

Staff Report



To	City Council
Service Area	Infrastructure, Development and Environment
Date	Wednesday, February 19, 2025
Subject	Construction Improvement Program

Recommendation

1. That Report 2025-36 regarding Construction Improvement Program, dated February 19, 2025, be received.
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Executive Summary

Purpose of Report

The purpose of this Council report and workshop is to provide information about how the City plans, manages and communicates linear construction projects (i.e., roads and pipes) and how construction delivery improvement plans are being made to further advance housing, affordability, and service to the community. In addition, staff will discuss common engineering and construction practices and share information about the City's Construction Improvement (CI) Program. The workshop will include opportunities for staff to hear from the Mayor and Council regarding thoughts, feedback, challenges, and opportunities ahead of the upcoming construction season.

Key Findings

- Guelph is experiencing a housing crisis and efforts are being made to build more homes faster, which furthers the need for effective, innovative, and streamlined approaches to complete housing-enabling construction faster and better.
- Guelph has an infrastructure renewal backlog of approximately \$360M, which is forecast to grow to over \$660M. This poses organizational and community risk related to infrastructure-related service levels.
- The investment in organizational capital projects is forecasted to be over \$2.3B in the next 10 years.
- Community and political expectations regarding construction communications, customer service, and performance are continuously increasing.
- In response to these challenges, staff have created a CI Program that will help deliver key linear capital works (i.e., roads and pipes) to achieve organizational goals. The CI Program was developed initially with Engineering and Transportation Services' (E&TS) capital project work in mind, but some actions may be integrated organizationally with other departments that complete construction activities over the course of time.

- The total approved capital infrastructure projects for linear construction is approximately \$1B from 2025 to 2034. These figures represent capital construction projects and do not include developer construction projects that the City will also be supporting in various ways.

Strategic Plan Alignment

This workshop aligns with the strategic plan theme of City building by sharing planned improvements to the City's construction projects to meet the City's housing pledge. It also aligns with the Foundations theme of fostering a culture of continuous improvement and providing excellent service by ensuring the Mayor and Council are aware of processes in E&TS and the improvement initiatives planned.

Future Guelph Theme

City Building

Future Guelph Objectives

City Building: Improve housing supply

Financial Implications

There are no direct financial implications from this report and associated workshop. Feedback gained through the council workshop may inform potential changes to service levels, resource needs, and project delivery, which may have future financial considerations. Any future financial implications would be presented under separate cover for council consideration through the appropriate process.

Report

Guelph is experiencing a housing crisis and as referenced in the City's [State of Housing in Guelph](#) report, the City of Guelph has committed to adopting and implementing a housing now approach to housing, that is in line with [Canada's National Housing Strategy \(A Place to Call Home\)](#). Guelph also has critical infrastructure renewal needs documented in the [City's Asset Management Plan](#), that require investment in capital construction to reduce service level disruption risk and to support a thriving city.

In response to these challenges, staff have developed a *Construction Improvement* (CI) program of work that will help deliver key linear capital works (i.e., roads and pipes) to achieve organizational goals. As part of the CI program, staff are seeking to increase public and council education and awareness of construction plans and tactics, including sharing information on:

- How construction achieves key goals like enabling housing and/or infrastructure renewal to protect critical services from interruption.
- How construction projects are scoped, designed, and delivered.
- How staff work towards optimizing construction cost.
- How staff are communicating and notifying the public about roadworks.
- How staff are planning to do construction faster.
- Service levels for residents and businesses; and
- Common practices and limitations to construction.

The themes of Education, Customer Service, Communications, Relationships, Faster Project Delivery and Affordability will be addressed during the Council workshop on February 19, 2025.

At the Council workshop staff will share information with Council using four (4) themed information stations that the Mayor and Council will visit in groups of 3-4, one after the other to learn about the respective topic. The stations will include:

- Capital Project Planning and Design
- Customer Service, Communications, and Relationship Building
- Traffic Management
- Construction Project Delivery

At the stations, staff will seek to engage Mayor and Council feedback and opinion on several topics such as:

- Faster/more efficient project delivery;
- Enhanced community engagement, communications, and construction mitigation;
- Service levels and community expectations; and
- Affordability

After visiting each station, staff have planned an interactive discussion where they will seek to understand what information is important for the Mayor and Council to receive, such as:

- What construction-related information is helpful for staff to provide that the Mayor and Council are often asked about?
- What thoughts do the Mayor and Council have from a political perspective for staff to continue to improve on communicating construction work with Council, residents, and businesses?

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Consultations and Engagement

The CI program of work will take place over several years and will ultimately become an ongoing part of continuous improvement within staff culture. Staff from across multiple departments in the organization will be involved in continuously improving construction delivery. Initiatives will be prioritized based on their ability to advance the strategic plan, housing, affordability, customer service and culture goals.

Attachments

Attachment-1 Construction Improvement Workshop Backgrounder Station Name
Capital Project Planning and Design

Attachment-2 Construction Improvement Workshop Backgrounder Station Name
Construction Project Delivery

Attachment-3 Construction Improvement Workshop Backgrounder Station Name
Traffic Management

Attachment-4 Construction Improvement Workshop Backgrounder Station Name
Customer Services, Communications and Relationship Building

Attachment-5 Construction Improvement Program Council Workshop

Departmental Approval

None

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