision in the case of an unsafe building;
- Staff internal review process will ensure that the purpose of the demolition control by-law is maintained and that there will not be unnecessary loss of residential buildings.

There do not appear to be any disadvantages with this approach.

With respect to public notice, Building Services staff are presently erecting a sign on the property where a demolition permit for a residential building has been applied for to advise the public of the proposed demolition. A review of other municipalities found that Guelph is one of the few posting a sign. This is not required by legislation and is only a courtesy notice but staff are recommending that this practice be continued. Staff will also implement a practice of notifying the Ward Councillors of receipt of a residential demolition permit application in case there are any constituent questions upon the posting of the courtesy notification sign.

It is not recommended that authority to refuse an application to demolish be delegated to the General Manager. If the demolition is not supported by the General Manager, then the applicant will retain the opportunity to seek the required permission from City Council.

It is not recommended that approval authority be delegated to the General Manager if the building is listed (non-designated) on the Municipal Register of Cultural Heritage Properties or designated under Part IV or V of the Ontario Heritage Act. Council will retain the authority to consider the request to demolish these buildings.

Attachment 4, a proposed schedule to amend the Delegation of Authority By-law, has been prepared in the standard format, and provides for conditions, limitations and annual reporting requirements.

Financial Implications

1. None.
2. None.
3. None.
4. Public notice sign creation and installation by staff.

Consultations

Tina Agnello, Deputy City Clerk
Dolores Black, Council Committee Coordinator

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1	Schedule for delegation of Contract Award (Approving Successful Bids)
ATT-2	Schedule for delegation of RMOs and RMIs
ATT-3	Schedule for delegation of Sign By-law Variances
ATT-4	Schedule for delegation of Demolition Control for Residential Properties

Departmental Approval

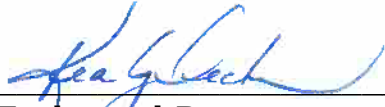
James Krauter, Acting City Treasurer

Report Authors

Rob Reynen, Chief Building Official

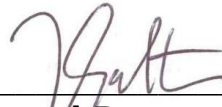
Peter Rider, Risk Management Official

Kealy Dedman, General Manager/City Engineer



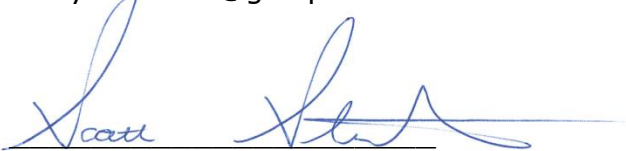
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Attachment 1

Being New Schedule "EE" To By-law (2013)-19529

Delegation of Authority to Award Contracts (Approving Successful Bids)

Power to be Delegated	Authority to approve successful bids where the procurement is budgeted but does not have specific approval.
Reasons in Support of Delegation	<ul style="list-style-type: none">• Contributes to the efficient management of the City of Guelph.• Meets the need to implement work in a timely fashion.• Maintains accountability through conditions, limitations and reporting requirements.
Delegate(s)	The following staff or their successors thereof; <ul style="list-style-type: none">• City Treasurer and DCAO for relevant service area• Persons who are appointed by the City Treasurer and DCAO or selected from time to time by the City Treasurer and DCAO to act in the capacity of the delegates in the delegate's absence
Council to Retain Power	No
Conditions and Limitations	Successful bids approved must meet all conditions of Purchasing Bylaw (2014) - 17791
Review of Decision	N/A
Reporting Requirements	Annual information report for successful bid approval authorized pursuant to this delegation of authority

Attachment 2

Being New Schedule "FF" To By-law (2013)-19529

Delegation of Authority to Appoint Risk Management Official and Risk Management Inspector (RMO and RMI)

Power to be Delegated	Authority to approve appointments of RMOs and RMIs by the Deputy CAO for relevant service area.
Reasons in Support of Delegation	<ul style="list-style-type: none">• Contributes to the efficient management of the City of Guelph;• Less items on Council agendas and reduced workload for the Clerk's office;• More efficient use of staff time as less time is spent in preparing detailed Council reports and circulating through the IDE reporting structure and attending Council meetings;• Meets the need to implement work in a timely fashion;• Maintains accountability through conditions, limitations and reporting requirements.
Delegate(s)	The following staff or their successors thereof: <ul style="list-style-type: none">• The DCAO, Infrastructure, Development and Enterprise; their designate or their successor thereto.• A person who is appointed by the DCAO to act in the capacity of the delegate in the delegate's absence.
Council to Retain Power	No
Conditions and Limitations	Must conform to the Clean Water Act, 2006 and associated Regulations as amended.
Review of Decision	N/A
Reporting Requirements	Annual information report for number of appointments authorized pursuant to this delegation of authority.

**Attachment 3
Being New Schedule "GG"
To By-law (2013)-19529**

Delegation of Authority to Approve Sign By-law Variances

Power to be Delegated	Authority to approve Sign By-law Variances
Reasons in Support of Delegation	<ul style="list-style-type: none">• Improved customer service as response times for decisions could be made in two weeks versus the current eight to ten week process;• Less items on Council agendas and reduced workload for the Clerk's office;• More efficient use of staff time as less time is spent in preparing detailed Council reports and circulating through the IDE reporting structure and attending Council meetings;• Reduction of illegal sign installations.
Delegate(s)	<p>The following staff or their successors thereof:</p> <ul style="list-style-type: none">• General Manager of Planning, Urban Design and Building Services, their designate or their successor thereto.• A person who is appointed by the General Manager of Planning, Urban Design and Building Services, or selected from time to time by the General Manager of Planning, Urban Design and Building Services, to act in the capacity of the delegate in the delegate's absence.
Council to Retain Power	Council is to retain the power to refuse or approve applications not approved by the General Manager of Planning, Urban Design and Building Services.
Conditions and Limitations	Sign By-law variance fee has been paid with the required drawings submitted for review.
Review of Decision	If the variance is not recommended for approval by the General Manager of Planning, Urban Design and Building Services, the applicant may request the variance be brought to Council for a decision.
Reporting Requirements	Annual information report for number of sign by-law variances pursuant to this delegation of authority.

**Attachment 4
Being New Schedule "HH"
To By-law Number (2013)-19529**

Delegation of Authority to Approve Residential Demolition Permits

Power to be Delegated	Authority to approve residential demolition permits
Reasons in Support of Delegation	<ul style="list-style-type: none">• Improved customer service as response times for decisions would be made in two weeks (or less in the case of an unsafe building) versus the current eight to ten week process;• Less items on Council agendas and reduced workload for the Clerk's office;• More efficient use of staff time as less time is spent in preparing detailed Council reports and circulating through the IDE reporting structure and attending Council meetings;• More timely response to unsafe situations where a fire or other unforeseen event has caused a building to become a hazard;• Less cost to the property owner to erect interim protection while awaiting the Council decision in the case of an unsafe building.
Delegate(s)	<p>The following staff or their successors thereof:</p> <ul style="list-style-type: none">• General Manager of Planning, Urban Design and Building Services, their designate or their successor thereto.• A person who is appointed by the General Manager of Planning, Urban Design and Building Services, or selected from time to time by the General Manager of Planning, Urban Design and Building Services, to act in the capacity of the delegate in the delegate's absence.
Council to Retain Power	Council is to retain the power to refuse or approve applications if not approved by the General Manager. In addition, Council is to retain approval authority with respect to buildings listed (non-designated) on the Municipal Register of Cultural Heritage Properties or designated under Part IV or V of the Ontario Heritage Act.
Conditions and Limitations	Demolition permit fee has been paid with the required information submitted for review.
Review of Decision	If the General Manager of Planning, Urban Design and Building Services does not support the demolition, the applicant may request the matter be brought to Council for a decision.

**Reporting
Requirements**

Annual information report for number of residential demolition permits pursuant to this delegation of authority.

Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, March 6, 2017

Subject **Outstanding Motions of Committee of the Whole
(Infrastructure, Development and Enterprise)**

Report Number IDE 17-33

Recommendation

1. That the following motion, previously passed by Council, be eliminated from staff work plans and from the outstanding motion list:

April 20, 2016 Special Council

2016 Development Priorities Plan

That Council direct staff to investigate and report back on the most effective way to quantify the cost of growth.

Executive Summary

Purpose of Report

To advise the Committee of the Whole (Infrastructure, Development and Enterprise) the status of all outstanding Committee resolutions, and to advise the Committee if there are any outstanding resolutions that may no longer be of community and Council interest.

Key Findings

Staff are continuing to plan work required to address outstanding motions previously passed by the Committee. In some cases, motions previously passed may no longer be of community interest or have the same level of priority, based on more recent events or circumstances.

Financial Implications

N/A

Report

For some time, with input from the City Clerk's Office, a record of outstanding motions of Committee has been maintained. The Executive Team has decided to bring to each Committee of Council a biannual update of all outstanding motions. The biannual report may include recommendations, where appropriate, to eliminate from the list any outstanding motions that may no longer be of priority to the Committee. The current report is the seventh biannual report and covers the period to the end of 2016 (see Attachment 1).

On April 20, 2016, in considering the 2016 Development Priorities Plan staff report, and related correspondence and delegation by a resident regarding the cost of growth, Council passed the following resolution:

That Council direct staff to investigate and report back on the most effective way to quantify the cost of growth.

The resident sent follow up correspondence to the City on November 1, 2016 as part of the City's 2017 budget process (see Attachment 2). On November 2, 2016, Deputy CAO of Corporate Services, sent an email to Council in response to the November 1, 2016 correspondence, and attached Report CS-2015-27 which was considered by the former Corporate Services Committee on May 4, 2015, and subsequently approved by Council on May 25, 2015 (see Attachment 3).

On the basis of November 2, 2016 Corporate Services communication to Council, and Report CS-2015-27, IDE and Corporate Services are of the opinion that no further action on the April 20, 2016 resolution is necessary and staff recommend that this motion be removed from the outstanding motions list. The next appropriate opportunity for a comprehensive assessment of the costs associated with growth will be through the next 5 Year Development Charge By-law review, which will be commencing later in 2017.

Financial Implications

N/A

Consultations

Dolores Black, Council Committee Coordinator
Jennifer Slater, Program Manager Information, Privacy and Elections
City Clerk's Office

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

- ATT-1 Infrastructure, Development and Enterprise - Council/Committee Outstanding Motions
- ATT-2 Copy of correspondence to the City dated November 1, 2016 as part of the City's 2017 budget process
- ATT-3 Copy of May 4, 2015 Staff Report to Corporate Services Committee (CS-2015-27)

Departmental Approval

Peter Cartwright, General Manager, Business Development and Enterprise;
Kealy Dedman, General Manager/City Engineer, Engineering and Capital Infrastructure Services;
Peter Busatto, General Manager, Environmental Services;
Todd Salter, General Manager, Planning, Urban Design and Building Services;
Mario Petricevic, General Manager, Facilities Management
James Krauter, Acting City Treasurer, General Manager of Finance, Manager of Taxation and Revenue



Approved By

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Infrastructure, Development and Enterprise
Council/Committee Outstanding Motions
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Date	Resolution	Contact	Report REQ'D? (Yes/No)	Status
Business Development and Enterprise:				
Dec 19 2016	Marketing Strategy for a Civic Tech Hub/Cluster That staff be directed to report back by Q2 2017 on a coordinated strategy (including Intergovernmental & Economic Development departments) for a specific marketing strategy to strengthen Guelph's Position as a Civic tech Hub/Cluster along the Innovative corridor.	Peter Cartwright Barb Maly	Yes	This initiative is "in progress". Intergovernmental Affairs is the lead, with Business Development and Enterprise providing support.
Dec.7, 2016 Council (Budget)	1. That \$700,000 for downtown parking metres be removed from the 2017 Capital Budget. 2. That staff report back on the timing of implementation once performance metrics have been put in place and measured.	Peter Cartwright	Yes	As per Council's direction, the \$700k has been removed from the 2017 Capital Budget. BDE is the lead on developing an RFP, with technical input provided by Engineering. The RFP is to be issued by early February and a contracted consultant to be on board by the end of the same month to assist with the development of performance metrics. This will allow time to develop the performance metrics and report back to Council by August.
July 18, 2016 Council	1. That Guelph City Council receive report IDE-BDE-1615 – 'Community Energy Initiative – City of Guelph Downtown and HCBP District Energy Business Case'. 2. That Guelph City Council directs staff to support Guelph Municipal Holdings Inc., in efforts to operate the Galt Downtown and HCBP District Energy Nodes "as-is", while further efficiencies are explored with GMHI. 3. That Guelph City Council directs staff to include in the Community Energy Initiative Update, which is to be presented for Council's consideration by no later than the end of Q1 2017, a City wide district energy business development strategy.	Peter Cartwright	Yes	Council report IDE-BDE-1615 – 'Community Energy Initiative – City of Guelph Downtown and HCBP District Energy Business Case' was received by Council. ENVIDA is currently continuing to operate the two DE nodes "as-is". Business Development and Enterprise has been assisting ENVIDA with its efforts to explore further efficiencies, which is reported to Council on a regular basis. The CEI Update is currently in progress. The CEI Task Force has been created and has met. Funding applications to support

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				<p>CEI Update efforts have been made to the Province and Federal governments, with commitments being received from the Province. The original schedule has been delayed due to external matters.</p> <p>The Q1 report will focus on updated baseline data and performance indicators. AN interim report will be provided at the end of Q2. The final report will be delayed until Q3.</p>
July 18, 2016 Council	<ol style="list-style-type: none"> 1. That Council receive report IDE-BDE-1611, dated July 5, 2016, titled "Process Recommendation for Identifying Potential Downtown City-owned Real Estate Partnerships", describing the procurement approach to engaging and identifying potential private sector partners in the development of city owned downtown real estate. 2. That Council endorses the Real Estate Partnership process as described in Page 9 July 18, 2016 Guelph City Council Meeting report IDE-BDE-1611. 3. That Council direct staff to include the downtown library project within the 10 year capital forecast for Council consideration during the 2017 budget process. 	Peter Cartwright	No	<p>Council received report IDE-BDE-1611.</p> <p>Council endorsed the Real Estate Partnership process as described in report IDE-BDE-1611.</p> <p>A Request for Information (RFI) was launched in December and included reference to the library project. The issuance of the RFI was delayed to allow for the inclusion of information provided by Cooperators concerning its interest to expand within the downtown.</p> <p>Staff have included the downtown library project within the 10 year capital forecast.</p>
June 7, 2016 IDE	<ol style="list-style-type: none"> 1. That Infrastructure, Development and Enterprise Report BDE IDE-BDE-1610, dated June 7, 2016 and titled "Parking Master Plan, Wilson Street Reconstruction and Parking Structure Project Update", be received. 2. That staff be directed to present the results and recommendation for the Wilson Parking Structure design-build RFP to Council for approval and award. 	Peter Cartwright Kealy Dedman	Yes	<p>Report -IDE-BDE-1610 was received by Council</p> <p>Four proposals were submitted at the end of August 2016. All were significantly over budget.</p> <p>Due to budget issues, the RFP was cancelled in October 2016, and Council was advised through</p>

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				<p>an Information Report.</p> <p>New re-scoped RFP has been issued (January 27th, 2017). Closing scheduled for March 10th, 2017.</p>
<p>May 24, 2016 Council</p>	<ol style="list-style-type: none"> 1. That Council receive the report IDE-BDE-1606 for information; and; 2. That Council direct staff to continue the development of GEERS with consideration to further identifying participants, an analysis of the costs and revenue related to administration, transaction costs and budget implications; and 3. That staff consider a full range of technologies in the implementation of GEERS; and 4. That staff consider increasing the number of participants in order to meet the goal of having the program substantially delivered by a third party or a consortium of community partners; and 5. That staff consider a staged implementation instead of a pilot that is performance based with measurable targets for moving forward through the stages possibly using pre and post energy audits; and 6. That funding of GEERS be considered through the 2017 budget process; and 7. That staff consider connections with provincial and federal emerging policies; and 8. That staff report back regarding how electric vehicle charging infrastructure might be facilitated through GEERS in residential homes; and 9. That staff report back to the Infrastructure, Development & Enterprise Committee no later than October 2016. 10. That staff be directed to include a revenue neutral option for the GEERS implementation when reporting back to the Infrastructure, Development & Enterprise Committee. 	<p>Peter Cartwright Rob Kerr</p>	<p>Yes – as part of the CEI Update Report</p>	<p>The proposed GEERS program is being addressed through the CEI Update process which as described in the status of the July 18, 2016 Council resolutions.</p>
<p>April 25, 2016 Council</p>	<ol style="list-style-type: none"> 1. That Council receive Report IDE-BDE-1604 entitled "Community Energy Initiative Update – Proposed Scope" for information. 2. THAT Council direct staff to provide a stand-alone, detailed formal report on the progress of the Community Energy Initiative (CEI) from inception in April 2007 to date that is consistent with format of previous and current (as described in this report IDE-BDE-1604) CEI reports. 3. That Council approve the establishment of a Community Energy Initiative update process that includes the following key principles as described in report IDE-BDE- 1604: <ul style="list-style-type: none"> ▪ Establishing a community-based advisory committee which will 	<p>Peter Cartwright</p>	<p>Yes, in consolidation with other CEI related matters</p>	<p>Staff report IDE-BDE-1612, which was presented to Council at its July 18th, 2016 meeting provided the requested CEI update for the period of April 2007 to 2016.</p> <p>The CEI Task Force's terms of reference has been presented to Council and reflects the principles that are identified in Resolution #3.</p>

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	<p>provide guidance, oversight and reporting to the community and to Council;</p> <ul style="list-style-type: none"> ▪ A reference to the most recent Community Energy Initiative activity, status and gap analysis report; ▪ Improved community engagement with a strong interaction with local stakeholders; ▪ Clarity on roles of Local Government, Local Government Agencies, and local stakeholders; ▪ Improved understanding of the local, regional and global transforming energy market; ▪ Reconfirmation of policy, program and regulation framework; ▪ Partnering with external third party advocacy and support groups such as, but not limited to Ontario Sustainable Energy Association and QUEST (Quality Urban Energy Systems of Tomorrow); ▪ Initiating rigorous analysis, reporting and oversight in support of developing acceptable baseline and targets and communicating measurable results; ▪ Update performance metrics which measure annual local performance, and measures such performance against benchmark communities; ▪ That key deliverables include rigorous business cases with net present value calculations and fully disclosed assumptions for projects. <p>4. That staff report back to Council with the results of the CEI update process described at key milestones as described in this report with a final report on the overall CEI process to be delivered no later than Q1 2017.</p> <p>5. That Council delegate authority to staff to make funding applications, subject to the joint approval of the Deputy CAO of Infrastructure, Development and Enterprise Services and the Deputy CAP of Corporate Service, to the Ontario Ministry of Energy's Municipal Energy Plan Program, and the Federation of Canadian Municipalities' Green Municipal Funds for supporting funds and other resources in support of the CEI Update process.</p>		Yes	<p>The CEI Task Force has been selected and is currently in effect. The Task Force members have been publically noted.</p> <p>Applications for funding support have been made to the Ontario Ministry of Energy and the Federation of Canadian Municipalities. Confirmation of funds has been received from the MOE. FCM will formally respond to our request in Q1 2017.</p> <p>A revised work plan has been developed to reflect current funding approvals. In summary BDE and the Task Force intend to provide the following information to Council:</p> <p>End of Q1 2017: Revised Community Baseline Revised Preliminary Targets Revised Preliminary Indicators</p> <p>End of Q2 2017: Sector specific target and indicator analysis.</p> <p>End of Q3 2017: Final Report will be presented to Committee.</p> <p>Regular Information Reports will also be provided to Council throughout 2017.</p>
Feb.22/16 Council	<p>1. That Report IDE-BDE-1601 titled "Parking Agreement with the Western Hotel Executive Suites Limited, 72 Macdonell St, Guelph", be received.</p> <p>2. That staff be directed to proceed with the finalization of a parking agreement as described in this report between The</p>	Ian Panabaker	No	<p>In progress.</p> <p>Agreement drafted and is planned to be executed in Q1 2017.</p>

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	Western Hotel Executive Suites Limited and the City of Guelph, subject to the satisfaction of the Deputy CAO, Infrastructure, Development and Enterprise and the City Solicitor, and that the Mayor and Clerk be authorized to execute the agreement.			Staff will advise Council via e-mail when the agreement has been executed and this matter completed.
Nov.25/15 Special Council	<ol style="list-style-type: none"> 1. That the presentation on the Downtown Secondary Plan - Baker Street Redevelopment, be received. 2. That staff be directed to develop a Downtown Implementation Strategy Framework for Council. 3. That staff be directed to develop an Investment /Market Sounding package for exploring and scoping the private sector's interest regarding the redevelopment of Baker Street and where feasible other downtown projects. 4. That staff be directed to report back to Council quarterly on the status of the Downtown Implementation Strategy Framework and the Baker Street Investment/Market Sounding. 5. That staff be directed to work with library staff throughout these processes. 	Ian Panabaker	Yes	<p>The status of the Baker Street Investment/Market Sounding is detailed in the update provided for the July 5, 2016 Council resolutions.</p> <p>A Council Workshop has been scheduled for February 16th, 2017 which will in great part address resolutions 2, 3 and 4.</p> <p>The library staff continues to be involved with both of these initiatives.</p>
Nov 23/15 Council	<p>Downtown Parking Master Plan</p> <ol style="list-style-type: none"> 1. That Council receive report #IDE-BDE-1510, titled "Downtown Parking Master Plan". 2. That staff be directed to implement Scenario #3 as described in report #IDE-BDE-1510. 3. That staff be directed to work with the Downtown Advisory Committee to develop metrics which will be used to measure and determine the effect and implementation of enhanced on-street parking management and customer service strategy within the downtown. 4. That staff be directed to implement a targeted community engagement process for the purpose of creating a periphery parking management system. 5. That staff be directed to provide annual progress reports regarding the implementation of the Parking Master Plan. 6. That staff be directed to explore and report back by Q2 2016 on current and alternative opportunities to maximize economies of scale/staging of downtown enterprise projects, beginning with the Wilson Street parkade and including analysis of available procurement methods that might advance innovative ways in delivering a quality designed and built structure(s). 	Peter Cartwright	Yes	<p>As described in the status of the Dec. 7, 2016 Council resolutions, BDE is the lead on developing an RFP, with technical input provided by Engineering to develop metrics for enhanced on-street parking. The RFP is to be issued by early February and a contracted consultant to be on board by the end of the same month to assist with the development of performance metrics. This will allow time to develop the performance metrics and report back to Council in August.</p> <p>With respect to reporting to Council, throughout 2016 staff provided the following updates on the status of the Downtown Parking Master Plan:</p> <p style="margin-left: 20px;">- <i>IDE-BDE-16-135 – 'Wilson Street Parking Structure – Contract #16-135 Update'</i>;</p>

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				<p>- IDE-BDE-1620 – <i>'Conclusion of Essex Street One-Year Pilot and Updated Downtown On-Street Temporary Use Policy.</i></p> <p>With respect to the status of the Wilson Street parkade, as provided in the update to the June 7, 2016 resolutions, four proposals were received and evaluated at the end of August 2016. All were significantly over budget.</p> <p>Due to budget issues, the RFP was cancelled in October 2016, and Council was advised through an Information Report</p> <p>New re-scoped RFP has been issued (January 27th, 2016). Closing scheduled for March 10th, 2017.</p>
July 28/14	<p>C-2014.39 Report of the CAFE– Hanlon Creek Business Park – Phase 3 Development Options That consideration of the Hanlon Creek Business Park Phase 3 development options be deferred until the General Manager of Economic Development reports back on the option of a 5 year extension to draft plan approval.</p>	Peter Cartwright	Yes	A draft business case has been prepared and provided to Finance for review in late Q4/16. Feedback is pending, and as a result this matter has been rescheduled to the March CoW meeting.
May 12, 2014	<p>That the General Manager of Economic Development be directed to explore with the Province of Ontario the creation of an updated Memorandum of Understanding to address an implementation strategy framework regarding the development of a Research and Development cluster and the redevelopment of the former Guelph Correctional Facility for the purposes described in Report 14–24.</p> <p>That the General Manager of Economic Development report back to Guelph City Council by no later than August 25, 2014 on the status of an updated Memorandum of Understanding.</p>	Peter Cartwright	Yes	<p>Report IDE-BDE-1622 – 'Guelph Innovation District Implementation Update' was presented to Council at its December 19th, 2016 meeting. Council approved the following resolution:</p> <p><i>'That Guelph City Council directs staff to implement Option 4 – Respond to the Expression of Interest (City/Provincial Collaboration) as described in Report IDE-BDE-1622 – Guelph</i></p>

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				<p><i>Innovation District – Implementation Update.</i></p> <p>Outreach to Provincial contacts, as described within the staff report has commenced.</p>
<p>April 28, 2014 Special Resolution</p>	<p>Moved by Councillor Findlay Seconded by Councillor Piper Whereas public urination continues to detract from the presentation of our downtown; and Whereas Council has approved the use of pissiors conditional on a permanent public washroom facility being available; and Whereas there are no permanent public washrooms in place or currently planned for that would service late night downtown activity; 1. That this resolution be forwarded to the Corporate Administration, Finance & Enterprise Committee for consideration. 2. Therefore be it resolved that the Downtown Renewal Office be charged with collaborating with downtown stakeholders to determine the most effective and timely manner to create a public washroom to serve downtown activity during all hours for the consideration of City Council. 3. That the Downtown Renewal Office present its recommendation by the end of Q3.</p>	<p>Ian Panabaker</p>	<p>Yes</p>	<p>BDE has been tasked by the Executive Team to develop a Downtown Implementation Strategy, which in part will address downtown operational matters. It is staff's intention to address these resolutions within this comprehensive framework and report back to Council through this process, which includes a Council Workshop in February 2017 and a final report and recommendations in Q4 – 2017.</p>
<p>Oct. 28/13 Council</p>	<p>1. That Downtown Renewal Report FIN-DR-13-03, "Downtown Entertainment District: Safe Semester Update", dated October 15, 2013, be received. 2. That the financial directions recommended in report FIN-DR-13-03 related to the continued financial support for the Safe Semester Project and to end further study of a Bar Stool Tax, October 15, 2013, be approved. 3. That a summary of full annual costs associated with late night downtown bars (policing and clean-up), be referred back to the Corporate Administration, Finance & Enterprise Committee. 4. That a request be made to the Guelph Police Services Board to provide the information.</p>	<p>Ian Panabaker</p>		<p>Motions 3 & 4 – BDE has been tasked by the Executive Team to develop a Downtown Implementation Strategy, which includes identifying downtown operational matters. It is staff's intention to address these resolutions within this comprehensive framework and report back to Council through this process, which includes a Council Workshop in February 2017 and a final report and recommendations in Q4 – 2017.</p>
<p>Dec 5 2013 Council Meeting</p>	<p>Main Motion 13 Whereas the Capital Renewal Reserve Fund is to be used for the exclusive purpose of financing capital assets identified in the City's strategic priorities and in accordance with the limitations set out in its policy;</p>			<p>As provided in Report IDE-BDE-1621 – '200 Beverly Street – IMICO – Memorandum of Understanding' was presented to Council, which approved the following resolutions: a) <i>'That</i></p>

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	<p>And whereas it may be utilized to leverage funding from other sources (such as grants or partnerships), to loan funds for a project which might otherwise require outside debt, or to provide bridge financing for an emergency infrastructure project; Be it resolved</p> <ol style="list-style-type: none"> 1. That an allocation of \$250,000 from the Capital Renewal Reserve Fund will be approved in principle to support the development of the IMICO site subject to the intention and conditions of the policy. 2. That the transfer of this allocation from the Capital Renewal Reserve Fund to a capital project will only be approved upon the acceptance of a business case including but not limited to the leveraging of funding from other sources. 3. That staff pursue applications under the eligible Brownfield components of the federal FCM Green Municipal Fund as potential matching funds for IMICO (200 Beverley) and other strategic property development needs. 4. That Finance and Enterprise staff conduct a comprehensive review of the City's strategic real estate needs and report back in Q2 2014 with a policy framework supporting the creation and administration of a Strategic Real Estate Reserve. 	<p>Peter Cartwright (Resolutions 1 & 3)</p> <p>CFO (Resolutions 2 & 4)</p> <p>Peter Cartwright (Resolutions 1 & 3)</p> <p>CFO (Resolutions 2 & 4)</p>	<p>Yes</p>	<p><i>Guelph City Council authorizes the Mayor to sign the Memorandum of Understanding; and b) 'That Guelph City Council authorizes the General Manager of Business Development and Enterprise to manage those matters relating to the City of Guelph's participation in the Memorandum of Understanding'</i></p> <ol style="list-style-type: none"> 1. Complete. 2. Complete. 3. In collaboration with the private party that is noted within this MOU, further detailed work is required to support applications to FCM. As site planning matters proceed with the private party, such applications will be addressed. 4. Outstanding.
Engineering and Capital Infrastructure Services:				
<p>Council Sept.26, 2016</p>	<ol style="list-style-type: none"> 1. That Downey Road remain classified as an arterial roadway. 2. That the preferred Downey Road traffic calming conceptual design as described in the report "Downey Road Transportation Improvement Study," dated September 6, 2016, be approved, in principle, and that staff report back on alternative types of traffic controls at Downey Road and Niska intersection. 3. That funds be allocated for a phased approach for design and construction options in the 2017 budget and forecast allowing staff to proceed to a detailed design and construction. 	<p>Kealy Dedman Allister McIlveen</p>	<p>Yes</p>	<p>Funding for the detailed design was approved in 2017 budget. Staff will begin work in Q2 and report back to Council in Q3 2017.</p>
<p>Dec.3/15 Special Council</p>	<ol style="list-style-type: none"> 1. That the report from Infrastructure, Development and Enterprise dated December 3, 2015, regarding the Niska Road Improvements Schedule 'C' Class Environmental Assessment be received. 2. That staff be authorized to complete the Schedule 'C' Municipal Class Environmental Assessment process and issue a notice of completion to place the Environmental Study Report on the public record for the mandatory 30 day public review period and proceed with the implementation of the preferred alternatives, except for 	<p>Kealy Dedman</p>		<ol style="list-style-type: none"> 1. Completed. 2. Review period completed and Part II Order requests are currently under review by MOECC.

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	<p>the signalization at Niska Road and Downey Road, as outlined in the Council Report dated December 3, 2015.</p> <p>3. That staff develops a public consultation process for use during the detailed design phase of the bridge that includes elements to address truck traffic and vehicle speeds.</p>			<p>3. Will be undertaken following response from MOECC on Part II Order Requests.</p>
<p>Dec.3/15 Special Council</p>	<p>1. That staff be directed to refer the Heritage Guelph recommendation to designate the Niska Road/Hanlon Creek Conservation precinct as a cultural heritage landscape to the IDE Committee for consideration of bringing forward a notice of intent to designate.</p> <p>2. That staff be directed to preserve the superstructure of the current Bailey Bridge and work with heritage Guelph and the Township of Puslinch to bring forward a recommendation for relocation/recycling of the bridge to a new location.</p>	<p>Kealy Dedman Todd Salter</p>		<p>1. Prior to detailed design, staff will present a Heritage Impact Assessment. This HIA will be prepared for the Niska Road Corridor based on the recommended alternative and/or requirements of the MOECC subsequent to review of the Part II requests as well as the previously submitted Cultural Heritage Evaluation Report and Cultural Heritage Landscape addendum.</p> <p>2. This will be addressed through the detailed design that will be undertaken following authority to proceed from the MOECC.</p>
<p>July 20, 2015 Council</p>	<p>1. That the report from Infrastructure, Development and Enterprise entitled "Supplementary Report for Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design", dated July 7, 2015, be received.</p> <p>2. That the 2009 Bike Policy and 2013 Cycling Master Plan be amended to re-route the bike lanes identified for Speedvale Avenue from Manhattan Court to Woolwich Street to an alternate location on Emma Street such that Speedvale Avenue is reconstructed in accordance with the Recommended Option to retain the existing four lanes of traffic and sidewalks on both sides of the road.</p> <p>3. That funding for the reconstruction of Speedvale Avenue East from Manhattan Court to Woolwich Street be referred to the 2016 budget process for consideration.</p> <p>4. That staff be directed to commence an Environmental Assessment for a pedestrian bridge across the Speed River from the west end of Emma Street to the east end of Earl Street.</p> <p>5. That the Tree Management Plan for the Speedvale Avenue reconstruction, use larger caliber trees than the standard size.</p> <p>6. In the absence of on-street bicycle lanes, staff be directed to</p>	<p>(Engineering) Kealy Dedman</p>	<p>No</p>	<p>1. Completed.</p> <p>2. Completed.</p> <p>3. Completed.</p> <p>4. Underway.</p> <p>5. This will be addressed in the detailed design currently underway.</p> <p>6. This will be addressed in the detailed design currently underway.</p>

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	explore wider multi-use sidewalks alternative design along Speedvale between Manhattan Court and Riverview Street during detailed site design.			
May 25, 2015 Council	<ol style="list-style-type: none"> 1. That the report from Infrastructure, Development and Enterprise dated May 5, 2015 entitled "Elementary School Speed Zone – Update" be received. 2. That the existing 30 km/h reduced speed zone on Imperial Drive be replaced with "40 km/h when flashing" signage with the flashing beacons operating on school days from 8:00-9:00 a.m. and 3:00-4:00 p.m. 3. That staff use the City of Guelph Community Engagement Framework to consult with community members and provide opportunity to offer feedback on the existing Elementary School Speed Zones program. These inputs will contribute to developing the next steps of the program. 4. That staff continue to monitor the effectiveness of reduced speeds limits in school zones and report back to Committee with the additional analysis, including the feedback obtained through community engagement, after a full school year of operation. 	(Engineering) Allister McIlveen	Yes	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Community engagement planned for Q1 2017. 4. Staff to report back to CoW (IDE/Gov) Committee Q2 2017 following community engagement.
July 28, 2014	<ol style="list-style-type: none"> 1. That staff be provided the authority to declare a temporary on-street parking ban effective 2014. 2. That overnight on-street parking on Guelph Transit bus routes be restricted during the period of the winter overnight on-street parking restriction effective 2014. 3. That the following be referred to the 2015 budget process for consideration: That the duration of the winter overnight on-street parking restriction be reduced from six months to four months (December 1 until March 31) [Note: Staff only recommend this in conjunction with the authority to declare a temporary on-street parking ban]; and 4. That the following be referred to staff to develop a policy and criteria for any local street that does not currently have, but where there is a request for, year-round permissive overnight parking, permit year-round overnight parking on one side of the street if the street has a travel width (curb face to curb face) of at least 7 metres and if the street has at least one residence with no driveway and no options to provide a driveway, and report back to the Operations, Transit, and Emergency Services Committee. 	(Traffic) Allister McIlveen	4. Yes	<ol style="list-style-type: none"> 1. In place. 2. Only street that was affected is Goodwin Drive and permissive overnight parking signs have been removed and bylaw amended. 3. By-law has been amended and it was discussed at 2015 budget (revenue loss). 4. Policy development including internal and external engagement is anticipated to occur during Q1 2017 with a report to Committee in Q2 2017.

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ATTACHMENT 1

Date	Resolution	Contact	Report REQ'D? (Yes/No)	Status
April 29, 2013	<ol style="list-style-type: none"> 1. That the report entitled "Supporting the Expansion of Community CarShare Cooperative to Guelph", dated April 22, 2013, be received. 2. That Council approve the transfer of entitlement of the free parking space in the Baker Street Parking Lot from the former Guelph Community Car Coop (GCCC) to the Community CarShare Cooperative. 3. That Council approve providing a second dedicated CarShare space downtown free of charge in a location mutually agreed upon by Community CarShare and staff. 4. That staff be directed, as part of the Zoning By-law Review, to develop a change in policy to reduce parking requirements for a development that has provided access to a car sharing practice. 5. That staff be directed to set the term of the proposed spaces for car sharing to ten years. 	<p>Jennifer Juste Allister McIlveen</p> <p>Pat Sheehy Melissa Aldunate</p> <p>Anna Marie O'Connell</p>	No	<ol style="list-style-type: none"> 1. Completed. 2. Completed. 3. Completed. 4. To be addressed in 2017 through the Comprehensive Zoning By-law Review. Preliminary work being done for Zoning By-law Review for Downtown in relation to Downtown Secondary Plan. This will not be addressed through this work and will occur during full Comprehensive Zoning By-law review. 5. Completed.
Environmental Services:				
Dec 9&10/15 Council Budget	<p>Multi-Residential Units Waste Collection Services</p> <p>That waste collection services at multi-residential units be referred to the Infrastructure, Development & Enterprise Committee for a report back to Council in Q2 of 2016.</p>	(Solid Waste) Cameron Walsh	Yes	Outstanding – Council informed at December 7, 2016 Council Operating Budget Meeting that issue would be addressed through the Solid Waste Service Review in 2017.
Planning, Urban Design and Building Services:				
Nov.28, 2016 Council	<p>20,000 Homes Initiative</p> <p>That staff further examine policies or procedures that can be adopted through our intergovernmental department, planning and/or the building department to help address the matters contained within the final local report of the 20,000 Homes Campaign.</p>	Todd Salter, Barb Swartzentruber Cathy Kennedy	No	Staff will provide a response to Council Q1/Q2 2017. Requires coordination between PUDBS and Intergovernmental Relations, Policy and Open Government.
Council Planning Oct.11, 2016	<ol style="list-style-type: none"> 1. That Council approves the Affordable Housing Strategy included as Attachment 1 in Report 16-75 dated October 11, 2016, excluding section 6.3.3. 2. That Council refer the role, if any, of the financial actions contained within section 6.3.3 back to staff to have the report reflect the secondary market in the affordable housing strategy targets. 	Joan Jylanne Melissa Aldunate	Yes	<ol style="list-style-type: none"> 2. Report scheduled for COW Q2 2017
June 13, 2016 Council Planning	<ol style="list-style-type: none"> 1. That Report 16-46 regarding 42 Carden Street, dated June 13, 2016 be received. 2. That the Environmental Study Grant application made by 10 Carden and applying to 42 Carden Street be approved. 3. That staff be directed to consider the issue of timing of 	Melissa Aldunate	No	<ol style="list-style-type: none"> 1. Complete 2. Complete 3. To be incorporated in CIP

Infrastructure, Development and Enterprise
Council/Committee Outstanding Motions
ATTACHMENT 1

Date	Resolution	Contact	Report REQ'D? (Yes/No)	Status
	work and City approvals for the environmental study grant programs through the Brownfield Redevelopment CIP review scheduled for 2017.			review
April 20, 2016 Special Council	2016 Development Priorities Plan That Council direct staff to investigate and report back on the most effective way to quantify the cost of growth.	(Finance) General Manager	Yes	This item has been addressed by Finance.
April 11, 2016 Council Planning	<ol style="list-style-type: none"> 1. That the application from Astrid J. Clos Planning Consultants on behalf of Terra View Custom Homes Ltd. for approval of a proposed Draft Plan of Residential Subdivision consisting of 342 residential units, consisting of 117 single detached dwellings, 4 semi-detached dwellings, 68 cluster townhouse units, and 153 apartment units, an open space block, two stormwater management blocks, a walkway/servicing block, a walkway block and a park block, as shown on Attachment 5, applying to property municipally known 132 Harts Lane West and legally described as Part of Lot 4, Concession 7 (formerly Township of Puslinch), City of Guelph, be approved for a five (5) year period in accordance with Schedule 1 attached hereto. 2. That the application by Astrid J. Clos Planning Consultants on behalf of Terra View Custom Homes Ltd. for approval of an Official Plan Amendment to add an exemption clause to Section 7.2.32 of the Official Plan to allow the apartment block (Block 121) to have a net density to not exceed 152 units per hectare, be approved, in accordance with Schedule 1 attached hereto. 3. That the Development Agreement outlining the owner's commitment to satisfy the City that the Neighbourhood Club use applying exclusively to Lot 58 within Draft Plan of Subdivision 23T14502 will be operated and maintained in a manner that meet the intent of the zoning by-law between The Corporation of the City of Guelph and Terra View Custom Homes Ltd. be executed by the Mayor and Clerk. 4. That the application by Astrid J. Clos Planning Consultants on behalf of Terra View Custom Homes Ltd. for approval of an Zoning By-law Amendment from the UR (Urban Reserve) Zone to the R.1D-? (Specialized Single Detached Residential) Zone, R.1C-? (Specialized Single Detached Residential) Zone, R.1C-28 (Specialized Single Detached Residential) Zone, R.2-? (Specialized SemiDetached/Duplex Residential) Zone, R.2-3 (Specialized Semi-Detached/Duplex Residential) Zone, R.3A-? (Cluster Townhouse) Zone, R.4B-? (Specialized Apartment) Zone, P.1 (Conservation Land) Zone, P.2 (Neighbourhood Park) Zone, and WL (Wetland) Zone to implement a residential Draft Plan of Subdivision 	Chris DeVriendt		<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Completed

Infrastructure, Development and Enterprise
Council/Committee Outstanding Motions
ATTACHMENT 1

Date	Resolution	Contact	Report REQ'D? (Yes/No)	Status
	<p>comprising 342 residential units, be approved, in accordance with Schedule 1 attached hereto.</p> <p>5. That Council direct staff to prepare a report to Council describing the proponent's Conservation Plan for the Hart farmhouse and with recommendations regarding Council's intention to designate the Hart farmhouse under Part IV of the Ontario Heritage Act.</p> <p>6. That in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 132 Harts Lane West.</p>	Stephen Robinson	Yes	<p>5. Report to Committee of the Whole schedule for November 2016 re: notice of intention to designate the Hart farmhouse. Delayed at developer's request.</p> <p>6. Completed</p>
February 8, 2016 Council Planning	That parking and traffic surrounding 139 Morris Street be followed up one year after the development is completed.	(Engineering) Terry Gayman	No	Pending. Construction of the development has not commenced.
Sept. 14, 2015	<p>OMB Hearing – 171 Kortright Road West Zoning By-Law Amendment (File: ZC1413) – Ward 5</p> <p>1. That the issue of loss of sites suitable for “faith-based institutions” be referred to the Infrastructure, Development & Enterprise Committee to examine needs, supply or any further recommendations and report back with the scoping for the process.</p>	(Planning) Melissa Aldunate	Yes	Report to Committee of the Whole in Q4 2017 re: scoping. Funding requested in the 2018 Capital Budget.
August 25, 2014	That, as individual public realm capital projects begin advancing through the detailed design phase prior to construction, such as St. George's Square and other streetscape reconstruction projects, staff continue to engage the public and businesses in the design and construction planning process phase; and that staff keep council informed regarding refinements and improvements to the design made through the detailed design process.	(Engineering)	Yes	Ongoing. To be addressed by Downtown Renewal Office in conjunction with Planning and Engineering
September 30, 2013	<p>1. Whereas a great deal has been learned from the failed conservation of the Wilson Farmhouse.</p> <p>2. That the matter of appropriate funding for the maintenance and conservation of heritage resources in City ownership be referred to the 2014 capital budget process.</p> <p>3. That the matter of the appropriate commemoration of heritage sites throughout the City be referred to Heritage Guelph for review and a recommendation to come back to PBEE.</p> <p>4. That Council seek the advice of Heritage Guelph, in consultation with the Senior Heritage Planner or delegate, research best practices in Ontario for municipal heritage marker/plaque programs as part of its review.</p>	<p>2. CSS (Corporate Bldg. Maintenance) - Mario Petricevic</p> <p>3. & 4. (Planning) – Stephen Robinson</p>	3 and 4. Yes	<p>2. Completed. Responded to by Corporate Building Maintenance during 2014 Operating Budget process.</p> <p>3 & 4. To be addressed through the Heritage Action Plan which commenced in Q4 2016 with Council endorsement of the project charter.</p>

Infrastructure, Development and Enterprise
Council/Committee Outstanding Motions
ATTACHMENT 1

Date	Resolution	Contact	Report REQ'D? (Yes/No)	Status
April 8, 2013	1. That staff be directed to report back to the Planning & Building, Engineering and Environment Committee on the most appropriate mechanism to determine the integrity and potential retention of any barns that remain on the City of Guelph Heritage Register.	(Planning) Stephen Robinson	Yes	To be addressed through the Heritage Action Plan which commenced in Q4 2016 with Council endorsement of the project charter.
September 24, 2012 Council	1. THAT the Planning, Building, Engineering and Environment report 12-58, regarding the Heritage Planning: Annual Activity Report and Four Year Work Plan Update, dated September 17, 2012, be received; 2. AND THAT Heritage Guelph be requested to report to Council on financial mechanisms utilized in other communities best practices to support the maintenance and restoration of heritage properties; 3. AND THAT staff be directed to conduct an orientation session for Council in consultation with Heritage Guelph.	(Planning) Stephen Robinson	Yes	2. To be addressed through the Heritage Action Plan which commenced in Q4 2016 with Council endorsement of the project charter. 3. Complete. Resolution passed at Council Sept.26, 2016 that the motion previously passed by Council be eliminated from staff work plans and from the outstanding motion list.
September 26, 2011	THAT the proposed renaming of York Road Park be referred back to the Planning & Building, Engineering and Environment Committee; AND THAT the Committee give consideration to alternative opportunities for recognizing the legacy of Jessica's Footprint in our community including the possibility of renaming a portion of York Road Park.+	(Planning) Rory Templeton	Yes	Ongoing: Recent discussions with Jessica's Footprint in January, 2017, have resulted in renewed interest by the Foundation to close the Resolution. The Foundation hope's to put forward an alternative opportunity to the Naming Committee in the 1 st quarter of 2017.
Facilities Management:				
March 21/16 Council	1. That the report dated March 3, 2016, regarding outstanding motions of the Corporate Services Committee be received. 2. That the items marked completed be removed. 3. That the item: December 5/13 (Council) That Finance & Enterprise staff conduct a comprehensive review of the City's strategic real estate needs and report back in Q2 2014 with a policy framework supporting the creation and administration of a Strategic Real Estate Reserve. be referred to Deputy CAO, Infrastructure, Development & Enterprise Services to report to Infrastructure, Development & Enterprise Committee.	Mario Petricevic/ Peter Cartwright	Yes	An interdepartmental team led by IDE will be addressing this matter through the course of 2016 and 2017 and will report back to Council on its findings and recommendations by no later than the end of Q4 – 2017.

Attachment 2

From: Susan Watson
Sent: November 1, 2016 9:26 AM
To: Mayors Office; Dan Gibson; Bob Bell; James Gordon; Andy VanHellemond; June Hofland; Phil Allt; Christine Billings; Mike Salisbury; Leanne Piper; Cathy Downer; Karl Wettstein; Mark MacKinnon; Clerks
Cc: Derrick Thomson; Todd Salter; Scott Stewart; Tim Donegani
Subject: DC Shortfall/2017 Budget/Infrastructure levy

Dear Mayor Guthrie, Members of Council and Staff:

In April of this year I came to Council to ask everyone to look closely at exactly how much existing taxpayers are paying to subsidize new growth in our City.

<https://www.guelphtoday.com/local-news/citizen-wants-to-know-how-much-development-will-cost-taxpayers-284461>

At that meeting, Council passed the following resolution:

CON-2016.18 2016 Development Priorities Plan

Ms. Susan Watson, resident, spoke to this item.

4. Moved by Councillor Piper Seconded by Councillor Allt

That Council direct staff to investigate and report back on the most effective way to quantify the cost of growth.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gordon, Piper, Salisbury, and Wettstein (9) VOTING AGAINST: Councillors Gibson and MacKinnon (2) CARRIED

I think it is even more urgent now that we get a clear idea of how many tax dollars are being diverted to subsidize growth. As we embark on the budget process, everything is being put under the microscope. The cost of growth needs to go under that microscope too.

If citizens are being asked to contribute additional tax dollars in the form of an infrastructure levy, it is timely to ask why millions of dollars are subsidizing new housing for middle-income home buyers.

The bathtub is an appropriate image in this scenario. If citizens are being asked to open the taps wider in terms of supplying tax dollars, then we need to plug the drain or fix the cracks to prevent money from seeping out that is needed for other priorities.

Moreover, if we are being asked to absorb additional growth by the Province, we need to understand the implications of the cost of that growth to existing taxpayers.

After the April meeting, Councillor Downer forwarded me a copy of a report prepared by the Municipal Finance Officers' Association (MFOA), "Frozen in Time - Development Charges legislation underfunding infrastructure 16 years and counting." The report examines how the DC funding shortfall occurs and uses a 20% shortfall figure generated by Watson & Associates. Watson & Associates provided a 25% shortfall figure to the City in a report I referenced in my original correspondence in April. (Included at the end of this e-mail). I have asked the clerks to include a copy of "Frozen in Time" in the Council package. Here is the link to an on-line version and some relevant highlights from pages 1 and 2 (my bolding):

<http://udimanitoba.ca/documents/ontario/Ont%20MAO%20PAper%20on%20DCC%202013.pdf>

Shortfalls for funding growth-related capital were one inevitable consequence of the revenue restrictions brought forward in the 1997 Act.

How much do DC restrictions cost municipalities?

A case study of what was lost from one Development Charges Act to the next can be found in Watson & Associates' 2010 study, "Long-term Fiscal Impact Assessment of Growth: 2011-2021," for the Town of Milton. The gross cost of growth for the ten year period was \$568 million; it was written down to \$459 million on account of the three restrictions outlined in this report.

- \$50 million was unrecoverable because certain service areas are excluded services
- \$26 million was foregone through the 10% discounts
- \$34 million was disallowed on account of service level reductions (Watson & Associates, 2010, p. 4-11)

After all of the various DC caps introduced in the 1997 Act, DCs can now only pay for approximately 80% of the cost of growth-related capital.

The decision about how to manage development charge funding shortfalls puts municipalities between a rock and a hard place: To maintain the same level of service that a community had before a development permit was issued, the municipality has to look to other revenue sources to fill the gap. Usually shortfalls are addressed through increases in property taxes and user fees. Committing all of the residents in the community to paying for growth through general taxes and fees may present equity issues. If a municipality does not fill the 20% funding gap necessary to sustain existing service levels, then the level of service provided to citizens declines over time. Because services are a significant factor for people deciding where to live, work and do business, declining service levels may compromise a municipality's ability to attract future growth. This is not a decision municipalities should be forced to make.

Given the economic value of public infrastructure investment and provincial interest in transit-oriented development and other smart growth principles, provincial DC policy should be amended to enable full cost pricing for growth-related infrastructure.

In my original correspondence sent to Staff and City Council in April, I made a projection based on the 25% funding shortfall figure applied to \$70,940,988 of projected Development Charges in the 2016 Development Priorities Plan. My estimated shortfall was \$23,646,966. Using the 20% shortfall estimation from the Municipal Finance Officers' Association report, the subsidy coming from Guelph taxpayers would be \$17,735,247. Based on a range given by Watson & Associates of a 20% - 25% shortfall, that translates into a taxpayer subsidy anywhere from \$17,735,247 to \$23,646,966.

These exorbitant sums go to subsidize the costs of infrastructure to support new growth.

Let's be clear what these tens of millions of dollars do NOT buy:

- They do NOT buy additional or new infrastructure for existing taxpayers, such as the South End Recreation Centre or a new Central Library
- They do NOT go to repair existing aging infrastructure.
- They do NOT support current levels of service to existing citizens. (In fact the cost pressures on the budget often demand cuts to existing services).

I believe that it is this hidden growth subsidy that answers the mystery question: "Why are my taxes going up faster than the rate of inflation?"

Here is another way to think about the sums involved on a smaller scale: The 2016 Development Charge for a detached or semi-detached dwelling is \$30,021. If the DC funding shortfall is 20%, along with other taxpayers, I am subsidizing that dwelling to the tune of \$7,500.00. If the funding shortfall is calculated at 25%, I am subsidizing that same dwelling with \$10,000.

In relation to the proposed development at 75 Dublin St. North, Council will carefully examine whether or not to provide \$23,000 per unit from the Affordable Housing Reserve as requested by the developer. No debate ever occurs in relation to Development Charges as to whether existing taxpayers should be subsidizing housing for middle-income home buyers.

I invite you to consider these matters as you deliberate on the budget, consider an infrastructure levy and respond to Provincial demands for additional growth.

The correspondence I originally sent to the City in April is below.

Sincerely,
Susan Watson

Dear Messrs. Donegani, Salter and Stewart, Ms. Pappert, Mayor Guthrie and Members of Council:

I am copying the clerks on this e-mail so my inquiry and any subsequent response can be included in the addendum and the minutes for the special Council meeting on April 20th regarding the 2016 Development Priorities Plan.

In reviewing the Staff Report, I have been unable to locate an estimate of the cost to taxpayers for this proposed plan. I understand that any required Capital works for the proposed developments have been approved in the 10 year Capital Forecast, but it would be helpful for citizens to be clear about the taxpayer tab specifically for the 2016 DPP.

Based on analysis of the Development Charges Act by consultants previously engaged by the City of Guelph, Watson & Associates Economists Ltd., it is my understanding that Development Charges only cover approximately 75% of growth related costs.

In the case of the 2016 DPP, anticipated Development Charge revenues identified to date in Schedule 4 add up to a total of \$70,940,988. However, if that \$70,940,988 of DCs only represents 75% of the costs related to these developments, the actual total bill for the infrastructure required will be approximately \$94,587,984. An estimated shortfall of \$23,646,966 will be paid by current taxpayers from general tax revenues.

Can you please confirm that my estimate of the taxpayer-funded contribution to execute the 2016 DPP is in the general ballpark of what will be required? I recognize that phasing of some of the developments and remittance of the associated DCs may spill into 2017 and possibly 2018.

For further clarification, my reference to the 25% taxpayer growth infrastructure subsidy is taken from January 10, 2014 correspondence to the Ministry of Municipal Affairs and Housing signed by former City of Guelph CFO, Al Horseman. A copy of the City of Guelph response to the Development Charges Act Consultation is at this link:

http://guelph.ca/wp-content/uploads/council_agenda_012714.pdf

The section which summarizes the reasons for the 25% shortfall is on p. 248 of the link and is cut and pasted below.

Sincerely,

Susan Watson

1. Does the development charge methodology support the right level of investment in growth related infrastructure?

In response to the above question, the City is unclear as to what the province considers the "right level of investment" as it pertains to growth related infrastructure. A recent

presentation by Watson & Associates Economists Ltd indicated that municipalities are only recovering approximately 75% of growth related costs under the existing legislation. In the City's opinion, the following provisions under the Development Charges Act make it impossible to fully recover the costs of growth:

- Mandatory 10% statutory deductions on 10-year services
- Exclusion of services that are clearly impacted by growth such as solid waste services, computer equipment and parkland acquisition.
- The 10 year average used to calculate the service standard does not allow for forward looking community needs. Examples of this include homes for the aged and transit where the anticipated service demand and delivery will most likely be vastly different from a go-forward perspective versus the historical and current model
- Mandatory exemptions including 50% industrial exemption, additional dwelling units, upper/lower tier governments including community colleges and school boards.

As highlighted in the above, the current Act does not allow for the concept of "growth paying for growth". Any further limitations or reductions provided by a change to the Act through this review would result in an even higher burden being shifted onto existing tax payers.

STAFF REPORT



TO Corporate Services Committee
SERVICE AREA Corporate Services, Finance
DATE May 4, 2015
SUBJECT Special Motion – Councillor Findlay 2014
REPORT NUMBER CS-2015-27

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide staff's interpretation of Councillor Findlay's special motion put forward at the February 24, 2014 Council meeting:

"That staff be directed to provide a full cost accounting for development projects for Council approval."

KEY FINDINGS

Staff have interpreted the motion to mean a complete accounting of all direct capital and operating impacts from capital that would result from a specific development proposal. This would include life cycle costing, which refers to the total cost of ownership over the life of an asset. This accounting would be provided to Council to assist in the decision making process.

Calculating the full cost of a proposed development is not currently an exercise performed by staff during the development approval process. It is unfeasible, given our current staff processes and capacity; as well, the City's information technology systems are not set up in a way that would allow for the tracking of costs against individual developments.

FINANCIAL IMPLICATIONS

None.

ACTION REQUIRED

Corporate Services Committee recommends to Council no further action.

STAFF REPORT



RECOMMENDATION

That CS-2015-27 Special Motion – Councillor Findlay 2014 be received and that no further action be taken.

BACKGROUND

At the January 27, 2014 Council meeting, Councillor Findlay gave notice that he would be bringing forward a motion to a subsequent meeting on full cost accounting on planning reports.

At the February 24, 2014 Council meeting, Councillor Findlay put forth the following motion which was to be referred to the Corporate Administration, Finance & Enterprise Committee:

“That staff be directed to provide a full cost accounting for development projects for Council approval.”

The motion was approved and in this report will be referred to as the “Special Resolution”.

At the Corporate Services Committee meeting held on February 9, 2015 report “CS-2015-03 Outstanding Motions of the Corporate, Administration, Finance & Enterprise Committee” was pulled and Councillor Findlay’s motion discussed in an effort to determine if the motion was still relevant. It was decided that insufficient information was available to make that determination. Staff were therefore asked to provide some additional clarification to assist in making this determination.

REPORT

The following special resolution was approved by Council on February 24, 2014:

“That staff be directed to provide a full cost accounting for development projects for Council approval.”

Staff’s understanding is that the context for this special resolution was in connection with development applications coming forward through planning, requesting approval of new units whether residential or non-residential.

To assist in providing clarification, each of the sections underlined in the motion above is described more fully below:

Full cost accounting: A costing model that predicts/estimates the future dollar impact of any new development, also known as life cycle costing.

Development Projects: Costing is applied to any development applications coming forward asking for approval of new buildings whether residential or non-residential.

STAFF REPORT



For Council Approval: So that when Council approves any development application, they would also have a sense of the incremental operating and capital cost associated with that development and in theory be approving the full cost of that application.

Approaching this project at a per development basis would be extremely difficult for the following reasons:

- Each development proposal would require a multifaceted cross functional review involving input and resources from all service areas
- Each development proposal would require service areas to update the service levels at a particular point in time to analyze the incremental impact and associated costs
- Each development proposal costing would vary depending on the type and mix of units being built and the location of the development
- Each development proposal would need to be tracked in our IT systems throughout its lifetime to reflect full costs

Given the above constraints, there is currently insufficient capacity to take on the extensive financial modelling required to provide life cycle costing for development projects. Therefore staff recommends no further action at this time.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

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

DEPARTMENTAL CONSULTATION

Finance Department

FINANCIAL IMPLICATIONS

None

COMMUNICATIONS

N/A

ATTACHMENTS

None

STAFF REPORT



Christel Gregson
Report Author

A handwritten signature in cursive script, appearing to read "Janice Sheehy".

Recommended By
Janice Sheehy
GM Finance and City Treasurer
Corporate Services
519.822.1260 x 2289
janice.sheehy@guelph.ca

A handwritten signature in cursive script, appearing to read "Mark Amorosi".

Approved By
Mark Amorosi
Deputy CAO, Corporate Services
519.822.1260 Ext. 2281
mark.amorosi@guelph.ca

**Correspondence Received Regarding:
Exploring Opportunities to Accelerate Large Neighbourhood Commercial
Growth in East Guelph - Councillor Gibson's Motion for Which Notice was
Given February 13th (Item pending decision of Council at the February 13th
meeting)**

Hi there - just writing in support of Councillor Gibson's motion regarding
commercial development in the east end.

Kind regards, Carolan Sorbara

* * *

Good Evening,

I am writing to express my support for the motion of the east end commercial
acceleration. Please make sure my support is expressed at the council meeting.

Thanks, Karen Favaro

* * *

Yes, I am in favour of getting some amenities along York Rd for the east end of
Guelph.

My family built a house in the east end of Guelph in 2003 with promises from the
builder there would a grocery at the end of Starwood Drive with an attached
community center and more! This has never happened and has been extremely
disappointing. We have been very patient. Also, just as a side note, I am very
unhappy that my children have had to change schools up to 4 times for my oldest
son due to bad city planning. In hindsight, I would never have built here.

York Rd is an entranceway into Guelph and many years ago was kept quite lovely
by the Guelph Correctional center. However, since the closure it looks quite
rundown and shabby. If I was coming from out of town, I would want to lock my
doors when passing thru this area of Guelph. Any money spent to enhance the
looks coming in from Hwy #7 into Guelph would be nice as well.

Any amenities in this area would be beneficial to the east end residents. Any
grocery store, family clothing store i.e.- Giant tiger, Dollarama, sports supply
store, family and fast food restaurants. Anything rather than nothing!

Thank you for helping out the residents of the east end. Rosemary Stulp

* * *

I am sending this notice as I am in agreement with councillor Dan Gibson for expanding Commercial Development for York Road and the East end of Starwood and Watson.

Thank you, Carolin Craine

* * *

Having lived in Guelph almost all of my life and never having sent a letter to the Clerks Department, I find this an unwelcome experience. The eastern entrance into Guelph is certainly not a "welcome to Guelph" feeling! I love my city and proud of it but the look of this corridor does not mirror that feeling. It looks shabby and very sad.

Please, please encourage future commercial development along this road. We have been waiting many years for a grocery store and at least got a library. I do use it and have been able to walk to it. Let the people in the east end know that council and staff at City Hall are thinking of the residents in the east end as well as the other residents of this fine city. (my sister's family had the same feeling in the 70's when they moved with promises of schools etc that never happened)

Thank you, Wendy Dabbs

Thank you for giving us the opportunity to express our interest in seeing commercial redevelopment in the East End. My family and I have been living in the Grange Road and Watson Road area for 5 years and really enjoy this part of Guelph. It would be great to see a grocery store or other commercial amenities go in along York Road.

Best regards, Cindy Judge and Harry Meredith

* * *

I fully support and encourage council to accept the motion for the commercial expansion of the east end.

Thank you. Trevor Favaro

* * *

I am totally for Counsellor Dan Gibson's motion for commercial development during the York Rd reconstruction, to bring some amenities to our under-serviced Ward 1 East community.

Thank you, Ron Ramsay

* * *

Hello

We have been waiting a long time for a grocery store and a gas station among other necessary amenities on the east side of town. Please take whatever steps are necessary to ensure the residents of East Guelph have equal opportunity for services as the residents in the south and west.

Thank you. Elizabeth Hearty

Just a note to say I support Dan Gibson motion before council for accelerating east end development along the York rd corridor.

Thank you. Andy Wellwood

I support the growth of commercial development in the East end. Recently moving from south end to east end we are very frustrated on the lack of commercial development to support the ever growing east end.

Thank you. Karen Duffy

I am in support of the east end commercial development along York Road.

Maureen Lowden

I just wanted to express our support for the neighbourhood commercial development along York Road. We love the East end but would really love to see some more amenities within walking distance.

Sincerely, Robyn & Quinn McLafferty

I very much support councillor Gibson's motion for commercial development of the land east of Victoria on York
Jason Murray

I support Councillor Gibson and his motion of exploring Opportunities to Accelerate Large Neighborhood Commercial Growth in the East Guelph

Lianne Keais

I am a resident of the east end of Guelph. We are desperate for more amenities on this side of town. Stores, gas, grocery..places for our kids to work and frequent. The development at Watson and Eastview is not enough. Please use the York Rd. areas and those along Watson to build up commercial sites over more housing...the schools are full and houses are taking over land...we need something for those who already live here.

Melissa Dale

Hi there,

As a resident of _____, I welcome this idea. As long as it doesn't involve encroaching upon the south side of the road where there should only be untouched nature. As for the other side of the road, have at it!

Watson Rd. by the library would be ideal for commercial development. I think Loblaws should be told they must build or sell the land. The law as it stands should be updated to reflect the current state of the East end, please make it so. The city should be holding the cards with its own land, not any large corporation that isn't affected by holding the land hostage. It means nothing to them, but the neighbourhood, which is made up of mostly families with young children, would really benefit. Maybe then the new cycling lanes that were put in may actually get used.

If you need anymore input/involvement feel free to email me. I would really like to support these changes.

Thank you, Penelope Knox

Hello,

I just wanted to express my desire for commercial development in the East end, particularly York Road and Starwood/Watson intersection.

Cheers, Rosa Contini

Hi! I'm a resident near the Grange and Victoria area of Guelph and just wanted to e-mail my support for expanding commercial services in the area. There is so much development but barely any commercial spots other than the Starwood Plaza, Grange plaza and that little Plaza on Watson. Loving the development on the Grange plaza so far.

Cheers, Melania Nadj

To whom it may concern,

I am writing to show my excitement and support for neighbourhood commercial development along York road. This would make my family's life a lot easier and would be so convenient for so many of us East Enders!

Thank you for your time! Crystal Gottfried

To whomever it may concern,

As a full time resident of Guelph's east end for the last 5 years, a major complaint from not only myself, but of all the residents in this area who have been here a lot longer than I have, is that there are no amenities close enough. Pizza and convenience stores are simply not enough.

We need banks, we need gas, we need groceries, restaurants, drug stores, etc.

Saying that Eramosa and Stevenson is close enough is a failure. It's not overly hard to get down there but the traffic and parking are not adequate on a good day.

I wholeheartedly agree with and support the Motion that Ward 1 councillor Dan Gibson will put forward on February 27th. Commerical development in the east end is a must, and frankly, it is LONG overdue.

Regards, Matt Campbell

I am a resident of the east end of Guelph. I fully support the commercial growth, we NEED some stores in the east end . Preferably a grocery store! It's been promised for so long, and we've been living there for the last 6 years and still have to drive at least 15 minutes to get to a local store.

Thanks so much for your consideration! Amelia & William Hill

Good morning –

I am sending this note to express my support for neighborhood commercial development along York Road.

Thank you! Jessica Dewey

I am emailing to express my full support of the notice of motion made by councillor Gibson to increase the commercial development in the east end of Guelph. It is LOOOONG overdue.

Regards, Lauren Dawe

Hello,

I'm following up on something I read via Twitter from Councillor Dan Gibson - a proposal for further development along York Road. As a long time East end resident, I fully support this idea and hope it comes to fruition. We have been waiting too long for commercial development in this area!

Sincerely, Melissa Goetz

After reading Dan Gibson's notice of motion to accelerate large neighbourhood commercial growth in the east end I would like to confirm that I support this motion one hundred percent. We have lived in a neighbourhood east of Victoria for 8 years and have eagerly awaited commercial development. I'm so glad that finally this may become a reality for us and all of our neighbours I fully support any commercial development along York Rd. And Watson Pkwy.

Thank you for your time.

With Regards, Krista McGregor

Good evening,

I am writing to support a motion which Ward 1 Councilor Dan Gibson will be submitting at the Feb 27 city council meeting, encouraging the city to explore opportunities to accelerate commercial growth in the East End of Guelph.

For too long the East End has been without much of what the rest of the city's regions are able to easily take advantage of, such as multiple grocery stores, gas stations, beer/liquor stores, and other commercial business. Residential growth shows that the need is there, as well as the ability to provide sufficient support for these businesses.

The residents of the East End need to know that the City truly takes interest in this matter seriously and so I write to express my encouragement to the rest of council to support Councilor Gibson's motion.

Thank you, Adam & Nicole MacIntyre

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To Whom It May Concern,

As a family that lives on the East end of town I just wanted to express my support with the commercial redevelopment along the East end corridor (York Road) that will be brought to council's attention on February 27th. If you require anything further from me I can be reached on my cell at .

Thank you for your time.

Sincerely, Sarah Rubenstein

NOTICE OF MOTION



Title of Motion: Surplus Asset Sales Policies

Moved by: Mayor Guthrie

SUMMARY:

There is great need in our local community group/non-profit sectors for more than grants or other monetary funding. Many are in need of physical assets. These assets can range from office equipment such as desks, chairs, computers and printers to fleet vehicles, such as ambulances, that are being decommissioned.

I believe our local community group/non-profits, who provide invaluable services to our community, should have an opportunity to these assets before auction.

RECOMMENDATIONS:

That the following be referred to Committee of the Whole:

1. That staff review and report back on the City of Guelph's surplus asset sales policies and that the potential for local community group/non-profit benefit be reviewed and included in the report.

Date: March 6, 2017