

# **City Operations Campus**

## **Business case and staging plan**

**Committee of the Whole**

May 3, 2021

# Strategic Plan alignment



**Sustaining our future**



**Navigating our future**



**Working together for our future**



**Building our future**



# Background and purpose

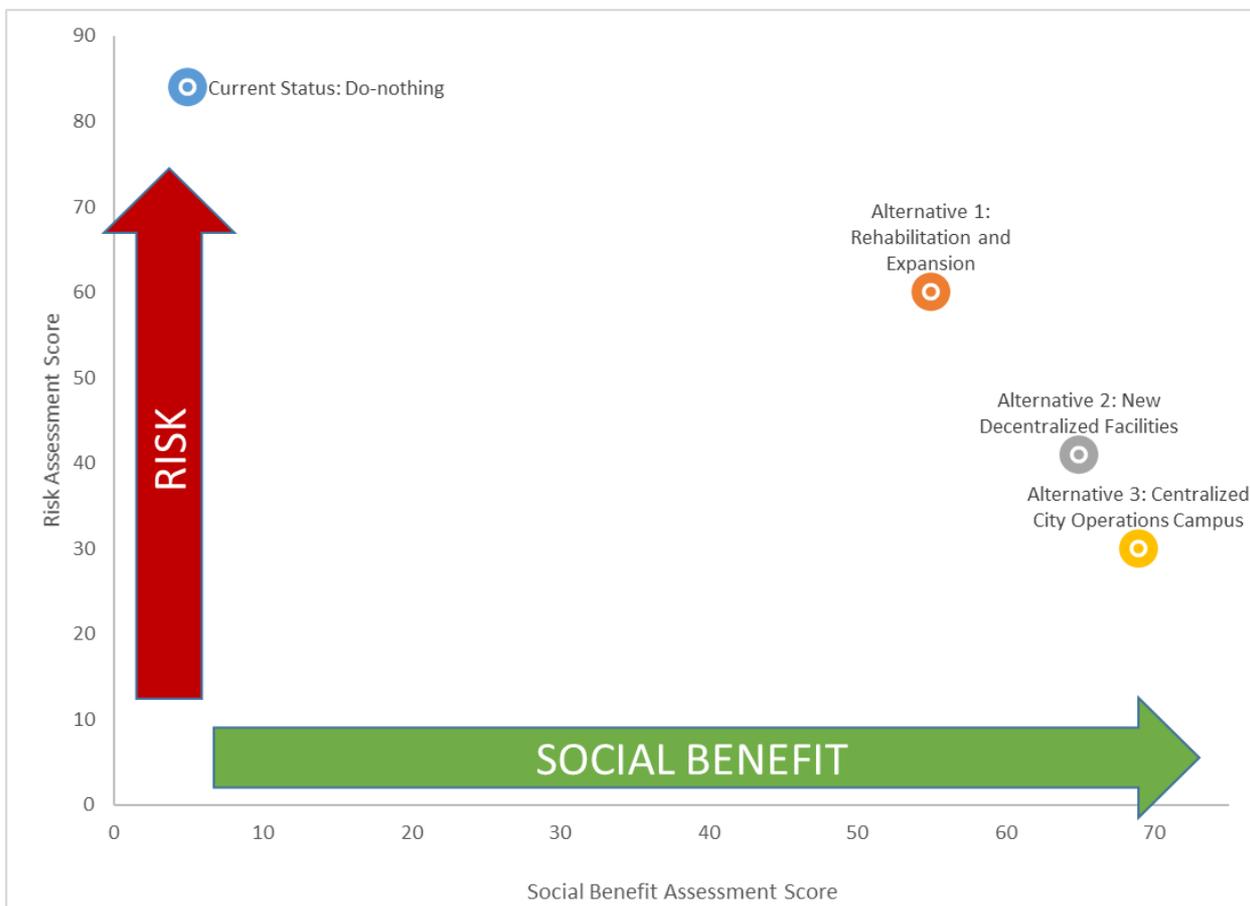
- **Facilities needs assessment**
  - Fleet Services
  - Public Works
  - Guelph Transit
  - Corporate Building Maintenance
  - Solid Waste Collections
  - Parks
- **Asset management plan**
- **City growth**

# Business case

- Process
- Assumptions
- Scope



# Social benefit and risk assessment



# Business case: Alternative costing

- Focuses on financial items—capital and operating cost differences in alternatives
- Consistent assumptions:
  - Population and business growth
  - Energy efficiency of facilities
  - Address current operational inefficiencies
- Provides a range of magnitude, not a budget

# Alternative 1: **Rehabilitation and expansion**

- Existing facilities rehabilitated and renovated
- Additional locations constructed or leased to meet functional space requirements



Avoids Service Disruption



Proximity Efficiencies



Avoids Land Acquisition



Schedule Certainty



Greatest Net Zero  
Carbon Impact



Central Location

# Alternative 2: New decentralized facilities

- New facilities constructed to meet functional space requirements.
- Decentralized facilities situated around the city on land not currently owned.



Avoids Service Disruption



Proximity Efficiencies



Avoids Land Acquisition



Schedule Certainty



Greatest Net Zero Carbon Impact



Central Location

# Alternative 3: Centralized City Operations Campus

- New facilities constructed to meet functional space requirements.
- Facilities are centralized at City-owned Watson-Stone roads location.



Avoids Service Disruption



Proximity Efficiencies



Avoids Land Acquisition



Schedule Certainty



Greatest Net Zero Carbon Impact



Central Location

# Comparison summary

Alternative	Estimated cost (\$)	Risk assessment score (scale 7 to 140)	Social benefit score (scale 5 to 75)
<b>Alternative 1:</b> Rehabilitation and Expansion	\$210 to \$257 million	60	55
<b>Alternative 2:</b> New Decentralized Facilities	\$219 to \$268 million	41	65
<b>Alternative 3:</b> Centralized City Operations Campus	\$186 to \$228 million	30	69

# Centralized City Operations Campus

## **Advantages:**

- Reduces capital investment costs
- Uses existing City-owned land
  - No new land acquisition costs
  - Reduces risks to project timeframe
- Less land is required

# Centralized City Operations Campus

## **Advantages:**

- Lower site preparation and servicing costs.
- Greatest efficiencies in service delivery.
  - increases access to shared resources
  - reduces travel time and mileage costs
  - reduces vehicle downtime

# Staging plan



# Financial planning

- Budget impacts presented after detailed design
  - Capital costs and funding sources
  - Operating budget requirements
- Infrastructure renewal and growth funding strategies
- Leveraging grants to reduce tax cost
- Corporate debt impact

# Next steps

- ICIP transfer payment agreement approval and sign off
- Annual budget approval
- Field studies, data collection and preliminary design of campus site plan
- New transit facility design and site plan

# Recommendations

That in accordance with the City Operations Campus Business Case as included in Attachment 1 of report City Operations Campus – Business Case and Staging Plan dated May 3, 2021, the municipal-owned site located at the northwest corner of Watson Parkway South and Stone Road East be approved as the site for the future City Operations Campus.

# Recommendations

That in accordance with the multi-year Staging Plan as included in Attachment 2 of report City Operations Campus – Business Case and Staging Plan dated May 3, 2021, staff proceed with site preparation and servicing of the City Operations Campus.

# Recommendations

That staff proceed with the planning and design of the future facilities consistent with the City Operations Campus Business Case and Staging Plan and be directed to seek Council approval through the annual budget process.