



OPERATIONS COMMITTEE AGENDA

Operations Committee Meeting
Monday, October 3, 2016
Tom Davies Square

COUNCILLOR ROBERT KIRWAN, CHAIR

Evelyn Dutrisac, Vice-Chair

3:00 p.m. OPERATIONS COMMITTEE MEETING
COMMITTEE ROOM C-11

Council and Committee Meetings are accessible. For more information regarding accessibility, please call 3-1-1 or email clerks@greatersudbury.ca.

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

PRESENTATIONS

1. Report dated September 16, 2016 from the General Manager of Infrastructure Services regarding Timelines and Resources Required for Improved Project Management of Large Capital Infrastructure Projects. **4 - 6**
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Tony Cecutti, General Manager of Infrastructure Services
- Mark Frayne, Director of Engineering Services

(This report follows up on information requested at the January 19, 2016 meeting of the Finance & Administration Committee.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated September 16, 2016 from the General Manager of Infrastructure Services regarding School Zone Speed Limit - St. David School. **7 - 10**
(RESOLUTION PREPARED)

(This report recommends that the speed limit on Frood Road in the area of St. David School be reduced to 40 km/h.)

- R-2. Report dated September 16, 2016 from the General Manager of Infrastructure Services regarding Parking Restrictions - Service Road, Sudbury. **11 - 13**
(RESOLUTION PREPARED)

(The Roads and Transportation Services Division has received a request to review on-street parking on Service Road between Regent Street and Loach's Road. This report provides information and recommendation for consideration.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

Presented To:	Operations Committee
Presented:	Monday, Oct 03, 2016
Report Date	Friday, Sep 16, 2016
Type:	Presentations

For Information Only

Timelines and Resources Required for Improved Project Management of Large Capital Infrastructure Projects

Resolution

For Information Only

Finance Implications

There is no immediate impact on the municipal tax levy as this report is to provide information for consideration of possible additional resources during future deliberations for capital projects.

Executive Summary

There are many success criteria to judge the results of projects but four major distinct dimensions are widely accepted by the Project Management industry as success criteria:

- Project efficiency (i.e. achieving goals on time and within the budget);
- Impact on the customer;
- Direct business and organizational success; and
- Preparing for the future (i.e. operational readiness).

The “iron triangle” or “triple constraint” (i.e. scope, time and cost) is used to monitor and control projects and deviation from its baseline. Improving data quality and comparing historical information across projects improve forecasts and project performance. Active monitoring increases the chance of project success.

Increased funding and a focus on asset management have resulted in a trend of increasing capital expenditure on the City’s infrastructure. Without corresponding increase in project engineering and management resources in Engineering Services, the capability to successfully deliver capital projects in accordance with project management principles could be jeopardized.

Professional Engineers of Ontario (PEO) and the Project Management Institute (PMI) have published statistics that state that, on average, approximately 15% of project costs are attributable to project engineering (10%) and project management (5%). Project Management resources can be either internal or external; however, internal resources are also required to manage external resources.

Signed By

Report Prepared By

Peter Chiesa
Director of Engineering Services
Digitally Signed Sep 16, 16

Division Review

Mark Frayne
Director of Engineering Services
Digitally Signed Sep 19, 16

Recommended by the Department

Tony Cecutti
General Manager of Infrastructure Services
Digitally Signed Sep 19, 16

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 20, 16

Background

Engineering Services is responsible for capital project delivery identified in the annual capital budget. For some time, Engineering Services has been adopting improvements in Project Management consistent with industry best practices to design and manage construction contracts. A report on ***"time lines and resources required to facilitate a quicker project management process for large capital infrastructure projects"*** was requested by the Finance and Administration Committee on January 19, 2016 as a "Parking Lot" request.

Project Management Initiative

As discussed, Engineering Services has implemented some changes to project management processes. The primary objective of this initiative was to deliver defined scopes, at the quality, on schedule, and within budget, during the construction phase of capital projects.

Four (4) Project Managers were appointed with responsibilities consisting of 50% direct duties (i.e. contractor interactions, construction focused) and 50% indirect duties (i.e. administration, documentation, stakeholder management, etc.). Project management processes required 250+ additional pieces of correspondence including minutes of meetings, complaint responses, change orders, dispute resolutions, and other communications. Process requirements to manage the level of capital expenditure in accordance with project management principles exceeded the assigned resources.

The experience gained during this initiative has helped to define and establish the project management resources required to successfully deliver capital projects from concept to close-out.

Timely Delivery of Projects

Assigned resources are actively involved in projects to ensure the timely delivery of the project; however, situations arise beyond their control that impact project performance. The level of risk (i.e. unspent capital, reduced scope, lesser quality) will only continue to increase as capital investment increases until the required project management framework is established and fully resourced.

New Needs or Concepts

As needs are required or new concepts are introduced, all the planning and execution of this work is assigned to the Engineering Services Division for engineering, design, drawings, tendering, construction management, and managing external services (i.e. consultants) for engineering and project management. The project management processes used during the construction phase of a project equally applies to the engineering phase of a project.

Capital Budgets and Engineering Services

The current capital program provides approximately \$70M in capital funding for infrastructure (i.e. roads, W/WW). Currently, approximately 48% (i.e. \$34M) of projects being funded from the capital envelope is engineered and administered by Engineering Services staff. The current budget expenditure for Engineering Services is approximately \$5.5M. About 80% (i.e. \$4.4M) of these expenditures is involved with engineering and project management. This level of CGS engineering and project management services equals approximately 13% of the capital funding projects which is less than the 15% identified by PMI and PEO as best practice level of resourcing for project engineering and management.

It should be noted that not all of the resources allocated to engineering services are directly attributable to specific capital projects. It is also important to note that significant fluctuations in capital projects do not necessarily require a directly proportional change in project management services.

The project complexity and current resource levels in Engineering Services dictate whether internal or external resources are used to deliver capital projects. Prior to 2011 the capital program was approximately \$58M; today it is approximately \$70M. However, the Engineering Services Division has not had the funding to increase the internal resources required to manage the additional \$12M in capital funding.

Conclusions

As capital investment on infrastructure increases, project management resources may need to be increased to ensure the delivery of quality projects on time and within budget to meet the expected outcomes of the work.

Data collection and analysis is continuing to help decide the level of core resources (i.e. roles, responsibilities, and size of project teams) to be capable of successfully delivering a base level of capital projects and manage external consultants that supplement both engineering and contract administration.

Recommendations

It is recommended that an appropriate level of resources necessary to successfully deliver capital projects be considered when deliberating over any capital expenditure, particularly when unanticipated additional funds become available between budget cycles.

Presented To:	Operations Committee
Presented:	Monday, Oct 03, 2016
Report Date	Friday, Sep 16, 2016
Type:	Managers' Reports

Request for Decision

School Zone Speed Limit - St. David School

Resolution

THAT the City of Greater Sudbury reduces the speed limit on Frood Road from 160 metres south of Burton Avenue to Dupont Street, due to the presence of the new St. David School,

AND THAT the City of Greater Sudbury returns the speed limit on Jean Street, from Frood Road to Monck Street and on Dupont Street from Frood Road to Monck Street to 50 km/h due to closing of St. David School on Jean Street;

AND THAT the City of Greater Sudbury removes the school bus loading zone from Jean Street at the former St. David School;

AND THAT a by-law be presented to amend the Traffic and Parking By-Law 2010-1 in the City of Greater Sudbury to implement the recommended changes all in accordance with the report from the General Manager of Infrastructure Services dated September 15, 2016.

Background

It was brought to the attention of the Roads and Transportation Services Division that St. David School on Jean Street has been closed and relocated to Frood Road. The 40 km/h school zone speed limit is still in effect for the area surrounding the old location on Jean Street and the new location on Frood Road requires a reduction in the current speed limit based on the school speed zone reduction policy.

To deal with numerous requests to reduce the speed limit near schools, City Council adopted a School Zone Speed Reduction Policy in 2001 and further revised the policy in 2009. The approved policy states the following:

That staff be directed to bring to the attention of City Council requests for speed reduction zones adjacent to schools based on the following considerations:

- That a school speed zone be installed at schools with primary grade aged students.
- That the school speed zone be limited to residential streets or residential collector streets.

Signed By

Report Prepared By

Joe Rocca
Traffic and Asset Management
Supervisor
Digitally Signed Sep 16, 16

Division Review

David Shelsted
Director of Roads & Transportation
Services
Digitally Signed Sep 16, 16

Recommended by the Department

Tony Cecutti
General Manager of Infrastructure
Services
Digitally Signed Sep 16, 16

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 16, 16

- That the maximum speed of the roadways considered for school speed zones be 50 km/h.
- That if schools are closed, the speed limit will revert back to 50 km/h.
- That only those requests that meet the above four criteria be brought forward by staff to City Council for consideration.

St. David School is a primary grade aged school within Ward 4. The Sudbury Catholic District School Board constructed a new school on Frood Road and closed the existing school on Jean Street (see Exhibits 'A' and 'B'). Frood Road is a residential collector road with a posted speed of 50 km/h in the area of the new St. David School.

As per the City's policy, staff recommends that the speed limit on Frood Road be reduced to 40 km/h from 160 metres south of Burton Avenue to Dupont Street, and the speed limit on Jean Street, from Frood Road to Monck Street and on Dupont Street, from Frood Road to Monck Street, be returned to 50 km/h. In addition, staff recommends that the school bus loading zone be removed from Jean Street at the former St. David School.

N



EXHIBIT A

Subject Area



**St. David School
(New)**



Burton Avenue

Cabot Street

Hearne Avenue

Humber Court

Albany Street

Severn Street

Kelsey Avenue

St Roch Lane

Nadia Street

Antwerp Avenue

Unnamed Lane 107

Evita Lane

Dupont Street

Unnamed Lane 98

Flood Road

Unnamed Lane 100

Montague Avenue

Dean Street

Unnamed Lane 101

Bessie Avenue

Unnamed Lane 102

Burton Avenue

Lane 103

105

Unnamed Lane 96

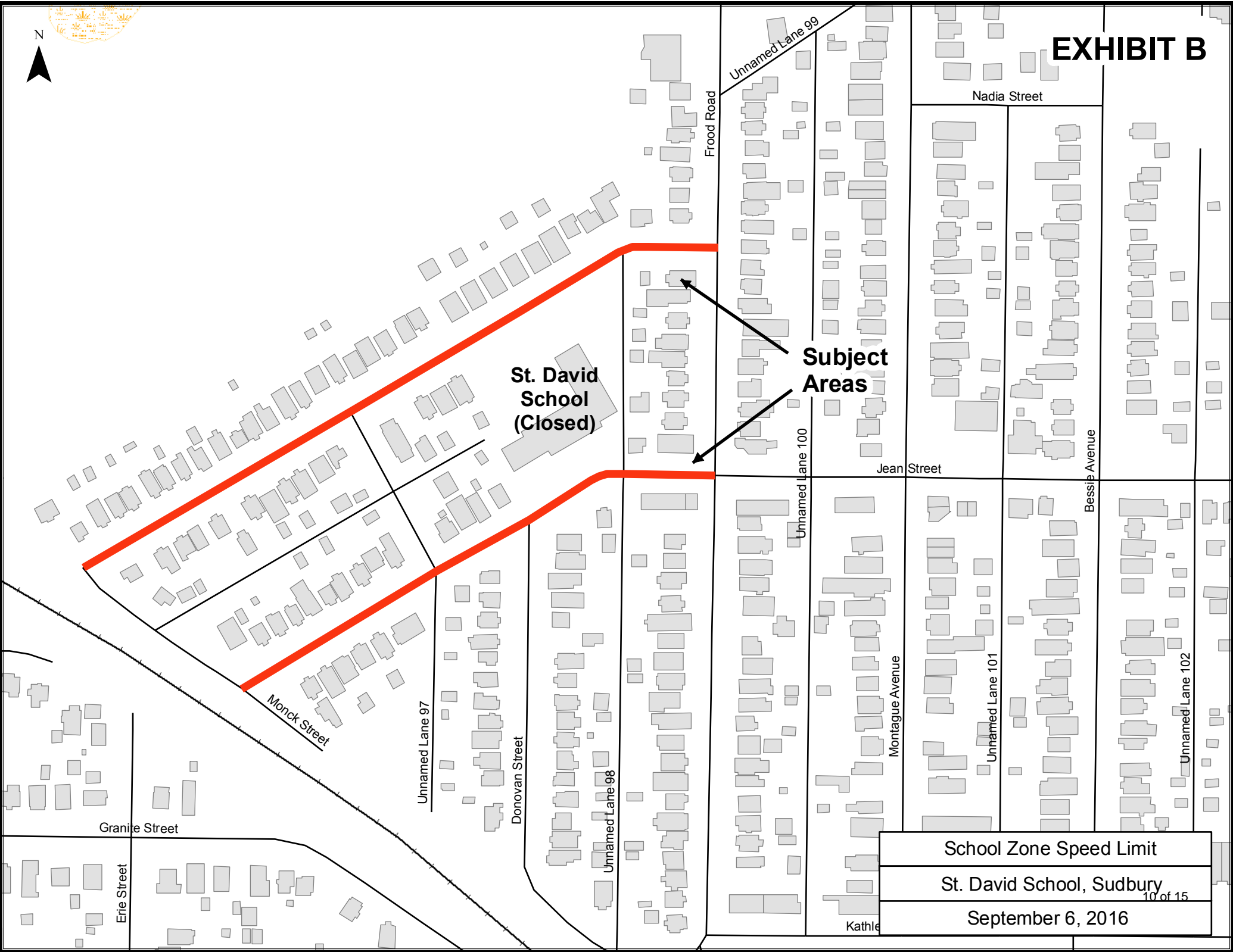
School Zone Speed Limit

St. David School, Sudbury

9 of 15

September 6, 2016

EXHIBIT B



**St. David
School
(Closed)**

**Subject
Areas**

School Zone Speed Limit

St. David School, Sudbury

10 of 15

September 6, 2016

Presented To:	Operations Committee
Presented:	Monday, Oct 03, 2016
Report Date	Friday, Sep 16, 2016
Type:	Managers' Reports

Request for Decision

Parking Restrictions - Service Road, Sudbury

Resolution

THAT the City of Greater Sudbury prohibits parking on the north side of Service Road from Regent Street to Loach's Road;

AND THAT a by-law be prepared to amend Traffic and Parking By-Law 2010-1 in the City of Greater Sudbury to implement the recommended changes all in accordance with the report from the General Manager of Infrastructure Services dated September 15, 2016.

Background

The Roads and Transportation Services Division received a request to review on street parking on Service Road between Regent Street and Loach's Road (see Exhibit 'A').

Service Road is a local roadway located in Ward 10. It has open ditches on both sides of the road and a sidewalk along the north side of the road. This road provides access to a series of businesses along Regent Street and R.L. Beattie School. Due to the presence of R.L. Beattie School, a portion of the road has a posted speed limit of 40 km/h while the remainder is posted at 50 km/h. Through the general provisions of the Traffic and Parking By-Law 2010-1, parking has been restricted on both sides of Service Road directly adjacent to R. L. Beattie School due to concerns raised by the school. During pickup and drop off time, parents were parking on both sides of the road and making it difficult for school buses to exit the site. Parking is currently allowed on both sides of the remainder of the street.

It was brought to our attention that vehicles are often parked on both sides of Service Road and on the sidewalk on the north side of the road. The vehicles parked on the sidewalk force pedestrians to walk within the roadway to pass these parked vehicles. These safety problems are worsened in the winter when snow banks reduce the operating width of the road.

Signed By

Report Prepared By

Joe Rocca
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Digitally Signed Sep 16, 16

Division Review

David Shelsted
Director of Roads & Transportation
Services
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Recommended by the Department

Tony Cecutti
General Manager of Infrastructure
Services
Digitally Signed Sep 16, 16

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 16, 16

To improve safety in the area, staff recommends that parking be restricted on the north side of Service Road from Regent Street to Loach's Road. Councillor Cormier has indicated he is in support of this recommendation.



Subject Area



Regent Street

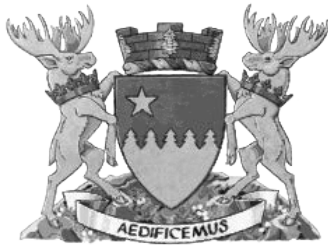
Service Road

Loach's Road

Paris

Algonquin Road

Parking Restrictions
Service Road, Sudbury
September 15, 2016



City of Greater Sudbury Charter

WHEREAS Municipalities are governed by the Ontario Municipal Act, 2001;

AND WHEREAS the City of Greater Sudbury has established Vision, Mission and Values that give direction to staff and City Councillors;

AND WHEREAS City Council and its associated boards are guided by a Code of Ethics, as outlined in Appendix B of the City of Greater Sudbury's Procedure Bylaw, most recently updated in 2011;

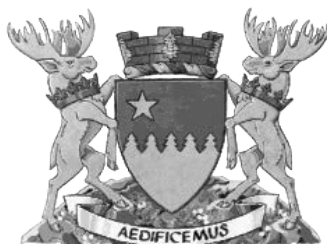
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

THEREFORE BE IT RESOLVED THAT Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

As Members of Council, we hereby acknowledge the privilege to be elected to the City of Greater Sudbury Council for the 2014-2018 term of office. During this time, we pledge to always represent the citizens and to work together always in the interest of the City of Greater Sudbury.

Accordingly, we commit to:

- Perform our roles, as defined in the Ontario Municipal Act (2001), the City's bylaws and City policies;
- Act with transparency, openness, accountability and dedication to our citizens, consistent with the City's Vision, Mission and Values and the City official motto;
- Follow the Code of Ethical Conduct for Members of Council, and all City policies that apply to Members of Council;
- Act today in the interest of tomorrow, by being responsible stewards of the City, including its finances, assets, services, public places, and the natural environment;
- Manage the resources in our trust efficiently, prudently, responsibly and to the best of our ability;
- Build a climate of trust, openness and transparency that sets a standard for all the City's goals and objectives;
- Always act with respect for all Council and for all persons who come before us;
- Ensure citizen engagement is encouraged and promoted;
- Advocate for economic development, encouraging innovation, productivity and job creation;
- Inspire cultural growth by promoting sports, film, the arts, music, theatre and architectural excellence;
- Respect our historical and natural heritage by protecting and preserving important buildings, landmarks, landscapes, lakes and water bodies;
- Promote unity through diversity as a characteristic of Greater Sudbury citizenship;
- Become civic and regional leaders by encouraging the sharing of ideas, knowledge and experience;
- Work towards achieving the best possible quality of life and standard of living for all Greater Sudbury residents;



Charte de la Ville du Grand Sudbury

ATTENDU QUE les municipalités sont régies par la Loi de 2001 sur les municipalités (Ontario);

ATTENDU QUE la Ville du Grand Sudbury a élaboré une vision, une mission et des valeurs qui guident le personnel et les conseillers municipaux;

ATTENDU QUE le Conseil municipal et ses conseils sont guidés par un code d'éthique, comme l'indique l'annexe B du Règlement de procédure de la Ville du Grand Sudbury dont la dernière version date de 2011;

ATTENDU QUE la devise officielle de la Ville du Grand Sudbury, « Ensemble, bâtissons notre avenir », a été choisie afin de célébrer la diversité de notre municipalité ainsi que d'inspirer un effort collectif et l'inclusion;

QU'IL SOIT RÉSOLU QUE le Conseil de la Ville du Grand Sudbury approuve et adopte la charte suivante de la Ville du Grand Sudbury, qui sert de complément à ces principes directeurs, et qu'il y appose sa signature:

À titre de membres du Conseil, nous reconnaissons par la présente le privilège d'être élus au Conseil du Grand Sudbury pour le mandat de 2014-2018. Durant cette période, nous promettons de toujours représenter les citoyens et de travailler ensemble, sans cesse dans l'intérêt de la Ville du Grand Sudbury.

Par conséquent, nous nous engageons à :

- assumer nos rôles tels qu'ils sont définis dans la Loi de 2001 sur les municipalités, les règlements et les politiques de la Ville;
- faire preuve de transparence, d'ouverture, de responsabilité et de dévouement envers les citoyens, conformément à la vision, à la mission et aux valeurs ainsi qu'à la devise officielle de la municipalité;
- suivre le Code d'éthique des membres du Conseil et toutes les politiques de la municipalité qui s'appliquent à eux;
- agir aujourd'hui pour demain en étant des intendants responsables de la municipalité, y compris de ses finances, biens, services, endroits publics et du milieu naturel;
- gérer les ressources qui nous sont confiées de façon efficiente, prudente, responsable et de notre mieux;
- créer un climat de confiance, d'ouverture et de transparence qui établit une norme pour tous les objectifs de la municipalité;
- agir sans cesse en respectant tous les membres du Conseil et les gens se présentant devant eux;
- veiller à ce qu'on encourage et favorise l'engagement des citoyens;
- plaider pour le développement économique, à encourager l'innovation, la productivité et la création d'emplois;
- être une source d'inspiration pour la croissance culturelle en faisant la promotion de l'excellence dans les domaines du sport, du cinéma, des arts, de la musique, du théâtre et de l'architecture;
- respecter notre patrimoine historique et naturel en protégeant et en préservant les édifices, les lieux d'intérêt, les paysages, les lacs et les plans d'eau d'importance;
- favoriser l'unité par la diversité en tant que caractéristique de la citoyenneté au Grand Sudbury;
- devenir des chefs de file municipaux et régionaux en favorisant les échanges d'idées, de connaissances et concernant l'expérience;
- viser l'atteinte de la meilleure qualité et du meilleur niveau de vie possible pour tous les résidents du Grand Sudbury.