

CITY COUNCIL AGENDA



Council Chambers, Guelph City Hall, 1 Carden Street

DATE Monday April 25, 2016 – 5:30 p.m.

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

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-2016.30 Solid Waste Resources 2015 Negative Variance**
Section 239(2) (b) personal matters about an identifiable individual
- C-2016.31 CAO Performance Objectives**
Section 239(2) (b) personal matter about an identifiable individual
- C-2016.32 Ontario Municipal Board Hearing – 1159 Victoria Road South (Victoria Park Village) – Update on Appeals of Zoning By-law Amendment and Applications for Site Plan Approval – Ward 6**
Section 239(2) (e) litigation or potential litigation, including matters before administrative tribunals
- C-2016.27 City of Guelph Contribution Agreement with Metrolinx**
Section 239(2) (c) proposed or pending acquisition or disposition of land
- C-2016.25 Decision Making: Terms of Reference/Scope – Follow UP on February 29, 2016 Matter**
Section 239(2) (a) and (b) security of the property and personal matters about identifiable individuals

CLOSED MEETING

OPEN MEETING – 7:00 P.M.

**O Canada
Silent Reflection
Disclosure of Pecuniary Interest and General Nature Thereof**

CLOSED MEETING SUMMARY

PRESENTATION

- a) Dr. Franco Vaccarino, President & Vice Chancellor, University of Guelph – University's Strategic Renewal Process and progress of the University's Economic and Social Impact Study.

CONFIRMATION OF MINUTES (Councillor Downer)

***"THAT** the minutes of the Council Meetings held March 7, 9 and 21, 2016 be confirmed as recorded and without being read."*

CONSENT REPORTS/AGENDA – ITEMS TO BE EXTRACTED

The following resolutions have been prepared to facilitate Council's consideration of the various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Reports/Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Consent Reports/Agenda will be approved in one resolution.

Consent Reports/Agenda from:

Report of the Integrity Commissioner			
Item	City Presentation	Delegations	To be Extracted
IC-2016.2 Complaint Against 5 Members of Council	Robert Swayze, Integrity Commissioner will be available to answer any questions		✓

Adoption of the Second Report of the Integrity Commissioner.

Corporate Services Committee			
Item	City Presentation	Delegations	To be Extracted
CS-2016.7 2015 Preliminary Year End Operating Variance Report (Unaudited)			
CS-2016.10 2016 Property Tax Policy			

Adoption of balance of Corporate Services Committee Third Consent Report - Councillor Hofland, Chair

Governance Committee			
Item	City Presentation	Delegations	To be Extracted
GOV-2016.2 Corporate Strategic Plan (2012-16) Priority Project Update			
GOV-2016.3 Council Committee Structure – Committee-of-the-Whole			
GOV-2016.4 Community Energy Initiative Update – Proposed Scope		<ul style="list-style-type: none"> Kithio Mwanzia, President & CEO, Guelph Chamber of Commerce 	✓

Adoption of balance of Governance Committee Second Consent Report –
Mayor Guthrie, Chair

Infrastructure, Development & Enterprise Committee			
Item	City Presentation	Delegations	To be Extracted
IDE-2016.8 Sign By-law Variances – 197 Hanlon Creek Boulevard			

Adoption of balance of Infrastructure, Development & Enterprise Committee Third
Consent Report – Councillor Bell, Chair

Public Services Committee			
Item	City Presentation	Delegations	To be Extracted
PS-2016.4 Canada Summer Games 2021 Update and Regional Bid Investigation			
PS-2016.5 Harvard Road Transit Service			
Wellington Guelph Drug Strategy			

Adoption of balance of Public Services Committee Second Consent Report –
Councillor Downer, Chair

Council Consent Agenda			
Item	City Presentation	Delegations	To be Extracted
CON-2016.15 Annual Asphalt, Contract 2-1601			
CON-2016.16 Stevenson Street Reconstruction Phase II (Grange Street to Bennett Avenue) Contract 2-1609			

Adoption of balance of the Council Consent Agenda.

ITEMS EXTRACTED FROM COMMITTEES OF COUNCIL REPORTS AND COUNCIL CONSENT AGENDA (Chairs to present the extracted items)

Once extracted items are identified, they will be dealt with in the following order:

- 1) *delegations (may include presentations)*
- 2) *staff presentations only*
- 3) *all others.*

Reports from:

- Corporate Services Committee– Councillor Hofland
- Governance Committee – Mayor Guthrie
- Infrastructure, Development & Enterprise Committee – Councillor Bell
- Public Services Committee– Councillor Council Downer
- Consent – Mayor Guthrie

SPECIAL RESOLUTIONS

BY-LAWS

Resolution – Adoption of By-laws (Councillor Gibson)

MAYOR'S ANNOUNCEMENTS

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

NOTICE OF MOTION

Notice of Motion from Councillor Van Hellemond.

ADJOURNMENT

**Minutes of Guelph City Council
Held in the Council Chambers, Guelph City Hall on
Monday, March 7, 2016 at 5:00 p.m.**

Attendance

Council:	Mayor C. Guthrie Councillor P. Allt Councillor B. Bell Councillor C. Billings Councillor D. Gibson	Councillor J. Hofland Councillor M. MacKinnon Councillor A. Van Hellemond Councillor K. Wettstein
Absent:	Councillor C. Downer Councillor J. Gordon Councillor L. Piper Councillor M. Salisbury	
Staff:	Mr. S. O'Brien, City Clerk Ms. D. Black, Council Committee Coordinator	

Call to Order (5:00 p.m.)

Mayor Guthrie called the meeting to order.

Authority to Resolve into a Closed Meeting of Council

1. Moved by Councillor Bell
Seconded by Councillor Gordon

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2)(e) and (f) of *The Municipal Act*, with respect to litigation or potential litigation, including matters before administrative tribunals, and advice that is subject to solicitor-client privilege including communications necessary for that purpose.

CARRIED

Closed Meeting (5:02 p.m.)

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

The following matters were considered:

- C-2016.20 Guelph Storm Negotiation Update
- C-2016.18 Correspondence of January 21st, 2016 – Options for Response
- C-2016.19 Social Media Communications

Rise and recess from Closed Meeting (6:48 p.m.)

Open Meeting (7:00p.m.)

Attendance

Council: Mayor C. Guthrie
Councillor P. Allt
Councillor B. Bell
Councillor C. Billings
Councillor C. Downer
Councillor D. Gibson
Councillor J. Gordon

Councillor J. Hofland
Councillor M. MacKinnon
Councillor L. Piper
Councillor M. Salisbury
Councillor A. Van Hellemond
Councillor K. Wettstein

Staff: Mr. S. Stewart, Deputy CAO of Infrastructure, Development and Enterprise
Mr. T. Salter, General Manager, Planning, Urban Design & Building Services
Ms. S. Kirkwood, Manager of Development Planning
Ms. L. Sulatycki, Senior Development Planner
Mr. M. Witmer, Development Planner II
Ms. T. Agnello, Deputy Clerk
Ms. D. Black, Council Committee Coordinator

Mayor Guthrie called the meeting to order.

Closed Meeting Summary

Mayor Guthrie addressed the matters discussed in the closed meeting and identified the following:

C-2016.18 Correspondence of January 21st, 2016 – Options for Response

The Mayor and staff were given direction regarding the correspondence of January 21st, 2016 – Options for Response

C-2016.19 Social Media Communications

Staff was given direction regarding the social media communications.

C-2016.20 Guelph Storm Negotiation Update

Staff was given direction regarding the Guelph Storm Negotiation Update

C-2016.17 171 Kortright Road West: Update on Ontario Municipal Board Hearing

The matter will be discussed when Council reconvenes in closed session.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures

Planning Public Meeting

Mayor Guthrie announced that in accordance with The Planning Act, Council is now in a public meeting for the purpose of informing the public of various planning matters. The Mayor asked if there were any delegations in attendance with respect to the planning matters listed on the agenda.

Paisley/Imperial Node Proposed Official Plan Amendment and Zoning By-law Amendment (Files: OP1502 and ZC1515) – Ward 4

Lindsay Sulatycki, Senior Development Planner advised the purpose of the amendment is to increase the overall permitted gross floor area of the node by 4,400 m² to allow for the development of the remaining phase of West Hills Plaza (963 to 1045 Paisley Road).

Wendy Nott, on behalf of the applicant stated that they have been successful with the development of the property to date and the requested amendment will secure the final build out of the node. She advised they are working with staff to determine form and build out.

Council raised questions regarding plans for the stub road, timing of a comprehensive commercial policy review, impacts on other identified commercial nodes, considerations of the Community Energy Initiative, potential locations for pedestrian access, timing of the land transfer, drive-through layouts, synchronization of traffic lights, traffic flow, bike lanes, and connection of Elmira Road and Highway 24.

2. Moved by Councillor Billings
Seconded by Councillor Salisbury

That Report 16-11 regarding proposed Official Plan Amendment and Zoning By-law Amendment applications (Files: OP1502 and ZC1515) by Walker, Nott, Dragicevic Associates Limited on behalf of the owner, Armel Corporation to amend the Official Plan and Zoning By-law for the Paisley/Imperial Node lands, comprised of five (5) properties, municipally known as 926 Paisley Road, 950 Paisley Road, 963 to 1045 Paisley Road, 19 and 71 Elmira Road South, and 129 Elmira Road South City of Guelph, from Infrastructure, Development and Enterprise dated March 7, 2016, be received.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST (0)

CARRIED

325 and 329 Gordon Street Proposed Zoning By-law Amendment (File ZC1516) – Ward 5

Michael Witmer, Development Planner II provided a history of the property and explained that the amendment will change the northern portion of the property from residential zone to an I.1 Specialized Institution Zone to permit a religious institution. They are requesting specialized zoning to permit a maximum of 15 parking spaces on the 325 Gordon Street portion of the property. He advised the site plan process and

Heritage Guelph input will ensure the heritage value is protected. He noted that the heritage issues, financial impacts, a tree conservation plan and lighting and signage concerns will be addressed in the decision report.

James Webb, WEBB Planning Consultants Inc., introduced other representatives for the applicant and noted staff adequately explained the file.

Rebecca McIlvoy, representing Newman Centre, explained the organization and their plans for the property. She detailed the types of uses and layout of the space and assured Council they do not anticipate a large increase in traffic or noise issues.

Mr. Webb stated they have no intention to have additional uses for the property or change the adjacent carriage house. He explained that new construction will fit within the heritage designation and they will minimize effects on the natural heritage. He clarified no changes are proposed to 329 Gordon Street because of current commitments. They will work with staff to ensure lighting and signs adhere to the heritage regulations and minimize impact on the neighbourhood.

Staff will provide information regarding the interaction of the heritage district designation with zoning applications at the various phases.

3. Moved by Councillor Piper
Seconded by Councillor Allt

That Report 16-14 regarding a Zoning By-law Amendment application (File ZC1516) by James Webb Planning Consultants Inc. (on behalf of The Roman Catholic Episcopal Corporation Diocese of Hamilton) to change the zoning from the current Single Detached Residential (R.1B) Zone to a specialized Institutional: Educational, Spiritual, and Other Services (I.1-?) Zone on the northern half of 325-329 Gordon Street, legally described as Part of Lots 1, 2, 3, 4 and 5, Registered Plan 308, City of Guelph, from Infrastructure, Development and Enterprise dated March 7, 2016 be received.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)
VOTING AGAINST (0)

CARRIED

By-laws

4. Moved by Councillor Allt
Seconded by Councillor Hofland

That By-law Number (2016) - 20025 is hereby passed.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)
VOTING AGAINST: (0)

CARRIED

Mayor's Announcements

Councillor Allt announced that Guelph will be featured in a segment on TVO The Agenda with Steve Paikin at 8:00 p.m. on March 8th and encouraged the public to watch.

Authority to Resolve into a Closed Meeting of Council (8:02 p.m.)

1. Moved by Councillor Hofland
Seconded by Councillor Gordon

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (e) and (f) of The Municipal Act, with respect to litigation or potential litigation, including matters before administrative tribunals, and advice that is subject to solicitor-client privilege including communications necessary for that purpose.

CARRIED

Closed Meeting (8:04 p.m.)

The following matter was considered:

C-2016.17 171 Kortright Road West: Update on Ontario Municipal Board Hearing

Rise and recess from Closed Meeting (8:42 p.m.)

Open Meeting (8:43 p.m.)

Attendance

Council:	Mayor C. Guthrie	Councillor J. Hofland
	Councillor P. Allt	Councillor M. MacKinnon
	Councillor B. Bell	Councillor L. Piper
	Councillor C. Billings	Councillor M. Salisbury
	Councillor C. Downer	Councillor A. Van Hellemond
	Councillor D. Gibson	Councillor K. Wettstein
	Councillor J. Gordon	

Staff: Mr. S. O'Brien, City Clerk

Mayor Guthrie called the meeting to order.

Closed Meeting Summary

Mayor Guthrie spoke to the matter addressed in the closed meeting and identified the following:

C-2016.17 171 Kortright Road West: Update on Ontario Municipal Board Hearing

Staff was given direction regarding 171 Kortright Road West: Update on Ontario Municipal Board Hearing

Adjournment (8:45 p.m.)

13. Moved by Councillor Bell
Seconded by Councillor Van Hellemond

That the meeting be adjourned.

CARRIED

Minutes to be confirmed on April 25, 2016.

Mayor Guthrie

Tina Agnello, Deputy Clerk

**Minutes of Guelph City Council
Held in the Council Chambers, Guelph City Hall on
Wednesday, March 9, 2016 at 5:00 p.m.**

Attendance

Council:	Mayor Guthrie	Councillor J. Gordon
	Councillor P. Allt	Councillor M. MacKinnon
	Councillor B. Bell	Councillor L. Piper (<i>arrived at 5:06 p.m.</i>)
	Councillor C. Billings	Councillor M. Salisbury
	Councillor C. Downer	Councillor A. Van Hellemond
	Councillor D. Gibson	Councillor K. Wettstein
Absent:	Councillor J. Hofland	
Staff:	Ms. A. Pappert, Chief Administrative Officer	
	Mr. S. Stewart, Deputy CAO, Infrastructure, Development & Enterprise	
	Mr. Stephen O'Brien, City Clerk	
	Ms. D. Black, Council Committee Coordinator	
Also	Mr. P. Sardana, CEO, GHESI and Envida	
Present:	Ms. J. Armstrong, Chair, GHESI	
	Mr. R. Bell, Director, GHESI	

Call to Order (5:00 p.m.)

Mayor Guthrie called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Elected Officials and Roles on Boards and as Shareholder

Ms. Linda Bertoldi, external legal counsel, Borden Ladner Gervais, LLP provided an overview of corporate governance fundamentals under the Ontario Business Corporation Act including roles and duties of directors.

Recommendation

1. Moved by Councillor Gordon
Seconded by Councillor Downer

That the March 9, 2016 presentation regarding Elected Officials and Roles on Boards and as Shareholder, be received.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)

VOTING AGAINST: (0)

CARRIED

Authority to Resolve into a Closed Meeting of Council

2. Moved by Councillor MacKinnon
Seconded by Councillor Bell

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the *Municipal Act* with respect to personal matters about identifiable individuals.

CARRIED

Closed Meeting (6:34 p.m.)

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

The following matters were considered:

C-2016.14 CAO Performance Objectives

Rise and recess from Closed Meeting (8:22 p.m.)

Council recessed.

Open Meeting (8:24 p.m.)

Council:	Mayor Guthrie Councillor P. Allt Councillor B. Bell Councillor C. Billings	Councillor J. Gordon Councillor M. MacKinnon Councillor A. Van Hellemond Councillor K. Wettstein
Absent:	Councillor C. Downer Councillor D. Gibson Councillor J. Hofland	Councillor L. Piper Councillor M. Salisbury
Staff:	Ms. A. Pappert, Chief Administrative Officer Mr. S. Stewart, Deputy CAO, Infrastructure, Development & Enterprise Mr. Stephen O'Brien, City Clerk	

Mayor Guthrie called the meeting to order.

Mayor Guthrie spoke regarding the matters addressed in closed and identified the following:

C-2016.14 CAO Performance Objectives

Council received information regarding the CAO Performance Objectives.

Adjournment (8:25 p.m.)

3. Moved by Councillor Van Hellemond
Seconded by Councillor Bell

That the meeting be adjourned.

CARRIED

Minutes to be confirmed on April 25, 2016.

Mayor Guthrie

Stephen O'Brien - City Clerk

**Minutes of Guelph City Council
Held in the Council Chambers, Guelph City Hall on
Monday March 21, 2016 at 5:00 p.m.**

Attendance

Council: Mayor Guthrie
Councillor P. Allt
Councillor B. Bell
Councillor C. Billings
Councillor C. Downer
Councillor D. Gibson
Councillor J. Gordon (arrived 5:03)
Councillor J. Hofland
Councillor M. MacKinnon
Councillor L. Piper
Councillor M. Salisbury (arrived 5:03)
Councillor A. Van Hellemond
Councillor K. Wettstein

Staff: Ms. A. Pappert, CAO
Mr. M. Amorosi, Deputy CAO of Corporate Services
Mr. S. Stewart, Deputy CAO of Infrastructure, Development & Enterprise
Mr. D. Thomson, Deputy CAO of Public Services
Mr. S. O'Brien, City Clerk
Ms. J. Sweeney, Council Committee Coordinator

Call to Order (5:03 p.m.)

Mayor Guthrie called the meeting to order.

Authority to Resolve into a Closed Meeting of Council

1. Moved by Councillor Piper
Seconded by Councillor Bell

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) and (e) of the *Municipal Act* with respect to personal matters about identifiable individuals and litigation or potential litigation, including matters before administrative tribunals.

CARRIED

Closed Meeting (5:01 p.m.)

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

The following matters were considered:

C-2016.21 Guelph Storm Negotiation

C-2016.22 CAO Contract

Rise and recess from Closed Meeting (6:08 p.m.)

Council recessed.

Open Meeting (7:08 p.m.)

Mayor Guthrie called the meeting to order.

Closed Meeting Summary

Mayor Guthrie spoke regarding the matters addressed in closed and identified the following:

Minutes – Council Closed Session – February 8, 22, 24 and 29, 2016

These minutes were acknowledged by Council.

C-2016.21 Guelph Storm Negotiation Update

Information was received and staff were given direction on this matter.

C-2016.22 CAO Contract

Direction was provided.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Mayor Guthrie recognized the University of Guelph Gryphons Football Program who won the Ontario University Athletics (OUA) Championship Yates Cup.

Confirmation of Minutes

1. Moved by Councillor Allt
Seconded by Councillor Hofland

That the minutes of the Council Meetings held February 8, 11, 22, 24 and 29, 2016 and the minutes of the Closed Meeting of Council held February 8, 22, 24 and 29, 2016 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Consent Reports

Corporate Services Committee Second Consent Report

The following item was extracted:

CS-2016.6 Tax Ratios - 2016

Councillor Hofland presented the balance of the Corporate Services Committee Second Consent Report.

2. Moved by Councillor Hofland
Seconded by Councillor Billings

That the balance of the March 21, 2016 Corporate Services Committee Second Consent Report as identified below, be adopted:

CS-2016.5 Outstanding Motions of the Corporate Services Committee

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.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Governance Committee First Consent Report

Mayor Guthrie presented the Governance Committee First Consent Report.

3. Moved by Councillor Bell
Seconded by Councillor Gibson

That the March 21, 2016 Governance Committee First Consent Report as identified below, be adopted:

GOV-2016.1 Governance Options Regarding the County of Wellington's Social Services Committee

That Governance Committee recommend to Council:

Reconstitute a Strategic Partnership between the City and the County.

Components to include:

- A negotiated Terms of Reference – City Council representative(s), with Staff support, to work with County representatives to produce a Terms of Reference.
- Joint strategic planning sessions – Co-ordinated by City and County staff to be delivered on a regular basis (at least annually). The agenda and focus will be determined through enhanced City and County staff collaboration to ensure that matters of shared interest/responsibilities are tabled.
- Enhanced City Staff and Council participation at the County's Social Services Committee – Identified Staff representative(s) to actively participate at the Committee to facilitate information sharing and provide strategic input. One Council representative to participate.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)
VOTING AGAINST: (0)

CARRIED

Infrastructure, Development & Enterprise Committee Second Consent Report

The following items were extracted:

IDE-2016.2 Stormwater Funding Study

IDE-2106.7 Heritage Redevelopment Reserve Grant Application for 15 Wyndham Street North (Petrie Building)

Councillor Bell presented the balance of the Infrastructure, Development & Enterprise Committee Second Consent Report.

4. Moved by Councillor Bell
Seconded by Councillor Salisbury

That the March 21, 2016 Infrastructure, Development & Enterprise Committee Second Consent Report as identified below, be adopted:

IDE-2016.3 Backflow Prevention By-law

1. That Report 16-09 from Infrastructure, Development and Enterprise dated March 1, 2016 regarding the Backflow Prevention By-law, be received.
2. That a new, stand-alone, Backflow Prevention By-law, included as Attachment 2 to Report 16-09, be enacted.

IDE-2106.4 2015 Annual and Summary Water Services Report (compliance)

That the 2015 Annual and Summary Water Services Report (compliance) be received.

IDE-2016.5 Sign By-law Variances – 299 Scottsdale Drive

1. That Report 16-12 from Infrastructure, Development and Enterprise dated March 1, 2016 regarding sign by-law variances for 299 Scottsdale Drive, be received.
2. That the request for variances from the Sign By-law for 299 Scottsdale Drive to permit one (1) illuminated freestanding sign with an area of 7.4m² and a height of 2.7m above the adjacent road, be approved.

IDE-2106.6 Sign By-law Variances – 102 Wyndham Street North

1. That Report 16-13 from Infrastructure, Development and Enterprise dated March 1, 2016 regarding sign by-law variances for 102 Wyndham Street North, be received.
2. That the request for variances from the Sign By-law to permit one (1) double faced sign with a sign face area of 0.74m² to be located perpendicular to the building on the second storey of 102 Wyndham Street North, be approved.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Public Services Committee First Consent Report

Councillor Downer presented the Public Services Committee First Consent Report.

5. Moved by Councillor Downer
Seconded by Councillor Billings

That the March 21, 2016 Public Services Committee First Consent Report as identified below, be adopted:

10 Carden Shared Space: Redevelopment of the Acker's Furniture Building at 42 Carden Street

That consideration of both the Community Bond Investment program and Community Improvement Plan tax incentive program be referred to finance staff for follow-up and reporting back by the end of Q2 2016 through the Corporate Services Committee.

PS-2016.1 Support for New Refugees

1. That the Public Services Report # PS-16-01 "Support for New Refugees" dated March 3, 2016 be received.
2. That staff be given approval to proceed with a one year pilot program providing temporary free passes for Guelph Transit, Guelph Museums, and open public programs (non-registered) within the Recreation Department to all new refugees settling in Guelph, as outlined in this report.

PS-2016.2 Business License Fees 2016

1. That the Public Services Report # PS-16-03 "Business Licence Fees 2016" dated March 3, 2016 be received.
2. That staff be directed to prepare the necessary amendments to Business Licence By-law (2009)-18855, as amended to incorporate the 2016 fees as identified in Public Services Report # PS-16-03 dated March 3, 2016.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Council Consent Agenda

The following items were extracted:

CON-2016.9 Resolution from Township of Gillies regarding Town of Aurora Council Resolution about Ontario Municipal Board Jurisdiction

CON-2016.10 Victoria Road Recreation Centre – Renovation Update

Extracted Items

IDE-2016.7 Heritage Redevelopment Reserve Grant Application for 15 Wyndham Street North (Petrie Building)

The following addressed Council:

- Susan Ratcliffe

6. Moved by Councillor Bell
Seconded by Councillor Salisbury

1. That Report 16-10 regarding the proposed Heritage Redevelopment Reserve grant application for 15 Wyndham Street North (Petrie Building) from Infrastructure, Development and Enterprise dated March 1, 2016, be received.
2. That the Heritage Redevelopment Reserve grant application for 15 Wyndham Street North (Petrie Building) be approved in principle as per the Heritage Redevelopment Reserve Policy with an upset maximum total grant payment limit of \$91,000 (or a lesser amount if the actual calculated property tax increase created by the commercial development of the subject property is less than estimated). Installments would be payable annually (approximately \$9,100 per year) over a maximum of 10 years.
3. That the City Solicitor be directed to prepare a comprehensive Tax Increment-based Grant Financial Assistance Agreement between the owner and the City of Guelph to the satisfaction of the General Manager of Finance

generally in accordance with provisions outlined in Report 16-10.

4. That the City and owner enter into a Heritage Conservation Easement Agreement involving the Petrie Building at 15 Wyndham Street North to the satisfaction of the General Manager of Planning, Urban Design and Building Services and the City Solicitor prior to any grant payments being issued to the owner.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

CON-2016.9 Resolution from Township of Gillies regarding Town of Aurora Council Resolution about Ontario Municipal Board Jurisdiction

The following addressed Council:

- Maria Pezzano on behalf of The Ward Residents' Association
- Michele Richardson on behalf of the McElderry Residents' Community Inc.
- Bruce Ryan, President, Old University Neighbourhood Residents' Association

7. Moved by Councillor Downer
Seconded by Councillor Piper

That the City of Guelph requests the Ministry of Municipal Affairs & Housing (MMAH) upcoming review of the Ontario Municipal Board be viewed as an opportunity for significant and substantial reform, including the limiting of its jurisdiction;

And that the review also consider the issue of lack of accessibility for interested residents into the OMB's process as it relates to cost and knowledge;

And that the City of Guelph develop an education and communication plan to encourage participation into the Ministry of Municipal Affairs & Housing's Ontario Municipal Board Review.

And that the City of Guelph requests that the Ministry of Municipal Affairs & Housing to host a public meeting in Guelph during the review;

And that a copy of this motion be sent to the Honourable Kathleen Wynne, Premier of Ontario; the Honourable Ted McMeekin, Minister of Municipal Affairs & Housing; and the Honourable Liz Sandals, MPP, Guelph;

And that a copy of this motion be sent to the Association of Municipalities of Ontario (AMO) and to all Ontario municipalities for their consideration.

Amendment

8. Moved by Councillor Gibson
Seconded by Councillor Downer

That the motion be forwarded to Patrick Brown, Leader of the Progressive Conservative Party and Andrea Horwath, Leader of the New Democratic Party.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Amendment

9. Moved by Councillor Allt
Seconded by Councillor Piper

That a copy of the motion be forwarded to all AMO affiliated groups (ie. LUMCO, ROMA, NOMA, etc.)

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Main Motion as Amended

10. Moved by Councillor Downer
Seconded by Councillor Piper

That the City of Guelph requests the Ministry of Municipal Affairs & Housing (MMAH) upcoming review of the Ontario Municipal Board be viewed as an opportunity for significant and substantial reform, including the limiting of its jurisdiction;

And that the review also consider the issue of lack of accessibility for interested residents into the OMB's process as it relates to cost and knowledge;

And that the City of Guelph develop an education and communication plan to encourage participation into the Ministry of Municipal Affairs & Housing's Ontario Municipal Board Review.

And that the City of Guelph requests that the Ministry of Municipal Affairs & Housing to host a public meeting in Guelph during the review;

And that a copy of this motion be sent to the Honourable Kathleen Wynne, Premier of Ontario; the Honourable Ted McMeekin, Minister of Municipal Affairs & Housing; and the Honourable Liz Sandals, MPP, Guelph; **Patrick Brown**,

**Leader of the Progressive Conservative Party; and Andrea Horwath,
Leader of the New Democratic Party;**

And that a copy of this motion be sent to the Association of Municipalities of Ontario (AMO) to all AMO affiliated groups (ie. LUMCO, ROMA, NOMA, etc.) and to all Ontario municipalities for their consideration.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)
VOTING AGAINST: (0)

CARRIED

CON-2106.10 Victoria Road Recreation Centre – Renovation Update

- The following addressed Council:
Peter Guth on behalf of the Guelph Minor Hockey Association
- Ken Mark, President, Guelph Marlins Aquatic Club
- Cynthia Fobert

11. Moved by Councillor Bell
Seconded by Councillor Hofland

1. That Council approve a budget increase in the amount of \$2,515,700 for project RF0051 VRRRC Expansion/Renovation.
2. That the additional budget be funded via \$466,400 in Recreation Development Charges, \$1,549,300 tax funded debt transferred from SS0019 Baker St. Re-development PH3, and \$500,000 from the City-Wide Parkland Dedication Reserve.
3. That the tender bid of Melloul-Blamey Construction Inc. – Option #2 be accepted and that the Mayor and Clerk be authorized to sign the agreement for Reference Number 16-034 for the renovation of the Victoria Road Recreation Center for the total tendered price of \$12,642,000 exclusive of HST.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)
VOTING AGAINST: (0)

CARRIED

CS-2016.6 Tax Ratios - 2016

12. Moved by Councillor Hofland
Seconded by Councillor Allt

1. That Report CS-2016-05 entitled "Tax Ratios – 2016" be received for information.

2. That the 2016 Tax Ratios be set as follows:
 - a) That the multi-residential ratio be reduced from 2.0399 to 1.9979;
 - b) That the industrial tax ratio be reduced from 2.3111 to 2.2048;
 - c) That all other class ratios and vacancy discounts remain the same as 2015.
3. That staff prepare the 2016 Tax Policy Report, tax rates and the tax by-laws using these ratios.

VOTING IN FAVOUR: Councillors Allt, Bell, Downer, Gordon, Hofland, Piper and Salisbury (7)

VOTING AGAINST: Mayor Guthrie, Councillors Billings, Gibson, MacKinnon, Van Hellemond and Wettstein (6)

CARRIED

Council recessed at 9:00 p.m. and resumed at 9:07 p.m.

IDE-2016.2 Stormwater Funding Study

13. Moved by Councillor Bell
Seconded by Councillor Salisbury

1. That Stormwater Funding Study, dated February 2, 2016, be received.
2. That the transition of the stormwater service from a tax funded service to a dedicated variable user fee based on impervious area be approved.
3. That staff be directed to proceed with developing an implementation strategy with the following considerations:
 - a) Develop a variable user fee based on impervious area using the Equivalent Residential Unit (ERU) methodology;
 - b) Determine an appropriate level of service and funding including a phasing schedule;
 - c) Develop a credit program/policy to allow for property owners the opportunity to reduce fees through the implementation of on-site stormwater measures.

Amendment

14. Moved by Councillor Bell
Seconded by Councillor Gibson

That the total tax implications of the stormwater funding to a dedicated variable fee be referred to the Corporate Services Committee for consideration.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Amendment

15. Moved by Councillor MacKinnon
Seconded by Councillor Wettstein

That the matter with respect to stormwater funding be referred back to the Infrastructure, Development & Enterprise Committee for consideration of options other than the ten included in the staff report.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Downer, Gibson, Gordon, Hofland, Piper, Salisbury, Van Hellemond and Wettstein (10)

VOTING AGAINST: Councillors Bell, Billings and MacKinnon (3)

DEFEATED

Main Motion as Amended

16. Moved by Councillor Bell
Seconded by Councillor Salisbury

1. That Stormwater Funding Study, dated February 2, 2016, be received.
2. That the transition of the stormwater service from a tax funded service to a dedicated variable user fee based on impervious area be approved.
3. That staff be directed to proceed with developing an implementation strategy with the following considerations:
 - a. Develop a variable user fee based on impervious area using the Equivalent Residential Unit (ERU) methodology;
 - b. Determine an appropriate level of service and funding including a phasing schedule;
 - c. Develop a credit program/policy to allow for property owners the opportunity to reduce fees through the implementation of on-site stormwater measures.
4. **That the total tax implications of the stormwater funding to a dedicated variable fee be referred to the Corporate Services Committee for consideration.**

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Downer, Gibson, Gordon, Hofland, Piper, Salisbury, Van Hellemond and Wettstein (11)

VOTING AGAINST: Councillors Billings and MacKinnon (2)

CARRIED

By-laws

17. Moved by Councillor Bell
Seconded by Councillor Billings

That By-laws Numbered (2016)-20026 to (2016)-20032, inclusive, are hereby passed.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Mayor's Announcements

Councillor Allt advised that April is Organ Donor Month and that a flag raising will be held at City Hall on Friday April 8, 2016.

Adjournment (10:10 p.m.)

18. Moved by Councillor Bell
Seconded by Councillor Billings

That the meeting be adjourned.

CARRIED

Minutes to be confirmed on April 25, 2016.

Mayor Guthrie

Stephen O'Brien - City Clerk

REPORT OF THE INTEGRITY COMMISSIONER

April 25, 2016

His Worship the Mayor and
Councillors of the City of Guelph.

Your Integrity Commissioner beg leave to present his SECOND REPORT.

If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of Integrity Commissioner Report will be approved in one resolution.

1) Complaint Against 5 Members of Council

That the report of the Integrity Commissioner dated April 25, 2016 be received.

All of which is respectfully submitted.

Robert Swayze
Integrity Commissioner

COUNCIL REPORT



TO **Guelph City Council**

FROM Integrity Commissioner

DATE April 25, 2016

SUBJECT **Complaint against 5 Members of Council**

SUMMARY

Purpose of Report:

To provide to Council preliminary information on a complaint received by the Integrity Commissioner as required by the Complaint Protocol for the *Code of Conduct for Council and Local Boards*. (the "Code")

Council Action:

To: Review this report and to instruct the Integrity Commissioner whether to investigate a disclosure of confidential information.

RECOMMENDATION

That the report of the Integrity Commissioner dated April 25, 2016 be received.

BACKGROUND

I received a complaint on February 18, 2016 from a person who requested that her name not be revealed. The complaint was against the following 5 members of Council:

P. Alt
C. Downer
J. Gordon
L. Piper
M. Salisbury

The complaint alleged as follows:

1. That all of the above Councillors left a closed meeting of Council on January 25, 2016 thereby denying quorum and the meeting had to be adjourned,
2. That Councillor Alt was quoted in *guelphspeaks* stating: "You will have to trust that this rather simple message is of importance to all Guelph residents. By denying a quorum we were defending the integrity of the City as a corporation and staff" The Complainant alleges this to be contrary to the Code as disclosure of confidential information.

-
3. That Councillor Piper is quoted in *guelphpolitico* as stating: "If I believe there is risk to the corporation, council or staff, I have an obligation to raise these matters for a ruling in Closed Session" and "In the event that I feel this risk has not been addressed, I believe I have a personal and ethical obligation to excuse myself from the proceedings." The Complainant also alleges this to be contrary to the Code as disclosure of confidential information.
 4. Also quoted in *guelphpolitico* was an anonymous source disclosing: staff being "skillfully hung to dry" and that the Mayor had closed the meeting to the executive team.

REPORT

Denying Quorum

The complainant argues that purposely denying quorum by a Councillor leaving a meeting, is failure to serve their constituents in a conscientious and diligent manner and failing to protect the public interest, among other sections of the Code. In my opinion, members of council leaving a meeting to deny quorum is a political tactic and not an abdication of responsibility. They used that tactic to serve their constituents as they saw fit. This part of the complaint is hereby dismissed.

Councillor Alt

The Code defines confidential information as follows:

"3. A matter, the substance of a matter, and information pertaining to a matter, that has been debated or discussed at a meeting closed to the public, unless the matter is subsequently discussed in open Council or it is authorized to be released by Council/the local board or otherwise by law."

The Code then prohibits the disclosure of such information as follows:

"No Member shall disclose, release or publish by any means to any person or to the public any Confidential Information acquired by virtue of his or her office, in any form, except when required or authorized by Council or otherwise by law to do so."

I have decided that Councillor Alt did not contravene the above sections by defending his decision to leave the meeting to deny quorum. His statement: "we were defending the integrity of the City as a corporation and staff" does not disclose the substance of the matter or information identifying what matter was discussed. However, I recommend to all members of Council that no disclosure in future should be made to any media relating to closed session matters. I hereby dismiss the complaint against Councillor Alt.

Councillor Piper

Similar to Councillor Alt's statement, I find that Councillor Piper's stated opinion that the matter involved "risk to the corporation, council or staff", as the reason she

left the meeting, does not contravene the Code. I make the same recommendation to her that in future no such statements should be made to the media. I also dismiss the complaint against Councillor Piper.

Both Councillors revealed that quorum was lost in the closed session and I find that such disclosure was not revealing confidential information. When the public meeting resumed in the Council Chambers one of the members who left the closed session returned and the Clerk resumed the meeting with a re-established quorum. If the Clerk did not make the loss of quorum public at that time, it was made public at the next meeting of Council by a question asked of the Clerk by a member of Council.

Anonymous Source

I find that the anonymous source (if a member of Council) did disclose the substance of the matter and did contravene the Code. The inadequate notice to staff of the meeting was the reason the members of Council left the meeting. If this disclosure was made by a member of Council, this report presents the opportunity for that member to admit the disclosure he or she made to the Blog. If such an admission is made, it will be necessary for me to meet with the member of Council and report further to Council on any recommendations I may have arising out of the disclosure.

If the anonymous source is not identified, Council may wish me to investigate the matter further.

CORPORATE STRATEGIC PLAN

This report supports strategic direction 2.3: "To ensure accountability, transparency and engagement"

DEPARTMENTAL CONSULTATION

N/A

ATTACHMENTS

None.

Prepared and Recommended By:

Robert J. Swayze
Integrity Commissioner
519-942-0070
robert.swayze@sympatico.ca



Robert J. Swayze
Integrity Commissioner

**CONSENT REPORT OF THE
CORPORATE SERVICES COMMITTEE**

April 25, 2016

His Worship the Mayor and
Councillors of the City of Guelph.

Your Corporate Services Committee beg leave to present their THIRD
CONSENT REPORT as recommended at its meeting of April 4, 2016.

*If Council wishes to address a specific report in isolation please
identify the item. The item will be extracted and dealt with
immediately. The balance of the Consent Report of the
Corporate Services Committee will be approved in one resolution.*

**CS-2016.7 2015 Preliminary Year End Operating Variance Report
(Unaudited)**

1. That report CS-2016-14 entitled "2015 Preliminary Year End Operating Variance Report (Unaudited)" be received for information.
2. That staff be directed to report back to the Corporate Services Committee on an updated operating variance reporting system using best practices from other municipalities and that scope greater transparency and greater frequency of report to Council.

CS-2016.10 2016 Property Tax Policy

1. That Report CS-2016.08 entitled '2016 Property Tax Policy' be received for information.
2. That the maximum allowable capping parameters be used for 2016 allowing the City of Guelph to exit the capping program in the shortest time frame available.
3. That the 2016 City of Guelph Property Tax Policies as set out in Schedule 1 be approved.
4. That the tax policies be incorporated into the tax ratio, tax rate, and capping by-laws and submitted to Council on April 25, 2016

All of which is respectfully submitted.

Councillor June Hofland, Chair
Corporate Services Committee

***Please bring the material that was distributed with the Agenda for the
April 4, 2016 Corporate Services Committee meeting.***

STAFF REPORT



TO Corporate Services Committee

SERVICE AREA Corporate Services

DATE April 4, 2016

SUBJECT **2015 Preliminary Year End Operating Variance Report (Unaudited)**

REPORT NUMBER CS-2016-14

EXECUTIVE SUMMARY

PURPOSE OF REPORT

The purpose of this report is to provide information on the preliminary year-end operating results of the City's tax supported and non-tax supported departments for the year ended December 31, 2015.

KEY FINDINGS

- The preliminary net operating result for tax supported departments is \$1,143,123 favorable or 0.6%, detailed as follows:
 - City Departments, General Revenues & Expenditures and Capital Financing \$2,412,468 unfavourable
 - Local Boards \$726,036 favourable
 - Outside Boards and Agencies \$2,829,555 favourable
- For non-tax supported departments, a surplus of \$2,247,819 or 3.8% was recorded.
- Changes to the figures stated above could occur during the year-end audit of the financial statements as a result of adjusting entries.
- In response to the City departments' unfavourable variance of \$2.412m, the Executive Team implemented in-year mitigation measures to reduce this position and further action was taken during the 2016 Budget process as discussed later in the report.

FINANCIAL IMPLICATIONS

After the year-end external audit has been completed and the final operating result is known, any realized surplus or deficit will be transferred to or from the City's reserves. Reserve and reserve fund balances are considered in determining the City's credit rating, therefore a significant change in reserve and reserve fund balances may have an effect on the rating.

ACTION REQUIRED

Corporate Services Committee to receive report CS-2016-14 Preliminary Year End Operating Variance Report for information.

STAFF REPORT



RECOMMENDATION

That report CS-2016-14 2015 Preliminary Year End Operating Variance Report be received for information.

BACKGROUND

The preliminary year-end operating variance report provides information on the year-end position before the audit is completed. The final variance report shows the results after the external audit and provides recommendations for the allocation of any surplus or funding of any deficit subject to Council approval.

The year-end projection at the end of the third quarter for the City's tax supported programs was a \$1,357,600 unfavourable variance. At that time the year-end projection for City's non-tax supported programs was a \$289,600 favourable variance.

REPORT

The preliminary year-end operating variance report is a regularly scheduled Committee report and provides information on the City's projected year-end operating position prior to the completion of the annual external audit. The City reports on variances of the tax supported and non-tax supported budgets separately due to the different funding sources.

As part of the City's normal variance reporting process, departments were asked to provide comments on their financial results for the year ending December 31, 2015. The following chart provides a high level summary of the year end position of the City's tax supported and non-tax supported budgets. More detailed information is provided in **Appendix 1**.

STAFF REPORT

Preliminary Year End Operating Variance Based on December 31, 2015

City of Guelph: Overall Summary

	Total Annual Budget for Year 2015 (\$)	Actual Expenditures to Dec 31, 2015 (\$)	Actual Variance for Dec 31, 2015 (\$)	Variance for Dec 31, 2015 (%)
Tax Supported				
City Departments	\$ 111,954,923	\$ 115,660,200	\$ 3,705,277	7.9%
General Revenues and Expenses	\$ (187,568,476)	\$ (188,861,285)	\$ (1,292,809)	0.7%
Sub-Total City Departments and Financing	\$ (75,613,553)	\$ (73,201,085)	\$ 2,412,468	3.2%
Local Boards	\$ 44,816,935	\$ 44,090,899	\$ (726,036)	(1.6%)
Grants, Outside Boards and Agencies	\$ 30,796,618	\$ 27,967,063	\$ (2,829,555)	(9.4%)
Total Local and Outside Boards	\$ 75,613,553	\$ 72,057,962	\$ (3,555,591)	(4.7%)
Total Tax Supported	\$ -	\$ (1,143,123)	\$ (1,143,123)	(0.6%)
Non Tax Supported Budgets				
Water	\$ -	\$ (397,647)	\$ (397,647)	(1.6%)
Wastewater	\$ -	\$ (1,342,190)	\$ (1,342,190)	(4.7%)
OBC	\$ -	\$ (657,816)	\$ (657,816)	(22.3%)
Court Services	\$ -	\$ 149,834	\$ 149,834	6.9%
Total Non Tax Supported	\$ -	\$ (2,247,819)	\$ (2,247,819)	(3.8%)

***[Brackets indicate a favourable variance]

Tax Supported

As reported in the 2015 quarterly operating variance reports provided to Committee, the City has faced a number of challenges throughout the year with respect to expenditure and revenue pressures. The pressures resulted in \$2.412m unfavourable variance for City departments and Financing. The City departments and Financing have experienced unfavourable variances for the past four years and the Local Boards and Outside Boards have experienced favourable variances during the same period as shown on the chart below. There is always risk that the Outside Boards & Agencies will not achieve these significant favourable positions in the future, and the City needs appropriate stabilization reserves to address this concern.

Year	Departments (Incl Financing)	Local Boards	Outside Boards & Agencies	Total Variance	Variance %
2011	\$ (290,000)	\$ (658,000)	\$ (1,623,000)	\$ (2,571,000)	(1.7%)
2012	\$ 1,638,000	\$ (520,000)	\$ (1,778,000)	\$ (660,000)	(0.4%)
2013	\$ 1,645,000	\$ (200,000)	\$ (2,138,000)	\$ (693,000)	(0.3%)
2014	\$ 3,934,960	\$ (563,556)	\$ (2,286,251)	\$ 1,085,153	0.6%
2015	\$ 2,412,468	\$ (726,036)	\$ (2,829,555)	\$ (1,143,123)	(0.6%)

STAFF REPORT

Unfavourable Variances

As part of the second quarter variance report to Corporate Services Committee, the Executive Team implemented mitigation measures to address the identified variances. The mitigation measures implemented included; reducing and / or suspending discretionary spending, delayed hiring of vacant positions, deferring project completion plans, and reduced or delayed US\$ denominated purchases.

Further action was taken during and after the 2016 budget process to address the identified variances including:

- budget expansions- Parks and Sidewalk Maintenance added FTE's to reduce part time and overtime compensation variances
- revenue and expense adjustments- Solid Waste adjusted sale of recyclable goods revenue due to falling commodity prices and adjusted contracted haulage costs to reflect actual tonnage disposed
- renegotiated contract- Solid Waste renegotiated to lower recyclable material purchase costs
- fleet operational review- the Internal Auditor has initiated a review of the Fleet Services operations in 2016. The findings and recommendations of the review may help address equipment maintenance variances at Transit and Solid Waste

The main drivers which influenced unfavourable variances were are as follows:

- Transit Operations \$528k due to:
 - lower than budgeted user fees and service charges
 - higher vehicle maintenance costs due to the first quarter's extreme cold weather causing higher than normal breakdowns, unanticipated engine and rear end/differential failures
 - staff and space shortage leading to more services and inspections being contracted out
 - collective bargaining agreement requiring all Transit cleaner shifts to be filled coupled with unavailability of extra board operators, a total of 440 hours (11 weeks) of STD time had to be covered with overtime
 - unfavourable US/Canadian dollar exchange rate driving up parts costs; partially offset by consulting, maintenance and warranty due to timing of the implementation of Trapeze software
- Solid Waste \$2.6m due to:
 - \$3.3m unfavourable revenue variance of recyclable goods sales due to lower commodity prices for recyclables
 - processing issues and lower tonnage received from recycling contracts

STAFF REPORT

- higher than planned haulage and disposal costs
- \$85k of lease revenue shortage as a result of contract renegotiations with Envida for Eastview landfill rental
- higher than planned equipment maintenance costs; partially offset by lower material costs, higher processing revenue from new unplanned contract and additional grants received from Stewardship Ontario

Please refer to report CS-2016-27 for more detailed information on this variance.

- Operations \$708k due to:
 - overtime and temporary salaries for Roads and Sidewalk maintenance during weekend and after hours weather events
 - less than planned recoveries for sign and signal and downtown maintenance
 - overspending on loose leaf collection as a result of program extension and higher disposal fees related to wet leaves
- Recreation, Programs and Facilities \$447k due to:
 - unbudgeted repairs and maintenance on ageing recreation facilities
 - part-time compensation budget shortfall
 - higher utilities at some of the recreation facilities
 - revenue shortfall mainly due to decrease in ice rental fees
- Culture Tourism and Community Investment \$177k due to:
 - higher event costs partly associated with In Flanders Fields anniversary celebrations, as well as increased production costs for other events without enough offsetting earned revenue
 - part-time compensation budget shortfall; partially offset by increased Youth Shelter recoveries, and food and beverage sales
- Parks \$173k due to:
 - Parks operations overtime and part-time benefit budget shortfall, lower Parks Planning recoveries due to an Integrated Operational Review work plan change; partially offset by higher outdoor recreation revenue

Favourable variances

- Mayor & Council \$32k due to:
 - training expenses allocated to members but fewer members attended conferences; partially offset higher Integrity Commissioner costs
- CAO Administration \$104k:

STAFF REPORT

- favourable by constraining expenditures to mediate corporate negative variance
- Solicitor \$56k due to:
 - higher registration of agreement user fees
 - less communication, travel and training costsNote also that a budget surplus of \$116k related to OMB consulting costs was transferred to the legal reserve in 2015 in accordance with past practice
- Engineering \$175k due to:
 - savings on Operations chargebacks due to less services provided for parking lot maintenance
 - unplanned application processing and administration fees
- Business Development & Enterprise \$66k due to:
 - compensation savings for staff seconded to Integrated Operational Review
- Emergency Services \$260k due to:
 - compensation savings as a result of scheduling efficiencies and unfilled vacancies for Fire, partially offset by Ambulance cost share variance as more calls were from the City versus the County and overspent on medical supplies, and repairs
- Information Technology \$111k due to:
 - vacancy savings as a result of departmental re-organization that was not undertaken as planned
- Communications & Customer Service \$73k due to:
 - lower than planned overtime and part-time compensation costs
- Finance \$123k due to:
 - higher user fees and service charges attributed to mortgage processing, tax certificates, new roll administration fees and Purchasing disbursement recoveries
- General Revenue and Capital Financing \$1.292m due to:
 - higher investment earnings than planned due to capitalizing on a stronger bond market offset by negative variances on interest returns due to decreases in interest rates by the Bank of Canada in 2015
 - lower taxes written-off due to increased involvement at the Tax Assessment Review Board by City staff
 - lower than forecasted internal borrow interest charges
 - lower charity and vacancy rebates; partially offset by a shortfall in supplementary revenue
 - General Revenues includes \$781k of funding from the Employee Benefit Stabilization Reserve to offset corporate human resource budget overages related to employee terminations

STAFF REPORT

- Guelph Police Service
 - Guelph Police Service's year-end result is a favourable variance of \$726k mainly due to lower staff compliment of 2 Police and 5.4 civilian vacancies, additional grants, special duty revenue and youth program donations
- Outside Boards & Agencies
 - GMHI \$54k due to the completion of a staff secondment
 - The Elliott \$17k due to lower than planned training expenses for City staff
 - Grants - \$104k due to lower grant spending than planned
 - Public Health - \$40K due to lower internal borrow expenses than forecasted
- Shared Services (County) \$2.6m:
 - The City's share of the variance with the County is detailed as follows:
 - Social Assistance - \$151k favourable
 - Wellington Terrace - \$21K favourable
 - Child Care Assistance - \$591k favourable
 - Social Housing - \$1.85m favourable

The County administers these programs and is yet to publicly provide commentary on the variances.

Non-Tax Supported

The budgets of the non-tax supported departments comprised of Water, Wastewater, Ontario Building Code (OBC) and Court Services are funded entirely from their own revenues. Surplus funds generated from these departments are transferred at year-end to reserves and reserve funds earmarked for these programs.

The overall operating result for non-tax supported departments is a favourable variance of \$2,247,819 or 3.8%. The breakdown of the variance is as follows:

Water Services

Water Services' preliminary year-end variance is \$398k favourable mainly due to growth in customer base and enhanced residential revenue collection during the last two months of the year.

Wastewater Services

Wastewater recorded a \$1.34 million favourable variance mainly due to growth in customer base, enhanced residential revenue collection during the last two months of the year, and less chemical usage.

STAFF REPORT



Ontario Building Code (OBC)

OBC is \$658k favourable variance due to higher than planned building permit revenue.

Court Services

The overall result for Court Services is a \$150k unfavourable variance due to lower charge volumes. As a result of this trending, Council will recall that Court Services has adjusted their 2016 budget accordingly (i.e. lower projected revenue forecast) to address this concern and is also actively lobbying the Province to increase regulated costs associated with charges (e.g. default administrative fee) that have not been revised in many years.

Outstanding Items

- The City is still in discussion with Guelph Police Service concerning \$726k costs related to the Guelph Police Services Headquarters renovation.

CORPORATE STRATEGIC PLAN

Budget monitoring and variance reporting are aligned with the City's strategic objectives. Providing Committee and Council with regular variance reports specifically aid the achievement of the following *CSP directions*:

2.1 Ensure fiscal and service sustainability

2.3 Ensure accountability, transparency and engagement.

DEPARTMENTAL CONSULTATION

In accordance with the City's corporate policy, department heads are responsible for monitoring their spending and ensuring that it is within the approved budget. The Finance Department produces and distributes monthly and quarterly variance reports to departments and department heads to aid them in providing feedback on their operating results.

COMMUNICATIONS

Operating variance reports are produced quarterly and submitted to Council to provide information on actual results and enable comparisons with the budget. Variance reports also enable the Executive Team to become aware of issues that require timely corrective action in order to ensure that the operating costs of the City are within budget and the services provided are at approved levels in order to meet the overall corporate strategic objectives.

STAFF REPORT



ATTACHMENTS

Appendix 1 – 2015 Preliminary Year End Operating Variance Report – Departmental Summary

Report Author:

Ron Maeresera
Senior Corporate Analyst

Tara Baker

Approved By

Tara Baker
Acting GM Finance & City Treasurer
(519)822-1260 Ext. 2084
tara.baker@guelph.ca

Mark Amorosi

Recommended By

Mark Amorosi
Deputy CAO, Corporate Services
(519)822-1260 Ext. 2281
mark.amorosi@guelph.ca

Appendix 1
Preliminary Year End Operating Variance based on December 31, 2015
City of Guelph: Departmental Summary

	Total Annual Budget for Year 2015 (\$)	Actual Variance for Dec 31,2015 (\$)	Variance for Dec 31, 2015 (%)	Comments
TAX SUPPORTED				
City Departments				
CAO - ADMINISTRATION AND COUNCIL	\$ 4,323,210	\$ (191,119)	(4.4%)	-Mayor & Council - \$32k favourable due to training expenses allocated to members but fewer members attended conferences during the year partially offset by higher Integrity Commissioner and CAO review expenses. -CAO- \$104k favourable by constraining expenditures to mediate corporate negative variance. -City Solicitor - \$56k favourable due to higher adjuster and registration of agreement user fees \$20k, compensation savings \$29k and lower than planned travel and training \$8k. In addition, \$116k was transferred to legal reserve from OMB due to less external lawyers and other consultants spent in OMB litigations.
INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE	\$ 18,974,714	\$ 2,435,131	12.8%	-Solid Waste - \$2.6m unfavourable due to \$3.3m lower recyclable goods sales because of low commodity prices, tonnage shortage and processing issues; \$539k additional haulage and disposal costs from MRF2, higher than planned equipment maintenance \$486k, \$85k lease revenue not received from Hydro for Eastview landfill rental, partially offset by unplanned processing revenue \$787k from County of Simcoe contract signed in 2015, lower material purchased \$473k, higher organic tipping fees \$104k, additional Stewardship Ontario grant \$287k, and consulting savings \$112k. -IDE admin - \$38k unfavourable due to unplanned leadership training cross charges. -Business Development & Enterprise – \$66k favourable due to compensation savings for staff seconded to Integrated Operational Review and retirement of senior marketing staff. -Engineering - \$175k favourable mainly due to unplanned application processing and administration fees and savings from Operations chargebacks due to less Parking Lot maintenance services provided than anticipated.

	Total Annual Budget for Year 2015 (\$)	Actual Variance for Dec 31, 2015 (\$)	Variance for Dec 31, 2015 (%)	Comments
PUBLIC SERVICES	\$ 77,119,761	\$ 1,782,961	2.3%	<p>-Recreation Programs & Facilities - \$447k unfavourable due to \$212k unbudgeted repairs and maintenance, compensation shortfall \$136k, utilities \$74k, and revenue shortfalls mainly due to decrease in ice rentals \$25k.</p> <p>-Culture, Tourism & Community Investment - \$177k unfavourable due to higher event costs partly associated with In Flanders Fields anniversary celebrations, as well as increased production costs for other events without enough offsetting earned revenue \$174k; \$188k part-time wages partially offset by increased food and beverage sales \$66k and Youth Shelter recoveries from Wyndham house \$120k.</p> <p>-Parks - \$173k unfavourable due to part time benefit \$211k and overtime \$115k for Parks Operations offset by outdoor recreation revenues \$107k, operating \$65k and recoveries \$32K; lower recoveries for Parks Planning \$29k due to integrated operational review work plan change.</p> <p>-Transit - \$528k unfavourable mainly due to \$1.02M fleet maintenance due to unanticipated engine, rear/differential failures, staff and space shortage leading to more services being contracted out, collective bargaining agreement requiring all Transit cleaner shifts to be filled, 440 hours (11 weeks) of STD time had to be covered with overtime, unfavourable US/Canadian dollar exchange rate driving up parts; lower user fees and service charges \$47k, offset by consulting, warranty and maintenance charges for Trapeze software \$538k due to timing of the implementation of the system.</p> <p>- Operations - \$708k unfavourable due to Sidewalk after hours and weekend weather events overtime \$368k; Roads \$63k due to compensation as a result of maintenance standard compliance and overspent on leaf collection due to program extension and higher disposal fees because of wet leaves; Downtown maintenance \$338k mainly unrecovered payroll costs offset by Parking Lot maintenance variance; less capital recoveries for Sign and Signal \$81k partially offset by lower Administration expense \$142k mainly insurance, compensation and scheduled open house which was not held.</p> <p>-Emergency Services – \$260k favourable due to compensation savings as a result of scheduling efficiencies and unfilled vacancies for Fire \$331k, partially offset by Ambulance \$71k due to cost share variance \$115k as more calls were from the City versus the County and overspent on medical supplies, and repairs.</p>
CORPORATE SERVICES	\$ 11,537,238	\$ (321,696)	(2.8%)	<p>-Information Technology - \$111k favourable due to vacancy savings, departmental re-organization was not undertaken as planned.</p> <p>-HR Administration - \$20k favourable due to lower than anticipated part-time wages.</p> <p>-Communications & Customer Service - \$73k favourable due to lower over-time and part-time compensation than anticipated.</p> <p>-Finance - \$123k favourable due to higher user fees and service charges attributed to mortgage processing fees, tax certificates and new roll administration fees and Purchasing disbursement recoveries.</p>
TOTAL CITY DEPARTMENTS (excl Financing)	\$ 111,954,923	\$ 3,705,277	7.9%	
GENERAL EXPENSES AND CAPITAL FINANCING	\$ (187,568,476)	\$ (1,292,809)	0.7%	<p>-General Revenues - \$363k favourable due to higher interest earnings \$619k partially offset by shortfall in supplementary revenues \$255k.</p> <p>-Capital Financing - \$64k favourable due to lower than forecasted internal borrow interest charges.</p> <p>-General Expenditures - \$865k favourable due to lower than planned taxes write off \$286k, lower property tax rebates \$579k, partially offset by consulting savings \$88k, and \$781k funding from benefit stabilization reserve for corporate human resources overages.</p>
TOTAL CITY DEPARTMENTS (incl Financing)	\$ (75,613,553)	\$ 2,412,468	3.2%	
Local and Outside Boards				
LOCAL BOARDS	\$ 44,816,935	\$ (726,036)	(1.6%)	<p>Police - \$726k favourable due to vacant positions \$592k; 2 Police vacancies and 5.4 civilian vacancies, higher revenue \$315k due to additional grants received, greater volume of police record check, special duty revenue and youth program donations, partially offset by higher overtime expenses due to staff shortage and accommodations, software, professional services, facility leases due to implementation of strategic initiatives.</p> <p>-Library - Insignificant variance.</p>

	Total Annual Budget for Year 2015 (\$)	Actual Variance for Dec 31, 2015 (\$)	Variance for Dec 31, 2015 (%)	Comments
GRANTS, OUTSIDE BOARDS & AGENCIES	\$ 30,796,618	\$ (2,829,555)	(9.4%)	-County - favourable \$2.6m (Commentary not yet publicly provided by the County). -GMHI - favourable \$54k due to end of staff secondment. -The Elliot - favourable \$17k due to lower than planned training expenses. -Grants - favourable \$104k due to lower grant spending than planned. -Public Health - favourable \$40k due to lower internal borrow expenses than forecasted.
Subtotal Grants, Local and Outside Boards & Agencies	\$ 75,613,553	\$ (3,555,591)	(4.7%)	
TOTAL TAX SUPPORTED (incl Outside Boards, Grants and Financing)	\$ -	\$ (1,143,123)	(0.6%)	
Non Tax Supported				
WATER REVENUE	\$ (25,275,130)	\$ (983,527)	3.9%	Favourable due to growth in customer base and enhanced resident revenue collection through transition to monthly billing starting November 2015 billing period.
WATER OPERATIONS	\$ 25,275,130	\$ 585,880	2.3%	Unfavourable due to costs associated with frozen water pipes during the winter period \$220k, higher water and electricity \$100k due to additional pumping caused by broken watermain and for running water to prevent frozen pipes and tests on wells, equipment rentals \$54k, training \$46k, consulting, and legal support for claims and program support \$110k, and higher billing and collection charges \$52k due to transition to monthly residential billing.
SUB-TOTAL WATER WORKS	\$ -	\$ (397,647)	(1.6%)	
WASTEWATER REVENUE	\$ (28,788,080)	\$ (1,153,254)	4.0%	Favourable due to growth in customer base and enhanced resident revenue collection through transition to monthly billing starting November 2015 billing period.
WASTEWATER OPERATIONS	\$ 28,788,080	\$ (188,936)	(0.7%)	Favourable due to less chemical usage, savings on iron salts purchases from new vendors, partially offset by higher water and electricity due to onsite construction and the new building.
SUB-TOTAL WASTEWATER	\$ -	\$ (1,342,190)	(4.7%)	
ONTARIO BUILDING CODE REVENUE	\$ (2,950,000)	\$ (657,816)	22.3%	Favourable due to higher than planned building permit revenue.
ONTARIO BUILDING CODE COSTS	\$ 2,950,000	\$ -	(0.0%)	
SUB-TOTAL OBC	\$ -	\$ (657,816)	(22.3%)	
COURT SERVICES REVENUE	\$ (2,175,320)	\$ 456,666	(21.0%)	Unfavourable due to 30% lower charge volumes than forecasted.
COURT SERVICES EXPENSES	\$ 2,175,320	\$ (306,832)	(8.8%)	Favourable due to unfilled vacant post, less adjudication and Part 3 prosecution costs, less purchases and Provincial chargeback savings.
SUB-TOTAL COURTS	\$ -	\$ 149,834	6.9%	
TOTAL Non Tax Supported	\$ -	\$ (2,247,819)	(3.8%)	
(Brackets indicate a favourable variance)				

STAFF REPORT



TO Corporate Services Committee

SERVICE AREA Corporate Services, Finance

DATE April 4, 2016

SUBJECT 2016 Property Tax Policy

REPORT NUMBER CS-2016-08

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To recommend the 2016 Property Tax Policy be adopted, and incorporated into tax rates and by-laws for the April 25, 2016 Council meeting which provides sufficient time to prepare the final tax bills and meet the legislative mailing date for the June 30, 2016 instalment.

KEY FINDINGS

Municipal Councils are required to make a number of tax policy decisions and pass the related by-laws annually.

At the March 21, 2016 Council meeting Council set the 2016 tax ratios. The attached tax policy is an administrative consolidation of all applicable previously determined council decisions and calculated tax rates.

Council must also adopt the capping parameters to be used for the multi-residential, commercial and industrial property classes as mandated by the province.

As in previous years, the overall principle for tax policy is to promote and adopt positions that shorten the time frame to achieve full Current Value Assessment (CVA) taxation and thus simplify the tax system. For 2016 new options will be introduced to allow municipalities greater flexibility in moving to CVA taxation sooner. Utilizing all of the capping options to their maximum would provide the City with the necessary tools to move those capped classes closer to CVA taxation. As such properties in the same tax class with the same CVA will pay the same tax. Fair tax policies and a balanced tax ratio form an integral part of the City's strategic goals.

Staff is therefore recommending that Council utilize all new options under the capping program to maximize the transparency of property tax in the business sectors and ensure CVA taxation on all properties as soon as possible.

FINANCIAL IMPLICATIONS

There will be no financial implication related directly with Tax Policy. Tax rates just allocate the set budget over the different tax classes.

There would be no financial implication relating to capping options as the capping impact would be revenue neutral within the broad tax class itself.

ACTION REQUIRED

That the Corporate Services Committee approves the staff recommended 2016 Property Tax Policy and capping parameters as outlined in Report CS-2016-08 2016 Property Tax Policy.

RECOMMENDATION

THAT Report CS-2016-08 entitled 2016 Property Tax Policy be received for information; and

THAT the maximum allowable capping parameters be used for 2016 allowing the City of Guelph to exit the capping program in the shortest time frame available; and

THAT the 2016 City of Guelph Property Tax Policies as set out in Schedule 1 be approved; and

THAT the tax policies be incorporated into the tax ratio, tax rate, and capping by-laws and submitted to Council on April 25, 2016.

BACKGROUND

On December 16, 2015 Council approved a 2016 budget in which \$216,442,599 is to be raised from taxation and payment in lieu. This was a 2.99% increase over the 2015 budget.

Municipal Councils are required to make a number of tax policy decisions annually. The *Municipal Act* sets out the parameters to be followed by municipalities when setting property tax policies. These parameters include establishing tax ratios and discounts; use of graduated taxation and optional classes; capping options on multi-residential, commercial and industrial properties; and various tax mitigation measures. Annual tax policy decisions determine how the property tax levy approved in the annual budget will be distributed across the various classes of properties.

On March 21, 2016 Council approved lowering the industrial and multi-residential tax ratios resulting in a tax shift and overall tax increase on the average residential property of 3.72%.

STAFF REPORT



REPORT

The attached 2016 Property Tax Policy (Schedule 1) provides an overview of the tax policy to be approved by City Council with the appropriate background and is broken down into the following sections:

- Staff recommendation by policy area
- Overview/description of the policy
- Policy considerations: factors such as economic impact, equity/fairness and administrative impact

The following summarizes the 2016 tax policy to be approved in this report:

- Establishing 2016, discounts and tax rates based on previously approved tax ratios
- No changes to the optional new multi-residential property class
- Revised low-income seniors and low-income disabled tax relief program
- Continuing the current charitable tax rebate program
- Setting the 2016 capping parameters utilizing the new options to bring all taxation to CVA tax as soon as possible
- No recommendations for graduated commercial/industrial tax rates or additional optional property classes or municipal tax reduction

Mandatory Capping Parameters

Province wide there is a mandatory capping program introduced in 1998 to mitigate assessment related property tax changes on multi-residential, commercial and industrial properties. This program required that Council limit the assessment related tax increases by a mandatory cap of up to 5% of the previous year's current value assessment (CVA) taxes. Since 1998, the legislation has changed numerous times providing municipalities with additional, optional capping parameters to assist them to move towards current value assessment much quicker. CVA tax is transparent, equitable and easier to explain to business owners.

As in previous years, the overall principle for tax policy is to promote and adopt positions that shorten the time frame to achieve full Current Value Assessment (CVA) taxation and thus simplify the tax system. For 2016 the province is introducing new options to allow municipalities greater flexibility in moving to CVA taxation sooner. Utilizing all of the capping options to their maximum would provide the City with the necessary tools to move those capped classes closer to CVA taxation. As such properties in the same tax class with the same CVA will pay the same tax. Fair tax policies and a balanced tax ratio form an integral part of the City's strategic goals.

Council must pass a by-law indicating the parameters they wish to implement for each taxation year.

STAFF REPORT



As in previous years, the overall principle for tax policy is to promote and adopt positions that shorten the time frame to achieve full CVA taxation and that simplify the complexities of the tax system.

The by-laws for approval of 2016 tax policies and tax rates are set for the April 25, 2016 Council meeting to allow sufficient time to prepare the final tax bills and mail within the legislative time frame for the June 30, 2016 instalment.

CORPORATE STRATEGIC PLAN

2.2 Deliver public services better

2.3 Ensure accountability, transparency & engagement

3.2 Be economically viable, resilient, diverse and attractive for business

DEPARTMENTAL CONSULTATION

Communications

FINANCIAL IMPLICATIONS

There will be no financial implication related directly with Tax Policy. Tax rates just allocate the set budget over the different tax classes.

There would be no financial implication relating to capping options as the capping impact would be revenue neutral within the broad tax class itself.

COMMUNICATIONS

N/A

ATTACHMENTS

ATT-1 Schedule 1: - 2016 Property Tax Policy

Report Author

James Krauter

Manager of Taxation and Revenue

Recommended By

Tara Baker

Acting GM Finance and City Treasurer
Corporate Services

519-822-1260 Ext. 2084

tara.baker@guelph.ca

Approved By

Mark Amorosi

Deputy CAO, Corporate Services

519-822-1260 Ext. 2281

mark.amorosi@guelph.ca



CORPORATION OF THE CITY OF GUELPH

2016 PROPERTY TAX POLICY

Prepared by
Corporate Services /Finance
Taxation and Revenue

TABLE OF CONTENTS

INTRODUCTION.....	3
SUMMARY OF RECOMMENDATIONS.....	4
<u>POLICY TOOLS</u>	
TAX RATIOS, CLASS DISCOUNTS AND TAX RATES.....	5
GRADUATED COMMERCIAL/INDUSTRIAL TAX RATES.....	7
OPTIONAL PROPERTY CLASSES / NEW MULTI-RESIDENTIAL CLASS	9
<u>MITIGATION TOOLS</u>	
MANDATORY CAPPING/OPTIONS	11
MUNICIPAL TAX REDUCTION.....	13
TAX RELIEF FOR LOW-INCOME SENIORS AND LOW-INCOME DISABLED PERSONS.....	14
TAX REBATES FOR CHARITIES	16
<u>APPENDIX</u>	
1. 2016 TAX RATIOS, CLASS DISCOUNTS AND TAX RATES	18
2. BY-LAW (2002) - 16852 – “NEW MULTI-RESIDENTIAL PROPERTY CLASS”	19
3. BY-LAW (2015) – 19988 – “LOW-INCOME SENIORS AND LOW-INCOME PERSONS WITH DISABILITIES”	20
4. BY-LAW (2002) – 16851– “CHARITIES TAX RELIEF”	22

INTRODUCTION

The *Municipal Act* sets out the parameters to be followed by municipalities when setting property tax policies. These parameters include: Establishing tax ratios and discounts; Graduated taxation and optional classes; Capping options on multi-residential, commercial and industrial properties; Levy restrictions which prevents municipalities from passing on levy increases to capped classes which have tax ratios in excess of provincial averages.

Annual tax policy decisions establish the level of taxation for the various property classes. This policy provides an overview of the tax policy decisions by Guelph City Council for the 2016 taxation year.

Each policy area is broken down into the following sections:

- Staff recommendation
- Overview / description of the policy
- Analysis and/or additional background information
- Policy considerations: in order to provide a basis for evaluating each policy decision, staff has considered factors such as economic impact, equity/fairness, and administrative impact.

In accordance with Section 308(4) of the *Municipal Act*, 2001 tax ratios must be established each year. A by-law must be passed in the year to establish the municipality's tax ratios for that year.

2016 CITY OF GUELPH PROPERTY TAX POLICIES
SUMMARY OF RECOMMENDATIONS

POLICY	STAFF RECOMMENDATION
Tax Class Discounts and Tax Rates	<p>THAT the 2016 City tax rates be approved as set out in Appendix 1; and</p> <p>THAT staff be directed to prepare the necessary tax rating by-laws.</p>
Optional New Multi-Residential Property Class	<p>THAT the New Multi-residential property class continue as per By-law (2002)-16852</p> <p>Refer to Appendix 2.</p>
Mandatory Capping	<p>THAT the following parameters be established for the purposes of calculating the 2016 capping and clawback rates in accordance with the revisions to Municipal Act:</p> <ol style="list-style-type: none"> 1. Cap limit of 10% of 2015 annualized taxes or limit tax increase to 10% of 2015 CVA taxes, whichever is greater 2. Move capped/clawbacked properties to CVA tax if the capped taxes/clawback taxes are within a maximum of \$500 of CVA taxes without creating a shortfall 3. Exclude properties previously at CVA tax 4. Exclude properties that cross CVA tax in the year 5. Set a tax level of 100% of CVA tax for new construction & new to class business properties (multi-res, commercial & industrial) 6. Opt in to any program to exit or phase-out of the capping program. <p>THAT staff be directed to prepare the necessary by-law.</p>
Tax relief for low-income seniors and persons with disabilities	<p>THAT the tax relief program for low-income seniors and low-income persons with disabilities be continued as adopted by By-law (2015)-19988. Refer to Appendix 3.</p>
Tax relief for charities and other similar organizations	<p>THAT the current tax relief program for charities be continued for the 2016 taxation year in accordance with By-law (2002)- 16851. Refer to Appendix 4.</p>

TAX RATIOS, CLASS DISCOUNTS and TAX RATES

STAFF RECOMMENDATION

THAT the 2016 City tax rates be approved as set out in Appendix 1; and

THAT staff be directed to prepare the necessary tax ratio and tax rating by-laws.

COUNCIL APPROVED March 21, 2016 Guelph City Council Meeting

CS-2016.6 Tax Ratios - 2016

1. That Report CS-2016-05 entitled "Tax Ratios – 2016" be received for information.
2. That the 2016 Tax Ratios be set as follows:
 - a) That the multi-residential ratio be reduced from 2.0399 to 1.9979;
 - b) That the industrial tax ratio be reduced from 2.3111 to 2.2048;
 - c) That all other class ratios and vacancy discounts remain the same as 2015.
3. That staff prepare the 2016 Tax Policy Report, tax rates and the tax by-laws using these ratios

OVERVIEW / DESCRIPTION

- Legislative reference : *Municipal Act 2001 Section 308*
- Most significant tax policy decision is that of tax ratios
- Tax ratios show how the tax rate for a property class compares with the residential rate. If a property class has a ratio of 2, then it is taxed at twice the rate of the residential class
- Municipalities can set different tax ratios for different classes of property
- Transition ratios were calculated initially in 1998 by the Province and reflected the level of taxation by class at that time
- Tax ratios must be approved annually by City Council. The issue is whether the tax ratios for each class should be changed
- Changing ratios shifts the relative burden of property taxes between property classes
- The City's ability to adjust tax ratios and redistribute the tax burden between property classes is limited by the "ranges of fairness" established by the Province (see Appendix 1 attached) which help protect property classes that are taxed at higher rates
- If the ratio for a property class is outside the "range of fairness" a municipality can either maintain the existing ratio or move towards the "range of fairness" but may not move further from the fairness range unless revenue neutral ratios are adopted
- If a tax ratio is above the provincial threshold average a levy increase cannot be passed on to that class. However, since 2004 the province has allowed municipalities to pass along up to 50% of a levy increase to those restricted classes (classes which have ratios in excess of the threshold)

- The City of Guelph ratios are currently below the provincial threshold and therefore are not levy restricted
- The Municipal Act also sets out the provisions for taxing farmland pending development which are as follows:
 1. On registration of the plan of subdivision, property assessment changes from being based on farm use to zoned use and a tax rate of between 25% and 75% of the relevant rate will apply. Guelph is currently at the maximum of 75%
 2. When a building permit is issued the tax rate may change from 25% to 100% of the rate that would apply to the property's zoned use. Guelph currently charges the maximum of 100%.

POLICY CONSIDERATIONS

Economic impact:

- Any adjustment to the tax ratios involves shifting the tax burden to the other property classes. A tax ratio change would result in a shift of taxation onto the residential class and increase the municipal taxes paid by the residential taxpayer.
- The range of fairness and levy restriction rules are a clear indication that the province wishes to see taxes on commercial, industrial and multi-residential properties reduced and that portion shifted onto residential properties. The fact that the low end of the fairness ranges for commercial/industrial classes is below the residential tax ratio indicates the former government felt the property taxes for businesses should be less than property taxes for residential properties.
- The farmland awaiting development properties are taxed at the maximum allowable rate with discounts of 25% for subclass 1 and 0% for subclass 2

Equity/fairness:

- Higher tax ratios could be perceived as discriminatory by multi-residential, commercial and industrial property owners who may feel that they are overtaxed relative to residential properties
- The disparity between the commercial and industrial tax ratios is difficult to justify
- Non residential and multi-residential properties have historically been taxed at higher rates in most municipalities across the province
- Multi-residential properties are assessed on a different basis than residential properties and most often will attract a lesser amount of assessment per unit
- Non residential properties pay property taxes using pre-tax income which is not the case for residential property owners and therefore supports the concept of differential tax rates

Administrative impact:

None

GRADUATED COMMERCIAL/INDUSTRIAL TAX RATES

STAFF RECOMMENDATION

Not recommended for 2016

OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 314*
- Municipality establishes bands of assessment and then taxes the portion of each commercial/industrial property's assessed value within each band at a different rate – the rate applied to the lower band(s) will be the lower rate
- Banding must apply to all commercial/industrial properties
- Either two or three bands of assessment are allowed for this purpose
- Must be self-financing within the class – i.e. no tax impact on other property classes
- The intention of this policy would be to benefit small businesses in lower-valued commercial/industrial properties

SAMPLE GRADUATED COMMERCIAL TAX SCENARIO

Class	<u>Band 1</u> \$0 to \$1,000,000 of CVA	<u>Band 2</u> \$1,000,001 to \$2,500,000 of CVA	<u>Band 3</u> Greater than \$2,500,000 of CVA
Commercial occupied	50% of full commercial rate	75% of full commercial rate	Full commercial rates

SAMPLE TAX BILL CALCULATION

Commercial occupied CVA of \$5,000,000, full tax rate = 3%

	Assessment	Tax rate	Taxes
Band 1	\$1,000,000	1.5%	\$15,000
Band 2	\$1,500,000	2.25%	\$33,750
Band 3	\$2,500,000	3%	\$75,000

POLICY CONSIDERATIONS

Economic impact:

- Tax reduction for lower valued properties
- Tax increase for higher valued properties

Equity/fairness:

- Could be perceived as moving away from “fairness”, as each commercial/industrial property would have a different effective tax rate
- Higher valued commercial/industrial property owners would subsidize lower valued properties by paying a higher effective tax rate
- Graduated tax rates would in some cases adversely affect smaller tenants, since graduation applies to the entire property
- Difficult to target assistance for specific types of properties or geographic areas
- Results in competitive advantages/disadvantages
- Designed for the commercial/industrial property classes. These classes already receive preferential treatment relative to tax ratios and the continued capping of tax increases.
- Another level of complexity that has no real benefit.

Administrative impact:

- Minor impact on layout of tax bill for commercial/industrial properties
- Can become very confusing when layered with the capping parameter options

OPTIONAL PROPERTY CLASSES / NEW MULTI-RESIDENTIAL CLASS

STAFF RECOMMENDATION:

THAT the City of Guelph only adopt the optional New Multi-residential property class and continue as per By-law (2002)-16852 Refer to Appendix 2.

OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 308 and O.Reg 282/98*
- Council may by by-law establish new property classes for shopping centers, office buildings, parking lots, large industrial properties and new multi-residential properties

DETAILS

1. Shopping centers: rentable area of a shopping Centre (at least three units) that exceeds 25,000 square feet – the first 25,000 square feet remains in the commercial class
2. Office buildings: rental area of an office building that exceeds 25,000 square feet – the first 25,000 square feet remains in the commercial class
3. Parking Lots: entire assessment of such properties is included in this class
4. Large industrial properties: buildings in excess of 125,000 square feet – entire assessment is included in this class
5. New multi-residential applies to new multi-residential construction (7 or more rental units) or the conversion from a non-residential use pursuant to a building permit issued after the date on which the by-law adopting the new class of property was approved. This allows for new multi-residential properties to be taxed at a lower rate for a thirty five year period

POLICY CONSIDERATIONS

Economic impact:

- Establishing separate classes of commercial and industrial property will result in some properties subsidizing others, as the tax rates for these classes would be different from the main class. For example, establishing a separate class for shopping centers would result in different tax rate for shopping centers than for all other commercial properties
- The New Multi-Residential tax class may assist in promoting an adequate supply of affordable rental housing units by attracting new developments.
- The New Multi-Residential tax class may assist with infill and higher density requirements within the City

Equity/fairness:

- Use of separate classes could be seen as discriminatory and moving away from fairness, and contrary to the basic premise of reassessment
- Lends support to often raised arguments that the tax ratio for multi-residential class should not be significantly different than that of the residential class on the basis that tenants do not consume more services than homeowners nor are they better able to pay the taxes.

Administrative impact:

- Adopting an optional class requires a by-law to be prepared and notification to the Municipal Property Assessment Corporation
- Minimal staff time and costs

MANDATORY CAPPING/OPTIONS

STAFF RECOMMENDATION:

THAT the following parameters be established for the purposes of calculating the 2016 capping and clawback rates in accordance with the revision to the Municipal Act:

1. Cap limit of 10% of 2015 annualized taxes or
limit tax increase to 10% of 2015 CVA taxes, whichever is greater
2. Move capped/clawbacked properties to CVA tax if the capped taxes/clawback taxes are within a maximum of \$500 of CVA taxes without creating a shortfall
3. Exclude properties previously at CVA tax
4. Exclude properties that cross CVA tax in the year
5. Set a tax level of 100% of CVA tax for new construction & new to class business properties (multi-res, commercial & industrial)
6. Opt in to any program to exit or phase-out of the capping program.

THAT staff be directed to prepare the necessary by-law.

OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Part IX*
 - Council must limit the assessment related tax increases on multi-residential, commercial and industrial properties
 - Council must decide how to finance the cap, which can be done by capping decreases as well as, by using general revenues or reserves, or a combination of the two.
 - Shortfalls cannot be shared with the school boards
 - The Province will provide increased flexibility for municipalities commencing in 2016, with the following options available:
 - Increasing the cap to 10%, or selecting 10% of CVA tax whichever is higher
 - If an increasing/decreasing property is within \$500 of CVA taxation, then it may be billed the full amount
 - Allowing an Exit or phase-out of the capping program.
 - Exclude properties previously at CVA tax or exclude properties that cross CVA tax.
- If significant reassessment increases occur on a property this option will eliminate the capping protection amount which would otherwise be subsidized by all properties within that class experiencing a reassessment decrease (clawback)
- New construction is taxed at 100% of CVA tax

<u>2016 CAPPING PARAMETERS</u>	MULTI-	COMMERCIAL	INDUSTRIAL
ANNUALIZED TAX LIMIT	10.00%	10.00%	10.00%
PRIOR YEAR CVA TAX LIMIT	10.00%	10.00%	10.00%
CVA TAX THRESHOLD – INCREASERS	500	500	500
CVA TAX THRESHOLD – DECREASERS	500	500	500
EXCLUDE PROPERTIES PREVIOUSLY AT CVA TAX	Yes	Yes	Yes
EXCLUDE PROPERTIES THAT GO FROM CAPPED TO CLAWED BACK	Yes	Yes	Yes
EXCLUDE PROPERTIES THAT GO FROM CLAWED BACK TO CAPPED	Yes	Yes	Yes

POLICY CONSIDERATIONS

Economic impact:

- The mandatory capping (without any minimum \$ amount) means that some properties will not reach their full taxation levels for many, many years, if ever
- Shortfalls cannot be shared with school boards; therefore 100% responsibility of the Municipality
- Mandatory capping enables the City to move capped classes closer to CVA taxation more quickly resulting in greater stability and predictability in property taxation
- Having properties at or close to their CVA taxes can reduce the tax capping impacts resulting from reassessment
- The best method to avoid capping shortfalls requires the use of the highest allowable percentage for capped tax increases

Equity/fairness:

- Funding the cap through means other than capping decreases results in either a long term drain on reserve balances (as the cap is now indefinite) or subsidization of tax increases by other classes
- Adopting these capping options is perceived to be fair and equitable to taxpayers because properties in the same class with the same CVA should pay the same tax.

Administrative Impact:

- Considerable staff time, software provided Provincially through OPTA

MUNICIPAL TAX REDUCTION

STAFF RECOMMENDATION:

Not recommended for 2016

OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 362*
- Permits the City to reduce the taxes of a property which is subject to capping limitations by the amount that would otherwise have been a capping adjustment
- This reduction would be applied as a tax rate reduction and not an after the fact rebate
- Has limited usefulness – essentially a means of removing a property requiring a large capping adjustment from the capping calculation in order to make the capping work
- Cost of the program is not shared with the school boards

POLICY CONSIDERATIONS

Economic impact:

- This can be a very costly tool to the City's operating budget to fund the total cost of the tax reduction since the province has excluded school boards from participating in this policy

Equity/fairness:

- Provides specific preferential treatment to an individual property or properties, and therefore goes against the overriding principle of fairness
- If used as a tool to eliminate properties from paying more than CVA tax, it does allow municipalities to fund all remaining capped properties from the general levy

Administrative impact:

- Additional staff time to administer

TAX RELIEF FOR LOW-INCOME SENIORS AND LOW-INCOME DISABLED PERSONS

STAFF RECOMMENDATION :

THAT the tax relief program for low-income seniors and low-income persons with disabilities be continued as adopted by By-law (2015)-19988. Refer to Appendix 3.

OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 319*
- Upper tier and single tier municipalities **MUST** provide a program of tax relief for the purposes of “relieving financial hardship” caused by tax increases related to reassessment
- Relief can be in the form of a deferral or cancellation of tax increases
- The tax increase to be deferred or cancelled is calculated as the difference between the current year’s taxes levied and the previous year’s taxes levied on a property (subject to provincial regulation)
- The by-law also applies to tax increases for education purposes
- The amount deferred or cancelled is withheld from amounts levied for school board purposes
- A tax certificate must show any deferrals and the priority lien status of real property taxes in accordance with Section 349 of the Municipal Act
- The intent of this policy is to provide a mechanism to assist those least able to pay a significant increase in taxes
- The program was updated after review in 2015

POLICY CONSIDERATIONS

Economic impact:

- Taxes are deferred and recovered when the property is sold or the eligible applicant ceases to be eligible
- Interest may not be charged on deferred taxes
- Each year the potential deferral must be paid for by other taxpayers. This results in a levy increase to fund the shortfall

Equity/fairness:

- Cancellation of taxes does result in some minor taxpayer subsidization, and effectively reduces the province’s obligation under the Property Tax Credit program

Administrative impact:

- Additional staff time to administer the rebates

CURRENT TAX RELIEF FOR LOW-INCOME SENIORS AND LOW-INCOME DISABLED PERSONS

GENERAL PARAMETERS

- Tax relief is in the form of a deferral of taxes
- The amount eligible for deferral is the total increase given that the increase is greater than or equal to \$200 annually. No tax relief applies if the amount of the tax increase is less than \$200.
- Eligibility is as set out below

ELIGIBILITY CRITERIA (for receipt of property tax relief):

A) LOW-INCOME SENIORS

- Means a person who on December 31st of the year of application has attained the age of 65 years and is in receipt of benefits under *Guaranteed Income supplement (GIS)* program or has attained the age of 65 years and is in receipt of benefits under the *Guaranteed Annual Income* system (*GAINS*) program for Ontario Senior Citizens.

B) LOW-INCOME DISABLED PERSONS

- Means a person who is in receipt of benefits under the *Ontario Disability Support Program (ODSP)* or in receipt of benefits under the *Guaranteed Annual Income System (GAINS) for the Disabled* and be eligible to claim a disability amount as defined under the *Income Tax Act*.

OTHER PROVISIONS

- To qualify for tax assistance, applicants must have been owners of real property within the City for a period of one (or more) year(s) preceding the application.
- Tax assistance is only allowed on one principal residence of the qualified individual or the qualifying spouse.
- Application for tax deferral must be made annually to the City to establish eligibility or continued eligibility. Applications must include documentation in support thereof to establish that the applicant is an eligible person and that the property with respect which the application is made is eligible property. Applications must be submitted to the City on or before the last day of December in the year for which the application applies on a form prescribed by the City for this purpose.
- Tax relief applies to current taxes only and is only deferred after payment in full is received for any current or past year amounts payable.
- Applicant is responsible to refund any overpayment of a tax rebate granted if property assessment is reduced by the Assessment Review Board or Municipal Property Assessment Corporation
- For properties that are jointly held or co-owned by persons other than spouses, both or all co-owners must qualify under applicable eligibility criteria in order to receive tax relief.
- Tax relief begins in the month in which the low income senior attains the age of 65 or in which the low income disabled person becomes disabled

TAX REBATES FOR CHARITIES

STAFF RECOMMENDATION :

THAT the current tax relief program for charities be continued for the 2016 taxation year in accordance with By-law (2002)- 16851. Refer to Appendix 4.

OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 361*
- The original intent of the program was to address certain tax impacts relating to the elimination of the Business Occupancy Tax (BOT) – registered charities that previously did not pay the BOT on leased commercial/industrial properties were put in a position of paying a higher (blended) rate on such properties
- All municipalities must have a rebate program in place
- An eligible charity is a registered charity as defined in subsection 248(1) of the Income Tax Act (Canada) that has a registration number issued by the Canada Customs and Revenue Agency
- A property is eligible if it is in one of the commercial or industrial property classes within the meaning of subsection 308(1) of the Municipal Act

Program requirements include:

- The amount of rebate must be at least 40% of tax paid
- One half of the rebate must be paid within 60 days of receipt of the application and the balance paid within 120 days of receipt of the application
- Applications for a rebate must be made between January 1 of the taxation year and the last day of February of the following taxation year
- The program must permit the eligible charity to make application based on an estimate of the taxes payable
- The program must provide for final adjustments to be made after the taxes have been set

Program options include:

- Other similar organizations may also be provided with rebates
- Rebates may be provided to properties in classes other than the commercial and industrial classes
- The rebate % can vary for different charities or other similar organizations and can be up to 100% of taxes paid
- Cost of the rebate is shared between City and school boards
- The organization receiving the rebate shall also be provided with a written statement showing the proportion of costs shared by the school boards
- Any overpayment of rebated amount to be refunded by the Charity if property assessment is reduced by the Assessment Review Board (ARB) or Municipal Property Assessment Corporation (MPAC)

POLICY CONSIDERATIONS

Economic impact:

- This by-law provides relief for organizations which were previously exempt from paying the Business Occupancy Tax - results in similar tax treatment before and after reform

Equity/fairness:

- The cost of rebates is built in to the City budget

Administrative impact:

- Results in some additional staff time to administer the rebates

CURRENT TAX RELIEF PROVISIONS FOR REGISTERED CHARITIES

The City's by-law includes all mandated provisions as well as the following optional provisions:

- Rebates set at 40% of taxes paid for Registered Charitable organizations, such as but not limited to, Family & Children Service, Canadian Mental Health, Second Chance, St. John's Ambulance, Salvation Army, etc.
- Rebate set at 100% for those properties that are used and occupied as a memorial home, clubhouse or athletic grounds by those organizations whose persons served in the armed forces of Her Majesty or Her Majesty's allies in any war (i.e.- Legion, Army & Navy)
- In 2015 the City processed approximately 43 applications for a total dollar amount of \$223,616.40 of which the City's share was \$127,985.47.

APPENDIX 1

|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

APPENDIX 2

THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2002) - 16852

A by-law to amend By-Law (1998)-15832,
being a by-law to establish a separate
property class for new multi-residential
properties.

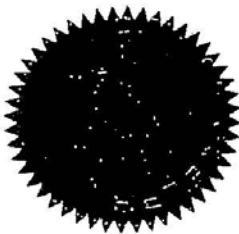
WHEREAS By-law (1998)-15832 provides for the establishment of a separate
property class for new multi-residential properties;

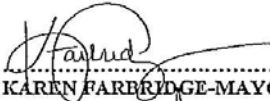
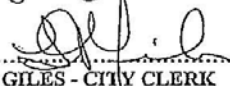
AND WHEREAS, it is deemed desirable that property in the new multi-
residential class be taxed at the lower residential/farm rate for the first 35 years.

NOW THEREFORE the Council of the Corporation of the City of Guelph
enacts as follows:

1. That Section 2 of By-Law (1998)-15832 be amended by deleting the words "for the
first eight years" and inserting the words "for the first thirty five years"

PASSED this 6th day of May, 2002




KAREN FARBRIDGE-MAYOR

LOIS GILES - CITY CLERK

APPENDIX 3

THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2015) – 19988

A by-law to provide for deferrals of tax increases on property in the residential property class for low-income seniors and low-income persons with disabilities and to repeal By-law Number (2005)-17727.

WHEREAS the Council of the Corporation of the City of Guelph, pursuant to Section 319 of the *Municipal Act, 2001, S.O.2001, c.25*, as amended, shall pass a by-law providing for deferrals or cancellation of, or other relief in respect of, all or part of a tax increase on property in the residential property class for low-income seniors and low-income persons with disabilities;

AND WHEREAS By-law Number (2005)-17727 was passed May 2nd, 2005 being a by-law to provide for deferrals of tax increases on property in the residential property class for low-income seniors and low-income persons with disabilities;

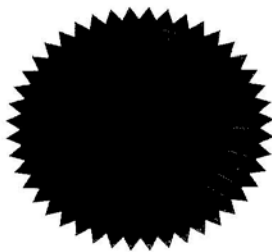
AND WHEREAS Council deems it necessary and expedient to pass the subject by-law to provide for deferrals of tax increases on property in the residential property class for low-income seniors and low-income persons with disabilities and to repeal By-law Number (2005)-17727;

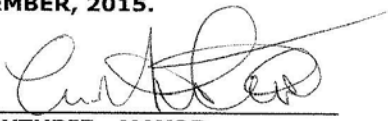
NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. In this by-law:
 - a) "*Eligible amount*" means the total tax increase related to assessment increase over the previous year which is equal to or greater than \$200 annually.
 - b) "*Eligible person*" means a low-income person with disabilities or a low-income senior or the spouse of such eligible person.
 - c) "*Low-income person with disabilities*" means a person who is in receipt of benefits under the *Ontario Disability Support Program (ODSP)* or in receipt of benefits under the *Guaranteed Annual Income System (GAINS)* for the Disabled and be eligible to claim a disability amount as defined under the *Income Tax Act*.
 - d) "*Low-income senior*" means a person who on December 31st of the year of application has attained the age of 65 years and is in receipt of benefits under the *Guaranteed Income Supplement (GIS)* program or has attained the age of 65 years and is in receipt of benefits under the *Guaranteed Annual Income System (GAINS)* program for Ontario Senior Citizens.
2. Tax Relief granted pursuant to this by-law shall be in the form of a deferral of the annual eligible amount provided that:
 - a) Either the owner or spouse of the owner has been assessed as the owner of, and has occupied the property for a period of one or more years preceding the date of application.

- b) For properties which are jointly held or co-owned by a person other than spouses, all co-owners must qualify under applicable eligibility criteria in order to receive tax relief.
- c) Both the owner and the owners spouse must be an Eligible Person.
3. Deferred amounts shall continue until the property is sold or until the eligible applicant ceases to be eligible, at which time the total deferred amounts become a debt payable to the Corporation of the City of Guelph.
 4. Tax relief amounts provided pursuant to this by-law are not transferable to the estates of deceased owners.
 5. The amount of tax relief granted pursuant to this by-law shall represent a lien against the property. The cost to register the lien may also be deferred under this program.
 6. Tax relief is only allowed on one principal residence of the qualified individual or the qualifying spouse.
 7. Application for tax relief must be made annually to the City to establish eligibility or continued eligibility. Applications must include documentation in support thereof to establish that the applicant is an eligible person and that the property with respect which the application is made is eligible property. Applications must be submitted to the City on or before the last day December in the year for which the application applies, on a form prescribed by the City for this purpose.
 8. Tax relief applies to current taxes only and are only deferred after payment in full is received for any current or past year amounts payable.
 9. That By-law Number (2005)-17727 is hereby repealed.
 10. This by-law shall come into force and take place immediately.

PASSED this TWENTY-THIRD day of NOVEMBER, 2015.





CAM GUTHRIE - MAYOR



STEPHEN O'BRIEN - CITY CLERK

APPENDIX 4

THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2002) - 16851

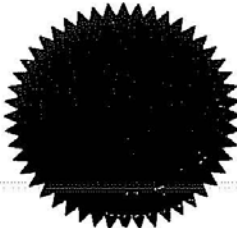
A By-law to provide for relief from taxes for charitable organizations and to repeal by-law number (1998)-15834.

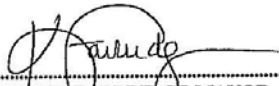
WHEREAS Section 442.1 of the *Municipal Act* as amended provides that every municipality shall have a tax rebate program for eligible charities for the purpose of giving them relief from taxes on eligible property they occupy;

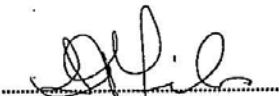
THEREFORE THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. In this by-law, eligible charity means a registered charity as defined in subsection 248(1) of the *Income Tax Act (Canada)* that has a registered number issued by the Canada Customs and Revenue Agency.
2. A property is eligible if it is in one of the commercial classes or industrial classes, within the meaning of subsection 363(20) of the *Municipal Act* as amended.
3. A property is eligible if it is actually used and occupied as a memorial home, clubhouse or athletic grounds by those organizations whose persons served in the armed forces of *Her Majesty* or *Her Majesty's* allies in any war.
4. The rebate shall be 40% of the taxes payable by the eligible charity on the eligible property it occupies for those properties in one of the commercial or industrial classes.
5. The rebate shall be 100% of the taxes payable by those organizations whose persons served in the armed forces on the eligible property it occupies.
6. An eligible charity shall make application to the municipality each year for which a rebate of taxes is requested, such application to be made on the prescribed form after January 1 of the year and no later than the last day of February of the following year.
7. This By-law shall come into force and take effect immediately.
8. By-law Number (1998) -15834 is hereby repealed.

PASSED this 6th day of May, 2002.




KAREN PARTRIDGE-MAYOR


LOIS A GILES-CITY CLERK

CONSENT REPORT OF THE GOVERNANCE COMMITTEE

April 25, 2016

His Worship the Mayor and
Councillors of the City of Guelph.

Your Governance Committee beg leave to present their SECOND CONSENT REPORT as recommended at its meeting of April 7, 2016.

If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of Governance Committee will be approved in one resolution.

GOV-2016.2 Corporate Strategic Plan (2012-16) Priority Project Update

1. That report CAO-S-1601 "Corporate Strategic Plan (2012-16) Priority Project Update' be received; and
2. That report CAO-S-1601 "Corporate Strategic Plan (2012-16) Priority Project Update' be approved.

GOV-2016.3 Council Committee Structure – Committee-of-the-Whole

1. That a Committee-of-the-Whole governance structure, as outlined in this report and effective on September 1, 2016, be approved; and
2. That City Clerk's Office staff report back to Council in June with a Meeting Management Review report based on the adoption of a Committee-of-the-Whole governance structure.

GOV-2016.4 Community Energy Initiative Update – Proposed Scope

1. That Council receive Report IDE-BDE-1604 for information; and
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; and
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:

Page No. 2
April 25, 2016
Governance Committee – Second Consent Report

- Establishing a community-based advisory committee which will provide governance, oversight and reporting to the community and to Council;
 - 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; and
 - Update performance metrics which measure annual local performance, and measures such performance against benchmark communities; and
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; and
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.

All of which is respectfully submitted.

Mayor Guthrie, Chair
Governance Committee

Please bring the material that was distributed with the Agenda for the April 7, 2016 Governance Committee meeting.

STAFF REPORT



TO Governance Committee

SERVICE AREA Office of the CAO

DATE April 7, 2016

SUBJECT **Corporate Strategic Plan (2012-16) Priority Project Update**

REPORT NUMBER CAO-S-1601

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide Council with an update of the City's progress in delivering the Corporate Strategic Plan's priority projects and initiatives.

KEY FINDINGS

The City has been implementing the projects and initiatives outlined in the 2012-2016 Corporate Strategic Plan (CSP), approved by Council in June 2012. The organization has achieved considerable progress against these initiatives, which has positioned the community and its local government to better respond to the challenges, business imperatives and opportunities identified during the plans inception.

In 2015 City Council approved their Council Shared Term Agenda, which outlined 29 initiatives. 18 projects included in the CSP directly align to Council Shared Term Agenda.

Of the 50 projects, 34 projects representing 68% of the CSP have achieved significant milestones and are either complete or on track as planned. Another 14 projects or 28% of the CSP have faced some challenges that have slowed progress; they are currently still considered active and are being examined; and 2 projects specific to service reviews/rationalization have experienced limited progress.

Over the remaining year of the CSP, work will continue to focus on areas of challenge and opportunities for success.

FINANCIAL IMPLICATIONS

None related directly to this report. Individual initiatives that may require budgetary consideration by City Council will be brought forward separately.

STAFF REPORT

ACTION REQUIRED

That the staff report be received and approved.

RECOMMENDATION

1. That report CAO-S-1601 "Corporate Strategic Plan (2012-16) Priority Project Update' be received; and
2. That report CAO-S-1601 "Corporate Strategic Plan (2012-16) Priority Project Update' be approved.

BACKGROUND

Council approved the implementation of the City's Corporate Strategic Plan (CSP) in June 2012. At that time, staff committed to delivering a series of regular updates to Council. Since that time, Council have received updates with details about key strategies, projects and initiatives. Assessment and reflection of the organization's progress and successes on the existing CSP will inform future community strategic planning.

The methodology to create the CSP was comprehensive and in summary included:

1. An environmental scan
2. A citizen survey
3. Confirmation of continuing with 'Guelph Community Strategy 07 and beyond' vision
4. Confirmation of our Corporation values: integrity, excellence and well-being;
5. Confirmation of a new corporate mission statement
6. Development of a corporate project list
7. Development of preliminary strategic directions
8. CAO analysis and recommendations for success
9. A series of Council workshops open to the public and media

Following the above methodology, a Corporate Strategic Plan (2012-2016) framework was approved by Council consisting of:

- | | | |
|---|---|--|
| <ul style="list-style-type: none">• Mission, vision and values• 3 Strategic focus areas• 9 Strategic directions | } | Council approved |
| <ul style="list-style-type: none">• Measures and targets• Strategic initiatives | } | Administration development in collaboration with Council |

STAFF REPORT

The 2012 – 2016 Corporate Strategic Planning Framework (Figure 1) sets out the Corporation's blue print for responding to a number of critical business imperatives facing the organization and the city as a whole.

Figure 1



City Council identified a number of significant trends, challenges and opportunities that were supported by evidence provided in workshops. Topics included pressures from growth, environmental changes, the speed and influence of technology, changing demographics, greater public expectations of their government, and global economic unrest.

These issues impact on the policies, public services, operations and programs offered directly by the City of Guelph but are not fully within City Council's control. Council called for a series of strategically focused actions to be taken that would adapt how "City Hall" worked internally to meet key external challenges while continuing to steadily deliver on its mission of providing 'outstanding service and value'.

STAFF REPORT

In response, the Corporate Strategic Plan (2012-2016) was built to be a bold, ambitious action plan that manages various tensions – both internal and externally facing our city. It did not replace the 'Guelph Community Strategic Plan 07 and beyond' but rather, it was a strategy and action plan that focused on the work of the Corporation of the City of Guelph to guide its development over a five-year period.

The CSP does, however, serve a broad range of stakeholders (community, Council, business, inter-governmental agencies, partners, volunteers and employees) whose needs can be vastly different and whose priorities and values will be understandably diverse. Therefore, the CSP includes actions for:

- those seeking foundational change to select systems, services and processes of local government;
- those seeking opportunities to innovate, explore alternative thinking about public services, its leadership and to test new options; and
- those seeking steady progress on the often messy, complex and often conflicting issues arising from community living.

Focus Area #3: 'City Building' is externally focused and continues plans and aspirations outlined in the 'Community Strategic Plan 07 and Beyond'; striving to balance the City's quadruple bottom line of social, cultural, environmental and economic sustainability.

Focus Areas #1 'Organizational Excellence' and #2 'Innovation in Local Government' are more inward focused on the transformation of how Guelph's local government is operating to become a more responsive, engaging, adaptable organization that demonstrates value for the dollars provided.

REPORT

City Council approved the CSP acknowledging that it would be challenging to achieve, was innovative and had far reaching impacts for Guelph's public service and the community it serves.

Attachment 1: Corporate Strategic Plan Progress on Projects: Summary Chart provides a legend to accompany attachment 2 and a visual display of progress made on the 50 strategic initiatives.

Attachment 2: Corporate Strategic Plan 2012-2016 Priority Project Update Tracking is the detailed 2016 update on the CSP. It provides information on each Focus Area including: goal statements and the critical issues and business imperatives underlying the strategic directions. It provides a listing of each strategic initiative and a short description and statement of progress made to date.

Progress Highlights

This section provides highlights of the City's progress since 2012. Of the 50 projects, 68% have achieved significant milestones and are either complete or on track as planned. 28% of projects are facing internal or external challenges that have slowed progress and 4% of projects are on hold or have experienced limited progress. Over the remaining year of the CSP, work will continue to focus on areas of challenge and opportunities for success.

The highlights have been framed around six of the key challenges and imperatives the CSP was designed to respond to and continue to exist. These challenges and imperatives have been summarized.

1. Shifting Demographics and Diversity

Guelph's population continues to grow and change. This continuous shift presents both opportunities and challenges that our city and organization must adapt to. The benefits of adapting to our changing demographics are far reaching in terms of current and future economic growth and increased quality of life. The City has been working in collaboration with its partners and citizens to make progress on several foundational areas including:

- The **Official Plan Update** was adopted by Council in 2012. This plan frames the future of our city, stating community goals and objectives for quality of life and brings forward a strong basis for zoning bylaws and land use control.
- Building an age-friendly community with social and physical environments that enable older people to live active, safe and meaningful lives while contributing to the broader Guelph community. The City has successfully developed an **Older Adult Strategy**. Implementation is underway and successes have already been achieved in this multi-year initiative.
- Continuing to collaborate with partners and the community to continue the critical work of the **Local Immigration Partnership**. The current focus of this work is attracting, welcoming and settling immigrants and newcomers through service system integration, increasing economic opportunities and social participation.
- Supporting youth to participate socially, keep healthy and active, have a voice in local decision making and receive employment support that enables them to succeed in their career development. The City has developed a **Youth Strategy** through extensive engagement with young people that is currently being implemented.

2. Transparency, Accountability and Engagement

Guelph, along with other communities around the world, has experienced diminishing levels of trust in government accountability. Over the past three

years, the City has focused on actions to tackle this trend and has increased accountability mechanisms to make local democracy and the work of the City more open, transparent, easier to understand and collaborative. These efforts ensure that the City can better serve the community and that stakeholders can participate actively in decision making, service design and delivery to add value and ensure effectiveness. They include:

- The City's **Community Engagement Framework** has been adopted and the roll out of the framework has resulted in the improvement of quality and focus of our engagement activity. These standards support meaningful and genuine opportunities for citizens, businesses and partners to get involved in decisions that impact their city and the services they receive. Engaging stakeholders helps the City harness valuable skills, diverse perspectives to make decisions in a transparent, accountable and sustainable way. The City's work in this field is trail blazing. The City's expertise is regularly sought through municipal networks, has been cited in professional facilitation guide, and our employees support the learning of both graduate and undergraduate **University of Guelph** students.
- Canada's first **User Guide to Local Government** was launched. It provides online reference material for citizens, employees and councillors to better understand the complex nature and workings of municipal government.
- The City has created and is implementing its **Open Government Action Plan** that sets out an ambitious service modernization agenda. As part of this, the City has launched its **Open Data Catalogue**. Open data is about proactively releasing City data that community and stakeholders want and can use in ways that enhance their lives. The data released has also been utilized by entrepreneurs to create apps that make data more relevant and accessible to local residents.

3. Strategic Partnerships, Alliances and Networks

The complexity of current local and global challenges means that the City's role has to be agile and alternate between direct service provider, advocate, partner and enabler. The Corporation must build new and leverage existing partnerships, alliances and networks to be successful. System-wide thinking is necessary to pinpoint root causes and identify opportunities for improvements that benefit our community and the services it needs. Key areas of focus have been intergovernmental relations, local system-wide agency partnerships, business community networks, the local community benefit sector and educational institutions. Highlights include:

- The City has made significant progress in developing Intergovernmental Relations through its **Intergovernmental Strategy**. This has improved working relationships with municipal, county, provincial and federal levels of government. It has also strengthened relationships with partner

organizations and stakeholders through work with the Association of Municipalities Ontario, Rural Ontario Ministries Association and others. This has resulted in significant progress against a number of important local agendas such as Two Way Go, Blue Dot and the Guelph Innovation District.

- Council approved the new **Community Investment Strategy** and the development of new investment mechanisms including the **Wellbeing Grant** program, **community benefit agreements** and the **innovation fund** which is currently administered through **The Elevator Project**, an initiative co-founded by the City, Innovation Guelph, 10 Carden and the Guelph Community Health Centre. The strategy improved the way the City partners with local organizations, making the approach more responsive and supportive of local needs, in a manner that is consistent and clear. This strategy also supports thousands of citizens each year to access an array of health, social, economic, learning and arts and cultural programs/services that all support Guelph in improving the quadruple bottom line.
- The City has worked in partnership with others to deliver a number of important local **economic and urban design summits**. These significantly informed the urban design work program and enable the City to adjust and build upon its economic development strategies and action. Other important collaborations have included the **Community Energy Initiative** and ongoing work with partners to improve local social and health planning and service integration through examples such as Toward Common Ground, Healthy Kids Challenge, Growing Great Generations and the Guelph Wellington Task Force for Poverty Elimination, to name a few.

4. Affordability and Improvement

Municipalities are experiencing increasing responsibilities alongside increasing citizen and stakeholder expectations; however, resources remain fairly static. The City must respond to compounding persistent local challenges such as aging infrastructure, affordable housing shortages and stressed local social service systems. In response to this, the City has identified and acted upon the need for new funding sources, leveraging assets and partnership models.

- **Guelph Municipal Holding Inc.** was established to manage city owned assets more strategically, to maximize the value of those assets and to achieve greater alignment with the city's priorities across a 'family of companies'. The City of Guelph is GMHI's sole shareholder. Incorporated in 2011, the Board of GMHI began developing its governance of GMHI in 2012. This continued up to Q3-2014 when it amalgamated with the independent Board of Guelph Hydro Inc. Up until Q3 -2014, Guelph Hydro Inc. oversaw its subsidiaries, namely the regulated utility Guelph Hydro Electric Systems Inc. (GHESI), and the unregulated company Envita Community Energy Inc. who had their own boards. The amalgamation of GMHI-GHI was approved by the

Shareholder to gain greater alignment and agility by having its Boards, staffing and operations streamlined and flatter. Also in 2014, it acquired a new real estate based development corporation (DevCo) to manage select city assets and operations such as downtown land parcels and parking. In 2015, City Council shifted its control over Guelph Junction Railway (GJR). GMHI planned to acquire GJR and potentially establish a Thermal Utility in future years. In 2016, Council has shifted GMHI's governance structure for more direct oversight and control during a transitional period of further development.

- **Innovation Pilot Project Teams** are working on a range of innovation-focused improvements such as **Innovation Fund, Business Process Improvement, and solution-based Round Tables** to create efficiencies, improve business processes and deliver services better.
- Made progress unlocking and leveraging the value of our assets and development of brownfield lands and downtown. The City has undertaken a **Downtown Strategic Assessment** to create a framework to evaluate the best use of **Baker Street** (2013/14).
- Council adopted the **Parking Master Plan** providing a business plan for long-term investments and financial modelling of a downtown parking system (2015).
- **Established an Internal Audit function** that developed the City's comprehensive audit program, enterprise risk evaluation system and a prioritization of audit reviews. Several significant audits and management reviews have been undertaken resulting in recommendations that have resulted in process improvement and improvements to policy across the organization.

5. Our People and leadership

An important focus for the organization has been to invest in organizational excellence and develop City employees to their full potential for the benefit of improved service provision. In concrete terms the City has:

- Completed **employee engagement surveys** in 2012 and 2014. Over this period progress has been made in 19 of 21 engagement drivers. To support improvement in engagement, departmental and corporate action plans have been created to act on opportunities.
- Work has been ongoing to implement changes and embed the employees own **Leadership Charter** in City systems and processes.
- To make the City more streamlined and agile the Corporation undertook **organizational structure realignments**. This reduced the number of service areas to three and introduced round tables to the corporate structure. It has re-set the role of the **Executive Team** and built a **Corporate Management Team (CMT)** model to address corporate wide management decision making. It has also created a **Corporate Round Table (CRT)** that brings a range of city staff

together to address key outstanding issues requiring resolution or new solutions.

- Councillor orientation and leadership development has been improved resulting in a **comprehensive and integrated program for orientation and leadership development**.

6. Innovation and Technology

Citizen expectations are changing and the current structure of the Corporation, the systems, processes, etc., is not equipped to meet them. The organization is not yet fully able to provide the right tools that suit the busy lives of our constituents and is adapting to what it truly means to be 'open by default.' Progress is being made. There are many gains to be found in modernizing services. In order to maximize those benefits a Corporation-wide strategic approach has been set.

- In 2014, the first **Open Government Action Plan (OGAP)** was approved unanimously by Council, outlining the principles and best practices for open government in Guelph. This was based on an early understanding that open government could provide the unifying framework for transforming the organization to ensure citizens come first in our work and how we're positioning the City for the future.
- The OGAP resulted in the creation of a dedicated resource to provide leadership, strategic oversight and to bring cohesiveness to the City's efforts to modernize services and create a great experience for citizens. In June of 2015, the position of the **Open Government Program Manager** began as a corporate support to departments across the organization.
- Harnessed new technology and processes creating new internal efficiencies and cost savings that change how the City works for the better rather than adding extra work on top of current jobs, such as the Bylaw department's adoption of the **311GIS** issue reporting tool. This tool not only simplifies the public's experience and allows them to track progress on their issue, but also enables the Bylaw department to allocate their officers more efficiently throughout the day.
- Adoption and implementation of the City's **IT Strategic Plan** has resulted in improved IT governance, the implementation of 311GIS, the upgrades of foundational systems such as JDE and the **GIS Strategy and implementation plan**.
- Work is ongoing to create **myGuelph**, a 'digital one-stop-shop' for citizens and the development of a supporting **Citizen Relationship Management (CRM)**. Combined, myGuelph and CRM will lead to a corporate-wide customer service and technology project to modernize, simplify, and structure how we deliver City services to citizens. This project is currently in the assessment phase.
- **Records and Information Management (RIM)** working group has been set up to implement the **new RIM strategy**, which supports

STAFF REPORT

policy, systems and tools for greater alignment of knowledge and information.

- The organizational cultural changes required supporting this new openness and willingness to change has been significant and largely noted internally.

Areas of Focus for 2016

There are a number of areas the Corporation will continue to focus on for the remaining year of the CSP. These priorities are driven by past performance, outstanding items and the Council Shared Term Agenda. The work is impacted by changing environmental realities, partners and opportunities; an example is the potential federal funding opportunities for infrastructure.

The following list of initiatives continues to be monitored with reporting coming through various committees of City Council in 2016. Updates are provided below on actions being considered in 2016 and where specific reports are confirmed.

Focus Area 3: City Building

- Baker Street/Library Development: (Q2 reporting)
- Downtown Business Plan Implementation: (Q2-3 reporting)
- Downtown Secondary Plan Implementation: (Q2 reporting)
- Guelph Innovation District: (multiple partners in coordination – 2017+)
- Joint Education Campus: (multiple partners in coordination-monitoring)

Focus Area 2: Innovation in Local Government

- Guelph Municipal Holding Company: (Q2-3)
- District Energy Initiative: (Q2-3)
- Evolving the Parks Model: (2017/2018)
- Service Review Framework/Rationalization: (Budget 2017)
- Land Ambulance Agreement: (multiple partners - ongoing)
- Financial/Communications Framework: (2016-ongoing)

Focus Area 1: Organizational Excellence

- Performance Measurement and Tracking Scorecards: (2016-ongoing)
- Integrated Performance Reporting: (2016- ongoing)
- Administrative Capacity/Efficiencies/Alignments: (2016/2017)

Development of Guelph's Corporate Planning Cycle

There are a number of external and internal environmental conditions that influence and shape the delivery of the CSP over time. To help manage and respond effectively to these influences, the organization has also been building its strategic and corporate planning cycle and in 2015 the Council Shared Term Agenda (2015-2018) was created.

STAFF REPORT



In response to the Council Shared Term Agenda and the Corporate Strategic Plan, the Corporate Management Team (CMT) have carried out an annual priority setting exercise that will enable the organization to focus and align its efforts to accommodate capacity and pressures.

The Council Shared Term Agenda and the work of CMT also acts as a bridge between planning timelines, and cycles of departmental plans, master plans (e.g. Parking Master Plan) and community plans (e.g. Official Plan).

The creation of the Council Shared Term Agenda and the Corporate Management Team annual priorities will also support concrete performance tracking and reporting to citizens.

Conclusion

The Corporate Strategic Plan is an action plan that has contributed to building the foundations of a strong, agile and modernized government. It has worked tirelessly with its partners and stakeholders to seize opportunities and respond to complex and persistent challenges brought about by local, national and internal pressures.

This performance has been demonstrated in the achievement and significant progress among a number of important and foundational items. We are not the same organization, community or globe we were in 2007 or 2012.

Going forward there will be items listed in the CSP that will need to be continued because they are multi-year and multi-partnered i.e. Guelph Innovation District and Downtown development. A follow up review of the trends, issues and challenges identified in 2012 will help establish the next 5-10 year strategic plan and process.

Council has identified the need to grow, build and repair our City's infrastructure and services and to balance that with the need to transform how the organization operates as it becomes ever more citizen centred and collaborative by design. The City continually balances providing additional public value with affordability for citizens and businesses. And the organization manages the needs of today while keeping an eye on the community's aspirations for tomorrow.

As the City transforms into an increasingly collaborative partner for Council and the community, decisions are made in consultation that strike a reasonable balance between these various tensions.

Successfully walking this fine line enables the City of Guelph to continue providing exceptional service while building a City worthy of its earliest architects and future generations.

STAFF REPORT



CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

City Building

- 3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION

Legal Realty and Risk Services
Intergovernmental Relations, Policy & Open Government
Internal Audit
City Clerk's Office
Corporate Communications & Customer Service
Finance
Human Resources
Information Technology
Project Management Project Office
Business Development & Enterprise
Engineering & Capital Infrastructure
Planning Urban Design & Building Services
Culture Tourism & Community Investment
Parks & Recreation

COMMUNICATIONS

The content will be shared on Guelph.ca and on the organization's internal information site. Further communications will be integrated into the project to refresh the CSP in 2017.

ATTACHMENTS

- ATT-1 Corporate Strategic Plan 2012-2016 Priority Project Update Tracking
- ATT-2 Corporate Strategic Plan Progress on Projects: Summary Chart

STAFF REPORT



Report Authors

Jennifer Smith, Manager, Corporate & Community Strategic Initiatives
Suzanne Holder, Project Coordinator

Recommended by

Barbara Swartzentruber
Executive Director Intergovernmental Relations, Policy & Open Government
519-822-1260 x 3066
Barbara.swartzentruber@guelph.ca

Approved By

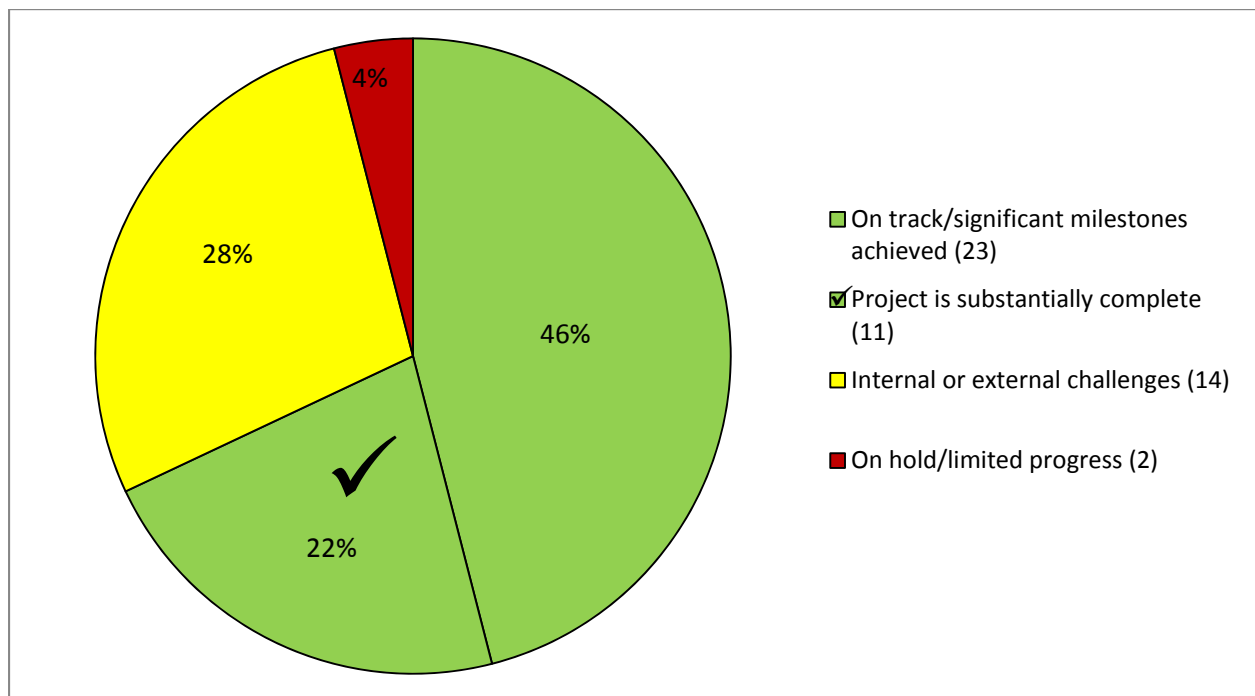
Ann Pappert
Chief Administrative Officer
519-837-5602
cao@guelph.ca

Attachment 1: Corporate Strategic Plan Progress on Projects: Summary Chart

Spreadsheet Legend

	On track/significant milestones achieved
✓	Project is substantially complete
	Internal or external challenges
	On hold/limited progress

Project Status Analysis - 50 Priority Projects



Of the 50 priority projects, 18 of them are directly related to the Council Shared Term Agenda (CSA).

Attachment 2: Corporate Strategic Plan 2012-2016 Priority Project Update Tracking

Council		Administration			
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original
Organizational Excellence A streamlined, agile and recognized top employer. Critical Issues: - Complexity - Competition for talent - Technological opportunities Business Imperatives: - Administrative Excellence - Build Capacity to deal with complexity - Foster and integrate whole systems thinking - Demonstrating value for tax dollars	1.1 Engage Employees through excellence in leadership.	Leadership and Development Training for Council and Employees	Focused training designed to enhance administrative leadership capacity.	Completed leadership workshop and training for employees, developed City Leadership Charter and drafted Council Leadership Charter. Next steps include Council Leadership Charter refinements and additional training.	✓ CSA
		Decision Making Excellence - Accountability and Delegated Authority	Focused training designed to enhance administrative leadership capacity.	Delegated Authority Bylaw approved by Council in 2013 to contribute to the efficient management of the City while still adhering to the principles of accountability and transparency.	CSA
		Talent Management/Employee Engagement Plan	A framework to support employee engagement and talent management efforts.	Talent management framework developed, completed employee engagement surveys in 2012 and 2014. Progress made in 19 of 21 engagement drivers. Implemented departmental and corporate action plans to act on opportunities, implement changes and embed the Leadership Charter in City systems and processes. Next step to resurvey in 2016.	✓
	1.2 Develop collaborative work teams and apply whole systems thinking.	Direct Report Leadership Team and Executive Team Development	To elevate the skill sets of these leadership groups at the individual, group and inter group level.	Streamlined the organization from 5 service areas to 3. Executive Team, Corporate Management Team and a Corporate Round Table are formed and meet regularly to guide decision making and problem-solving in the organization. Tools including meeting agenda management process, issues watch and the agenda forecast have been developed to track, manage and prioritize issues.	✓
	1.3 Build robust systems, structures and frameworks aligned to strategy.	Strategic Plan Implementation planning 2013-16	Determination of strategic initiatives for the 2013-16 time period with employee input.	Council approved. Council Shared Agenda developed. Piloted annual approach to strategic planning and priority setting.	✓

Organizational roles and expectations	To clarify roles assumed by various members of the organization.	Roles and accountabilities developed for Council in the Principle Based Governance and the Principles of Administration are embedded in the Leadership Charter. Provided Council orientation and leadership training. Completed an Employee Code of conduct. Reviewed and updated Standing Committee structures and mandates.	✓ CSA
Performance Measurement and Tracking Scorecards	Introduction of annual performance/accountability reporting to City Council.	Progress is being made. Exploring a citizen dashboard and reporting system and tools.	
Integrated Performance Reporting Format	Consistent approach to annual departmental performance reporting.	Tracking and reporting of annual operational performance at the departmental level. More work required to develop a consistent approach.	
Project Planning Framing and Management	Development and a more comprehensive approach to project management which emphasizes client involvement, representation and satisfaction.	Conducted project management maturity gap analysis and third party risk assessment on complex capital project management. Establishment of Corporate Project Management Office underway with development of project management support tools and frameworks including governance, control, reporting and risk management.	CSA
Aligned Administrative Capacity and Efficiency	Optimization of the organization's capacity to undertake work. An assurance that limited resources are focused on establishing strategic and operational priorities.	Significant restructuring of organization and resources through the corporate reorg. Strategic business planning has occurred to establish 2016-17 priorities to better align resources and manage capacity.	
Business Case Tools and Capacity Building	Exploration of an optimal approach to business case developed to support more informed decision making and delivering better public service.	Business case tool package developed, training delivered and evaluated. Business case refinement currently underway.	✓ CSA
Information Flow System	Alignment of knowledge, information and capacity building.	Information Flow Protocol developed and implemented.	

Intergovernmental Service Coordination	A strategy to better coordinate services and communications with other municipalities, provincial government and provincial crown agencies.	Established an Intergovernmental Office. Developed intergovernmental relations strategic framework and action plan, strategic partnerships to implement two way go service from Toronto to Kitchener and adoption of Guelph specific Blue Dot resolution.	✓
<i>Emergency Management Preparedness</i>	To elevate the organization's ability to respond to emergency situations.	Operating in compliance with EMO regulations for Community Emergency Management. Established a dedicated Community Emergency Management Coordinator. Representatives from all departments have received training. Next steps include evaluation of the EOCG structure.	✓
<i>Corporate Calendar Coordination with Service Area Work Plans</i>	To better manage and co-ordinate the presentation of information to Council.	Agenda forecast management tool and preview meetings have been implemented to coordinate the presentation of information to Council.	

		Phase 2 Operational Review Business Services	Final report with recommendations to be completed by the end of June. Implementation of recommendations to start mid 2012.	The City has made great progress so far, and will continue improving development approval processes and customer service. Overall, the City is becoming more efficient, accessible and responsive by: <ul style="list-style-type: none"> •Mapping all of the City’s current Development Approval Processes (DAPs) to identify and begin implementing improvements. •Implementing a mandatory pre-consultation process and Development Review Committee. •Developing and implementing the Interim Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities. •Piloting performance measurement systems and targets in the development approval process to monitor and track effectiveness of the process. •Improving the City’s webpage to ensure it is user-friendly and intuitive for those looking to develop, invest or do-business in Guelph. 	✓ CSA
Council		Administration			
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original
Innovation in Local Government	2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.	Intergovernmental relations focus	A strategy to build a positive relationship with the provincial government for the purpose of advocating and promotion of the City.	Established an Intergovernmental Office supporting Council, ET and departments to foster and support critical relationships with the Provincial and Federal governments.	✓

Improved program and service delivery methods and practices.

Critical Issues:
- Service demand amidst fiscal restraint
- Infrastructure renewal
- Changing expectations for transparency, accountability and engagement
- Stress on social systems

Business Imperatives:
- Environment for innovation
- Meaningful engagement to build effective solutions
- Community partnerships to diversify revenue streams
- Diversification of interests in decision making

County/City Strategy Relationship	Ensuring effective relationships that build effective delivery of public services.	Intergovernmental Office is supporting the development and maintenance of good working relationships particularly in the planning and alignment of common areas of focus (e.g. social services, affordable housing). Expanded opportunities for elected officials to collaborate.	
Innovation Pilot Project Teams	Creation of internal innovation pilot project team. Options include open government, technology framework, staff engagement, cluster strategy, e.g. agri-innovation, arts, culture, tourism, electronic document management system.	We have piloted a number of innovative projects with successful outcomes including solution-based round tables, innovation fund, Hackathons, open data catalogues, records and information management program, Guelph Labs, A User Guide to Local Government and economic summits.	✓ CSA
Information Technology Strategic Plan	A strategic plan focused on the Information Technology Services function within the corporation.	The plan is complete and implementation is underway. An IT governance committee has been established. Products are underway such as 311 GIS and CRM.	✓
District Heating Proposal	The development of District Heating systems with a focus on serving the McDonnell and Woolwich area and Hanlon Creek Business Park.	Ongoing development of thermal strategies in CEI District Energy under the leadership of Envida Community Energy Inc.	
South End Community Centre Business Plan	Participation in the model of 'Doing Business Differently' to explore shared funding arrangements and leveraging opportunities to acquire additional support and funding sources.	Project is proceeding in accordance with Council approved terms of reference. The component study has been completed with recommendations. Business case preparations are underway. The centre has been included in the capital projects forecast for 2018.	CSA
Framework for Doing Business Differently	Clarified framework to support ongoing efforts to deliver public service better.	Addressed through the Integrated Operational Review and the Project Management Office. Tools developed include the risk register, business case development, project charters and controls.	✓ CSA

2.2 Deliver Public Services better.	Employee Roundtables	Meetings with employees to investigate opportunities for improvement across the corporation.	The Group of 22 employees was instrumental in the development of the Leadership Charter. Launched solution-based round tables to solve cross-cutting organizational issues in the topics of Citizens First/Customer Service, Policy, Open Guelph and Our People. Building organizational capacity and problem-solving through tools and processes to facilitate change.	CSA
	Development Charges Background Study	Reframing and implementation of the background study.	Study completed in 2014. Implemented an enhanced independent peer review to ensure the development community was involved. It was a successful multi-departmental project.	✓
	<i>Older Adult Strategy</i>	A comprehensive and innovative strategy for Guelph to be "age friendly" through proactively planning for the impact of an increasing older adult population on municipal services.	Strategy developed. Established a community leadership team to oversee the implementation of the Older Adult Strategy, secured external funding and completed an age friendly profile. Joined the WHO Global Network of Age Friendly Cities and Communities. Continuing to develop and strengthen strategic relationships in the community.	✓ CSA
	<i>Guelph Community Investment Strategy</i>	A strategy for the way the City funds and support non profit groups to achieve shared community goals.	Council approved the Community Investment Strategy and development of new investment mechanisms which support the community through wellbeing grants, community benefit agreements and the Elevator Project.	✓
	<i>Parks Model - use, role of neighbourhoods in place</i>	An exploration of innovative recreational, cultural and educational programs to create parks as living community centres.	Ongoing development of parks planning and management plans to optimize the balance amongst protection and stewardship of naturalized and sensitive areas, active spaces and places for reflection and rejuvenation. An overall framework is required to implement the various plans and initiatives.	

2.3 Ensure accountability, transparency and engagement.	<i>Guelph Municipal Holding Company Strategic Plan</i>	Guelph Municipal Holdings Inc. (GMHI) has been formed to provide the framework to identify and develop innovative and enterprise-based approaches to community services.	Completed and Council approved the Business Case to amalgamate GMHI/GHI to position the alignment of assets and resources. A development corporation is established and City staff are working to operationalize it.	CSA
	<i>2012 Service and operational reviews</i>	To undertake Service and Operational reviews fulfilling a primary duty of Council. The goal is to determine whether services should be offered, if so, how best to offer them, at what level, and to evaluate whether they are offered in an effective and efficient manner.	Creation of auditable entities and Internal Audit work plan. Internal Auditor conducting ongoing value for money audits. Service rationalization was not funded in 2016 budget.	CSA
	<i>Community Energy Initiative</i>	The Community Energy Initiative (CEI), approved by Council in 2007, sets out to reduce the City's energy and greenhouse gas emissions by 2031 by initiating actions in four areas: conservation/efficiency, distribution, generation and urban design. It also establishes the goal of positioning the City as a community leader in corporate energy strategy and implementation.	Supported development of approximately 10MW of Solar PV in the community and on corporate facilities, developed program design for Guelph Energy Efficiency Retrofit Strategy (GEERS) to support energy retrofits of residential building stock, supported Envida Community Energy as the lead in developing district energy nodes in Downtown and the Hanlon Creek Business Park, integrated goals of the CEI into City planning and economic development strategies, advocated to Provincial and Federal governments for the creation of enabling policy and program frameworks. Overall per capita energy use and greenhouse gas emission (high level CEI indicators) have been held or reduced in face of city growth. CEI review process currently at initial stages.	
	Service Review Framework	The number of services provided by the organization cannot be reviewed in a one year period with existing resources. It is necessary to select which services should be reviewed that will deliver the greatest benefit to the organization and community.	See 2012 Service and Operational Reviews.	CSA
	Compliance Reporting	Introduction of community reporting concept. Making relevant, at the community level, the various services provided by the organization.	See Integrated Performance Reporting Format	
	<i>Land Ambulance Agreement</i>	To ensure accountability and transparency of governance roles, an agreement is desired between the City and the County of Wellington.	Draft agreement created. Negotiation continues.	Page 7

		<i>Public Health Strategy</i>	A strategy to positively reset the relationship with the Board of Health.	Meeting and strategy discussions with elected officials.	✓
		<i>Financial Reporting and Communications Framework</i>	A framework to support clarity of communication with respect to municipal financial information for both internal and external audiences.	The principles of Open Government have laid the foundation of transparency, accountability, participation and innovation to improve how we communicate and engage with the community. We have piloted a budget simulator and invited community input into the budget process. Work will continue in 2016 to provide more user-friendly information to the public.	
Council		Administration			
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original
City Building A resilient, safe, connected, sustainable and whole City.	3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.	<i>Community Improvement Plans</i>	Community has adopted CIPs for Brownfield remediation and Downtown development.	Major updates to both plans with significant financial support (2012). Significant uptake of major programs in coordination with Downtown Secondary Plan (2012-14). Running of minor Downtown programs (2012-2016). Evaluation and Renewal of program suite 2016/17	✓ CSA
	Critical Issues: - Demographic shifts - Environmental change - Wellness - Global competitiveness - Public trust and confidence in government Business Imperatives: - Defining what distinguishes the City - Knowledge sharing - Providing community value	<i>Baker Street Plan/Library Project</i>	City-initiated land development in Downtown Guelph including library and public parking components.	Undertook Downtown Strategic Assessment to create framework to evaluate highest and best use of Baker Street (2013/14). Partnership and Market Sounding to inform ‘Decision Level Proforma’ (2014). Council direction to continue to pursue public anchor tenants (2014). Council adoption of Downtown Streetscape Manual to inform adjacent street reconstructions (2014). Council adoption of Parking Master Plan providing business plan for long-term investments and financial modelling of downtown parking system (2015).	CSA

	<i>Downtown Secondary Plan and Implementation</i>	Incorporation of a Secondary Plan for the downtown into the Official Plan, providing a comprehensive vision, principles and policy framework to manage land use change in the downtown to the year 2031. Implementation of the Downtown Secondary Plan.	Council adoption of Plan in 2012. OMB Appeals (2012-16). Significant redevelopment approvals (over 1,000 housing units + commercial) under new planning framework (2012-16). Update to Downtown Zoning By-law to align regulations with Official Plan (2016/17)	
	<i>Joint University /College Campus Business Case</i>	Development of a business case to determine the need for an expanded post secondary school campus which is to be presented to the Province of Ontario and other stakeholders	Exploring options and working in collaboration with institutions and the province.	
	<i>Official Plan</i>	Completion of the Official Plan Update (OPA 48) "Envision Guelph".	OPA 43 adopted by Council in 2012.	
3.2 Be economically viable, resilient, diverse and attractive for business.	<i>Downtown Business Plan</i>	Implementation strategy for a Downtown Secondary Plan.	Early implementation focus is on Baker District, Parking and Community improvement Plan outcomes over 2012/16. Received Council direction in 2015 to refresh the Implementation Strategy (2.0) for 2016.	CSA
	<i>Local Immigration Strategy</i>	A partnership lead by a Council of community members and agencies to increase the social and economic inclusion of immigrants.	Developed the Immigration web portal, employer resources for hiring global talent, and delivering collaborative workshops. Current focus is on coordinating settlement efforts for Syrian refugees.	✓
	<i>Guelph Innovation District</i>	In partnership with the Province of Ontario create a development strategy for the GID.	Secondary Plan is complete and establishes a comprehensive planning vision for the area. Ongoing relationship building and coordination with provincial partners towards development of a "smart community".	
3.3 Strengthen citizen and stakeholder engagement and communications.	Guelph Identity & Image	To set a strategy to build our reputation in Guelph with provincial partners and associations.	Conducted a review of the City's identity in 2013. Renewal of this initiative will be part of the next strategic planning phase.	

<i>Community Wellbeing Initiatives</i>	<p>Community Facing: A comprehensive community plan built on the Canadian Wellbeing Index to enhance services to citizens through engagement, service integration and innovation.</p> <p>Corporate Facing: Community Engagement Framework to guide the work of City staff and includes principles, implementation and monitoring tools.</p>	Initiative completed in 2014. Guelph Wellbeing made a positive contribution to the quality of life in Guelph, informed many strategies and enhanced the City's reputation as an innovative municipal leader. Areas of impact include City/community engagement, innovation and measurement of social indicators, and collaborative activities. Its successes were recognized well beyond Guelph's boundaries.	✓
<i>Sustainable Neighbourhood Engagement Strategy</i>	A strategy for supporting neighbourhood groups in a sustainable and effective way in the future. It articulates the way in which the City will fund and support these groups.	Strategy implemented. Neighbourhood Support coalition is incorporated and operations continue to be successful.	✓
<i>Summits and Roundtables</i>	Opportunities for input, engagement and partnership building with respect to the local economy; urban design and citizen engagement.	Significantly informed the City's ongoing urban design work program. Collaboratively hosted several successful summits including Economic Summit (2013), Urban Design Summit (2014) and Economic and authored Urban Design Whitepapers (2014).	✓ CSA
<i>Canada 150th Anniversary</i>	To co-ordinate a series of events in celebration of Canada's 150th anniversary with an emphasis on youth engagement	Collaborative planning between the City and community is well underway for 2017 celebrations.	
<i>Social Media and Relationships Approach</i>	A streamlined social media and relationships approach to capitalize on two-way communications and promotion related opportunities	Social media policy has been developed, employees trained and integration into daily operations as a tool to support customer service, community engagement and marketing.	✓

2012-16 Corporate Strategic Plan Priority Project Update

1

CSP Framework

Corporate Strategic Plan Framework (2012-16)

VISION

To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.

MISSION

To build an exceptional City by providing outstanding municipal service and value.

VALUES

Integrity
Excellence
Wellness

STRATEGIC FOCUS AREAS

- 1 Organizational Excellence
- 2 Innovation in Local Government
- 3 City Building

STRATEGIC DIRECTIONS

- | | | |
|--|--|--|
| 1.1 Engage employees through excellence in leadership. | 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability. | 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City. |
| 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions. | 2.2 Deliver public services better. | 3.2 Be economically viable, resilient, diverse and attractive for business. |
| 1.3 Build robust systems, structures and frameworks aligned to strategy. | 2.3 Ensure accountability, transparency and engagement. | 3.3 Strengthen citizen and stakeholder engagement and communications. |

2

Business imperatives

The internal and external forces that shaped the CSP:

- Shifting demographics and diversity
- Transparency, accountability and engagement
- Strategic partnerships, alliances and networks
- Affordability and improvement
- Our people and leadership
- Innovation and technology

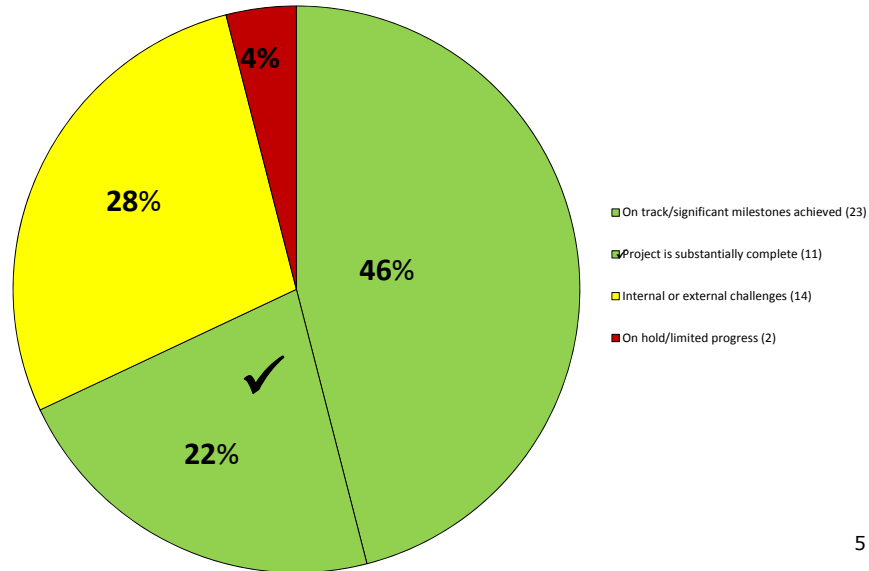
3

50 Projects

- Work plan to delivering the projects took account of:
 - Opportunities to leverage and connect initiatives to achieve higher value for investment
 - Pacing of the work
 - Dependencies between the projects
 - Complexity

4

Project status summary



5

Projects by strategic focus area

	green	yellow	red	CSA
Organizational excellence	13	3	0	6
Innovation in local government	12	6	2	8
City building	9	5	0	4

6

Highlights

Shifting Demographics & Diversity

- **Older Adult Strategy (CSA)**
- **Youth Strategy**
- **Local Immigration Partnership**

Transparency, Accountability and Engagement

- **Community Engagement Framework**
- **User Guide to Local Government**
- **Open Government Action Plan**

7

Highlights

Strategic Partnerships, Alliances & Networks

- **Intergovernmental Strategy**
- **Community Investment Strategy**
- **Economic and Urban Design Summits**
- **Community Energy Initiative**

Affordability & Improvement

- **Guelph Municipal Holding Inc.**
- **Downtown Strategic Assessment, Baker Street**
- **Parking Master Plan**
- **Internal Audit Function**

8

Highlights

Our People & Leadership

- Leadership Charter
- Structural Re-alignment
- Integrated orientation and leadership development program for Council

Innovation & Technology

- Open Government Action Plan & Program Manager
- IT Strategic Plan
- MyGuelph and CRM
- Records and Information Management Strategy

9

Areas of Focus for 2016

Focus Area 1: Organizational Excellence

- Performance Measurement and Tracking Scorecards: (2016-ongoing)
- Integrated Performance Reporting: (2016- ongoing)
- Administrative Capacity/Efficiencies/Alignments: (2016/2017)

Focus Area 2: Innovation in Local Government

- Guelph Municipal Holding Company:(Q2-3)
- District Energy Initiative: (Q2-3)
- Evolving the Parks Model: (2017/2018)
- Service Review Framework/Rationalization: (Budget 2017)
- Land Ambulance Agreement: (multiple partners - ongoing)
- Financial/Communications Framework: (2016-ongoing)

10

Areas of Focus for 2016

Focus Area 3: City Building

- Baker Street/Library Development: (Q2 reporting)
- Downtown Business Plan Implementation: (Q2-3 reporting)
- Downtown Secondary Plan Implementation: (Q2 reporting)
- Guelph Innovation District: (multiple partners in coordination – 2017+)
- Joint Education Campus: (multiple partners in coordination-monitoring)

11

Guelph's planning cycle

- Building a more robust approach to planning and performance measurement
- 2012-2016 Corporate Strategic Plan
 - Proposal for CSP renewal to come forward
- 2015 Council Shared Term Agenda
 - Twice yearly updates
- Corporate Management Team annual work planning

12

Questions

STAFF REPORT



TO Governance Committee

SERVICE AREA Corporate Services

DATE April 7, 2016

SUBJECT Council Committee Structure – Committee-of-the-Whole

REPORT NUMBER CS-2015.21

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To update Council regarding a change in the scope of the City Clerk's Office Meeting Management Review and to seek approval of a Committee-of-the-Whole governance model.

KEY FINDINGS

There is evidence to suggest that moving to a Committee-of-the-Whole governance model would generate efficiencies and create a more effective decision making process.

FINANCIAL IMPLICATIONS

None.

ACTION REQUIRED

That Council adopt a Committee-of-the-Whole governance structure and direct staff to report back to Council in June with a Meeting Management Review report reflecting a Committee-of-the-Whole model.

RECOMMENDATION

1. That a Committee-of-the-Whole governance structure, as outlined in this report and effective on September 1, 2016, be approved.
2. That City Clerk's Office staff report back to Council in June with a Meeting Management Review report based on the adoption of a Committee-of-the-Whole governance structure.

STAFF REPORT

BACKGROUND

At its December 16, 2013 meeting, Guelph City Council approved a series of motions relating to the undertaking of a Council Composition and Employment Status Review (CCESR). The CCESR was split into three distinct phases: a governance review and environmental scan, a ward boundary review and a Council support and remuneration review. The governance review and environmental scan included an analysis and recommendation regarding Council committee structure with respect to a standing committee, Committee-of-the-Whole or hybrid system.

It was anticipated that the governance review and environmental scan from CCESR would inform the Meeting Management Review (MMR) process. However, funding for CCESR was not approved as part of the 2016 budget. In an effort to address this gap, an examination of Council governance structures has been added to the scope for the City Clerk's Office MMR project.

The MMR project began in Q1, 2015 with a mandate to examine the processes, policies and procedures which govern the coordination and facilitation of City Council and committee meetings. As many aspects of meeting management are directly tied to Council's governance structure, the following report has been prepared to precede the final MMR report.

REPORT

Guelph City Council has operated under a standing committee structure since its incorporation. However, the composition of these standing committees has changed several times. The most recent change occurred in August 2014 to re-align the standing committees with the current City of Guelph service areas (Corporate Services, Public Services and Infrastructure, Development & Enterprise).

As part of the community and stakeholder engagement conducted for the MMR, two focus group sessions were held with members of Council. In these focus groups councillors were asked general questions about the effectiveness of the current standing committee structure. Although a Committee-of-the-Whole system was not addressed specifically, members of Council nonetheless discussed its merits as part of a broader conversation on the current standing committee structure.

Common feedback from Councillors regarding the Council governance structure included the following:

- Non-committee member councillors wish to be able to participate more fully at standing committee (ask questions of staff and delegations, participate in conversation/debate, sit in the horseshoe, etc.)
- There is duplication of information (discussion, delegations and materials) that takes place at standing committees and at Council
- Council meetings too frequently extend into the late evening hours

STAFF REPORT

Based on this feedback, and given that CCESR was not funded, research and comparator analysis was conducted to determine if a Committee-of-the-Whole system would address the concerns of Council while facilitating effective, prompt and open decision making.

Committee-of-the-Whole

A Committee-of-the-Whole system is functionally similar to a standing committee system. In a Committee-of-the-Whole system, all of Council sits on one committee, the Committee-of-the-Whole, which replaces all of the five member standing committees. The Committee-of-the-Whole meets on a pre-set basis to address items within a themed area (i.e. Corporate Services, Public Services, Infrastructure, Development & Enterprise, Audit or Governance). All members of Council have full voting and speaking rights at the Committee-of-the-Whole.

All agenda items go first to the Committee-of-the-Whole for debate and public delegations before going to Council. Similar to standing committees, any motions passed at the Committee-of-the-Whole take the form of recommendations to Council. Formal ratification and approval takes place at regular meetings of Council which occur at set times every month. Council Planning meetings would continue unchanged.

A Council and committee calendar consistent with a Committee-of-the-Whole system for September – December, 2016 (ATT 1) and a snapshot of a Committee-of-the-Whole calendar for all of 2016 (ATT 2) are attached.

Non-Committee Member Attendance at Standing Committees

In the current standing committee structure, there is an average of three non-committee members attending every standing committee meeting (see figure 1 for committee specific totals). In addition to the five standing committee members, this creates a quorum of Council at standing committee meetings. Moving to a Committee-of-the-Whole system would legitimize the role of all councillors at committee meetings and resolve the issue of quorum.

Committee	Average non-committee member attendance
PS	3
CS	4
IDE	4
AUD	3
GOV	2

Figure 1 - Average non-committee member attendance at standing committees for 2015.

Comparator Research

The Council approved comparator municipalities were surveyed with regard to their use of standing committees or a Committee-of-the-Whole system.

Twenty-eight per cent of Guelph's comparators use standing committees, 31 per cent use a hybrid system and 41 per cent use a Committee-of-the-Whole. Municipalities using a hybrid system generally use a Committee-of-the-Whole for

STAFF REPORT

operational matters (i.e. PS, CS and IDE) but standing committees for administrative purposes (i.e. a budget committee, governance committee, etc.). As a result, 72 per cent of Guelph's comparators use a Committee-of-the-Whole system for operational matters.

Procedural Considerations

The following are procedural considerations that, although not linked to a Committee-of-the-Whole or standing committee structure directly, will facilitate the efficient operation of meetings. The list below represents key procedural changes which are being proposed to optimise efficiencies in a Committee-of-the-Whole system; but is not exhaustive in scope. Regardless of which governance structure is preferred, a comprehensive list of changes to the Procedural By-law will be brought forward to Council by the City Clerk's Office for consideration as part of the MMR.

Items for Receipt

Eighty-two out of 174 standing committee reports in 2015 were for receipt. Of the 82 reports, 33 were passed on consent, 23 were pulled for a staff presentation, 26 were pulled by councillors and only one was changed and forwarded to Council for approval. Since 2013, zero staff reports (out of 118) were pulled from the weekly Information Package for inclusion on an agenda.

There is potential to reduce meeting length and printing costs by placing all reports for receipt on the Information Package. Because Committee-of-the-Whole meetings will combine two standing committee areas of jurisdiction into one meeting (e.g. Public Services & Corporate Services), and to ensure that agendas remain manageable for Council, the public and staff, it is proposed that there be no information reports to committee or Council. These reports will instead be made available in the weekly Information Package. Members of Council will continue to have the ability to pull any item from the Information Package for inclusion on a Committee-of-the-Whole agenda. This will ensure that Council focuses on decision making at meetings by dealing only with reports requiring action. Despite this anticipated change, there will be a need to identify regularly occurring reports for information/receipt that will need to be placed on a committee agenda (e.g. variance reporting).

Delegations in Committee-of-the-Whole

As a means of limiting duplication between the Committee-of-the-Whole and Council, it is proposed that delegations only be heard at the Committee-of-the-Whole. Members of the public wishing to provide input after an item is heard at committee may do so only by submitting written correspondence. Delegations on items that were considered at Committee-of-the-Whole will not occur at Council.

This streamlines public input into a single meeting, ensures that all delegates address the whole of Council without attending multiple meetings and reduces duplication between Council and committee.

STAFF REPORT

Council and Committee-of-the-Whole Starting Times

It is recommended that start times for committee and Council meetings be examined as part of the MMR. Changing start times has the potential to reduce the frequency of late evening meetings while ensuring that members of council, the Executive Team and the public are not entering into discussion or decision making when fatigued.

General Benefits of the Committee-of-the-Whole

Potential benefits of the Committee-of-the-Whole system for City Council, in conjunction with the procedural changes discussed above, include:

- Full Council participation on all matters at the committee level; reducing duplication and items which move back and forth from Council to Committee-of-the-Whole
- Fewer total number of meetings (exclusive of special meetings)
- Reduced duplication of debate and discussion between committee and Council
- Streamlined and simplified decision making processes resulting in more timely decisions
- Focused public delegation input at Committee-of-the-Whole and receipt of correspondence at Council

Potential benefits of the Committee-of-the-Whole system for the public, in conjunction with the procedural changes discussed above, include:

- Predictable and simplified meeting schedule (Committee-of-the-Whole, Council Planning and Council all take place on Mondays)
- Delegates only have to attend one meeting of Council to address all members of Council

The three primary concerns raised by councillors at the MMR focus group sessions were the inability to fully participate at committee, the duplication of discussion between committee and Council, and the reduction of evening meetings. Switching to a Committee-of-the-Whole, coupled with procedural changes coming as part of the MMR recommendations, addresses Council participation by ensuring all councillors have the opportunity to participate fully at all committee meetings. These changes should reduce duplication between committee and Council and result in more timely and consistent decision making.

Implementation

Implementing a Committee-of-the-Whole system will require significant revisions to the Procedural By-law, training for Council and staff, public education through communication, the revision of report and agenda templates and a recalibration of internal report deadlines.

The City Clerk's Office will bring forward a detailed implementation plan for the adoption of a Committee-of-the-Whole governance model as part of the MMR report

STAFF REPORT

going to Council in June 2016. This report will also include specific procedural and administrative recommendations designed to streamline Council and committee meeting processes.

CORPORATE STRATEGIC PLAN

This report supports the following strategic directives:

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

3.3 Strengthen citizen and stakeholder engagement and communications.

DEPARTMENTAL CONSULTATION

Mayor's Office & City Council

Executive Team

Corporate Management Team

Corporate Communications and Customer Service

FINANCIAL IMPLICATIONS

None.

COMMUNICATIONS

The City Clerk's Office will work in collaboration with Corporate Communications to determine the most appropriate method(s) of communicating the adoption of a Committee-of-the-Whole governance structure to staff and members of the public should the change be approved.

ATTACHMENTS

- ATT-1 September – December 2016 Council and Committee Calendar
(Committee-of-the-Whole)
- ATT-2 January – December 2016 Council and Committee Calendar
(Committee-of-the-Whole) Snapshot

Dylan McMahon

Report Author



Approved By

Stephen O'Brien

City Clerk

(519) 822-1260 x5644

Stephen.O'Brien@guelph.ca

Recommended By

Mark Amorosi

Deputy CAO, Corporate Services

(519) 822-1260 x2281

Mark.Amorosi@guelph.ca

2016 COUNCIL AND COMMITTEE MEETING SCHEDULE – Committee of the Whole**AUD** - Audit Committee**CS** – Corporate Services Committee**GOV** - Governance Committee**IDE** – Infrastructure Development & Enterprise Committee**PS** – Public Services Committee**SEPTEMBER**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3
					4
5 Labour Day	6 CofW (GOV/IDE)	7	8	9	10
					11
12 Council Planning	13 Council Planning Placeholder	14	15	16	17
					18
19	20	21	22	23	24
					25
26 Council	27	28	29	30	

OCTOBER

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
					2
3 CofW (PS/CS)	4	5	6	7	8
					9
10 Thanksgiving Day	11 Council Planning	12	13	14	15
					16
17	18	19	20	21	22
					23
24 Council	25	26	27	28	29
					30
31					

NOVEMBER

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1	2	3	4	5
					6
7 CofW IDE/AUD)	8	9	10	11 Remembrance Day	12
					13
14 Council Planning	15	16	17	18	19
					20
21	22	23	24	25	26
					27
28 Council	29	30			

DECEMBER

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3
					4
5 CofW (CS/PS)	6	7	8	9	10
					11
12 Council Planning	13	14	15	16	17
					18
19 Council	20	21	22	23	24
					25 Christmas Day
26 Boxing Day	27	28	29	30	31

Proposed Committee of the Whole Meeting Schedule

	January	February	March	April	May	June	July	August	September	October	November	December
Committee of the Whole daytime meeting	No meetings scheduled	1 IDE Audit	1 CS PS	4 GOV IDE	2 PS CS	6 IDE AUD	4 CS PS	No meetings scheduled	6 GOV IDE	3 PS CS	7 IDE AUD	5 CS PS
7 p.m. meeting		8 Council Planning	7 Council Planning	11 Council Planning	9 Council Planning	13 Council Planning	11 Council Planning		12 Council Planning	11 Council Planning	14 Council Planning	12 Council Planning
7 p.m. meeting		22 Council	21 Council	25 Council	24 Council	27 Council	18 Council		26 Council	24 Council	28 Council	19 Council

STAFF REPORT



TO Governance Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE April 7, 2016

SUBJECT **Community Energy Initiative Update - Proposed Scope**

REPORT NUMBER IDE – BDE - 1604

EXECUTIVE SUMMARY

PURPOSE OF REPORT

Report IDE-BDE-1604 is responding to a Council direction of December 14, 2015.

That the executive team be directed to report back to the Governance Committee the preferred method of delivering a progress report on the Community Energy Initiative including governance and oversight options of the Community Energy Initiative implementation, by Q1, 2016.

This report and its recommendations consider two key elements in its response to the Council motion cited above.

1. A summary of the Community Energy Initiative (originally known as the Community Energy Plan (CEP), a review of achievements to date, the status of the program's key elements and an assessment of the gaps of the CEI as an integrated Strategic Plan within a 2031 time horizon. This approach format is consistent with the last formal report on the Community Energy Initiative provided to CAFÉ Committee on June 10, 2013.

NOTE: The report can be found at:

http://guelph.ca/wp-content/uploads/cafe_agenda_061013.pdf

2. Informed by experience gained to date, changed market conditions and current opportunities, this report recommends a process to update, implement and monitor the Community Energy Initiative that will focus on three major categories:
 - a. Metrics and Analysis – Qualitative and Quantitative
 - b. Community Engagement and Ownership
 - c. Governance, Oversight and Reporting

KEY FINDINGS

The broader context for communities engaging in community energy planning has changed considerably since 2007. Dozens of Ontario and Canadian cities have created, or are creating, community energy plans. Provincial and Federal policy and programs have evolved considerably in support of community energy planning. The global market driving investments in the areas related to community energy planning has radically changed in the last 8-10 years. The risk to the community related to rising energy prices continues.

Guelph has established a reputation as a leader in community energy planning, the process of which is now much more standardized across municipalities and is recognized at higher levels of government.

The Community Energy Initiative is entering its 10th year of operation. Given the emergence of Guelph's original development of the CEP as a standard, a brief overview of the principles objectives of the CEI and an assessment of activities to date will inform the development of an update to the Community Energy Initiative. In summary the key findings of the current CEI, which are detailed further in this report, can be described as:

- The need to update the current CEI to reflect the nature of gaps that are identified in this report, and to consider emerging policy, technical and best practices;
- The need to re-focus the CEI as a community led initiative, which provides clarity about the participation of municipal government, non-government organizations, and the business community; and
- The need to establish meaningful metrics which measures local progress, as well as Guelph's progress against other municipal jurisdictions.

FINANCIAL IMPLICATIONS

Total costs estimated for a Community Energy Initiative Update as described herein is estimated at \$150,000. Cost offsets are available, but not limited to the Ontario Ministry of Energy's Municipal Energy Plan Program and the Federation of Canadian Municipalities Green Municipal Fund. Cost recoveries from these programs are expected to be at least 50% of the estimated costs of updating the CEI. The matching funds required under this scenario can be accommodated within the Community Energy program's base budget.

ACTION REQUIRED

In addition to receiving this report for information, that Council will direct staff to implement an update of the Community Energy Initiative as described herein.

And that Council delegates authority to staff make funding applications, subject to the joint approval of the DCAO of Infrastructure, Development and Enterprise

STAFF REPORT

and the DCAO of Corporate Services, 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.

RECOMMENDATION

1. THAT Council receive Report IDE – BDE - 1604 for information.
2. THAT Council direct staff to provide a stand-alone, detailed formal report on the progress of the community Energy Initiative 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:
 - Establishing a **community-based advisory committee** which will provide governance, oversight and reporting to the community and to Council;
 - 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 the 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 and
 - Update performance metrics which measure annual local performance, and measures such performance against benchmark communities.
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 the end of Q1 2017.
5. And that Council delegate authority to staff to make funding applications, subject to the joint approval of the DCAO of Infrastructure, Development and Enterprise Services and the DCAO of Corporate Service, to the Ontario Ministry of Energy's Municipal Energy Plan Program, and the Federation of Canadian

STAFF REPORT



Municipalities Green Municipal Funds for supporting funds and other resources in support of the CEI Update process.

BACKGROUND

On December 14, 2015 Guelph City Council approved the following motion.

'That the executive team be directed to report back to the Governance Committee the preferred method of delivering a progress report on the Community Energy Initiative including governance and oversight options of the Community Energy Initiative implementation, by Q1, 2016.'

The Community Energy Plan (CEP) was approved by Guelph City Council in April, 2007. In 2010, the CEP was relabelled the Community Energy Initiative (CEI) to reflect that the CEP had moved into the implementation phase.

This report provides an assessment of activities achieved to date, and outlines a method to provide ongoing reports on the 2007 Community Energy Plan (now referred to as the Community Energy Initiative).

This report is further recommending a complete update to the Community Energy Initiative.

The CEI, **with its 2031 implementation horizon**, is about to enter its 10th year of existence and is due to be updated. In the area of Community Energy Planning a great deal has changed since 2007. Major relevant changes are:

- At the time of its creation, Guelph was one of a very few, if not the only city in Ontario and Canada that had developed and approved a fully developed Community Energy Plan. The CEP/CEI has maintained its leadership role in community energy planning that has since become the standard for energy planning. Since that time, dozens of cities have developed, or are in process of, developing Community Energy Plans. The majority of them are modelled on the principles of Guelph's CEP/CEI. This in turn has spawned a great number of advocacy organizations such as the Federation of Canadian Municipalities, the Association of Municipalities of Ontario to align support to cities.
- Related to the above, the provincial and federal governments, and their purview over local governments have evolved their policy and program work that aligns with, and supports the ongoing development, and updating of Community Energy Plans such as Guelph's CEI. Major policy milestones include the adoption of the Provincial Green Energy and Economy Act in 2009 and more recently the development of climate change and renewable energy policy and programs at both the provincial and federal level.

- The global, North American, and local/regional market for energy-related products and services that supports the goals of the CEI has transformed radically in the last 10 year period bringing significant economic development opportunity and the potential for globally experienced implementation resources to Guelph.
- Related to the above, electricity prices continue to rise and bring increased risk to the local economy.
- As reported below, a great deal of activity has transpired in implementing the CEI to date. Tools have been developed and standards are emerging. Lessons have been learned - not only in our own local activity in the City of Guelph but in cities across the Province of Ontario, Canada and globally.

REPORT

1. Review

This section of the report is structured to present a summary of the original goals of the CEP and an assessment of the activities to date in order to set the stage for the development of CEI Update. This information will provide baseline information that supports recommendations provided elsewhere in this report to update Guelph's CEI. Recommendation 2 of this report (IDE – BDE – 1604) calls for a more detailed stand-alone report in the format described herein.

A. THE COMMUNITY ENERGY INITIATIVE – 2007 (Original Goals, Objectives and Targets)

The initial Community Energy Plan was approved by City Council in April 2007. The Planning process, within a 2031 planning horizon, included extensive technical analysis, over a dozen community and stakeholder engagements that involved dozens of individuals and organizations and the establishment of objectives, targets, goals and prescribed activity categories.

The Community Energy Plan (CEP) was relabelled the Community Energy Initiative (CEI) in 2010 to reflect the implementation of the Plan approved by Council in 2007.

The original CEP had a singular high-level vision:

'Guelph will create a healthy, reliable and sustainable energy future by continually increasing the effectiveness of how we use and manage our energy and water resources.'

This vision is supported by five principles that focus on the CEP's role in:

1. attracting quality investment;
2. ensuring reliable and affordable energy;
3. reducing environmental impacts;
4. enhancing Guelph's competitiveness; and
5. aligning public investment with the CEP.

The CEP established two high level measurable targets to be achieved by 2031:

- A 50% per capita reduction in energy use
- A 60% per capita reduction in greenhouse gas emissions

Categorically, and for the purposes of monitoring and reporting, these specific targets, objectives and principles break down in seven key categories:

I. Per-Capita Energy and GHG Targets

II. Energy Efficiency

- *Homes* - 40% reduction in residential building energy use per capita by 2031 through conservation and efficiency
- *Buildings* - 34% reduction in commercial building energy use per capita by 2031 through conservation and efficiency
- *Industry* - 30% reduction in industrial energy use per capita by 2031 through conservation and efficiency
- *Transport* - 60% reduction in transportation energy use per capita by 2031 through urban design, effective alternative transport options and vehicle efficiencies
- *System*
 - 84% reduction in total electric conversion
 - 40% reduction (279 MW to 167 MW) of summer grid electrical peak by 2031 through a combination of efficiency, cogeneration, heat recovery and solar PV

III. Heat Recovery

- 30% of electricity provided by combined heat and power by 2031

IV. Renewable Energy

Incorporate as many renewable energy sources as feasible

- 25% of energy consumption from renewables (solar, biogas and biomass) by 2020
- 20% of electricity consumption from solar PV by 2031
- 10% thermal energy supplied from biomass by 2031

V. System Integration

Integrate conventional energy networks

This means that the electricity, natural gas, district energy, and transportation fuel networks in Guelph will be better coordinated to match energy needs with the most efficient energy source. It means using energy delivery systems strategically, optimizing the use of energy delivery systems and using them as a resource to ensure reliability and for energy storage to meet varying demands.

The energy management breakthroughs that Guelph is aiming to achieve with the Guelph CEP will come from the ability to integrate many separate actions and leverage the gains between them.

VI. Local Government Leadership

- The role of local government is a crucial component of the successful implementation of a CEP.
- Seek approval of the Guelph CEP by Guelph City Council
- Update the Guelph CEP every 5 years
- Ensure future Councils and new management leadership are briefed on the Guelph CEP
- Regularly update Council on the progress of the Guelph CEP
- Appoint a management lead for the CEP
- Integrate the Guelph CEP into municipal policy and administrative practices.
- Develop a framework that over a reasonable period of time would create a unified, municipal multi-utility under the franchise from the city.
- Develop a communications strategy in partnership with the CEP Community Consortium
- Advocate for regulatory and legislative change that will support implementation of the Guelph CEP
- Engage neighbourhoods and stakeholders in the advancement of scale projects

VII. Community Leadership

The role of the community was deemed to be a crucial component to the successful implementation of Guelph's CEP/CEI.

- Maintain the role of the CEP Community Consortium to oversee implementation
- Engage schools, college and universities to promote understanding and awareness of CEPs
- Develop a communications strategy in partnership with the City
- Establish a clearing house for energy and water related incentive programs
- Advance the Guelph CEP as a national and provincial model for Smart Energy Communities

STAFF REPORT

- Establish a Community Energy Dashboard and report regularly on indicators that measure success in achieving the vision and goals.

The full Community Energy Plan can be viewed at: guelph.ca/energy

Attachment A is the Executive Summary of the Community Energy Plan.

B. ASSESSMENT OF ACTIVITIES TO DATE (2007 to 2016)

Attachment B provides a detailed review and assessment of the activities linked directly with the goals and directions articulated in the Community Energy Plan. The following dashboard provides a summary of this review and assessment:

1. Per Capita Energy and Greenhouse Gas Emissions NOTES: Energy and Emission per capita fell in early stages but remained stalled	-	2. Energy Efficiency NOTES: Strong coordinated support among stakeholders for energy efficiency. Large scale efficiency still required further system integration	+
3. Heat Recovery NOTES: District Energy establishes in two “nodes” of the City but under business case review to determine next steps	-	4. Renewable Energy NOTES: Significant progress on solar photovoltaic but less progress on Combined Heat and Power and other renewable technologies	+
5. System Integration NOTES: System Integration refers to the large scale coordination of energy generation, distribution and efficiency infrastructure. Not imagined until next evolution of the CEI	+	6. Local Government Leadership NOTES: Guelph’s reputation as leader in Community Energy Planning remains strong. Ratifying support through proposed CEI Update process will leverage initial gains for next implementation period	-
7. Community Leadership NOTE: Enabling community leadership has diminished since the wind down of the Mayor’s Task Force on Community Energy during the term of the previous	-		

STAFF REPORT

Council. Opportunity to reinvigorate through the proposed CEI Update process		
--	--	--

Legend

	Progressing well or achieved ("-", "/" or "+" indicate scope within category)
	Progressing well but slowly or stalled ("-", "/" or "+" indicate scope within category)
	Not progressing well, action required ("-", "/" or "+" indicate scope within category)

C. WHAT ARE THE GAPS?

When reviewing the 2007 to 2016 activity and assessment areas, **as shown in Attachment B**, two high-level themes emerge.

Metrics – As described above, the CEI is an integrated plan with a great number of both quantitative and qualitative metrics against which to measure progress. As demonstrated in Attachment B, there is a significant amount of information and measurable activities that are underway. However, there remains a significant gap in the ability to report on specific activities – especially quantitatively. This is mainly due to the fact that much of the input required to report on these activities comes from third party sources. The proposed CEI update will focus heavily on developing reporting schemes that are based on clearly defined metrics.

Governance – The original Community Energy Plan was developed with strong community engagement represented by a Consortium that consisted of dozens of stakeholders and individual participants. In 2010, The Mayor's Task Force on Community Energy was formed and was comprised of many of the same organizational representatives that participated in the Consortium. The Task Force's mandate expired in 2012. At that time, it was imagined that two entities could carry on the role of community-based oversight of the CEI. One was contemplated to be integrated into Guelph Municipal Holdings Inc. to act as a "community advisory to the CEI" the other was the Energy Transition Committee at the Chamber of Commerce. To date, neither of these concepts have been assessed or developed further.

An assessment of the activities described in Attachment B falls into three main categories:

Progressing Well

- Energy efficiency retrofit programs and peak demand programs

- Alternative vehicles and transportation strategies;
- Energy policies are embedded into municipal land use planning documents, such as Secondary Land Use Plans;
- Developing and maintaining Guelph's reputation as a leader in developing Community Energy Plan(s);
- Integration of the CEI into Economic Development investment attraction and business retention and expansion programs and strategies; and
- Advocacy work with other levels of government to develop supporting policies and programs for Community energy plans and implementation.

Progressing But Slow or Stalled

- Building Code under the purview of the Provincial Government is driving energy efficiency in new construction;
- Lack of scale in achieving the integration of Community energy systems (such as solar and thermal energy systems etc.) into large residential and/or commercial developments;
- Increased transportation efficiency through urban design, effective alternative transport options and vehicle efficiencies;
- Coordinated focus, on building and scaling up District Energy systems or components such Combined Heat and Power; and
- Ability of offer truly competitive energy alternatives to end-users

Not Progressing Well, Action Required

- Develop community based committee to coordinate the planning, implementation and reporting of future CEI activities;
- The ability of the City further develop guidelines for developers to increase energy efficiency or otherwise support the goals of the Community Energy Initiative;
- The ability to offer multi-energy solutions to industrial customers will require much more coordination among public, community and private sector stakeholders and is likely further out on the current 2031 implementation horizon;
- Waste and biomass energy project concepts are at the very early stages with interest from the private sector and coordination where appropriate from Economic Development.
- Clarify the role of GMHI as potential stakeholder in implementing aspects of the CEI is under review;
- Develop business cases, plans and strategies which will attempt to realize large scale efficiency gains through integrated (i.e. efficiency, cogeneration, renewables etc.) projects; and
- Establish regular reporting schedules and reporting protocols;

2. Going Forward – CEI Update

FRAMEWORK

Based on combination of the “gaps” described above, best practices among a growing number of Ontario municipalities, and lessons learned since the initiation of the Community Energy Initiative, the following summarizes the proposed framework that will direct an update to guide the next phase of the Community Energy Initiative.

- 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 the 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 setting acceptable baselines and targets and communicating measurable results;
- Establishing a community-based advisory committee which will provide governance, oversight and reporting to the community and to Council.

STRUCTURE

The City of Guelph has established a leadership role in community energy planning that has evolved into a “standard of practice” that is adopted by a growing number of other Ontario municipalities and other stakeholders. The CEI update will continue to adhere to these standards guided by the following:

- Original CEP development process
- Recommended standards for Municipal Energy Planning as supported by the Ontario Ministry of Energy and other Provincial ministries.
- Recommended standards for Community Energy Planning as espoused by municipal and industry representation groups such the Federation of Canadian Municipalities and QUEST (Quality Urban Energy Systems of Tomorrow)

A. MAJOR COMPONENTS OF CEI UPDATE (2016 to 2041)

The CEI Update process as proposed will consist of three distinct components:

a. Metrics and Analysis

Principles:

- Extend target date to 2041 – new planning horizon
- Re-baseline to 2015 (local and benchmark communities)
- Strong environmental scan
 - Market transformation
 - Fed and Provincial supporting policy, program and regulatory framework
 - Activities in local governments sector – regional, provincial, federal-
- Review and assessment of technology shifts since original CEP

i. Quantitative

#	Task Title	Details
1.	Establish 2015 City Baseline	<ul style="list-style-type: none"> • Area: City • Sectors: Residential; non-residential; Industrial; Transportation • Energy Parameters: <ul style="list-style-type: none"> ○ Site and source energy ○ Total: Natural Gas; Electricity; Fuel; GHG emissions ○ Indexes: per capita / per sq m res / per sq m n-res ○ Transportation indexes TBD depending on available data
2.	2005-2015 Baseline Comparison	<ul style="list-style-type: none"> • Narrative to bridge the 2015 Baseline to the original 2005 CEI Baseline • Does not include year-by-year analysis
3.	CEI Strategies updates	<ul style="list-style-type: none"> • Update context of existing CEI strategies based on: <ul style="list-style-type: none"> ○ Building code changes and outlook since 2006 ○ Ontario Green Energy Act ○ Market evolution for renewable energy ○ Climate change legal and regulatory outlook ○ energy pricing outlook • Does not include any major directional strategic

STAFF REPORT

		changes from 2007 CEI
4.	Update 2015 to 2041 Base Case	<ul style="list-style-type: none"> Document a year by year Base Case outlook based on: <ul style="list-style-type: none"> No change in building efficiency from 2015 baseline No change in transportation efficiency No change in industrial average efficiency City growth based on assumptions use in previous analysis Area, Sectors and energy parameters same as Task 1
5.	Update 2015 to 2041 Efficient Case	<ul style="list-style-type: none"> Document a year by year Efficient Case outlook based on: <ul style="list-style-type: none"> Building efficiency using previous analysis Transportation using agreed year-on-year indexes Industrial average efficiency using previously developed profiles City growth based on assumptions use in previous analysis Solar PV strategy unchanged from original CEI CHP strategy unchanged from original CEI Grid emissions index based on OLTEP Area, Sectors and energy parameters same as Task 1
6.	Energy Maps	<ul style="list-style-type: none"> Time: 2015 / 2031 / 2041 Area Resolution: Parcel; Post Code Parameters: heating; cooling; lighting; other electricity Sectors: Residential; non-residential; industrial Data will be from previous Modeling – i.e. “Efficient Case” Final selection of maps to be agreed with City
7.	CEI Addendum Summary	<ul style="list-style-type: none"> Narrative to frame updated energy profiles to make Addendum a short form stand-alone summary of the CEI. Topics: Strategies updates (see Task 3); Global, national and provincial energy background; CEI background; Guelph’s community energy networks

ii. Qualitative

Mostly Environmental Scan including the following:

- Best practices in other municipalities;
- Global, regional and local market analysis;

- Federal And Provincial policy and program framework; and
- Municipal sector activity.

B. Community Engagement

Supported by the analytical work as described above, begin a process of community engagement, *that consults and collaborates with community stakeholders*, and that is consistent with the protocols and procedures of the City's Community Engagement Framework. The goal of this work will be to re-focus the CEI as a community led initiative, not just including City Hall and will be linked to into the ongoing development of the community engagement aspects of updating the Corporate Strategic Plan.

The Community Engagement Promise to the Community- "The City of Guelph will fully engage the community and identified institutional, business and social institutions in the development of an updated Community Energy Initiative and include them in the implementation of the Community Energy Initiative"

The 'Points of Engagement and Venues/Avenues' for Community Engagement are expected to include, but not limited to:

- Community-based Advisory and related Working Groups;
- Focus Groups;
- Surveys; and
- Web-based info exchange.

Topics of Engagement are consistent with the principals of the CEI update and as identified in this report's recommendations to:

- Improve community engagement with a strong interaction with local stakeholders;
- Provide clarity on the roles of Local Government, Local Government Agencies and local stakeholders;
- Improve understanding of the local, regional and global transforming energy market;
- Reconfirm policy, program and regulation framework;
- Partner 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);
- Initiate rigorous analysis, reporting and oversight in support of setting acceptable baselines and targets and communicating measurable results;
- Establish a community-based advisory committee which will provide governance, oversight and reporting to the community and to Council.

Participants/Stakeholders in Community Engagement will be leveraged off the original “Consortium” that supported the original CEP in two categories:

- Local: i.e. City of Guelph, Chamber, University, Real Estate Interest, Institutions (schools, churches), Utilities, Co-ops.
- Non-Local: Provincial government, Federal government, FCM, AMO, QUEST, Ontario Sustainable Energy Association.

Should Council approve this recommendations of this report, staff will develop for Council’s approval and direction the proposed Community Engagement Plan, terms of reference, communication protocol, and criteria for participation in a Community-based Advisory.

Reporting Protocols

As a starting point, reporting the progress of the CEI, at a minimum would include:

What

- a. **High level target indicator reporting** - on an annual basis for two key program indicators:
 - i. Greenhouse gas emissions per capita
 - ii. Energy end-use per capita
- b. **Activity Reporting** – categorical summary of activities in support of the CEI (as potentially revised by the CEI Update Process) and similar to previous program-wide reporting as described above.
- c. **Community Impact Reporting** – A report on impact specific to added benefit to the community.
 - **Economic** – a) investment b) competitive advantage c) overall local economy impact with reporting to be consistent with the existing Foreign Direct Investment and Business Development and Enterprise reporting structures.
 - **Other** – other environmental and social (i.e. behaviour change) impacts to be determined.

Who

Reporting on the activities of the CEI will be determined through the Community Engagement process and is expected to be guided by the need for key information to various stakeholders – including City Council. Key responsibility for reporting is expected to fall to the Community-based Advisory Committee developed through the Community Engagement process. Informed by the indicators and other information as described above regular reporting protocols will be developed for, but not limited to:

- City Council;

- GMHI, Guelph Hydro Electrical Systems Inc., Envida Community Energy;
- Senior Management;
- Community Stakeholders;
- Community at Large;
- Inter-governmental audiences;
- Energy Market – providers of community energy related products and services; and
- Potential developer and investors in Guelph;

KEY DELIVERABLES

The key deliverables as an outcome to the process above are:

- A final report to Council including:
- Full analysis of Community Engagement activity;
- Cost Benefits Analysis;
- Economic Impact Analysis;
- Identification of key stakeholders in implementing the CEI;
- Recommendations for governance and oversight; and
- Development of key reporting indicators.

TIMELINE

It is proposed that the final report will be delivered to Council by the end of Q1 2017. In the interim staff will provide update reports, to be received for information (except where noted), to Council at 2 month intervals, including:

End July 2016

Report on:

- A detailed study of the Community Energy Initiative activity, status and gap analysis report (as per Recommendation #2 in this report).
- Existing analytical tools and scope of needed study and analysis in support of CEI Update Process.
- Community Engagement Plan, terms of reference, communication protocol, and criteria for participation in a Community-based Advisory.
- Work plan for subsequent two month period – for Council approval.

End September 2016

Report on:

- Results of preliminary new study and analysis and recommendations on preliminary high level baseline and targets.
- Preliminary results from Community Engagement.
- Charter and Mandate for Community-based advisory.
- Work plan for subsequent two month period – for Council approval.

End November 2016

- Recommended reporting protocols.
- High level indicators for reporting.
- Reporting responsibility.
- Cost-Benefit and Economic Impact Analysis.
- Work plan for subsequent two month period – for Council approval.

End January 2017

- Draft results of updated CEI including all deliverables as described above.

End Q1 2017

- CEI Update presented to Council for approval.

CORPORATE STRATEGIC PLAN

City Building

Community Energy Initiative

DEPARTMENTAL CONSULTATION

The following have provided input into specific sections of the report:

CAO and Executive Team

Inter-governmental

- context for Provincial and Federal policy and program alignment

Community Engagement

- Development of Community Engagement Plan

Corporate Services

Communications

- Anticipated Communications planning

Infrastructure, Development and Enterprise

Business Development and Enterprise

- Economic Development alignment

Engineering and Capital Infrastructure Services

- Transportation planning

FINANCIAL IMPLICATIONS

It is anticipated that a third party will be required to oversee certain aspects of the Analytical and Community Engagement portions of the proposed activities.

Total costs estimate: \$150K

STAFF REPORT



Opportunity exists through the following current funding programs that are expected to offset at least 50% of the estimated cost from:

- Ontario Ministry of Energy's Municipal Energy Plan Program
- FCM's Green Municipal Funds

Matching funds are currently in the base budget of Community Energy.

Should third party funding not be approved and/or funding is not fully available then a revised timeline would be developed that has the CEI Update schedule be delayed into 2017. Such costs will then be addressed through the 2017 budget process.

COMMUNICATIONS

A Communications Plan will be developed to support the Community Energy Initiative update and related community engagement activities.

In conjunction with this communication plan, a Community Engagement Plan, which will be developed on the City of Guelph's engagement principles, will also be developed.

ATTACHMENTS

ATT 1 – Executive Summary of the Community Energy Plan

ATT 2 – CEI Activity Summary and Assessment

Report Author

Rob Kerr

Manager, Community Energy

519-822-1260 ext. 2079

rob.kerr@guelph.ca

Approved By

Peter Cartwright

General Manager

Business Development &
Enterprise

519-822-1260 ext. 2820

peter.cartwright@guelph.ca

Recommended By

Scott Stewart

Deputy CAO

Infrastructure Development and Enterprise

519-822-1260 ext. 3445

scott.stewart@guelph.ca

STAFF REPORT



Attachment 1

Executive Summary of Community Energy Plan

CITY OF Guelph

Making a Difference



STAFF REPORT



EXECUTIVE SUMMARY

For over two centuries, the ready availability of low cost energy has allowed the world's industrialized countries to achieve unprecedented levels of wellbeing and prosperity. Recent dramatic increases in costs and price volatility are putting the spotlight globally on how effectively we use energy. The rapid growth of China and India is putting further pressure on the world's energy supplies and climate. Despite its plentiful energy resources, Canada is increasingly exposed to the full force of the global energy market pressures and can look forward to energy costs trading upwards combined with pricing uncertainty.

The evidence is growing that the human use of energy is causing greenhouse gas emissions that are beginning to have significant effects on the climate. Recent opinion polls indicate that this is now viewed as the most critical issue for most Canadians, underlined by the renewed political commitment to meet international greenhouse gas emissions targets.

Over half of the world's population lives in cities, and in Canada that proportion is closer to 80%. Of all the energy used in Canada, over half is for buildings, homes, and transportation within cities. Homes and buildings use over 70% of all energy in the country and consume more than half of all the electricity. Cities are increasingly recognizing that the quality of life and competitiveness will in part be driven by how effectively they manage the use of their energy and water resources.

Guelph's leaders recognized the growing importance of effective management of energy and water to the economy and environment, and in 2000 formed a Consortium to proactively develop a community energy plan. The Consortium represents all facets of the community including the administration, academia, business, the gas and electric utilities, and other community groups. In 2006, the Consortium decided to formalize a long-term Community Energy Plan (CEP) which would guide the city's energy future for years to come. The CEP team had a balanced mix of local and global expertise ensuring the plan incorporated the best elements of urban energy management from around the world.

Guelph, with its current population of 115,000, plus an additional 18,000 students during the academic year, is a thriving town well situated in the "Golden Triangle", an area to the west of Toronto that is attracting significant growth. Guelph's population is expected to grow to 180,000, probably within its current boundaries, supported by significant commercial and industrial development.

In rough numbers, the growth will add about 20,000 homes and somewhere between 400,000 and 500,000 square meters of non-residential construction, along with significant industrial growth.

To support this growth, the city has made a commitment to implement an energy plan that will ensure the long-term competitiveness and environmental performance of the city. The Guelph CEP was developed to be much more than an inspirational statement. It was created very much with implementation in mind. For this reason the team looked at success stories from the USA, Canada and Europe to adopt the best ideas that had clearly worked elsewhere. All of these success stories underlined the need to take a long-term, multi-decade view and to have community leadership that ensured long-term, consistent implementation of the basic strategies year after year. Another key element was to see the energy supply of the city as an integrated whole.

The overall vision of the CEP is simple:

Guelph will create a healthy, reliable and sustainable energy future by continually increasing the effectiveness of how we use and manage our energy and water resources

This vision is supported by five goals that focus on the CEP's role in attracting quality investment, in ensuring reliable and affordable energy, in reducing environmental impacts, in enhancing Guelph's competitiveness, and in aligning public investment with the CEP. Each has recommended long-term measurements detailed in the plan.

- Guelph will be the place to invest, supported by its commitment to a sustainable energy future
- Guelph will have a variety of reliable, competitive energy, water, and transport services available to all
- Guelph energy use per capita and resulting greenhouse gas emissions will be less than the current global average
- Guelph will use less energy and water per capita than comparable Canadian cities
- All publicly funded investments will visibly contribute to meeting the other four CEP goals

STAFF REPORT



Successful delivery of these goals brings tangible financial and other benefits to residents, local business, the city administration, developers and builders, banks and investors, and the energy suppliers.

Guelph was an early pioneer in the development of community energy solutions by being a key player in developing municipal energy distribution in Ontario 100 years ago. Taking the lead for the next 100 years is entirely consistent with this tradition. Today the city covers about 86,000 km. The population of 115,000 is estimated to grow by at least 2% per year to approximately 180,000 by 2031. Residential growth will be from a mixture of redevelopment in some older areas, and new development on greenfield sites. Industrial and commercial developments are planned in six areas around the city.

Today, Guelph uses a total of 6,030 gigawatt hours of equivalent energy (GWhe) from fuels of all types, or 52.45 megawatt hours of equivalent energy (MWhe) for every inhabitant of the city. If the heat wasted in the production of electricity for the city is included, the total rises to 8,475 GWhe or 73.71 MWhe /capita. This is the energy directly consumed in the cities buildings, vehicles, and industries, and does not include energy used in ships, airplanes, long-haul freight or other transportation. In general, the Guelph CEP focuses on the energy directly used in the city as this can be more easily influenced by community action. In 2005 a total of 19.2 million cubic meters of water was pumped and treated. Lost water totaled approximately 14 percent of all water pumped. The average daily water demand was 52,579 cubic meters.

This use is comprised of 230-250 litres per equivalent population per day for household use, with the balance being used by commerce and industry.

Guelph's climate, with over 4,325 heating degree days compared to only 180 cooling degree days, puts a high demand on space heating, and the plan addresses the heating alternatives in some detail.

The CEP was developed using the following priorities:

- Maximize the energy and water efficiency for buildings, vehicles and industry
- Maximize use of heat generated in electricity generation and existing industrial processes
- Incorporate as many renewable energy sources as feasible
- Team with the existing electricity and gas networks to avoid wasteful duplication of assets

Cities that systematically implement these principles year after year typically have energy levels at least half of the current levels of Guelph, with all the associated economic and environmental benefits that this brings.

On the first priority, efficiency, detailed assessments were made of the present 33,000 homes and 1.7 million m² non-residential buildings by age and energy use. The needs for the future industrial energy use and transport fuels use were similarly assessed.

Following these priorities, the CEP recommendations are:

1. *Use efficiency to create at minimum all the energy needed to support the growth of the residential sector*

It is feasible to add about 20,000 homes with no net increase in energy needs and this is the recommended target. Ontario recently passed stringent new energy efficiency building codes that will be fully in force by 2012. The CEP is recommending that the city explore incentives and other approaches to immediately implement the full code. This alone, combined with energy efficiency requirements on major residential renovations creates all the energy needed for growth.

From 2012 onwards, the CEP is recommending a steady annual improvement in energy efficiency of about 1% per year, which by 2031, would be a level that aligns with global best practice from Scandinavia and Germany.

2. *Use efficiency to create all the energy needed to support the growth of the commercial and institutional sectors*

Similarly, all the energy needed to support the entirety of the growth of commercial and institutional buildings energy needs can be met by the same combination of immediate implementation of the new codes and efficient renovation.

3. *Adopt an energy performance labeling scheme for buildings as a voluntary initiative for the city, teamed with Natural Resources Canada and a local mortgage bank, to act as a pilot for the whole of Canada to gain about 5% incremental delivered efficiency*

The CEP is recommending that all new and existing buildings have an Energy Performance (EP) Certificate that guarantees the building's

energy consumption in normal operation at the time the building is sold or even rented. There is no Canadian EP Certification at present. It is the subject of much discussion at a Federal level in Canada, and the recommendation is to offer Guelph as a national pilot.

The recommendation is to model around an emerging approach being discussed in Canada that is an amalgam of the Canadian Energy Guide and the European Union approach.

The experience in other jurisdictions is that this stimulates somewhat higher quality buildings and a certain amount of “efficiency competition” between developers.

4. ***Add to Guelph’s attractiveness for quality industrial investment by offering world class tailored energy services and achieve annual investment growth rates higher than the underlying population growth, with no overall increase of the primary energy needed to serve the first fifteen years of growth.***

Increasingly, industrial investors are looking at energy services as a key part of their decision on where to invest. The CEP is recommending developing tailored energy services for selected industrial development areas that not only deliver gas and electricity, but also selectively deliver other energy forms such as compressed air, process steam heating and cooling, etc.

5. ***Meet Guelph’s growing transport requirements while reducing the transportation energy use by 25%, using sensitive urban design, effective alternative transport options, and encouraging vehicle efficiencies.***

Transport fuels collectively represent 30% of all the energy used in Guelph, and account for a huge 45% of all the greenhouse gas emissions caused by the city. The CEP recommends a multi-pronged approach that includes various measures to encourage more efficient vehicles, urban design that reduces vehicle journeys, and focused attention on appropriate competitive mass transit.

Many of these measures were already being developed in detail in Guelph’s wider transport and urban planning. The CEP is underlining the importance of their success to meeting the overall energy and climate change goals.

6. ***Incrementally create energy distribution architecture in Guelph that will allow the majority of the city to be served with fuel choices that optimize cost, availability, and environmental impact long into the future.***

Over the coming years major changes will happen in energy and environmental legislation, fuel availability, the viability of emerging alternative energy technologies and their relative costs. To be able to achieve maximum benefit from these changes, the CEP is recommending a stepwise development of district heating networks covering the higher density areas of the city to supply space heating and domestic hot water. These networks also provide an efficient and economic way to distribute heat from a variety of existing and new energy sources.

In evaluating benchmark cities such as Mannheim or Copenhagen, we find that a common feature of these very efficient and reliable energy and water systems was the existence of all energy services being supplied by a single company. This avoids the inefficient use of primary fuel, and allows a rational integration of alternative energy sources. The CEP is recommending this approach.

7. **Within fifteen years, at least a quarter of Guelph's total energy requirement will be competitively sourced from locally created renewable resources**

The challenge around climate change will increasingly turn the focus on renewable fuels as a viable and essential way to reduce greenhouse gas emissions. Currently the economic value of greenhouse gas reductions is zero, but this is likely to change as various market mechanisms come into force.

The CEP is strongly recommending a target to install the equivalent of a "Thousand Roofs" of solar photovoltaic electricity.

The heat demand of the area makes it a natural fit for integrating bio-mass heat sources combined with district heating to provide about 10% of the base load heat needs through the winter. The local wind quality makes energy from turbines marginal under the current technology. Last but not least, the growing need to find environmentally acceptable ways to manage municipal waste merits a rigorous assessment of the waste-to-energy potential.

8. ***Target – At least 30% of Guelph’s anticipate electricity requirements will be associated with Combined Heat and Power (cogeneration) by 2031.***

As the city’s energy evolves to include more district energy, it begins to include small and medium scale combined heat and power installations. Today Guelph’s 1,627 GWh annual electricity use in reality uses 4,074 GWh of fuel, the difference being lost as heat, creating non-productive costs and significant greenhouse gas emissions. By implementing CHP within larger developments, much of this heat can be effectively captured and used, creating major cost and environmental benefits. The CEP recommendation is to proactively seek CHP projects with a total electric capacity in the 75 to 100 MW range with a comparable level of heat recovery.

9. ***Guelph will reduce the magnitude of the summer grid electrical peak by at least 40% by 2031 to avoid the need for investment in new electrical infrastructure to serve the growth of the city***

One of the consequences of growing prosperity and the norms of new construction is the increasing use of air-conditioning, even though climatically there is relatively little need. The result is very high electrical demands for a few hours a day during the summer months. This peak drives substantial investments in underutilized generation, transmission and distribution assets by the electric utility.

The cumulative effect of many of the preceding measures including efficiency, cogeneration, heat recovery and solar PV will moderate and reduce the peak.

10. ***Guelph will systematically create an integrated energy metering, billing and management network across the entire city to allow cost-effective management of all energy forms***

The energy breakthroughs foreseen by the CEP arise as a result of seamless integration of energy efficiency along electrical, gas and district heating networks, with a flexible and, over time, changing mix of renewable and non-renewable energy sources. Such an approach requires a high degree of management and data sharing across the different parts of the system to deliver maximum benefit. The recommendation is to establish a common data management and metering architecture within the city.

11. Guelph will implement large area high-efficiency Scale Projects that accelerate progress towards a successful implementation of the CEP by creating early success and developing a deep pool of community expertise

All too often, CEPs fail to deliver due to a lack of sufficient scale and early success. The Consortium was committed to make sure that did not happen in Guelph. As a result, the CEP is recommending implementing neighborhood energy plans in relatively large, but bounded areas of the city.

The plan is calling for the early identification and implementation of Scale Projects. Some specific ideas are included as part of the CEP, and include various business and industrial areas, the greenfield mixed use developments targeted for the south of the city, the University of Guelph Campus as a whole, and the revitalization of the St. Patrick's Ward. These are offered as viable examples of potential Scale Projects.

The CEP also recommends elements that will ensure long-term successful implementation. Many Federal, Provincial and local programs exist and the CEP is recommending the city maintain information and offer assistance to capture as many of these resources as possible. The Consortium clearly recognizes that some of the measures proposed will require adjustment or interpretation of regulatory or other legal constraints, and is committed to clear these kinds of market barriers wherever possible. Since many of these challenges will be of interest beyond Guelph, the CEP is suggesting that Guelph can be a national prototype as these market and regulatory structures emerge. A high priority in this area will be to establish the market framework of a municipal energy service organization that is structured to ensure the highest reliability, least cost and least environmental impact energy services of all types.

Guelph's elected officials, business community, financial institutions, neighborhood groups, utilities, architects, developers, construction industry, academia and the city administration are clearly committed to the vision, goals, recommended actions and progress of the CEP as a key measure of Guelph's overall success in becoming a world class city in which to live, work and play.

In support of this, the CEP is recommending community and neighborhood groups be instrumental in ensuring Scale Projects are

STAFF REPORT



sensitively implemented and the energy and environmental goals are fully achieved. The CEP also presents an amazing opportunity for the University of Guelph and other colleges to build on the city's commitment to the CEP by developing specialist areas of study, training and research such that Guelph will become a center of excellence on the theory and practice of sustainable urban development.

The goals that the CEP has established are intentionally very aggressive and are generational in nature. The CEP is strongly recommending the city put in place a regular reporting system to track the progress towards the goals and to share best practices with the community, both through conventional and electronic media, and as a regular topic at City Council Meetings.

Guelph is already blessed with a number of commercial, non-profit and general interest groups as well as individuals working towards sustainability, energy efficiency and alternative energy in some way. The CEP made a first step to create an inventory of some of these resources, and this should be the basis of a developing resource database.

Despite the anticipated growth of the population and increase in economic activity, the overall fuel use required by the city to deliver all its energy service will actually decrease from today's total of 8,475 GWhe to 6,135 GWhe in 2031. This represents a decrease of greenhouse gas emissions, currently at an estimated 16 tonnes per inhabitant, to about 7 tonnes. This is still some distance from the ambitious goal, but at a level that is clearly putting Guelph among the top energy performers in the world.

At the same time, Guelph will take its place as one of the most competitive and attractive cities in Ontario and Canada, with a core energy productivity expertise that will be sought out around the world.

STAFF REPORT



Attachment B
CEI Activity Summary and Assessment (2007 to 2016)

High Level Summary

CEI Activities to Date (2007 to 2016)

The high level goals of the CEI call for a 50% reduction per capita energy use and a 60% reduction in greenhouse gas emissions by 2013. The reporting on these goals follows the municipal protocols of ICLEI – Local Governments for Sustainability as supported by the Federation of Canadian Municipalities.

Currently, a thorough analysis of the community's per capita energy use and greenhouse gas emission is being conducted. Results are preliminary and will not be reported graphically in this report.

Overall the progress toward the high level goals suggests some downward trend for both indicators but since 2009 the per capita energy use and greenhouse gas emissions have stayed roughly at the same level. Early downward trends can generally be attributed to the significant reduction in fossil-fuel based electricity being supplied to the community. The levelling off of energy use and emissions per capita has been the result of continued overall efficiency improvements offset by growth. Overall, efficiency activities that drive these indicators have not scaled up to the point of having a significant measurable impact across the community.

In addition to high level goals as described above, the following table outlines a summary of other goals, activities and results relating to the original CEP

Legend

	Progressing well or achieved ("–", "/" or "+" indicate scope within category)
	Progressing well but slowly or stalled ("–", "/" or "+" indicate scope within category)
	Not progressing well, action required ("–", "/" or "+" indicate scope within category)

1. Per Capita Energy and Greenhouse Gas Emissions NOTES: Energy and Emission per capita fell in early stages but remained stalled	–	2. Energy Efficiency NOTES: Strong coordinated support among stakeholders for energy efficiency. Large scale efficiency still required further system integration	+
3. Heat Recovery NOTES: District Energy	–	4. Renewable Energy NOTES: Significant progress on	+

STAFF REPORT

establishes in two “nodes” of the City but under review to determine next steps		solar photovoltaic but less progress on Combined Heat and Power and other renewable technologies	
5. System Integration NOTES: System Integration refers to coordination of large scale coordination of energy generation, distribution and efficiency infrastructure. Not imagined until next evolution of the CEI	+	6. Local Government Leadership NOTES: Guelph’s reputation as leader in Community Energy Planning remains strong. Ratifying support through proposed CEI Update process will leverage initial gains for next implementation period	-
7. Community Leadership NOTE: Enabling community leadership has diminished since the wind down of the Mayor’s Task Force on Community Energy. Opportunity to reinvigorate through the proposed CEI Update process	-		

Detailed Summary CEI Activities to Date (2007 to 2016)

	Activity (from Guelph CEP)	Status	Details
Efficiency	Energy efficiency incentive program (new construction prior to 2012 OBC is in force)	+	2012 Building Code establishes new building energy performance that is among the leading examples in North America. Next update to building code not known at this time.
	Energy efficiency retrofit program(s)		Overall there is strong multi-party activity focused on building retrofits resulting improved efficiency. <u>City of Guelph</u> <ul style="list-style-type: none"> Guelph Energy Efficiency Retrofit Strategy (GEERS) – Note: program approval pending by Council Corporate Energy Management Program

	-	<p><u>GMHI (source: 2014 GMHI Annual Report)</u></p> <ul style="list-style-type: none"> GHESI ranked 6th for peak electricity demand and 9th for energy conservation savings among 76 Ontario utilities GHESI Conservation and Demand Management programs reduced electricity consumption by 36.5 million kwh from 2011-2014 GHESI exceeded (135%) its provincial target reducing electricity consumption from 2011 to 2014 <p><u>eMERGE (source: eMerge)</u></p> <ul style="list-style-type: none"> 922 Home Energy Audits <p><u>Guelph Chamber of Commerce (source: Chamber)</u></p> <ul style="list-style-type: none"> Facilitated over 40% of local businesses participating in GMHI/GHESI CDM programs <p><u>University of Guelph (source: greengryphon.ca)</u></p> <ul style="list-style-type: none"> Green Gryphon Initiative (2009) 'in to reduce energy and water consumption. To date: 900,000 kWh and 190 tonnes of CO2 annually. <p><u>Union Gas</u></p> <ul style="list-style-type: none"> CDM and DSM programs
Energy efficiency guidelines and incentive program(s)	-	Developers are required to submit CEI Commitment Letter; no direct incentive programs offered at this time.
Energy performance labeling	/	Currently under review by the Province of Ontario and the Federal government. An assessment conducted of Guelph-based label program determined that the effectiveness of this program may be limited in the absence of a province or Canada-wide system.
Identify opportunities for community energy systems in large residential and commercial developments	/	New energy policies are embedded in Official Plan Amendment 48 (Sustainability Checklist, District Energy Feasibility Study, Renewable Energy Feasibility Study, Water Conservation Efficiency Study, Energy Conservation Efficiency Study)
Identify potential opportunities for scale projects. Detailed business cases will still be required.	+	Downtown Secondary Plan (completed), Guelph Innovation District Secondary Plan (completed); South Guelph Secondary Plan (under development)

STAFF REPORT

Designate existing and emerging industrial areas as scale projects and offer a tailored energy supply suited to specific investor needs (e.g. electricity, natural gas, heating, industrial grade steam, cooling and compressed air) to increase the competitiveness of existing businesses and attract new businesses	/	<p>Hanlon Creek Business Park has a small scaled District Energy system providing heating-only services to select businesses.</p> <p>Subject to further analysis, long term potential may exist for similar scenarios in</p> <ul style="list-style-type: none"> • Guelph Innovation District • North-West Industrial Area
Integrate the Guelph CEP into the municipal transportation strategy	-	<p>Timing issue; Guelph CEP transportation policies have been integrated into the Official Plan. In addition, there are several strategies and plans which are aligned with these policies:</p> <ul style="list-style-type: none"> • Cycling Master Plan • Transit Growth Strategy • Active Transportation Network Study (under development) <p>More than doubling of bicycle lanes has been achieved from 2009 (from 54 to over 100 km)</p> <p><i>(source: City of Guelph Transportation and Demand Management Coordinator)</i></p>
Identify scale projects that can support the reduction of vehicle journeys by encouraging walking and cycling through sustainable urban design	-	<p>Subject to further analysis, scale projects may develop from:</p> <p>Growth Strategy (compact urban form), Downtown Secondary Plan, Guelph Innovation District</p>
Increase transit ridership	+	Implementation of the Transit Growth Strategy and Guelph Transit Priority Project
Promote the use of fuel-efficient vehicles	/	In development through the Transportation and Demand Management strategy.
Demonstrate leadership through the use of fuel-efficient and alternative fuel vehicles	/	<p>City of Guelph E3 Silver-Rated Fleet Biodiesel (10%) use by Guelph Transit</p> <p>Envida Electric Vehicle Market Research Study 2011 has resulted in an Envida electric car charging station at Stone Road Mall</p>

STAFF REPORT

	System efficiency is achieved through a combination of activities to promote cogeneration, heat recovery and renewables and is also advanced through the implementation of scale projects.	+	<p>Cogeneration has had some inroads in local industry. Most high profile example is 8 MW Combined Heat and Power plant at Polycon Industries</p> <p>Eastview methane capture continues to operate and create revenue through electricity generation and greenhouse gas emission reduction credits.</p> <p>Approximately 10 MegaWatts of solar panels now installed in City and community rooftops</p>
	Develop a long term strategy to create a district energy system	/	Continued assessment of the implementation feasibility of the District Energy Strategic Plan
	Develop district energy systems in areas where a high density of heating demand already exists or is planned to exist (scale projects)	-	<p>Galt District Energy System</p> <p>Hanlon Creek District Energy System</p> <p>Subject to further business case analysis</p>
	Encourage the implementation of CHP in scale projects	-	Potential for encouraging development through New Official Plan tools (Sustainability Checklist, District Energy Feasibility Study, Renewable Energy Feasibility Study, Water Conservation Efficiency Study, Energy Conservation Efficiency Study)
	Encourage commercial CHP projects	-	See above. New Official Plan tools (Sustainability Checklist, District Energy Feasibility Study, Renewable Energy Feasibility Study, Water Conservation Efficiency Study, Energy Conservation Efficiency Study)
	Develop a program to promote the uptake of solar photovoltaic (PV)	/	Green Energy Act and provincial FIT and microFIT programs stimulated the market and supported approximately 10 MW of PV installations (slightly ahead of Provincial average). Solar PV installations expected to be eligible under the GEERS program.
	Evaluate the use of biomass for base load heating for large commercial and institutional facilities	+	Not developed. Some preliminary interest shown by private developers
	Evaluate using municipal waste as an energy source for Combined and Heat and Power facilities	+	Considered during 2014 Solid Waste Management Master Plan and identified in the proposed implementation plan as "Explore alternatives to landfill at appropriate times in agreements and waste disposal contract cycles including technologies that would support the Community Energy Plan"

STAFF REPORT

	Evaluate the opportunity for ground source heat pumps	-	Some investigation at the corporate level for City facilities. Currently remains in exploration phase
	Evaluate the opportunity for renewable transport fuel	/	<u>GMHI/Envida</u> <ul style="list-style-type: none"> completed an Electric Vehicle Market Research Study (2011)¹ installed an electric vehicle charging station at Stone Road Mall (2012) Recent applications have been made to the Provincial government for funding in support of three new charging stations
System Integration	Create a municipal energy services company that has a franchise to deliver a wide portfolio of energy services (electricity, gas, heating, cooling, and efficiency)	/	Formation of Guelph Municipal Holdings Inc. to potentially serve as the governance structure for a municipal energy services company; development of strategies for thermal and efficiency utilities.
	Confirm the importance of implementing scales projects for achieving the Guelph CEP and advancing the development of a municipal energy services company	/	The development of the Guelph Innovation District as a Smart Community provides an excellent opportunity. Advocacy efforts are currently underway with various Provincial ministries to achieve this goal.
	Explore strategies to reduce cooling peaks in addition to solar generation, efficient construction and retrofits and CHP (e.g. absorption cooling, ice storage using off peak efficiency)	/	GMHI/GHESE CDM programs have achieved 99% of their provincial targets for reduction in peak demand <i>(source: GMHI)</i>
	Create an integrated energy metering, billing and management network	/	Not initiated
	Establish guidelines and processes that move end-users to the most efficient source of energy for both individual users and the city as a whole	-	Engaged in a project led by the Canadian Urban Institute (CUI) and the Ontario Power Authority in the development of an Energy Density Mapping system to help measure, plan and locate energy resources and end uses in the City of Guelph. Mapping accelerated to next level through analysis of District Energy potential.
Cit	Seek approval of the Guelph CEP by Guelph City Council	+	Unanimous approval April 2007

STAFF REPORT

Update the Guelph CEP every 5 years	+	Currently being considered in proposed CEI Update process
Ensure future Councils and new management leadership are briefed on the Guelph CEP	+	No formal or scheduled briefing process in place. Will be developed in proposed CEI Update process
Regularly update Council on the progress of the Guelph CEP	+	See above
Appoint a management lead for the CEP	+	Manager of Community Energy hire April 2007
Integrate the updated Guelph CEI into municipal policy and administrative practices.	+	Significant integration into the land-use planning and development approvals process has occurred <ul style="list-style-type: none"> • Official Plan and Secondary Plans Master Plan alignment (Solid Waste Management Master Plan, Natural Heritage Strategy, Urban Forest Master Plan, Water Conservation and Efficiency Strategy, Wastewater Treatment Master Plan)
Integrate updated CEI into Economic Development strategies and programs	+	<ul style="list-style-type: none"> • In 2012, Community Energy and Downtown Renewal were integrated into the City's Business Development and Enterprise unit alongside existing Economic Development. The goals of the CEI support the goals of Prosperity 20/20 and add value to the Foreign Direct Investment and Business Development and Expansion programs. Achievements – Canadian Solar...others
Develop a framework that over a reasonable period of time would create a unified, municipal multi-utility under the franchise from the city.	+	Formation of Guelph Municipal Holdings Inc. provides potential for this goal. Currently under review.
Advocate for regulatory and legislative change that will support implementation of the Guelph CEP	—	<ul style="list-style-type: none"> • Coalition providing input into the Provincial Policy Statement (2012) • Feed in Tariff Land Use Working Group (2012) • Foundation Working group. Provincial process to determine rules concerning the sharing of energy date Delegations with Minister of Energy via AMO.

STAFF REPORT

	Advance the Guelph CEP as a national and provincial model for Smart Energy Communities	/	<p>Ongoing; Guelph CEP model recognized as best practice (for example)</p> <ul style="list-style-type: none"> • Ontario Energy Association Certificate of Recognition (2007) • Ontario's Chief Energy Conservation Officer Awards Certificates of Recognition to Guelph for 25 year Community Energy Plan and Project Porch Light • Letter from Ontario Minister of Municipal Affairs and Housing (May 3, 2007) • Guelph Hydro wins EDA Environmental Excellence Award for CEP • Participation in Transatlantic Urban Climate Dialogue – An Economic Development initiative that source potential foreign investors and energy job creators • FCM Sustainable Community Award – 2014 • Dozens of media articles
	Engage neighbourhoods and stakeholders in the advancement of scale projects	+	Not formally initiated. Neighborhood level engagement expected through the GEERS program.
	Maintain the role of the CEP Community Consortium to oversee implementation	+	Mayor's Task Force on Community Energy not continued after 2013. Term complete under its Mandate and Charter.
Community Leadership	Engage schools, college and universities to promote understanding and awareness of CEPs	/	Established relationship with University of Guelph via the Community Engaged Scholarship Institute (CESI) in support of research and analysis that supports various aspects of the CEI. CESI is a key stakeholder in developing and implementing GEERS.
	Develop a communications strategy in partnership with the City and CEP Consortium	/	To be developed through the proposed CEI Update process
	Establish a clearing house for energy and water related incentive programs	/	See above
	Establish a Community Energy Dashboard and report regularly indicators to measure success in achieving the vision and goals.	/	See above

Community Energy Initiative Update – Proposed Scope

Governance Committee

April 7, 2016

IDE – BDE - 1604

1

Introduction

Response to council direction:

That the executive team be directed to report back to the Governance Committee the preferred method of delivering a progress report on the Community Energy Initiative including governance and oversight options of the Community Energy Initiative implementation, by Q1, 2016.

Key findings. The need to:

- *Update the current CEI to reflect the nature of gaps, consider emerging policy, technical and best practices;*
- *Re-focus the CEI as a community led initiative, which provides clarity about the participation of municipal government in collaboration with other stakeholders.*
- *Establish rigorous metrics which measures local progress, as well as Guelph's progress against other municipal jurisdictions.*

2

Recommendations

- That Council direct staff to provide a more detailed formal report on the progress of the existing Community Energy Initiative as described in IDE – BDE – 1604
- That Council approve the establishment of a Community Energy Initiative update process that is based on key principles
- That staff provide regular updates
- That Council delegates authority to seek funding to support the CEI update process

3

Principles of a CEI Update

- Community-based governance, oversight and reporting;
- Referencing Community Energy Initiative experience to date;
- Improved community engagement with local stakeholders;
- Clarity on the roles of Local Government, Agencies and stakeholders;
- Improved understanding of transforming energy markets;
- Understanding provincial and federal policy and program framework;
- Partnering with external third party advocacy and support groups;
- Rigorous analysis, reporting and oversight in support of developing acceptable baseline and targets and communicating measurable results and;
- Update performance metrics reporting on local performance and measures against benchmark communities.

4

Presentation Summary

- **Objectives of the 2007 Community Energy Plan**
- **Recap of Activities: 2007-2016**
- **Assessment of progress and gaps**
- **Going Forward: Community Energy Initiative Update**

5

Objectives of the 2007 Community Energy Plan

Seven Key Categories:

1. **Per-Capita Energy and GHG Targets**
2. **Energy Efficiency**
3. **Heat Recovery**
4. **Renewable Energy**
5. **System Integration**
6. **Local Government Leadership**
7. **Community Leadership**

6

Assessment Summary CEI 2007 - 2016

1. Per Capita Energy and Greenhouse Gas Emissions	-	2. Energy Efficiency	+
3. Heat Recovery	-	4. Renewable Energy	+
5. System Integration	+	6. Local Government Leadership	-
7. Community Leadership	-	<div> <div></div>Progressing well or achieved <div></div>Progressing well but slowly or stalled <div></div>Not progressing well, action required </div>	

For detail see Attachment B in Report # IDE – BDE - 1604

7

Gaps 2007 to 2016


Two Major High-Level Themes:

Metrics

1. CEI is an integrated plan with a great number of both quantitative and qualitative metrics
2. Significant amount of information and measurable activities that are underway.
3. Gaps exist in the ability to report on specific activities – esp. quantitatively.
4. Many inputs come from third party
5. Proposed CEI update will focus clearly defined metrics

Governance


1. The 2007 Community Energy Plan had strong community engagement represented by a Consortium
2. The Mayor's Task Force on Community Energy formed in 2010 and mandate expired in 2012. Two options at that time:
 - a) Guelph Municipal Holdings Inc. to house a "community advisory to the CEI"
 - b) Energy Transition Committee at the Chamber of Commerce.
3. To date, neither of these concepts have been assessed or developed further. 8



Gap Summary 2007 to 2016

Progressing Well	Progressing Well, Slowly	Not Progressing Well
<ul style="list-style-type: none"> • Energy efficiency retrofit programs • Alternative transportation • Energy policies in municipal planning documents • Guelph's reputation • Integration into Economic Development • Intergovernmental advocacy work 	<ul style="list-style-type: none"> • Building Code • CE systems into residential/commercial developments • Transportation and vehicle efficiency • Assessment of DE systems • Offering competitive energy alternatives to end-users 	<ul style="list-style-type: none"> • Develop community-based committee • Energy efficiency guidelines for developers • Offer multi-energy solutions to industrial customers • Waste and biomass energy project concepts • Clarify role of GMHI • Develop business cases, plans, and strategies • Establish regular reporting schedules and protocols

Excerpt from Attachment B of CEI Update Report



CEI Update

Principles and Framework as described in Recommendation #2 (IDE – BDE – 1604)

Structure:

1. Original CEP development process
2. Recommended standards for Municipal Energy Planning as supported by the Ontario Ministry of Energy and other Provincial ministries.
3. Recommended standards for Community Energy Planning as espoused by municipal and industry representation groups such as the Federation of Canadian Municipalities and QUEST (Quality Urban Energy Systems of Tomorrow)

10

Major Components of a CEI Update

1. Metrics and Analysis

a) Quantitative

- Establish 2015 City Baseline
- 2005-2015 Baseline Comparison
- CEI Strategies updates
- Update 2015 to 2041 Base Case
- Update 2015 to 2041 Efficient Case
- Energy Maps
- CEI Addendum Summary – support for qualitative summary

b) Qualitative

- Best practices in other municipalities;
- Global, regional and local market analysis;
- Federal And Provincial policy and program framework; and
- Municipal sector activity.

11

Major Components of a CEI Update

2. Community Engagement

- a) Development of a Community Engagement Plan consistent with the protocols and procedures of the City's Community Engagement Framework
- b) Goal of this work will be to re-focus the CEI as a community led initiative
- c) Will be linked to into the ongoing development of the community engagement aspects of updating the Corporate Strategic Plan.

12

Major Components of a CEI Update

3. Reporting Protocols

A. What

- i. High level target indicator Reporting
- ii. Activity Reporting
- iii. Community Impact Reporting
 - Economic
 - Other

B. Who

- City Council;
- GMHI, Guelph Hydro Electrical Systems Inc., Envida Community Energy;
- Senior Management;
- Community Stakeholders;
- Community at Large;
- Inter-governmental audiences;
- Energy Market – providers of community energy related products and services; and
- Potential developer and investors in Guelph

13

Key Deliverables

A final report to Council including:

1. Full analysis of Community Engagement activity;
2. Cost Benefits Analysis;
3. Economic Impact Analysis;
4. Identification of key stakeholders in implementing the CEI;
5. Recommendations for governance and oversight; and
6. Development of key reporting indicators.

14

Timelines and Costs

Timeline

1. Full process complete by end of Q1 2017
2. Report to Council on 2 month intervals

Costs

1. Total costs estimate: \$150K
2. Costs expected to be offset by at least 50% through existing funding programs for which the CEI Update is eligible.
3. Funding sources: Federation of Canadian Municipalities Green Municipal Funds, Ontario Ministry of Energy Municipal Energy Plan Program.
4. Seeking Council's delegation of authority to apply for funding
5. Matching funds at 50% are in Community Energy's base budget
6. If funds not acquired timeline adjusted to straddle two budget years

15

Thank You

16

**CONSENT REPORT OF THE
INFRASTRUCTURE, DEVELOPMENT & ENTERPRISE COMMITTEE**

April 25, 2016

His Worship the Mayor and
Councillors of the City of Guelph.

Your Infrastructure, Development & Enterprise Committee beg leave to present their THIRD CONSENT REPORT as recommended at its meetings of April 5, 2016.

If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of the Infrastructure, Development & Enterprise Committee will be approved in one resolution.

IDE-2016.8 Sign By-law Variances – 197 Hanlon Creek Boulevard

1. That Report 16-26 from Infrastructure, Development and Enterprise dated April 5, 2016 regarding sign by-law variances for 197 Hanlon Creek Boulevard, be received.
2. That the request for variances from the City of Guelph Sign By-law to permit one (1) sign with an area of 10.96m² to be located on the second storey of a building face fronting an adjacent property at 197 Hanlon Creek Boulevard, be approved.

All of which is respectfully submitted.

Councillor Bell, Chair
Infrastructure, Development &
Enterprise Committee

***PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE
AGENDA FOR THE APRIL 5, 2016 INFRASTRUCTURE, DEVELOPMENT &
ENTERPRISE COMMITTEE MEETING.***

STAFF REPORT

TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE April 5, 2016

SUBJECT **SIGN BY-LAW VARIANCES**
[197 Hanlon Creek Boulevard](#)

REPORT NUMBER 16-26

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To advise Council of sign by-law variance requests for 197 Hanlon Creek Boulevard.

Location: [197 Hanlon Creek Boulevard](#)

KEY FINDINGS

The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts signage fronting an adjacent property to the first storey of a building face and to a maximum sign face of 10m² in an Industrial Zone.

Lovett Signs & Neon Inc. has submitted a sign by-law variance application on behalf of RLB Chartered Accountants to permit one (1) sign with an area of 10.96m² to be located on the second storey of a building face fronting an adjacent property.

The requested variance from the sign by-law is recommended for approval for the following reasons:

- The request is reasonable given the surrounding area and the size of building;
- The proposed signage will not face a residential zone;
- The proposed location on the second storey will not detract from the appearance of the building; and
- The proposed sign will not have a negative impact on the streetscape or surrounding area.

FINANCIAL IMPLICATIONS

N/A

ACTION REQUIRED

To approve the requested sign by-law variances for 197 Hanlon Creek Boulevard.

STAFF REPORT

RECOMMENDATION

1. That Report 16-26 from Infrastructure, Development and Enterprise dated April 5, 2016 regarding sign by-law variances for 197 Hanlon Creek Boulevard, be received.
2. That the request for variances from the City of Guelph Sign By-law to permit one (1) sign with an area of 10.96m² to be located on the second storey of a building face fronting an adjacent property at 197 Hanlon Creek Boulevard, be approved.

BACKGROUND

Lovett Signs & Neon Inc. had submitted a sign permit application on behalf of RLB Chartered Accountants at 197 Hanlon Creek Boulevard (see "Attachment 1– Location Map"). Upon review of the application it was observed that the proposed sign has an area of 10.96m² and is to be located on the second storey of a building face fronting an adjacent property. The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts signage fronting an adjacent property to the first storey of a building face and to a maximum sign face of 10m² in an Industrial Zone. For these reasons, the permit could not be issued.

REPORT

Lovett Signs & Neon Inc. has submitted a sign by-law variance application on behalf of RLB Chartered Accountants to permit one (1) sign with an area of 10.96m² to be located on the second storey of a building face fronting an adjacent property (see "Attachment 2 – Sign Variance Drawings").

The following is a summary of the reasons that have been supplied by the applicant in support of the variance requests (also see "Attachment 3 - Letter of Rationale from Applicant"):

- The sign would provide the company with clear and visible identification;
- The sign only exceeds the maximum permitted area by 0.96m²;
- RLB invests in the communities it serves and proudly supports local events every year;
- There are other locations nearby this property which have had similar variances approved;
- The design is compatible with the new development of the property;
- The signage is neither intrusive or offensive and will not be detrimental to other owners in the area; and
- The signage will not adversely affect public safety.

The requested variances are as follows:

	By-law Requirements	Request
Permitted location on a building fronting an adjacent property	1 st Storey	2 nd Storey
Maximum sign face	10m ²	10.96m ²

STAFF REPORT

The requested variance from the sign by-law is recommended for approval for the following reasons:

- The request is reasonable given the surrounding area and the size of building;
- The proposed signage will not face a residential zone;
- The proposed location on the second storey will not detract from the appearance of the building; and
- The proposed signs will not have a negative impact on the streetscape or surrounding area.

CORPORATE STRATEGIC PLAN:

3.1- Ensure a well-designed, safe, inclusive, appealing and sustainable City

FINANCIAL IMPLICATIONS:

N/A

DEPARTMENTAL CONSULTATION:

N/A

COMMUNICATIONS:

N/A

ATTACHMENTS

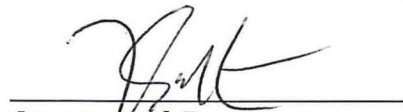
Attachment 1	Location Map
Attachment 2	Sign Variance Drawings
Attachment 3	Letter of Rationale from Applicant

Report Author:

Bill Bond
Zoning Inspector III/
Senior Bylaw Administrator

Approved By:

Patrick Sheehy
Program Manager – Zoning

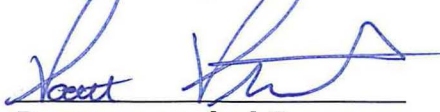


Approved By

Todd Salter
General Manager
Planning, Urban Design, and
Building Services
519-837-5615, ext. 2395
todd.salter@guelph.ca

Approved By:

Rob Reynen
Chief Building Official

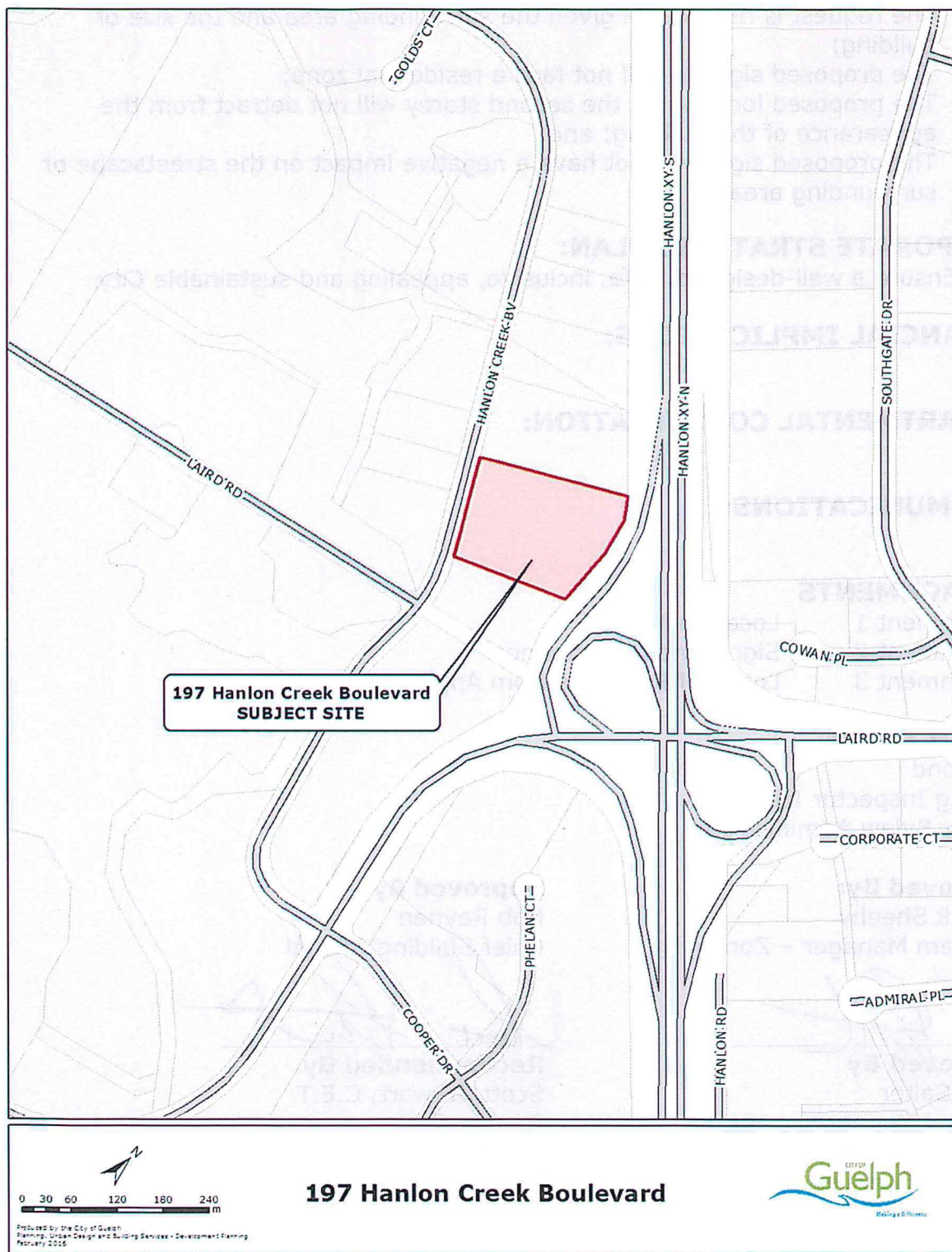


Recommended By

Scott Stewart, C.E.T.
Deputy CAO
Infrastructure, Development and Enterprise
519-822-1260, ext. 3445
scott.stewart@guelph.ca

STAFF REPORT

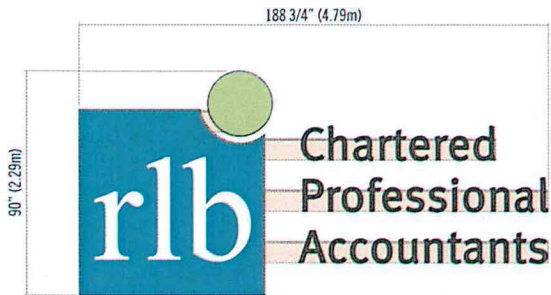
ATTACHMENT 1- Location Map



STAFF REPORT

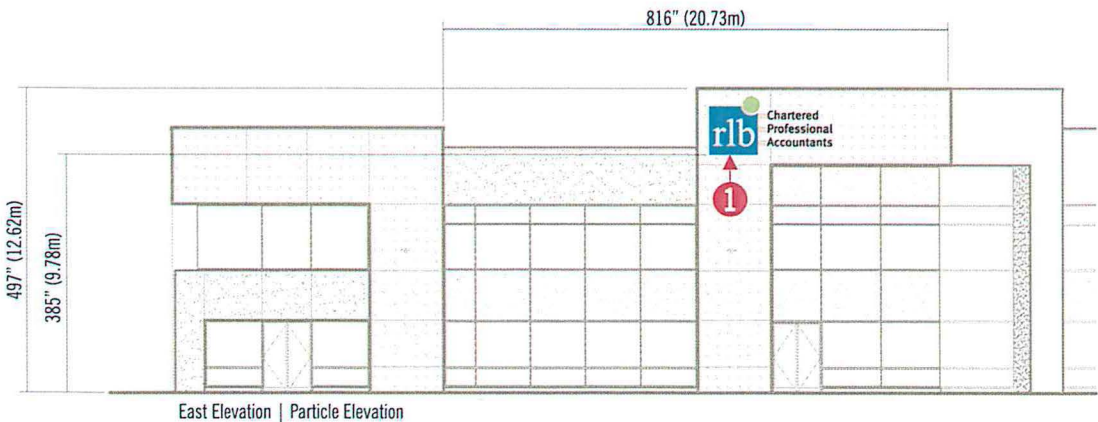
ATTACHMENT 2- Sign Variance Drawings

Sign



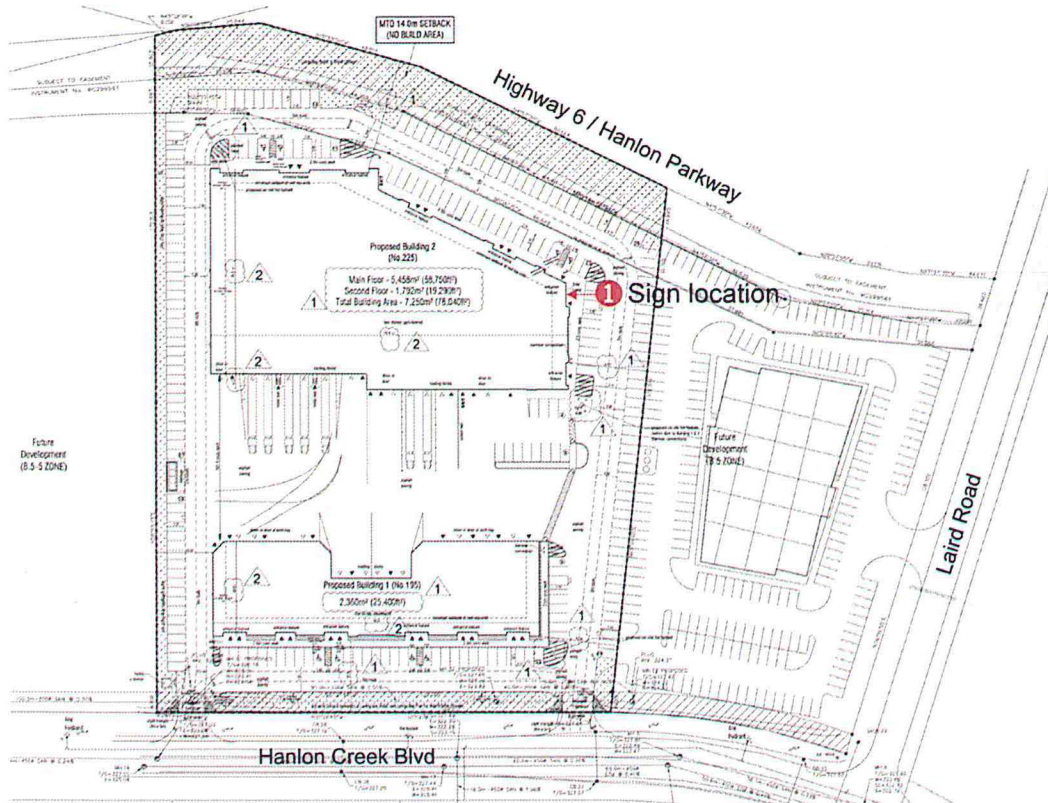
- 1** Signage Sq Footage: 117.97 sq ft / 10.96 sq m
Building (E) Elevation Sq Footage: 2816.33 sq ft / 261.65 sq m
Signage % to Elevation: 4.19%
Signage Weight: 235 lbs

Proposed Location




STAFF REPORT

Proposed Location continued....



STAFF REPORT

Attachment 3 Letter of Rationale from Applicant

LovettSigns |  525 Southgate Drive, Guelph, ON N1G 3W6 Phone: 519.822.9558 | Fax: 519.822.2075 | Toll: 855.614.7446

VARIANCE RATIONAL

Proposal Created exclusively For: The City of Guelph
Property Address: RLB Chartered Accountants 197 Hanlon Creek Blvd.
Re: Application for variance requesting Signage Installation on second story.
To: City Variance Committee
Date: January 29th, 2016

Pursuant to your request for a letter of rational as why this specific parcel requires second story signage, please allow consideration for the strict application of the current City of Guelph sign code, specifically, the bylaw that restricts the installation of signs on to the second story of the building and maximum size of 10m².

This specific parcel and the use intended requires this division to be visible and clear to the community for its purpose of their dedicated accounting and business advisory teams partnering with their clients to help achieve success. Without providing clear identification to the community, people will be left with less than adequate information to proceed deliberately.

The RLB Chartered Accountants sign located on the south elevation is 10.96m². The bylaw states that the maximum permitted is 10m² therefore our sign exceeds the maximum by .96m². We are well with the % permitted for this location was a single storey elevation.

RLB has grown from the communities they serve, and believe in investing in those communities. They proudly support hundreds of local events every year and encourage our employees and industry partners to become involved.

There are many locations nearing RLB Chartered Accountants which negate the bylaw in regards to second story signage. Please review the below location, which was granted approval for second story signage.

- Good Life Fitness
101 Clair Road East, Pergola Commons, Guelph, ON N1L 1G6

This location is a smaller building with only one aspect of business carried out on the premise. The distance from the Good Life Fitness to RLB Chartered Accountants is 1.5km

It is important that this business RLB Chartered Accountants is presented to the community in a way that will both grow both divisions of their business and bring awareness to the end users (residence of Guelph). In addition by allowed RLB Chartered Accountants the adequate signage to achieve its' required cliental, the entire plaza will also flourish. This business will provided employment to the Guelph community and also increase the income of business' in the plaza by attracting frequent and repeat customers into the plaza.

STAFF REPORT

The design of the proposed sign is compatible with the new development of the property and compliments the signage with the proposed colour and font for the business. With the new proposed signage it also eliminates the existing clutter of signage the building had displayed.

The proposed sign is neither intrusive or offence with any of the wording or text and will not be detrimental to other owners in the area.

The proposed sign shall have a clearance from grade of 9.76m as well as the require a building permit to construct/install and approval from the Ministry of Transportation which will be required to meet all building codes therefore it shall not adversely affect the public safety.

The proposed hardship will not be detrimental to other owners in the area; the code currently does not address this specific type of use and is therefore a hardship to the end user. Finally, the consideration of this hardship will not be contrary to the one of codes objectives to moderate sizes, placement of signage and signage clutter.

Thank you in advance for your consideration

Sincerely,



Donna Thomson | Permits Department
Lovett Signs & Neon Inc.

DL: 519.504.0391 | Ph: 519.822.9558
TF: 855.614.7446 | Fx: 519.822.2075
dthomson@lovettsigns.ca | www.lovettsigns.ca
525 Southgate Dr. Unit 1 Guelph, ON N1G 3W6

CONSENT REPORT OF THE PUBLIC SERVICES COMMITTEE

April 25, 2016

His Worship the Mayor and
Councillors of the City of Guelph.

Your Public Services Committee beg leave to present their SECOND
CONSENT REPORT as recommended at its meeting of April 4, 2016.

*If Council wishes to address a specific report in isolation please
identify the item. The item will be extracted and dealt with
immediately. The balance of the Consent Report of the Public Services
Committee will be approved in one resolution.*

PS-2016.4 Canada Summer Games 2021 Update and Regional Bid Investigation

1. That Public Services Report PS-16-07 "Canada Summer Games 2021 Update and Regional Bid Investigation" dated April 4, 2016, be received.
2. That Council endorses the Regional Sport Tourism Office's ongoing investigation of a regional bid for the 2021 Canada Summer Games and submission of a Letter of Intent to bid.

PS-2016.5 Harvard road transit service

1. That Public Services Report PS-16-08 "Harvard Road Transit Service" dated April 4, 2016, be received.
2. That Option 1: Reroute Route 57 to use Stone Road westbound instead of Harvard Road be chosen for a trial period of three semesters and further public consultation to occur.

Wellington Guelph Drug Strategy

That staff be directed to dialogue with Wellington Guelph Drug Strategy on further scoping of recommendations #11 and #12 on pages 4 and 5 from the "We can do it Better" booklet and to report back to the Public Services Committee on those recommendations by the end of the third quarter 2016.

Page No. 2
April 25, 2016
Public Services Committee – Second Consent Report

All of which is respectfully submitted.

Councillor Cathy Downer, Chair
Public Services Committee

Please bring the material that was distributed with the Agenda for the April 4, 2016 Public Services Committee meeting.

STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Culture, Tourism and Community Investment

DATE April 4, 2016

SUBJECT **Canada Summer Games 2021 Update and Regional Bid Investigation**

REPORT NUMBER PS-16-07

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide an update on the 2021 Canada Summer Games bid process and to request endorsement for participation in a regional investigation to enter the bid process.

KEY FINDINGS

Ontario will be the host province for the 2021 Canada Summer Games. Canada Games is the largest multi-sport event in Canada that targets the next generation of champions. It is a national event that is celebrated locally and regionally, and is designed to leave a lasting legacy in its host communities.

The Regional Sport Tourism Office, on behalf of the municipalities of Cambridge, Guelph, Kitchener and Waterloo, is seeking to assess the feasibility of a regional bid and is requesting endorsement to enter into Phase I of the bid process.

FINANCIAL IMPLICATIONS

None

ACTION REQUIRED

That the report be received and the request for endorsement be approved.

RECOMMENDATION

1. That Public Services Report # PS-16-07 "Canada Summer Games 2021 Update and Regional Bid Investigation" dated April 4, 2016 be received
2. That Council endorses the Regional Sport Tourism Office's ongoing investigation of a regional bid for the 2021 Canada Summer Games and submission of a Letter of Intent to bid

STAFF REPORT



BACKGROUND

It was recently announced that Ontario will be the host province for the 2021 Canada Summer Games. Canada Games is a Federal, Provincial and Territory creation established in 1967. It is the largest multi-sport event in Canada that targets the next generation of champions, alternating between winter and summer games bi-annually. It is a national event that is celebrated locally and regionally, and is designed to leave a lasting socio and economic legacy in its host communities.

The Regional Sport Tourism Office (RSTO) is seeking to investigate the feasibility of a regional bid to host the games.

The RSTO is an arm of the Regional Tourism Organization 4 (RTO4) that was created in partnership with Guelph Tourism Services and Waterloo Regional Tourism Marketing Corporation (WRTMC) to develop a strategy for attracting sports tourism business to the region.

The RSTO employs a Sport Tourism Manager and is guided by the RSTO Steering Committee which includes representatives from the municipalities of Cambridge, Guelph, Kitchener, Waterloo, along with staff from WRTMC and RTO4.

REPORT

On February 10, 2016, members of the RSTO Steering Committee attended the official launch in Toronto of the bid process for the 2021 Canada Summer Games.

The RSTO Steering Committee has undertaken preliminary investigation to assess the feasibility for a regional bid for 2021 Canada Summer Games and is seeking endorsement from the four partner municipalities to submit a Letter of Intent to enter into Phase I of the bid process. Phase I is the technical review requirement of the bid process. There is no financial impact to the municipalities in Phase I of the submission process.

The submission deadline for the Letter of Intent is May 20, 2016. The Canada Games submission fee of \$20,000, that must accompany the Letter of Intent, will be paid by the RSTO.

Once the Letter of Intent is submitted, the RSTO will review the sport technical standards provided by the Canada Games Council. The review will provide comprehensive technical information, based on the games standards, for the potential regional facilities and venues. Any expenses incurred as part of the technical review will be covered by RSTO.

STAFF REPORT



The RSTO Steering Committee will also establish a bid committee to develop and define the process for municipal consultation and participation.

The RSTO will submit the required technical review information to the Canada Games Council on June 30, 2016. This completes Phase I of the bid process.

In September 2016, the Canada Games Council will announce the shortlist of communities that have been selected to proceed to Phase II. Should RSTO be shortlisted, staff will come back to Council with a full report, including financial implications. A resolution of Council would be required from each of the four municipalities for RSTO to enter into Phase II of the bid process.

Determination of event venues has not been confirmed. The distribution of event locations throughout the partner communities will be based on the facilities, infrastructure and volunteer base that best position the RSTO to achieve a successful bid.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.3 Ensure accountability, transparency and engagement

DEPARTMENTAL CONSULTATION

Culture, Tourism and Community Investment
Parks and Recreation

FINANCIAL IMPLICATIONS

N/A

COMMUNICATIONS

N/A

Report Authors

Stacey Dunnigan
Supervisor, Tourism Services and Farmers' Market

Ella Pauls
Manager, Cultural Affairs and Tourism

STAFF REPORT



A handwritten signature in cursive script that reads "Colleen Clack".

Recommended By

Colleen Clack
General Manager
Culture, Tourism & Community Investment
519-822-1260 ext. 2588
colleen.clack@guelph.ca

A handwritten signature in cursive script that reads "Derrick Thomson".

Approved By

Derrick Thomson
Deputy CAO
Public Services
519-822-1260 ext. 2665
derrick.thomson@guelph.ca

REGIONAL SPORT TOURISM OFFICE

KITCHENER • WATERLOO • CAMBRIDGE • GUELPH
ONTARIO, CANADA

RSTO Regional Sport
Tourism Office

CANADA GAMES

- Largest multisport games in Canada
- Held every two years, alternating between summer and winter
- Key step in the athlete/coach/official development pathway for Canada's future national stars
- A celebration of youth, sport, culture and community
- Major economic driver within host community through event attraction and legacies program



RST Regional Sport
Tourism Office

HOSTING...BY THE NUMBERS

19 different sports	3,500 athletes
450 officials	1,000 coaches and support staff
175 mission staff	1,000 VIPs
6,000 volunteers	300 observers
50 medical staff	250 broadcasters
400 media	20,000 spectators

- Canada Games Council

RST

Regional Sport
Tourism Office

2021 CANADA SUMMER GAMES – SPORT SELECTION

Athletics*	Road Cycling
Baseball (M)	Rowing
Basketball (M/F)	Sailing*
Beach Volleyball (M/F)	Soccer (M/F)
Canoe/Kayak	Softball (M/F)
Diving	Swimming*
Golf	Tennis
Indoor Volleyball (M/F)	Triathlon
Mountain Biking	Wrestling
Host choice: Rugby 7's Male or Female	

* Para inclusion

RST

Regional Sport
Tourism Office

ECONOMIC IMPACT –LAST 7 GAMES

YEAR	HOST	ECONOMIC ACTIVITY GENERATED IN P/T*	IN REGION*
2003	Bathurst, NB	\$70.4 million	\$57.6 million
2005	Regina, SK	\$101.3 million	\$85.2 million
2007	Yukon	\$176 million	n/a
2009	PEI	\$81.5 million	n/a
2011	Halifax, NS	\$131 million in NS	\$92.2 million
2013	Sherbrooke, QC	\$165.5 million	\$110.7 million
2015	Prince George, BC	\$123.4 million	\$83 million

*Industry Output = Visitor + Capital + Operating Expenditures according to CSTA – STEAM PRO Assessments

RST

Regional Sport
Tourism Office

WHY SHOULD WE BID?

- | | |
|--|--|
| Increased tourism visits | Cultural showcase |
| Investment in youth | Sport development |
| Volunteer engagement | Cost sharing |
| Engaged ancillary services | Profile sport infrastructure |
| Infrastructure improvements | Regional/national exposure |
| Event & service industry expertise | Economic impact |
| Legacy programs | Job creation |
| Civic Pride | Influx of pre-Games events & activations |
| Opportunity to showcase regional collaboration | |

RST

Regional Sport
Tourism Office

WHY SUPPORT A REGIONAL BID?

- Together we have the majority of facilities required to host
- Ideal footprint within 30 minutes of a Games Village
- History of hosting prestige events
- Good sport support within community for those sports on the 2021 hosting menu
- Strong volunteerism
- Event hosting knowledge
- Added community benefits (culture, heritage, arts, music, tech, post-secondary)
- Ease of transportation (LRT, 400 series highway access)

RST

Regional Sport
Tourism Office

PROCESS OF BIDDING

Letter of Intent and Phase I Prep (Feb – May)

- Full facility review and evaluation with sport technical specifications, gap analysis and costing for Phase I prep
- Review of terms of reference for bid committee recruitment
- Will be presenting formally to councils in April to receive endorsement to submit Letter of Intent to Bid
- Meetings with additional partners at high level (private venues, universities/college, sport, ancillary services)
- Letter of Intent submission

RST

PROCESS OF BIDDING

Phase I Submission (June)

- Will identify the best venues based on set evaluation meeting the minimum requirements of set standards
- Bid communities notified in July if site visit will be conducted (narrowed between 3-5)
- Site visits conducted by Sport Technical Committee (August)
- Short list of bid communities announced (September)
- Phase II work continues (Sept – January)

RST

PROCESS OF BIDDING

Phase II Submission (January 2016)

- Phase II consists of some of the following:
 - The story/theme
 - Mission, mandate, vision
 - Business, marketing, communications and engagement plans
 - Financial structure and budget
 - Leadership team and transition
 - Cultural festivities plan
 - Environmental and sustainability plan

On-site visits **Feb 2017**

Announcement of successful bid **April 2017**

RST

STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Guelph Transit

DATE April 4, 2016

SUBJECT Harvard Road Transit Service

REPORT NUMBER PS-16-08

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide a summary of Transit service options for Harvard Road as requested by a delegation of residents at the December 1, 2015 Public Services Committee meeting.

KEY FINDINGS

The routes operated along Harvard Road have been in operation since 2005 (Route 57 Harvard Express in 2005 and Route 6 Harvard/Ironwood in 2012). Prior to Route 6 becoming operational in 2012, Route 52 was operated along a portion of Harvard Road since 2005.

The routes and bus stops along Harvard Road are used by many Guelph Transit passengers, including more than 600 passengers per weekday who enter or exit Guelph Transit buses at various bus stops along Harvard Road. The Route 57 Harvard Express is among the most used Guelph Transit routes in terms of passengers carried during peak periods. The Route 6 Harvard Road is also a popular route for ridership and carries an average of 300 passengers per hour of operation during the peak period.

Staff have reviewed both routes and provided several options for the committee to review and provide a recommendation. Dependent on the option chosen by the committee, staff recommends that public consultation process be conducted throughout the trial in order to get feedback from residents, transit customers and other interested parties that may be impacted by changes to these routes.

FINANCIAL IMPLICATIONS

Will be dependent on the option chosen.

STAFF REPORT



ACTION REQUIRED

To receive the report and decide on an option for a three semester (September 2016 to April 2017) trial and further public consultation in order to determine full impacts before making a permanent decision.

RECOMMENDATION

1. That Public Services Report # PS-16-08 "Harvard Road Transit Service" dated April 4, 2016 be received
2. That Option1: Reroute Route 57 to use Stone Road westbound instead of Harvard Road be chosen for a trial period of three semesters and further public consultation to occur

BACKGROUND

On December 1, 2015, Public Services Committee passed a motion that the matter of transit routes as outlined on the summary slide of the presentation dated December 1, 2015 and entitled 'Transit Buses on Harvard Road' be referred to staff and that Harvard Road be investigated for possible traffic calming. The presentation requested the reduction/removal of buses from Harvard Road, suggesting that the buses use arterial roads rather than Harvard Road.

Route 6 Harvard Road and Route 57 Harvard Express both travel on Harvard Road. Route 6 is a "regular" route and travels both eastbound and westbound along Harvard Road. As with all Guelph Transit regular routes, service hours are Monday to Saturday 5:45 a.m. to 12:15 a.m. and Sunday 9:15 a.m. to 6:45 p.m. Route 6 service is provided every 20 minutes during peak service times Monday to Friday, and every 30 minutes during the off-peak times and on the weekends.

Route 57 is an "express" route and travels westbound only along Harvard Road. As with all Guelph Transit express routes, service hours are Monday to Friday 7:45 a.m. to 10:30 p.m. Route 57 service is provided every 20 minutes.

Guelph Transit peak periods occur on weekdays from 7:00 a.m. to 9:40 a.m. and from 2:00 p.m. to 5:40 p.m. During peak periods, it can take multiple buses to operate a route, depending on the route length and service frequency. For example, it takes one bus to operate the Route 57, two buses to operate the Route 6. All routes are compared in Table 1 below in terms of daily peak-period passengers carried per buses in operation on each route.

Guelph Transit is in the process of implementing the Trapeze system, which includes the use of automatic passenger counters (APCs). System-wide use of APCs

STAFF REPORT

on most buses ramped up in January 2016. The passenger data presented below in Tables 1 and 2 is derived from the APC data from January 2016.

REPORT

Harvard Road Route Performance

The two routes that use Harvard Road, Routes 6 and 57, are used by many Guelph Transit passengers compared to other Guelph Transit routes. Table 1 shows the approximate daily peak-period passengers carried per buses in operation.

Table 1: Route performance

Rank	Route	Daily peak-period passengers per buses in operation
1	58 Edinburgh Express	600
1	57 Harvard Express	600
1	50 Stone Road Express	600
4	1 College Edinburgh	500
4	56 Victoria Express	500
6	16 Southgate	400
7	13 Victoria Road Recreation Centre	350
8	7 Kortright Downey	300
8	15 University College	300
8	8 Stone Road Mall	300
8	20 Northwest Industrial	300
8	6 Harvard Ironwood	300
8	10 Imperial	300
14	11 Willow West	250
14	5 Gordon	250
14	14 Grange	250
17	12 General Hospital	200
17	2 West Loop	200
17	3 East Loop	200
17	9 Waterloo	200
21	4 York	150

Table 1 shows that Routes 50, 57 and 58 rank first and Route 6 ranks eighth out of 21 Guelph Transit routes, in terms of daily peak-period passengers carried per buses in operation.

Harvard Road Bus Stop Performance

Guelph Transit has more than 500 bus stops. The bus stops along Harvard Road are well used by transit passengers compared to other Guelph Transit bus stops. Table 2 shows the number of weekday passengers getting on or off Guelph Transit buses at each Harvard Road bus stop and the rank of the bus stop compared to other Guelph Transit bus stops.

STAFF REPORT

Table 2: Bus stop performance

Bus stop name		Weekday passengers on & off	Rank
Harvard Road at Youngman Drive	Eastbound	127	104
	Westbound	287	33
Harvard Road at Princeton Place	Eastbound	4	492
	Westbound	23	366
Harvard Road at Rickson Avenue	Eastbound	43	256
Harvard Road at Harrow Court	Eastbound	50	230
	Westbound	109	125
Total		643	

Table 2 shows that the bus stop on Harvard Road at Youngman Drive westbound ranks 33 (in the top 10 per cent) and the bus stop on Harvard Road at Harrow Court westbound ranks 125 (in the top 25 per cent) out of more than 500 Guelph Transit bus stops. The bus stops on Harvard Road at Harrow Court serve the Campus Estates Plaza, including the No Frills grocery store.

Some residents of Harvard Road have suggested that the transit passengers using the bus stops on Harvard Road could instead walk out to other existing bus stops on Gordon Street, Edinburgh Road or Stone Road. By their current actions, it is apparent that more than 600 passengers per weekday prefer to use the bus stops on Harvard Road.

Options for Consideration

Staff has reviewed both routes and have determined that the Route 6 Harvard/Ironwood should remain on its current routing. For the Route 57, a large number of the westbound passengers get on the bus at the University Centre and off on Ironwood Road west of Edinburgh Road. Some residents of Harvard Road have requested that the Route 57 be diverted from Harvard Road to use arterial roads instead. Staff considered and tested alternate routes for the Route 57, as follows:

Option 1: Reroute the Route 57 to use Stone Road westbound instead of Harvard Road and run the loop counter-clockwise.

Impact: This would require the bus to make an eastbound left turn out of Ironwood Road onto Edinburgh Road. It is anticipated that this left turn also would result in significant delays. There is usually a long eastbound queue during peak periods, with additional delay caused by schoolchildren from Jean Little and Fred A. Hamilton schools crossing during the hours of 8:15 to 8:50 a.m. and 3:10 to 3:45 p.m. This intersection requires two crossing guards and has been identified as having conflicts with vehicles, crossing guards and pedestrians. Transit and Traffic staff will review signal timing at this location to help alleviate the queuing issue.

STAFF REPORT



Option 2: Reroute the Route 57 to use Stone Road westbound instead of Harvard Road.

Impact: When there is an eastbound car waiting at the stop bar on Ironwood Road at Edinburgh Road, it can be impossible for a bus to make a right turn from Edinburgh Road southbound onto Ironwood Road westbound because of the narrowness of the intersection. This is expected to result in significant delays because observations are that there is usually a long eastbound queue during peak periods, particularly during inclement weather when more parents drive their children to school. If there is an eastbound queue, a southbound bus may be unable to proceed until the queue clears.

Option 3: Restripe the pavement markings including the stop bar and centreline on Ironwood Road approaching Edinburgh Road, to give the bus more room to turn.

Impact: Signs and markings are often ineffective in deterring drivers from driving in the way that they feel comfortable driving. Given the long eastbound queues that develop at this intersection, combined with drivers squeezing by the left-turn queue to go through or turn right, it is anticipated that the left-turn queue would continue to start right at the crosswalk.

Option 4: Reroute the Route 57 to approach or depart Ironwood Road from the south.

Impact: This would require an additional bus with additional capital and operating costs because it would make the route longer. The capital cost for an additional new bus is more than \$500,000, operating costs would need to be determined if this is the chosen option. The longer route would also inconvenience passengers because their travels would be longer.

Option 5: Combine Routes 57 Harvard Express and 58 Edinburgh Express to provide a route that is longer but runs at a peak and off-peak 15-minute frequency.

Impact: The new route would serve all of the highest-demand bus stops on the routes but would remove travel by the existing Route 57 from Harvard Road. It is anticipated that the combined route 57/58 would have passenger overloads because the bus would likely fill up at the start of the route.

Option 6: Cancel the Route 57.

Impact: This would leave the stops on Ironwood Road between Scottsdale Drive and Edinburgh Road with no transit service. No other route covers these stops. It is estimated that these two Ironwood Road stops serve more than 500 passengers getting on and off each weekday.

Option 7: Leave the Route 57 on Harvard Road.

Impact: The same as the service currently provided, which is not the outcome some residents want.

STAFF REPORT



Summary

The routes and bus stops along Harvard Road are used by many Guelph Transit passengers, including more than 600 passengers per weekday who get on or off Guelph Transit buses at bus stops on Harvard Road. The Route 57 Harvard Express is among the top Guelph Transit routes in terms of passengers carried during peak periods. The bus stop on Harvard Road at Youngman Drive westbound is among the top 10 per cent of Guelph Transit bus stops. Alternative routings for the Route 57 are anticipated to result in transit delays, passenger overloads, inconvenience to passengers and/or capital and operating cost increases.

Dependent on the option chosen by the Public Services Committee, it is recommended that staff be directed to undertake public consultation in order to provide the opportunity for input to transit passengers, Harvard Road businesses and all residents in the Harvard Road area.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

- 2.1 Build an adaptive environment, for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better

City Building

- 3.2 Be economically viable, resilient, diverse and attractive for business

DEPARTMENTAL CONSULTATION

Guelph Transit
Traffic/Engineering

FINANCIAL IMPLICATIONS

None at this time

COMMUNICATIONS

Once approved by Committee the appropriate communications will be posted and provided to the public and University along with a public consultation to be conducted throughout the trial.

ATTACHMENTS

None

STAFF REPORT



Report Author

Phil Meagher
General Manager, Guelph Transit
Public Services

A handwritten signature in black ink, appearing to read "Phil Meagher".

Approved By

Phil Meagher
General Manager, Guelph Transit
Public Services
519-822-1260 ext. 3321
Phil.meagher@guelph.ca

A handwritten signature in black ink, appearing to read "Derrick Thomson".

Recommended By

Derrick Thomson
Deputy CAO
Public Services
519-822-1260 ext. 2665
derrick.thomson@guelph.ca

April 3, 2016

To:

Cathy Downer, Public Services Committee

Leanne Piper

Mayor C. Guthrie

Re: Traffic and bus service issues on Harvard Road

We are writing as very interested residents of Harvard Road and of this city who unfortunately are unable to attend the April 4th, 2016 meeting. We do understand the city's need to transport significant numbers of students to and from the university. We are also concerned about the progressively increasing bus and car traffic over time, not to mention the transport trucks that seem to find their way onto what is supposedly a residential street.

There are 2 major concerns we would like to provide our input and opinion:

1. Bus traffic on Harvard:

We moved on to this road in the early 2000's and we have found the bus traffic has become an issue for not only us, but if the many emails are an indication, it is for a majority of those on Harvard. The bus traffic and the speed at which they travel continue to be problematic. Empty, or near empty busses are a regular site regardless of the route. The residents have respectfully requested on numerous occasions throughout the years to have the traffic volume and speed (see point 2 below) mitigated, with limited support from the city; however we acknowledge the efforts of Councillors Downer and Piper.

Harvard Road should not be on the 'express' route. As the report indicates, the dominant number of riders board at the University Centre and disembark on Ironwood, west of Edinburgh. Therefore, it would seem appropriate to not have Harvard Road act as a conduit for a majority of riders who do not live in the immediate area.

It is unfortunate that the wording in the report seems skewed in such a way as to dissuade the reader from Option 1 and to probably maintain the status quo, in spite of the stated 'recommendation' to go with Option 1. It is agreed that the lights at Youngman and Edinburgh are an issue, but as indicated, a majority of the queues could be alleviated by the modification of the signal timing at Youngman & Edinburgh. As someone who sits at the intersection, we know how long it takes for the light to change to allow east-west flow.

To our knowledge Harvard Road was never intended to act as an arterial road, unless the plan has changed to provide it as an 'express' route for all

forms of vehicles so as to avoid the lights on Stone between Gordon and Edinburgh. Removal of one of the two existing bus routes would be very beneficial.

2. Traffic speed and traffic calming:

A number of years ago we participated in community discussions regarding the implementation of traffic calming strategies on Harvard Road. The major issue at the time was the ambulance station at the east end of Harvard, and as such, traffic calming (e.g. speed bumps, chicanes or 'chokers') were not permitted. Other initiatives were brought forward for discussion, but with no success. The ambulance station is no longer there and it has been our hope that effective traffic calming strategies, in addition to the recently installed VATC's would/could be implemented.

Bus and car speeds on Harvard Rd. continue to be an issue. Again, we acknowledge the efforts of Councillor Piper and Downer, but the rate of speed continues to be an issue. We note the recent placement of the VATC signs but, if the intent is indeed to support drivers in reducing their speed, we are curious about the location of the placements. The westbound sign is located just after an exit to the University Plaza mall and just before a bus stop. The cars speed up after that section. We note also that the eastbound VATC is not functioning. It was for a brief time. We had understood that it was to collect data for a week and then start to display. Vehicles travel at a very fast rate in both directions. We walk along Harvard at many and varied times throughout the day and evening and so are witness to the rate of speed.

To not wish to add to the list but to further support the need to address traffic issues on Harvard, are the number of vehicles that do not honour the stop signs at Harvard and Youngman. This is an additional safety issue for pedestrians and drivers, given that vehicles often come to rolling stops or don't stop at all. For example, on the Saturday of the Easter weekend, at the Youngman & Harvard intersection during a period of approximately 10 minutes we counted 50 vehicles, of which only 8 came to a proper full stop. One of the vehicles that did a rolling stop was a bus travelling westbound on Youngman turning left on to Harvard.

In closing, we trust that the Committee will hear our concern and implement strategies that honour the requests for a safe residential environment.

Yours truly,

Michelle McCarthy & Mario Gozzi

WE CAN DO BETTER

A black silhouette of a person wearing a cap and carrying a bag, climbing over the top of the word 'CAN' in the title.

A Report on Youth Addictions Services in Guelph and Wellington County

WGDS
Youth Addiction Project Working
Group 2016

Benchmarking Youth
Addiction Services

Youth Focus Group
Feedback

Youth Voices

Youth Recovery
Stories

12 Actionable
Recommendations

TABLE OF CONTENTS

Introduction and Key Findings	3
We Can Do Better – Recommendations	4
Policy Papers and Reports that Impact Delivery of Youth Addiction Services in Wellington County	5
Benchmarking Youth Mental Health and Addiction Services	7
Point-In-Time Count	8
Youth Addiction Focus Group	9
Focus Group Participants and Process	10
Focus Group Findings	11
Why Youth Are Using Drugs	12
Quotes from Youth – “Words from the Wise”	13
Service Improvement Ideas from Youth	14
Youth Recovery Success Stories	15

ACKNOWLEDGEMENTS

YAPWG Members:

- ARCH Guelph – Becki Linder, HepC Outreach Worker
- CMHA WWD – Brett Friesen, Children’s Services Manager
- Community Addiction Services (CADS) – Brenda Atkin, Addiction Counsellor and Lyndsey Gilbert, Addiction Counsellor
- Family and Children’s Services of Guelph and Wellington County – Beth Farquharson, Children’s Services Worker and Don Bens, Children’s Services Worker
- Guelph Police Services – Ross Keller, Community Policing in the Schools
- Portage Ontario – Crystal Pacheco, Social Worker
- Ray of Hope – Glynis Burkhalter, Program Director
- Upper Grand District School Board – Lynn Woodford, Mental Health Lead
- Wellington Catholic District School Board – Jody Allward, Social Worker
- Wellington Guelph Drug Strategy – Adrienne Crowder, Manager, Andrea Kendall, Intern, Sarah Mahato, Program Assistant
- Wyndham House – Leisha Burley, Program Director and Adam Metcalfe, Manager of Residential Services

The members of the Wellington Guelph Drug Strategy (WGDS) Youth Addiction Project Working Group (YAPWG) provided the energy and information that shaped this report. M&T's Graphics Factory assisted with its design and layout. Youth from our community generously shared their lived experience. Andrea Kendall and Sarah Mahato conducted the focus groups and led the Point-In-Time survey respectively. A great big "Thank You" to one and all!

We'd love to hear from you! For inquiries, comments, or more information on the content of this report, please contact:

Wellington Guelph Drug Strategy
176 Wyndham St. N | Guelph, ON N1H 8N9
519-821-6638 Ext. 350, acrowder@guelphchc.ca

INTRODUCTION AND KEY FINDINGS

The Wellington Guelph Drug Strategy Youth Addiction Project Working Group (YAPWG) formed in 2015, with a mandate from the WGDS Committee to review youth addiction services in Guelph and Wellington County, and to offer recommendations for service improvements.

Early in the project three key areas of need were identified:

- the need to enhance the availability of in-school addiction counselling,
- the need to enhance youth outreach services and
- the need for youth-oriented withdrawal management services.

The YAPWG members represent youth services in Wellington County. They have provided information and insight about local addiction and mental health services. In order to learn how other areas deliver youth addiction services, the YAPWG met with and interviewed key staff from the following organizations: Ray of Hope in Waterloo Region, Choices for Change in Perth County, POSSE Outreach Services in Halton Region, One Roof in Kitchener, Rideauwood Addiction and Family Services in Ottawa and the Eastern Ontario Catholic District School Board.

YAPWG conducted focus groups to speak to youth about their substance use. Through this process we heard how at-risk youth want to be involved in designing the services that are provided to them, and how it is important to offer services where youth congregate in order to reduce access barriers.

On Dec 10, 2015, YAPWG conducted a Point-in-Time survey with participation from 20 organizations which service youth in Wellington County. Through this process, we learned about the prevalence of substance use for 4,048 youth between the ages of 12-24 in Guelph and Wellington County. This survey told us that 35% of these youth, ages 12-17, are using substances, as are 19% of youth between the ages of 18-24.

What we discovered:

- We were inspired to learn about the youth-helping-youth harm reduction model that has been developed by POSSE, Halton Region's Youth Outreach service.
- We were in awe of the resources that allow Rideauwood Family and Addiction Services to place school-based addiction counsellors in 45 Ottawa area high schools for 14 hours per week in each school, knowing that in Guelph funding supports a .8 Full Time Equivalent position to work approximately 1-3 hours per week in each of 7 local high schools and 4 alternative schools.
- We were saddened to learn that out of the 24 youth who participated in the focus groups, most felt that their substance use was very negatively impacting their lives and yet many were not aware of either harm reduction or treatment services.
- We were challenged to learn through the Point-in-Time survey that 90% of youth in Guelph who were accessing emergency shelter services were actively using substances on the day of the survey.

Most importantly, our report contains 12 recommendations to improve local services. Several of these require only minor redeployments of resources in order to effect significant change. Others will require more substantive resource investments to bring youth addiction services in Guelph and Wellington County up to an equitable and effective threshold. Please read on...

RECOMMENDATIONS

1. Engage youth in the design of youth addiction service system improvements

- Invite the voice of youth with lived experience to assist in youth addiction service system design to enhance the value of these services to their consumers.
- Youth who attended the YAPWG focus groups expressed interest in being invited to participate in designing services.

2. Co-locate addiction services to reduce barriers to accessing services

- Provide addiction counselling and support services where youth congregate, i.e. at Wyndham House Resource Centre, or the Guelph Community Health Centre, or The West End Community Centre, etc.
- Co-locate youth addiction and mental health services at one geographic location, and/or under one administrative body to enhance delivery of complexity capable services.

3. Cross-train mental health service providers in addictions treatment

- Cross-train CMHA WWD Mental Health workers to also provide addiction counselling, and provide ongoing supervision and training to integrate skill development.
- Similarly, cross train addiction workers to deliver mental health services.
- At current staffing levels, cross-training mental health and addiction workers would increase the capacity of youth addition services in Wellington County 6-fold.

4. Enhance the capacity of the Guelph's Youth Services Providers Network (YSPN)

- Resource the YSPN to become an active community of practice by embedding opportunities for knowledge and skill-development at its meetings, thereby expanding its current information-sharing process.

5. Develop youth-specific harm reduction programming

- Adopt POSSE's harm reduction model of youth-helping-youth in Wellington County.
- This youth-helping-youth model has proven its efficacy.

6. Fund youth-specific outreach services and locate them where street youth congregate

- The most marginalized youth currently don't access addiction services.
- Specialized youth addiction outreach services located at the youth shelter and/or Section 23 schools are required in Guelph to work with this population.

7. Offer a minimum of 2-days/week counselling in selected high schools

- Wellington County's in-school counselling services fall far behind a best-practice standard of 2 days a week in all high schools.
- Select one or more high-risk high schools in Wellington County in which to offer service at best practice levels, similar to the model used in Kitchener-Waterloo (see page 7).

8. Advocate for youth -oriented Community Withdrawal Management Services

- As Community Withdrawal Management Services are developed by the Waterloo-Wellington LHIN, advocate for them to be designed and developed to meet the needs of youth in Wellington County.

9. Work with school boards to offer effective substance education programming in schools

- Youth have told us that much of the information they received about substance use in schools did not meet their needs.
- Share substance use information with at-risk populations within local schools, thereby enhancing the provincial curriculum to meet local needs.

10. Promote the Be Safe app to high risk youth who own cell phones

- The Be Safe app offers youth who have smartphones an easy way to carry a Personal Safety Plan with them at all times.

- This app is available on both Android and iOS operating systems and can be actively promoted to support youth safety and wellness.

11. *Develop youth-run social enterprises to employ youth who are street oriented and do not attend school*

- Follow the example set by One Roof in Kitchener and create one or more social business enterprises that are led and staffed by at-risk youth.

12. *Collaborate with the City and County to increase pro-social recreational opportunities for at-risk youth*

- Enhance the STEPS program so that pro-social activities such as dodge ball and volleyball, art and creative studio spaces are more frequently available to at-risk youth.
- Invite service providers to participate in these activities in order to build relationships with this client population.

REVIEW OF POLICY PAPERS AND REPORTS ADDRESSING THE DELIVERY OF YOUTH ADDICTION SERVICES IN WELLINGTON COUNTY

In developing “We Can Do Better,” the YAPWG reviewed provincial and regional reports and policy papers focusing on both prevention and youth addiction treatment services. (Please see a full list of these reports on page 6).

Existing regional reviews and reports identified service gaps for youth with addictions issues, including the need for a youth-oriented withdrawal management service as well as a lack of services for transitional aged youth. They also strongly recommended that community organizations work collaboratively to meet best practice standards and promoted wrap-around service models for children and youth. Several of the reports also acknowledged the extent to which many organizations in Guelph and Wellington County have incorporated an anti-oppressive framework into their practice. However, specific steps to guide the implementation of evidence-based best practices at the local level, and recommendations for accountability and oversight for services were absent.

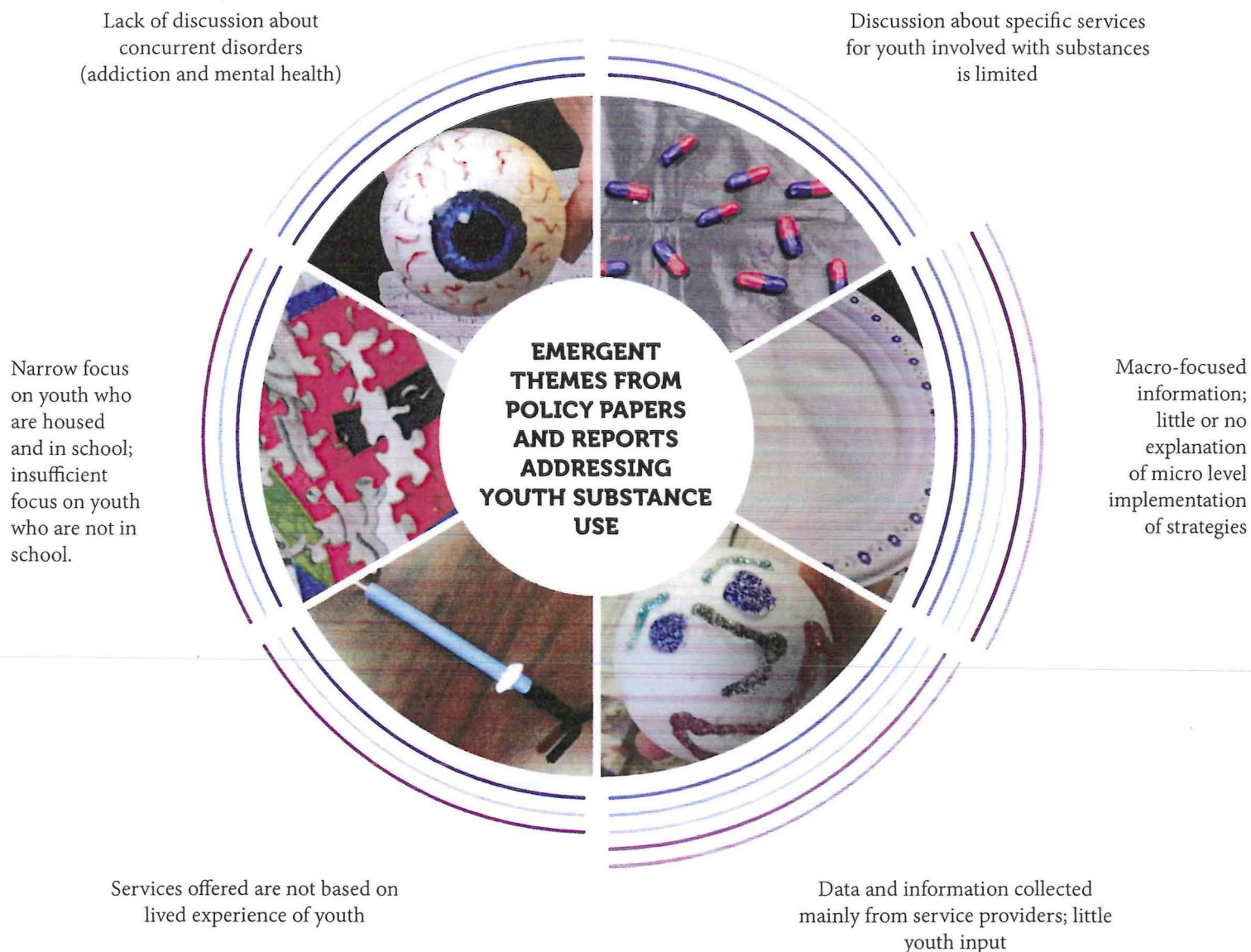
The provincial reports offered broad policy direction for mental health services for children and youth, however policy recommendations focusing on the service needs of youth with addictions and/or concurrent disorders are noteworthy in their absence.

The focus of the YAPWG “We Can Do Better” report is on the needs of youth (12-24 years of age) who struggle with substance use in the City of Guelph and Wellington County. It has been created to bring additional information and insight into developing equitable, appropriate, and research-informed services for the youth in Guelph and Wellington County who are struggling addictions challenges.

From the perspective of its creators, this report adds to the current literature by:

- 1 - Bringing the voice of youth with lived experience to the table;
- 2 - Putting the spotlight on youth with addiction and/or concurrent issues;
- 3 - Examining local needs within the City of Guelph and the County of Wellington;
- 4 - Suggesting 12 actionable recommendations to implement best practice service models and frameworks.

WHAT DO POLICY PAPERS & REPORTS SAY?



Sources:

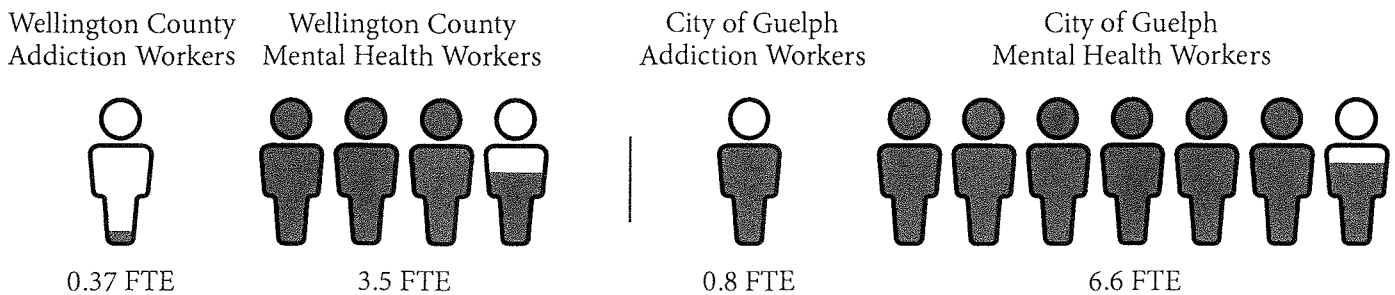
- Institute for Clinical Evaluative Sciences (2015) The Mental Health of Children and Youth in Ontario.
- Ministry of Children and Youth Services (2011) Ontario's Policy Framework for Child and Youth Mental Health.
- Ministry of Health and Long-Term Care (2011) Open Minds, Healthy Minds: Ontario's Comprehensive Mental Health and Addictions Strategy.
- Ministry of Children and Youth Services (2013) Child and Youth Mental Health Service Framework (Draft).
- Waterloo Wellington Local Health Integration Network (2012) Addictions Integration Project: Final Report.
- Waterloo Wellington Local Health Integration Network (2014) Stakeholder Consultation, January 24, 2014.
- Waterloo Wellington Local Health Integration Network (2015) Waterloo Wellington LHIN Review of Youth Addictions Health Programming: Final Report.
- Wellington Guelph Drug Strategy (2013) Changing Futures: The Wellington Guelph Substance Misuse Prevention & Mental Health Promotion Framework.
- Wellington Guelph Drug Strategy (2014) Review of Withdrawal Management Continuum of Care in WWLHIN: Final Report.

BENCHMARKING YOUTH ADDICTION SERVICES IN GUELPH & WELLINGTON COUNTY

How do youth addiction services in Guelph & Wellington County compare to local mental health services and addiction services in other regions?

LOCAL SERVICES (FOR YOUTH AGES 12 - 18)

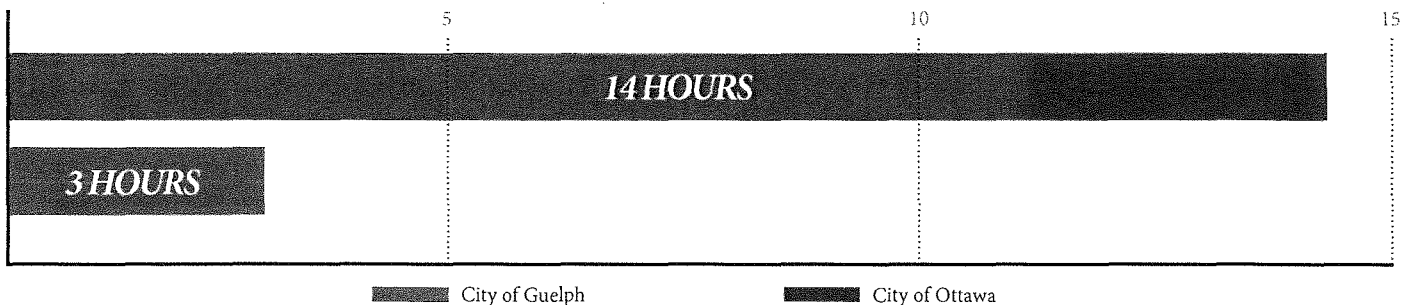
Services in Guelph & Wellington County



Youth Addiction services are provided by CADS and funded by the LHIN. | Youth mental health services are provided by CMHA and funded by MCYS.

Youth Addiction Services in Guelph Compared to Ottawa

Funded Addiction Counseling Hours
Per week Per High School



The Kitchener-Waterloo Youth Addiction Services Model

Kitchener-Waterloo has one designated urban and high-risk school. It has 1.0 FTE dedicated to addiction counseling



4 other schools have one worker present per school, 16 hours per week.

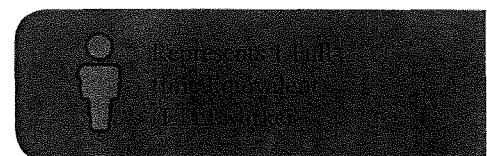


20 high schools are served by Community based treatment (Ray of Hope) on an as needed basis.

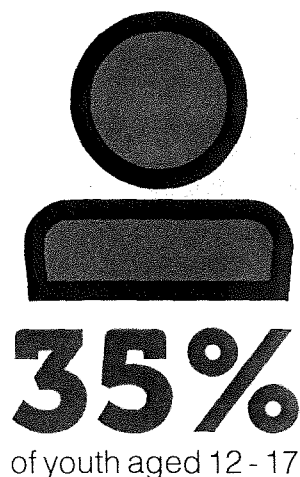
The Ottawa Youth Addiction Model

Rideauwood Addictions and Family Services in Ottawa represents a best practice standard for youth addiction services.

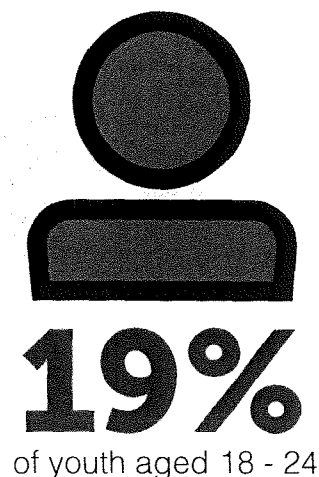
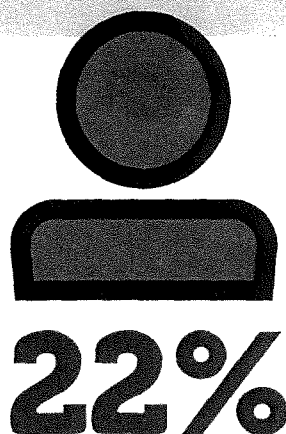
Rideauwood Addictions and Family Services employs one worker 2 days per week in each of its 45 high schools. Youth addiction services in Guelph are provided by CADS, with one 0.8 FTE to serve 7 high schools and 4 alternative schools.



POINT IN TIME COUNT: A SNAP SHOT OF YOUTH SUBSTANCE USE IN WELLINGTON AND GUELPH ON DECEMBER 10, 2015



*What proportion of youth are
active substance users in
Guelph & Wellington County*



WHAT IS A POINT-IN-TIME COUNT (PITC)?

This PITC survey captured a snapshot of the number of youth who are actively using substances who accessed health, educational, or social services in Guelph and Wellington County on December 10, 2015. This benchmark will assist policymakers and program administrators to develop programs and processes to address youth substance use and addiction.

* Based on the case reports for 4,048 youth being served at 20 agencies in Guelph and Wellington County.

** Active substance use means that a youth is using one or more substances for non-medical purposes. Substances include: alcohol, cannabis, opiates prescribed to others or purchased on the street, crystal meth or other stimulants, benzos and/or other substances (nicotine was excluded from this PITC).

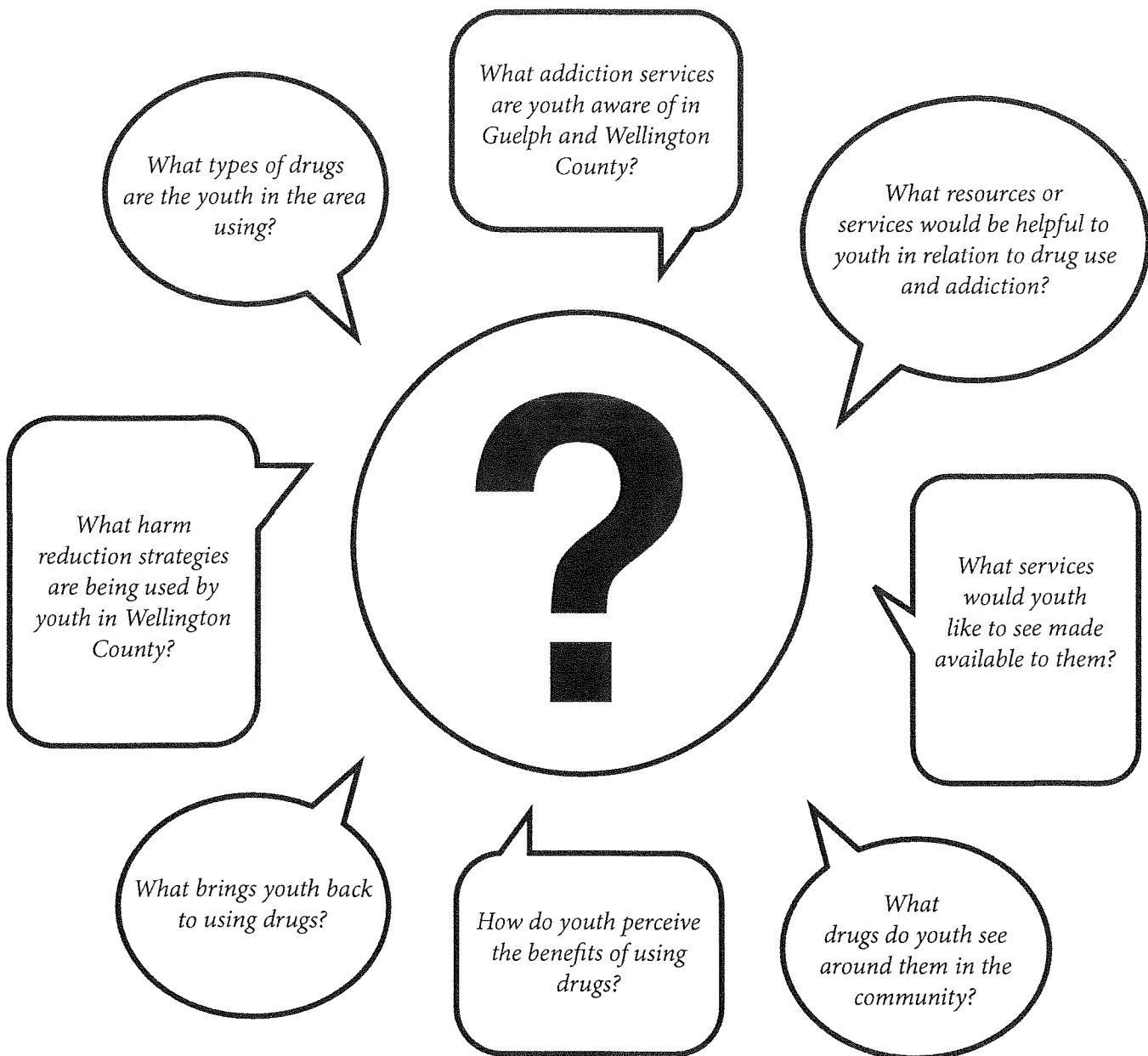
YOUTH ADDICTIONS FOCUS GROUP

Purpose Of Research

YAPWG was interested in learning about youth addiction from the perspective of youth themselves. Through the facilitation of four focus groups, this study collected information about youth substance use, and youth experiences with local addiction services.

Exploring what youth who are described as "high risk" have to say about the state of addictions services, as well as substance use within the community, is important because these individuals have been largely excluded from previous studies and reports.

More specifically, YAPWG wanted to know more about:



FOCUS GROUP PARTICIPANTS



24 participants

Ages range from 15 - 24

12 identified as female

11 identified as male

1 identified as trans

FOCUS GROUP PROCESS

The focus groups were conducted at four locations within Wellington County which serve youth (schools, resource centers, and social service agencies). Arts-based research methods were chosen, as this style of research is engaging and provides creative ways for youth to share information.

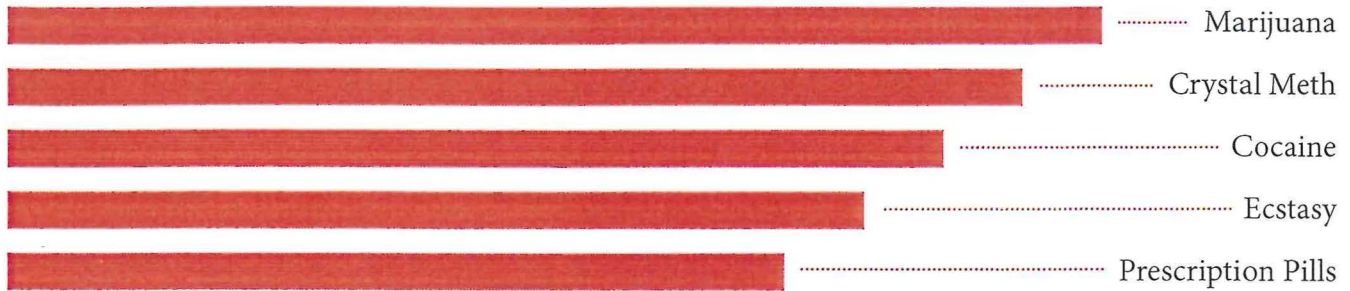


FINDINGS

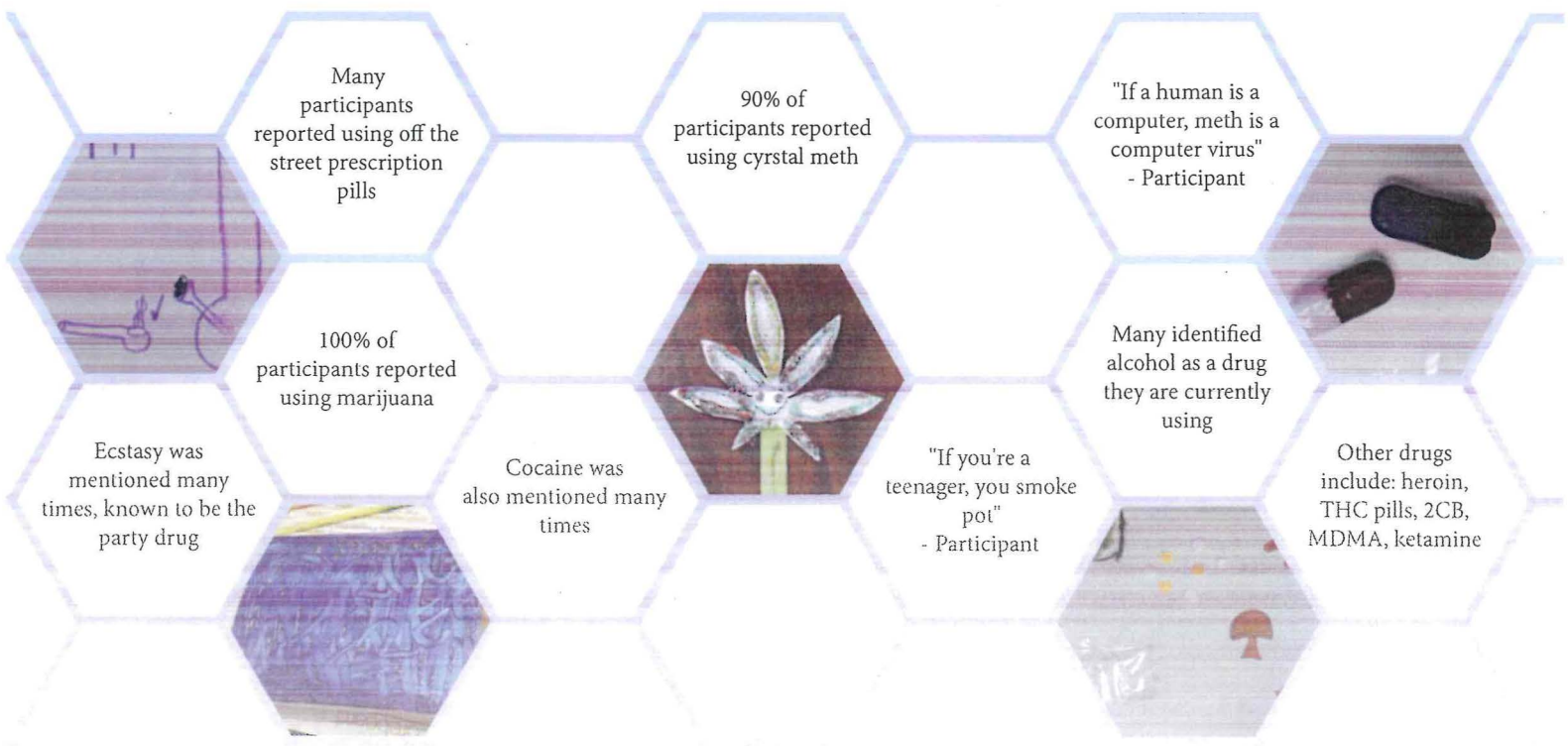
The information extrapolated from the focus groups point to very important issues which demand further attention. Some of the most poignant findings of the study are outlined below.

Drugs in the Community

Listed below are the most commonly mentioned substances, in order of the frequency of their use:



DRUGS YOUTH REPORTED USING



YOUTH EXPERIENCES OF ADDICTION SERVICES

When asked about their experiences using youth addiction services, two key themes emerged: some youth felt as though there was a lack of resources for youth, others felt that, in comparison to other communities they are familiar with, there are many services available to them in Guelph.

Many youth involved in the focus groups were largely unaware of addictions services in the region, stating:

"From what I've heard, it's not enough. But I've never really sought out addiction services"

- Participant

"Personally like I don't see a lot of things to reach out for... if you were to like just seek it out yourself, personally it's hard to find"

- Participant

"There's nothing really in Guelph.

Not that I know of at least"

- Participant

"There's lots of services here compared to other places. When I was living back in New Brunswick... they don't have any services really for rehabilitation. They don't have anything, no methadone clinics or anything like that... no detox or anything. So when you compare that place to here, there's a lot of resources"

- Participant

"There are many harm reduction groups that happen. It's just nobody goes to them"

- Participant

QUOTES FROM YOUTH



"There is absolutely no benefit to using drugs. Other than the fact that you get high, it just completely ruins your life. It doesn't happen right away, but in time it will." - Participant

"Guelph kind of sucks when it comes to being an addict because there's no help at all" - Participant



"I feel like no matter what, you need someone else in order to get help. You can't do it yourself" - Participant

"In an ideal world, no one does drugs" - Participant



"Meth destroys any life. Like it doesn't matter who you are, you cannot manage a life on meth ... It takes over your life" - Participant

"Drugs are not beneficial at all. The only benefit I had was that I felt like I was someone completely different" - Participant



"I just bring myself back to like how bad I got and how I don't want to get back to that point. No matter how bad my trigger is, it's not bad enough that I could put myself back there" - Participant

"Drugs are terrible in my eyes. They destroyed my life" - Participant



IDEAS FROM YOUTH

Youth who participated in the study had a number of key suggestions pertaining to services they would like to see in the community. The recommendations outlined below were provided by youth participating in the focus groups.

1

Provide Youth-Led, Lived Experience Services

Many participants within all four focus groups shared that they felt services and supports should be youth-led, and involve someone who has lived experience with substance abuse and addiction. They shared that many programs take an abstinence-based approach and relate to (and are facilitated by) adults. Youth do not see abstinence as realistic or welcoming, and see this type of service as a barrier which keeps them from accessing resources and services.

2

Improve Educational Programs in Schools

Participants also mentioned that they felt it would be beneficial to have substance abuse programming in schools offered at an early age in order to promote prevention and harm reduction. A number of youth shared that more comprehensive information about drugs would have prevented them from trying them in the first place. Some participants were unaware of what “harm reduction” meant, and suggested that more information about this be provided to youth. Others shared that drug programs such as D.A.R.E are incorporated too early in the school system, and should be offered multiple times, at older ages, such as high school. Youth mentioned that it would be helpful if these programs also informed them about addiction services in the community, as many expressed that they and their peers were largely unaware of any services in the community.

3

An Increase in Outreach Services

A number of participants shared that there is not enough youth outreach support in Guelph. Many participants mentioned that they prefer outreach services. They are either unaware of other services in the community that are youth-specific, or they do not feel comfortable accessing such services due to not feeling welcome in certain spaces. Several people expressed an appreciation for the work done by CADS, but raised concern over the scarcity of this resource, given the level of need.

4

More Youth-Specific Treatment Facilities

Several youth involved in the focus groups mentioned that they would like to see youth-specific treatment facilities within Wellington County. While many were unaware of local addiction services which do accept youth, those who knew about them explained that they are directed to Kitchener for services, which was not ideal. Addiction services that offer youth and adults counseling in one location was seen as a significant barrier for youth seeking these services.

CELEBRATING STRENGTH, RESILIENCE, & SUCCESS

With help, people can get better. Here are accounts from local youth who are on the road to recovery from substance abuse.

What are you most proud of about where you're at today?

"When I woke up in the hospital and saw my reflection, I had enough. And now... well, I never thought I could achieve 5 ½ months sober. I am now able to hold my head up high and feel empowered"- Participant

"I need to be careful not to get ahead of myself, however I am very proud of having today. I take each day day-by-day, retaining that humility. There was a lot of motivators and I am proud of the progress I have made. I am proud that I was open enough to attend AA, getting a sponsor and reaching out for help and getting that support back. I was open minded and willing to follow through with the changes necessary to turn my life around. It is a matter of knowing what support is available and using it." - Participant

What has changed the most for you?

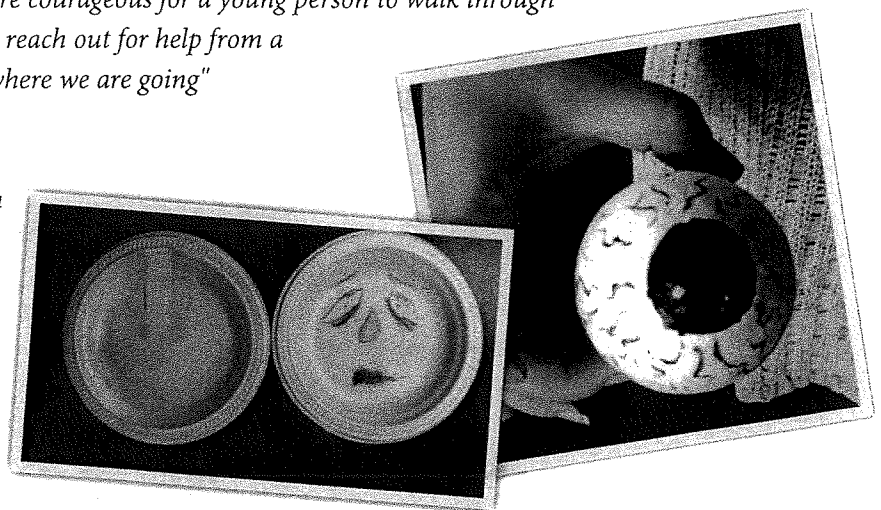
"I am not hiding my emotions anymore; I am able to express them in a healthy way. I have a generally happier and relaxed frame of mind and I have never felt like this before. Physically I feel 300% better. Socially, I have lost about half of my friends. I have learned who my real friends are but today, I can say I am okay with that"
- Participant

"My frame of mind is the most significant change. I have more of a realization that spirituality is an important component. I am learning to be grateful for things I have, versus looking at what I do not have. I am also learning about forgiveness. The accountability piece is important honesty with self and others is vital" - Participant

For others in a similar situation, what would you tell them that you think would be helpful to them?

"It will get easier once you own up to the changes that need to be made. I have made mistakes and I have decided to make the changes to live a better life. I can relate with those who are going through this journey and support is so important along the way. I feel it is more courageous for a young person to walk through the doors of their first 12-step meeting, or reach out for help from a counselor. It's not where we've been, it's where we are going"
- Participant

"Acknowledging that I can relate. Explain to them they are not alone in those thoughts and feelings and that there are a lot of similarities to be drawn from your story and other peoples stories. Keep an open mind and an open heart to different solutions" - Participant





WGDS

Fact Sheet

WELLINGTON GUELPH DRUG STRATEGY

Fact Sheet Prepared by Kim Chuong & Ceilidh Wilson
Research Shop, University of Guelph, 2013

What is the Wellington Guelph Drug Strategy?

The WGDS is a coalition of more than 30 partner agencies and members of the City of Guelph and the County of Wellington who are working to implement a **4-Pillars Drug Strategy** to reduce the impacts and harms of drug and substance misuse.

Our Vision: A life free of harm from substance use for all residents of the City of Guelph and Wellington County.

Our Mission: We are committed to the ongoing development and implementation of a community-based, funded drug strategy that will improve the quality of life for residents of the City of Guelph and Wellington County.

Our Value Statements:

- ❖ We value collaboration through both partnership and participation. The meaningful engagement of our members and our community is integral to our success;
- ❖ We work with a client-centred focus. We value the voices of individuals with lived experiences, recognizing how important their input is in our work;
- ❖ Open communication, trust and transparency are essential to each of our processes;
- ❖ We value a knowledge-base in all of our work, whereby best-practices, applied research and evaluation will contribute to the effectiveness of our projects and overall strategy;
- ❖ We will continually demonstrate our accountability, showing both to our funders and to the community that we are committed to building a healthier Guelph and Wellington County.

The 4 –Pillars Drug Strategy

Prevention: Prevention initiatives strive to address the broad range of contributing issues to substance misuse. They include the promotion of healthy families and communities, preventing or delaying the onset of substance use, strengthening resiliency in families, children and youth, and reducing harm.

Treatment: Treatment services help individuals come to terms with their substance misuse and make healthy changes. They provide care along a continuum to support the specific needs of the individuals, and range in duration and intensity.

Harm Reduction: A health-centered approach with the goal of reducing health and social harms related to substance misuse. Harm reduction efforts include reducing the spread of communicable diseases, preventing overdose deaths, increasing contact with health care services or treatment programs, and reducing consumption of drugs on the street.

Enforcement: Drug use can pose a threat to public order and safety. Enforcement targets all hierarchical levels, from street level to organized crime distributors, and serves to improve coordination with health services.



WGDS Projects

The **Community Response to Crystal Meth** project is supported by the WGDS, Guelph Police Services and Stonehenge Therapeutic Community. This project has received funding from Proceeds of Crime, a Ministry of Community Safety and Correctional Services grant, to:

- 1) Provide an Addiction Support Worker to offer harm reduction and treatment services to community members who have received criminal charges as a result of their use of crystal meth;
- 2) Host the Meth Watch program which works with local businesses to monitor the sales of chemicals that are used in creating methamphetamine, and
- 3) To train local health and social services to increase their skills and knowledge to support clients using meth.

The **Community Framework for Youth** involves the promotion of a community-wide approach to dealing with substance abuse among area youth. The Youth Addiction Project Working Group's report, *We Can Do Better 2016*, has generated actionable recommendations which form a community blueprint for improving services for at-risk youth.

Drug Treatment Court is an alternative treatment program for individuals in the criminal justice system as a result of substance abuse concerns. It involves a combination of drug treatment, court monitoring, and connecting participants with local services.

Strengthening Families Program is a series of workshops for parents and youth to help overcome conflict and reduce the risk of substance abuse. The program is offered in two formats:

- 1) Strengthening Families for the Future (SFF) - a 14-week prevention and family-strengthening program for children aged 7-11 and their parents
- 2) Strengthening Families for Parents and Youth (SFPY) - a 9-week prevention and family-strengthening program for youth aged 12-16 and their parents.

Community-Based Naloxone Distribution is a peer-to-peer overdose prevention program to counter the effects of opiate overdose.

Prescription Drug Return Program is a collaborative program with the local police forces to collect and safely dispose of medications that are no longer in use.

Community Withdrawal Management, an alternative treatment modality to the residential detox programs, is being rolled out by the WWLHIN with support from WGDS community partners.

The **Alcohol Harm Reduction Strategy**, led by WDGPH will address issues of problem drinking.

Contact Us:

Wellington Guelph Drug Strategy
176 Wyndham St. N.
Guelph, ON. N1H 8N9
519-821-6638 ext. 350

Funding provided by:



Visit our website:

www.wgdrugstrategy.ca

Our Partners

- ARCH Guelph
- Canadian Mental Health Association WWD
- Centre for Addiction and Mental Health (CAMH)
- City of Guelph
- Community Network of Specialized Care
- Community Resource Centre of North and Centre Wellington
- County of Wellington
- County of Wellington – Ontario Works
- Dunara Homes for Recovery
- Family and Children's Services of Guelph and Wellington County
- Family Counselling and Support Services
- Guelph Community Health Centre
- Guelph Family Health Team
- Guelph General Hospital
- Guelph Police Services
- Guelph Wellington Emergency Medical Service
- Guelph Wellington Women in Crisis
- Homewood Health Centre
- Legal Clinic of Guelph and Wellington County
- Mount Forest Family Health Team
- Municipal Drug Strategy Coordinators Network of Ontario
- Ontario Addiction Treatment Centres (O.A.T.C.)
- Parent Action on Drugs (PAD)
- Portage Ontario
- Prevention Overdose Waterloo Wellington
- Sanguen Health Centre
- Second Chance Employment Services
- Stonehenge Therapeutic Community
- The County of Wellington Ontario Works
- Trellis Mental Health and Developmental Services
- University of Guelph
- Upper Grand District School Board
- Waterloo Region Crime Prevention Council
- Waterloo-Wellington Addiction and Mental Health Network
- Waterloo-Wellington John Howard Society
- Waterloo-Wellington Local Health Integration Network (WWLHIN)
- Wellington and Guelph Housing Services
- Wellington County OPP
- Wellington District Catholic School Board
- Wellington-Dufferin-Guelph Public Health Unit
- Wyndham House
- YM/YWCA of Guelph



Agenda

- Update re. Community Response to Crystal Meth
- WGDS Youth Addiction Project
- WGDS 2016 Workplan



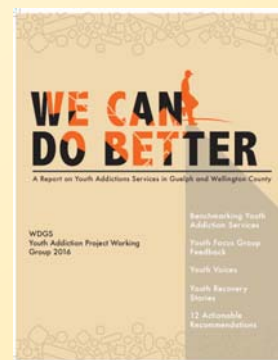
Community Response to Crystal Meth

- \$100,000 grant from Proceeds of Crime, Ministry of Community Safety and Correctional Services provided from Aug 2015 – May 2016
- Partners in operationalizing the grant: Guelph Police Services, Stonehenge Therapeutic Community and WGDS
- Multi-layered, multi-sector approach
- Key Activities
 - 1) Addiction Support Worker in Bail Court
 - 2) Meth Watch
 - 3) Training Health and Social Service Providers



Youth Addiction Project

- Review of Youth (12-24) Addiction and Youth Addiction Services in Guelph and Wellington County
- “We Can Do Better” report was released in January, 2016
- Key Findings: Benchmarking Services, Point in Time Count regarding Youth Substance Use, Youth Focus Groups
- 12 Actionable Recommendations
- We Are Doing Better – updates resulting from the report





WGDS 2016 Workplan

2016 Projects:

1. Community Response to Crystal Meth
2. Rapid Response Addiction Medicine Clinic
3. Youth Forum
4. Youth Addiction Project
5. Alcohol Harm Reduction Working Group
6. Prescription Drug Working Group
7. Ad hoc projects



Questions?

Thank you!

CONSENT AGENDA

April 25, 2016

His Worship the Mayor
and
Members of Guelph City Council.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate Council's consideration of the 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. The item will be extracted and dealt with immediately. The balance of the Consent Agenda will be approved in one resolution.

A REPORTS FROM ADMINISTRATIVE STAFF

REPORT	DIRECTION
CON-2016.15 Annual Asphalt, Contract 2-1601 1. That the tender of Brantco Construction, Cambridge be accepted for Contract 2-1601 for the Annual Asphalt Contract at a tendered price of \$2,258,956.15. 2. A contingency amount of \$500,000 be added to the total contract value. 3. The Mayor and Clerk be authorized to sign the agreement for Contract 2-1601 for the Annual Asphalt Contract for a total tendered plus contingency price of \$2,758,956.15 with actual payment to be made in accordance with the terms of the contract.	Approve
CON-2016.16 Stevenson Street Reconstruction Phase II (Grange Street to Bennett Avenue) Contract 2-1609 1. That the tender from Blue Con Construction be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract 2-1609 for the Stevenson Street Reconstruction Phase II Contract for a total tendered price of \$4,331,661.52 including HST with actual payment to be made in accordance with the terms of the contract. 2. That Council approve a budget increase in the amount of \$760,000 for project SC0003 WW12 Stevenson– York-Eramosa.	Approve

3. That the additional budget be funded via \$202,000 from the Wastewater Development Charge Reserve Fund and \$558,000 from the Wastewater Rate Capital Reserve.
4. Prepare a by-law for the temporary closure of Stevenson Street between Grange Street and Bennett Avenue during the period of construction.

attach.

STAFF REPORT



TO City Council

SERVICE AREA Infrastructure, Development and Enterprise

DATE April 25, 2016

SUBJECT **Annual Asphalt, Contract 2-1601**

REPORT NUMBER

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To award the tender for the Annual Asphalt Contract 2-1601.

KEY FINDINGS

The Annual Asphalt Contract includes the resurfacing of existing streets to extend their lifecycle as well as the placement of a final coat of asphalt on streets in new subdivisions.

FINANCIAL IMPLICATIONS

Funding for this contract is from approved capital budgets and developer contributions.

ACTION REQUIRED

City Council to approve the award of the tender for the Annual Asphalt Contract 2-1601.

RECOMMENDATION

1. That the tender of Brantco Construction, Cambridge be accepted for Contract 2-1601 for the Annual Asphalt Contract at a tendered price of \$2,258,956.15.
2. That a contingency amount of \$500,000 be added to the total contract value.
3. That the Mayor and Clerk be authorized to sign the agreement for Contract 2-1601 for the Annual Asphalt Contract for a total tendered plus contingency price of \$2,758,956.15 with actual payment to be made in accordance with the terms of the contract.

BACKGROUND

The City of Guelph uses a pavement information system to determine which streets will be resurfaced in any given year. Pavement conditions, pavement age, traffic

STAFF REPORT



volumes, timely maintenance and work are all monitored and ultimately influence the timing and need for road rehabilitation and preservation projects. The road resurfacing program in Guelph is completed under the Annual Asphalt contract.

In new subdivisions, placement of the final or “top” coat of asphalt is completed by the City and funded through developer contributions. This work is also included in the Annual Asphalt contract.

REPORT

The Annual Asphalt 2016 project was tendered on March 1, 2016 as Contract 2-1601. The contract work includes the rehabilitation of existing roads, hot mix asphalt paving and associated improvements including curb and gutters and sidewalks at various locations within the City as part of our ongoing infrastructure sustainability initiatives. The improvements will not include underground infrastructure.

In addition, the contract also includes placement of hot mix asphalt paving on new subdivision streets in various locations within the City.

Tenders for project were received Tuesday, March 15, 2016 as follows:

1. Brantco Construction, Cambridge	\$2,258,956.15
2. Capital Paving Inc., Guelph	\$2,383,015.74
3. Coco Paving Inc., Petersburg	\$2,711,000.00
4. Steed and Evans Limited, Heidelberg.....	\$2,798,000.00
5. Hycon Servicing Inc., Kitchener	\$2,945,781.56
6. Cox Construction Limited, Guelph	\$3,053,604.90

The tenders were checked for legal and arithmetic accuracy. All were found to be arithmetically correct in the above order of tender. It is therefore recommended that the contract be awarded to Brantco Construction in the amount of \$2,258,956.15.

Given that the amount of subdivision work can vary depending on timing of completion by third parties, a conservative estimate for the work has been carried in the contract. As such, it is also recommended that a contingency in the amount of \$500,000 also be approved to allow for any potential additional work required on behalf of third parties. This additional work will be funded through developer contributions.

CORPORATE STRATEGIC PLAN

3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City

STAFF REPORT



FINANCIAL IMPLICATIONS

Funding for this contract is from approved capital budgets and developer contributions.

DEPARTMENTAL CONSULTATION

Various City staff from Operations, Traffic Investigations, Water Services, Wastewater Services, Transportation Planning and Infrastructure Services were consulted regarding the proposed list for rehabilitation and have provided their input.

COMMUNICATIONS

The annual asphalt program street listing will be published in the Guelph Tribune and will be posted on the www.guelph.ca/construction website. As well, a notice of construction will be sent to all residents and businesses in the project areas prior to construction commencing.

ATTACHMENTS

- | | |
|--------------|--|
| Attachment 1 | Budget and Financial Schedule |
| Attachment 2 | 2016 Annual Asphalt Program link:
http://guelph.ca/seasonal/2016-annual-asphalt-list |

Report Author

Joe de Koning, P.Eng.
Manager, Technical Services

Approved By

Kealy Dedman, P. Eng.
General Manager/City Engineer
Engineering and Capital
Infrastructure Services
519-822-1260, ext.2248
kealy.dedman@guelph.ca

Recommended By

Scott Stewart, C.E.T.
Deputy CAO
Infrastructure, Development
and Enterprise
519-822-1260, ext. 3445
scott.stewart@guelph.ca

Attachment 1
Budget and Financing Schedule

JDE Project number: RD0078/RD0271/DA0222/RB0003/RD0276/RD0280/720-2111/1.0802.SITE/PG0073/DA0188/DA0150/DA0192/DA0208/DA0099/DA0221/DA0174/DA0195/I
Project name: **Annual Asphalt Paving at varios locations**
Contract #: 2-1601
Prepared by: Walter Estrada
Date: March 30, 2016

		Total Cost	External Financing			Internal Financing		
			Federal Gas Tax	Developers Accounts	Development Charge	Current Revenues	City Reserves	Debt
A. Budget Approval & Additional Funding								
RD0078	Victoria- Stone -Arkell	6,875,000		274,000	4,093,400		2,507,600	
RD0271	Stone - Evergreen to Victoria	5,900,000			4,130,000		1,770,000	
RB0003	Bridge Reconstruction	475,000	240,000				235,000	
RD0276	Pavement Deficit	11,841,000	9,472,800				2,368,200	
RD0280	Major Road Reconstruction	7,830,000	4,869,000				2,011,000	950,000
PG0073	Parking Lot Lifecycle	150,000					150,000	
DA0222	Paisley Rd	986,535		986,535				
DA0188	Chillico Glen Part B	63,659		63,659				
DA0150	Kortright East Ph 2	150,946		150,946				
DA0192	MorningCrest	259,148		259,148				
DA0208	Arkell Meadows	109,142		109,142				
DA0099	Watson Creek Ph 2	26,480		26,480				
DA0221	Pergola Ph 2	475,730		475,730				
DA0174	Pergola Ph 1	68,829		68,829				
DA0195	Westminster Woods Ph 5	260,699		260,699				
DA0194	Cityview Heights Ph 2	160,024		160,024				
720-2111.2404	Roads Summer (Asphalt)	279,825					279,825	
1.0802.site	1405 Gordon St	56,231		56,231				
1.0802.site	185-205 Goodwin DR (Letter of Credit)	150,367		150,367				
1.0802.site	803 Gordon St	54,076		54,076				
Budget Approval		36,172,691	14,581,800	3,095,866	8,223,400	0	9,321,625	950,000
B. Budget Requirement								
RD0078	Victoria- Stone -Arkell	\$ 127,742						
RD0271	Stone - Evergreen to Victoria	\$ 26,200						
RB0003	Bridge Reconstruction	\$ 42,605						
RD0276	Pavement Deficit	\$ 1,194,174						
RD0280	Major Road Reconstruction	\$ 177,355						
PG0073	Parking Lot Lifecycle	\$ 107,086						
DA0222	Paisley Rd	\$ 43,378						
DA0188	Chillico Glen Part B	\$ 50,605						
DA0150	Kortright East Ph 2	\$ 150,000						
DA0192	MorningCrest	\$ 39,420						
DA0208	Arkell Meadows	\$ 25,252						
DA0099	Watson Creek Ph 2	\$ 11,470						
DA0221	Pergola Ph 2	\$ 29,042						
DA0174	Pergola Ph 1	\$ 15,926						
DA0195	Westminster Woods Ph 5	\$ 27,366						
DA0194	Cityview Heights Ph 2	\$ 21,240						
720-2111.2404	Roads Summer (Asphalt)	\$ 142,446						
1.0802.site	1405 Gordon St	\$ 6,822						
1.0802.site	185-205 Goodwin DR	\$ 17,760						
1.0802.site	803 Gordon St	\$ 3,069						
Tender Price: Brantco Construction (excl HST)		\$ 2,258,956						
City Share		\$ 1,704,644	687,170	145,893	387,529	0	439,283	44,769
Developers Share		\$ 583,795	235,337	49,965	132,718	0	150,443	15,332
		\$ 2,288,439	922,507	195,858	520,247	0	589,726	60,101
Total Cost: Brantco Construction (including HST)								
plus: Expenditures to Date - All Projects		27,129,857	10,936,486	2,321,929	6,167,627	0	6,991,306	712,509
plus: Committed Work on Existing POs & Contracts - All Projects		3,770,681	1,520,023	322,717	857,216	0	971,696	99,029
plus: Contingency- All Projects		0	0	0	0	0	0	0
plus: Future Work- All Projects		2,983,714	1,202,784	255,363	678,309	0	768,897	78,361
TOTAL BUDGET REQUIREMENT		36,172,691	14,581,800	3,095,866	8,223,400	0	9,321,625	950,000
C. Surplus / (Deficit)			0	0	0	0	0	0
D. Revised project budget			36,172,691	14,581,800	3,095,866	8,223,400	0	9,321,625

Summary					
Capital Budget	Budget	Expenditures to date	PO Commitment s	This Request	Balance
RD0078	Victoria- Stone -Arkell	6,875,000	6,641,292	97,886	129,990
RD0271	Stone - Evergreen to Victoria	5,900,000	5,050,832	822,426	26,661
RB0003	Bridge Reconstruction	475,000	275,070	896	43,354
RD0276	Pavement Deficit	11,841,000	10,359,083	97,728	1,215,192
RD0280	Major Road Reconstruction	7,830,000	4,803,581	1,916,454	180,476
PG0073	Parking Lot Lifecycle	150,000			108,971
DA0222	Paisley Rd	986,535	459,508	43,378	483,649
DA0188	Chillico Glen Part B	63,659	0	50,605	13,055
DA0150	Kortright East Ph 2	150,946	0	150,000	946
DA0192	MorningCrest	259,148	0	39,420	219,728
DA0208	Arkell Meadows	109,142	20,000	25,252	63,890
DA0099	Watson Creek Ph 2	26,480	0	11,470	15,010
DA0221	Pergola Ph 2	475,730	167,349	29,042	279,339
DA0174	Pergola Ph 1	68,829	26,022	15,926	26,881
DA0195	Westminster Woods Ph 5	260,699	0	27,366	233,333
DA0194	Cityview Heights Ph 2	160,024	74,233	21,240	64,551
720-2111.2404	Roads Summer (Asphalt)	279,825	88,179	142,446	49,200
1.0802.site	1405 Gordon St	56,231		6,822	49,408
1.0802.site	185-205 Goodwin DR	150,367		17,760	132,608
1.0802.site	803 Gordon St	54,076		3,069	51,008
TOTAL	36,172,691	27,129,857	3,770,681	2,288,439	2,983,714

STAFF REPORT



TO City Council

SERVICE AREA Infrastructure, Development and Enterprise

DATE April 25, 2016

SUBJECT **Stevenson Street Reconstruction Phase II (Grange Street to Bennett Avenue)
Contract 2-1609**

REPORT NUMBER

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To award the tender from Blue Con Construction and to authorize the Mayor and Clerk to sign the agreement for Contract 2-1609 for the Stevenson Street Reconstruction Phase II (Grange Street to Bennett Avenue).

KEY FINDINGS

- The proposed reconstruction project will upgrade the existing underground infrastructure and urbanize the section of Stevenson Street from Grange Street to Bennett Avenue.
- The construction contract is expected to be completed by December 2016. During the construction period, Stevenson Street will be closed through the project limits and traffic will be detoured.

FINANCIAL IMPLICATIONS

Funding for this contract is from approved capital budgets.

ACTION REQUIRED

City Council to approve the award of the tender for the Stevenson Street Reconstruction Phase II Contract 2-1609.

RECOMMENDATION

1. That the tender from Blue Con Construction be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract 2-1609 for the Stevenson Street Reconstruction Phase II Contract for a total tendered price of \$4,331,661.52 including HST with actual payment to be made in accordance with the terms of the contract.
2. That Council approve a budget increase in the amount of \$760,000 for project SC0003 WWI2 Stevenson - York-Eramosa.

STAFF REPORT



3. That the additional budget be funded via \$202,000 from the Wastewater Development Charges Reserve Fund and \$558,000 from the Wastewater Rate Capital Reserve.
4. Prepare a by-law for the temporary closure of Stevenson Street between Grange Street and Bennett Avenue during the period of construction.

BACKGROUND

The Water and Wastewater Servicing Master Plan (WWSMP) study was completed in 2008 and recommended replacement of the Stevenson Sanitary Trunk Sewer to address existing capacity deficiencies and to allow for future intensification. Since that time, Stevenson Street has been reconstructed from York Road to Grange Street as the first phase in accordance with the WWSMP recommendation. Engineering and Capital Infrastructure Services staff have been working with the City's consultant to complete the design and tender documents for the second phase of reconstruction of Stevenson Street from Grange Street to Eramosa Road. This Phase II work will be completed in two stages with the first stage from Grange Street to Bennett Avenue to be constructed in 2016 and the remaining section from Bennett Avenue to Eramosa Road to be constructed in 2017. The proposed work includes replacement and upgrading of the storm sewer, sanitary trunk sewer, watermain, curb and gutter, sidewalks, driveway aprons, landscaping and asphalt paving.

In addition, the road cross section will be reduced from a four-lane road to a two-lane road to accommodate new cycling lanes as recommended by the Cycling Master Plan. The Cycling Master Plan is a 10-year strategy to make cycling easier, safer and more accessible in Guelph by building a connected network of on- and off-road bike facilities throughout Guelph. It is part of the City of Guelph's efforts to support sustainable transportation, relieve traffic congestion, and make mobility accessible to all road users.

The Stevenson Street Reconstruction Phase II from Grange Street to Bennett Avenue project was tendered on March 15, 2016 as Contract 2-1609. The contract scope includes installation of storm sewer, sanitary trunk sewer, watermain, curb and gutter, sidewalk, road paving, landscaping, traffic signals, addition of cycling lanes and improvements at the Stevenson and Grange intersection and Cassino Avenue.

The construction work is expected to be completed in 2016. During construction, Stevenson Street will be closed to through traffic for approximately six (6) months and traffic detours will be in place as previously described in the March 17, 2016 Information report, (Road Closure – Stevenson Street Reconstruction Phase II Grange Street to Bennett Avenue.)

[Road Closure – Stevenson Street Reconstruction Phase II \(Grange Street to Bennett Avenue\)](#)

STAFF REPORT

REPORT

Tenders for the above mentioned project were received the 31st day of March, 2016 as follows:

Tenderer	Location	Tender Price (incl. 13% HST)
1) Blue Con Construction	London	\$4,331,661.52
2) Gedco Excavating Ltd.	Brantford	\$4,791,582.08
3) Sierra Infrastructure Inc.	Woodstock	\$5,378,787.04
4) Morley's Contracting (Brantford) Ltd.	Paris	\$5,476,069.98
5) Network Sewer and Watermain Ltd.	Cambridge	\$5,529,178.21

The tenders were checked for legal and arithmetic accuracy. All were found to be in order except for three bids submitted. The above totals show the results of the correct addition for the bids received. The lowest tenderer, Blue Con Construction, Ontario has completed similar works for the City of London previously. Staff therefore recommend that the contract be awarded to this firm.

CORPORATE STRATEGIC PLAN:

3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City.

FINANCIAL IMPLICATIONS:

Funding for this contract is from approved capital budgets.

DEPARTMENTAL CONSULTATION:

Throughout the design process, Engineering and Capital Infrastructure Services staff engaged in consultation with several City departments including Water Services, Wastewater Services, Operations Department, Transit Services, and City Staff on our circulation list. Their feedback and recommendations are reflected in the final design.

COMMUNICATIONS:

A public information session was held on February 25, 2016 and members of the public and property owners/businesses adjacent to the project were in attendance. Prior to construction commencing, a notice of construction will be sent to all residents and businesses in the project area.

ATTACHMENTS

Attachment 1 Budget and Financial Schedule
Attachment 2 Bid Analysis and Recommendation Memo

STAFF REPORT

**Report Author**

Ike Umar, C.E.T.
Project Manager

Reviewed By

Don Kudo, P.Eng.
Deputy City Engineer/Manager,
Infrastructure Services

Approved By

Kealy Dedman, P.Eng.
General Manager/City Engineer
Engineering and Capital
Infrastructure Services
519-822-1260, ext. 2248
kealy.dedman@guelph.ca

Recommended By

Scott Stewart, C.E.T.
Deputy CAO
Infrastructure, Development
and Enterprise
519-822-1260, ext. 3445
scott.stewart@guelph.ca

Attachment 1

Budget and Financing Schedule

JDE Project number: RD0280/SC0003/SC0014/SW0057/WD0024
 Project name: Stevenson Street Reconstruction Phase II (Grange Street to Bennett Avenue)
 Prepared by: Jenny Chang
 Contract #: 2-1609
 Date: April 7, 2016

	Total Cost	External Financing			Internal Financing		
		Invest in Ont Reserve	Development Charge	Federal Gas Tax	Current Revenues	City Reserves	Debt
A. Budget Approval & Additional Funding							
RD0280 Major Road Reconstruction	7,830,000	0	0	4,869,000	0	2,011,000	950,000
SW0057 Storm Sewer Replacement	3,060,000	0	0	2,448,000	0	612,000	0
SC0003 Stevenson York Eromosa *	2,975,000	0	789,650	0	0	2,185,350	0
SC0014 Sewer Repl Various	8,123,090	0	0	0	0	8,123,090	0
WD0024 Watermain Replacement	5,655,580	0	0	0	0	5,655,580	0
Budget Approval	27,643,670	0	789,650	7,317,000	0	18,587,020	950,000
B. Budget Requirement							
Tender Price: Blue-Con Construction (exc. HST)	4,696,133	0	134,147	1,243,019	0	3,157,581	161,387
Plus: HST Payable (calculated at 1.76%)	82,652	0	2,361	21,877	0	55,573	2,840
City Share	4,778,785	0	136,507	1,264,896	0	3,213,154	164,227
plus: Expenditures to Date							
RD0280 Major Road Reconstruction	4,901,213	0	0	3,047,766	0	1,258,792	594,656
SW0057 Storm Sewer Replacement	2,174,169	0	0	1,739,335	0	434,834	0
SC0003 Stevenson York Eromosa	1,081,096	0	286,954	0	0	794,142	0
SC0014 Sewer Repl Various	5,103,069	0	0	0	0	5,103,069	0
WD0024 Watermain Replacement	2,769,728	0	0	0	0	2,769,728	0
Sub-total	16,029,276	0	286,954	4,787,102	0	10,360,565	594,656
plus: Committed Work on Existing POs & Contracts							
RD0280 Major Road Reconstruction	1,854,800	0	0	1,153,387	0	476,373	225,040
SW0057 Storm Sewer Replacement	305,018	0	0	244,014	0	61,004	0
SC0003 Stevenson York Eromosa	7,694	0	2,042	0	0	5,652	0
SC0014 Sewer Repl Various	101,863	0	0	0	0	101,863	0
WD0024 Watermain Replacement	954,198	0	0	0	0	954,198	0
Sub-total	3,223,574	0	2,042	1,397,402	0	1,599,090	225,040
plus: Utility							
RD0280 Major Road Reconstruction	10,625	0	0	6,607	0	2,729	1,289
SW0057 Storm Sewer Replacement	10,625	0	0	8,500	0	2,125	0
SC0003 Stevenson York Eromosa	42,500	0	11,281	0	0	31,219	0
SC0014 Sewer Repl Various	0	0	0	0	0	0	0
WD0024 Watermain Replacement	21,250	0	0	0	0	21,250	0
Sub-total	85,000	0	11,281	15,107	0	57,323	1,289
plus: Work by Operations							
RD0280 Major Road Reconstruction	3,333	0	0	2,073	0	856	404
SW0057 Storm Sewer Replacement	3,333	0	0	2,667	0	667	0
SC0003 Stevenson York Eromosa	0	0	0	0	0	0	0
SC0014 Sewer Repl Various	0	0	0	0	0	0	0
WD0024 Watermain Replacement	3,333	0	0	0	0	3,333	0
Sub-total	10,000	0	0	4,739	0	4,856	404
plus: Work by WW							
RD0280 Major Road Reconstruction	5,000	0	0	3,109	0	1,284	607
SW0057 Storm Sewer Replacement	5,000	0	0	4,000	0	1,000	0
SC0003 Stevenson York Eromosa	0	0	0	0	0	0	0
SC0014 Sewer Repl Various	0	0	0	0	0	0	0
WD0024 Watermain Replacement	5,000	0	0	0	0	5,000	0
Sub-total	15,000	0	0	7,109	0	7,284	607
plus: Engineering Fees City							
RD0280 Major Road Reconstruction	25,000	0	0	15,546	0	6,421	3,033
SW0057 Storm Sewer Replacement	0	0	0	0	0	0	0
SC0003 Stevenson York Eromosa	25,000	0	6,636	0	0	18,364	0
SC0014 Sewer Repl Various	0	0	0	0	0	0	0
WD0024 Watermain Replacement	50,000	0	0	0	0	50,000	0
Sub-total	100,000	0	6,636	15,546	0	74,785	3,033

Attachment 1

plus: Engineering Fees Consultant							
RD0280 Major Road Reconstruction	12,500	0	0	7,773	0	3,210	1,517
SW0057 Storm Sewer Replacement	12,500	0	0	10,000	0	2,500	0
SC0003 Stevenson York Eromosa	12,500	0	3,318	0	0	9,182	0
SC0014 Sewer Repl Various	0	0	0	0	0	0	0
WD0024 Watermain Replacement	12,500	0	0	0	0	12,500	0
Sub-total	50,000	0	3,318	17,773	0	27,393	1,517
plus: Geotech Fees							
RD0280 Major Road Reconstruction	3,000	0	0	1,866	0	770	364
SW0057 Storm Sewer Replacement	7,500	0	0	6,000	0	1,500	0
SC0003 Stevenson York Eromosa	7,500	0	1,991	0	0	5,509	0
SC0014 Sewer Repl Various	0	0	0	0	0	0	0
WD0024 Watermain Replacement	12,000	0	0	0	0	12,000	0
Sub-total	30,000	0	1,991	7,866	0	19,780	364
plus: Asphalt Work							
RD0280 Major Road Reconstruction	0	0	0	0	0	0	0
SW0057 Storm Sewer Replacement	20,000	0	0	16,000	0	4,000	0
SC0003 Stevenson York Eromosa	82,000	0	21,765	0	0	60,235	0
SC0014 Sewer Repl Various	0	0	0	0	0	0	0
WD0024 Watermain Replacement	48,000	0	0	0	0	48,000	0
Sub-total	150,000	0	21,765	16,000	0	112,235	0
plus: Contingency							
RD0280 Major Road Reconstruction	0	0	0	0	0	0	0
SW0057 Storm Sewer Replacement	0	0	0	0	0	0	0
SC0003 Stevenson York Eromosa	0	0	0	0	0	0	0
SC0014 Sewer Repl Various	400,000	0	0	0	0	400,000	0
WD0024 Watermain Replacement	0	0	0	0	0	0	0
Sub-total	400,000	0	0	0	0	400,000	0
plus: Future Work							
RD0280 Major Road Reconstruction	590,011	0	0	366,892	0	151,534	71,585
SW0057 Storm Sewer Replacement	97,149	0	0	77,720	0	19,430	0
SC0003 Stevenson York Eromosa	2,580	0	685	0	0	1,895	0
SC0014 Sewer Repl Various	1,953,534	0	0	0	0	1,953,534	0
WD0024 Watermain Replacement	968,761	0	0	0	0	968,761	0
Sub-total	3,612,035	0	685	444,611	0	3,095,154	71,585
TOTAL BUDGET REQUIREMENT	27,643,670	0	426,188	7,894,011	0	18,267,964	1,055,507
C. Surplus / (Deficit)	0	0	0	0	0	0	0
D. Revised project budget	27,643,670	0	426,188	7,894,011	0	18,267,964	1,055,507

Summary	Budget	Expenses	This request	Balance
RD0280 Major Road Reconstruction	7,830,000	6,756,014	483,976	590,011
SW0057 Storm Sewer Replacement	3,060,000	2,479,187	483,663	97,149
SC0003 Stevenson York Eromosa	2,975,000	1,088,790	1,883,631	2,580
SC0014 Sewer Repl Various	8,123,090	5,204,932	964,623	1,953,534
WD0024 Watermain Replacement	5,655,580	3,723,927	962,892	968,761
Total	27,643,670	19,252,850	4,778,785	3,612,035

Attachment 2



MMM Group Limited
582 Lancaster Street West
Kitchener, ON Canada N2K 1M3
t: 519.743.8777 | f: 519.743.8778
www.mmmgrouplimited.com

April 4, 2015

City of Guelph
1 Carden St
Guelph, ON N1H 3A1

Attention: Mr. Ike Umar, C.E.T., Project Manager

Re: 2-1609 Stevenson Street Reconstruction
Grange Street to Elizabeth Street

Dear Ike:

We have reviewed the tender submissions for the above referenced project as submitted to the City on March 31, 2016.

There were five (5) tender submissions for the project. All of the tender submissions were complete and proper information and/or forms supplied by the bidders.

The five submissions were reviewed for correct pricing and sums, and any discrepancies in the unit pricing or total pricing were determined. Minor mathematical errors were found in three (3) of the five (5) bids which is shown below as the Actual Corrected price (pricing does not include HST);

Company Name	Total Bid Price	Actual Corrected	Rank
Blue Con Construction	\$3,833,328.78	\$3,856,133.28	1
Gedco Excavating	\$4,240,338.12	\$4,240,338.12	2
Sierra Infrastructure	\$4,718,088.53	\$4,759,988.53	3
Morley's Contracting.	\$4,824,512.17	\$4,846,079.63	4
Network Sewer & Underground	\$4,893,078.06	\$4,893,078.06	5

The low bid was Blue Con Construction with a corrected price of \$3,856,133.28. This price is \$384,204.84 lower than the next lowest bid by Gedco Excavating.

The minor mathematical errors did not change the ranking of the five bids submitted.

The low bid is approximately 10% higher than the Engineers Estimate of \$3,437,002.00 submitted to the City prior to the bid opening. MMM's estimate was based on recent closed bids of similar nature. MMM notes that the majority of the difference is found in the sanitary and storm sewer section and could be attributed to the additional costs for the deep construction.

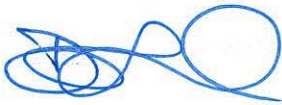
MMM has not worked directly with the low bidder and as such have contacted references provided by the Contractor. MMM was able to speak with references from a Consultant and a representative from the City of London directly involved in similar type projects the Contractor completed. A very good review of the Contractor's workmanship, accountability, reasonableness when discussing change orders, maintenance of schedule and professionalism when dealing with the public was presented to MMM. We note that a City of Guelph employee has recently worked with the low bidder and provided a positive reference.

As such, we recommend award of this project to the low bidder; Blue Con Construction for the price of \$3,856,133.28 + HST.

If you have any other questions or concerns regarding our bid evaluation, please do not hesitate to contact the undersigned.

Yours truly,

MMM Group



Don McLeod, C.E.T., PMP

Project Manager

Transportation Engineering

t: 519.743.8777 x2242 | f: 519.743.8778 | c: 519.240.4372

mcleodd@mmm.ca

Attachment: Bid Tender Check Spreadsheet

- BYLAWS -

- April 25, 2016 -	
By-law Number (2016) – 20041 A by-law to set tax ratios and tax rate reductions for prescribed property subclasses for the Corporation of the City of Guelph for the year 2016.	A by-law to set the tax ratios and tax rate reductions for 2016.
By-law Number (2016)-20042 A by-law to levy education tax rates for the year 2016.	A by-law to levy education tax rates for 2016.
By-law Number (2016)-20043 A by-law to impose and levy a rate of taxation for the Board of Management for the Downtown Business Improvement Area of the City of Guelph for the 2016 taxation year.	A by-law to levy a rate of taxation for the Board of Management for the Downtown Business Improvement Area for 2016.
By-law Number (2016)-20044 A by-law to set the tax rates for City purposes for the year 2016 and to provide for a final tax levy and the payment of taxes.	A by-law to set the tax rates and to provide for a final tax levy and payment of taxes for 2016.
By-law Number (2016)-20045 A by-law to authorize the execution of an Agreement between Brantco Construction and The Corporation of the City of Guelph. (Contract 2-1601 for the Annual Asphalt Contract)	A by-law to execute Contract 2-1601 for the annual asphalt contract, as per Consent Report CON-2016.15.
By-law Number (2016)-20046 A by-law to authorize the execution of an Agreement between Blue Con Construction and The Corporation of the City of Guelph. (Contract 2-1609 for the Stevenson Street Reconstruction Phase II)	A by-law to execute Contract 2-1609 for the Stevenson Street Reconstruction Phase II as per Consent Report CON-2016.16.
By-law Number (2016)-20047 A By-law to provide for the temporary closure of Stevenson Street between Grange Street and Bennett Avenue during the Stevenson Street reconstruction, Phase II. (Contract 2-1609).	To temporarily close a portion of Stevenson Street during the Stevenson Street reconstruction Phase II under Contract 2-1609 as per Consent Report CON-2016.16.

NOTICE OF MOTION



Title of Motion: Review of Bed & Breakfast Schedule within the Business Licensing By-law

Moved by: Councillor Van Hellemond

SUMMARY

To address the changes in the Bed & Breakfast industry.

RECONSIDERATION:

N/A

RECOMMENDATIONS

That the following motion be referred to the Public Services Committee for consideration:

"That staff be directed to undertake a by-law review of the Bed & Breakfast Schedule within the City of Guelph's Licensing By-law, commencing in 2017."