CITY COUNCIL AGENDA



DATE October 22, 2012 - 7 p.m.

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

O Canada Silent Prayer Disclosure of Pecuniary Interest and General Nature Thereof

PRESENTATION

- a) Wayne Galliher:- presentation of the Canadian Water and Wastewater Association Steve Bonk Scholarship Award to Elizabeth Simmons
- b) Guelph Chamber of Commerce Official Swearing in of Chair Janet Roy

CONFIRMATION OF MINUTES (Councillor Hofland)

"THAT the minutes of the Council Meetings held September 17, 24, October 1 and 3, 2012 and the minutes of the Closed Meetings of Council held September 24 and October 2, 2012 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:

Audit (Committee			
Item		City Presentation	Delegations	To be Extracted
AUD-9	2012 Audit Committee			
	Interim Work Plan			
	Status Report			
AUD-10	Internal Audit Charter			

Adoption of balance of Audit Committee Third Consent Report - Councillor Guthrie, Chair

Corporat	te Administration, Fi	nance & Enterprise	Committee	
Item		City Presentation	Delegations	To be Extracted
CAFE-39	City Land Sale Approval Process and Guidelines for the Sale of City- Owned Land – Hanlon Creek Business Park			
CAFE-40	Prices for the Sale of City-Owned Land – Hanlon Creek Business Park Phase 1			
CAFE-42	Amending Agreement to a Development Charge Early Payment Agreement - Wurth Canada Limited, Hanlon Creek Business Park			

Adoption of balance of Corporate Administration, Finance & Enterprise Committee Seventh Consent Report - Councillor Hofland, Chair

Operations, Transit & Emergency Services Committee						
Item		City Presentation	Delegations	To be Extracted		
OTES-26	Critical Triage Acuity Scale – Ambulance Response Standards					
OTES-27	Guelph Storm Mutual Services Agreement 2012/2013					
OTES-28	Business Licence By-law Amendments					
OTES-29	Ontario Street – Road Narrowing Update		Renato Cadorin	√		
OTES-30	Public Works Yard Expansion					

OTES-31 Goodwin Drive Year Round Overnight Parking		
OTES-32 Downtown Guelph - Transit		

Adoption of balance of Operations, Transit & Emergency Services Committee Ninth Consent Report - Councillor Findlay, Chair

Planning	Planning & Building, Engineering and Environment Committee					
Item		City Presentation	Delegations	To be Extracted		
PBEE-41	Urban Forest					
	Management Plan					
PBEE-42	Guelph Innovation					
	District: Release of					
	Draft Secondary					
	Plan					
PBEE-43	Sustainable					
	Infrastructure					
	Report					
PBEE-44	Municipal Property &					
	Building					
	Commemorative					
	Naming Annual					
	Report					

Adoption of balance of Planning & Building, Engineering and Environment Committee Ninth Consent Report - Councillor Piper, Chair

Governance Committee			
Item	City Presentation	Delegations	To be Extracted
GOV-18 Measuring Our			
Success: Corporate			
Strategic Plan Key			
Performance			
Indicators			
GOV-20 Audit-Review – New			
Rating System and			
Methodology			
GOV-21 Enterprise Risk			
Management			
Framework			

Adoption of balance of Governance Committee Fourth Consent Report – Mayor Farbridge, Chair

Counc	Council Consent Agenda						
Item		City Presentation	Delegations	To be Extracted			
A-1)	Lease with The County of Wellington – 95 Willow Road – Willowdale Child Care Centre						
B-1)	Heads and Beds						

Adoption of balance of the Council Consent Agenda – Councillor

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:

- Audit Committee Councillor Guthrie
- Corporate Administration, Finance & Enterprise Committee Councillor Hofland
- Operations, Transit & Emergency Services Committee Councilor Findlay
- Planning & Building, Engineering and Environment Committee Councillor Piper
- Governance Committee Mayor Farbridge
- Council Consent Mayor Farbridge

SPECIAL RESOLUTIONS

BY-LAWS

Resolution – Adoption of By-laws (Councillor Kovach)

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

ADJOURNMENT

Council Chambers September 17, 2012 7:00 p.m.

An Open Meeting of Guelph City Council

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Piper, Van Hellemond and Wettstein

Absent: Councillor Laidlaw

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; and Mr. B. Labelle, City Clerk

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

2012 Operating Budget Workshop

Mr. A. Horsman, Executive Director of Finance & Enterprise, and Ms. A. Pappert, CAO, delivered a presentation regarding the preparation and development process associated with the 2013 budget.

Council posed various questions for follow up and clarification with respect to; the pace of change as it related to the 2013 budget, scenario planning, the tax rate increase, the City's credit rating and overall competitive advantage, and other process related questions regarding the budget development process.

ADJOURNMENT

Moved by Councillor Hofland Seconded by Councillor Burcher That the meeting of Guelph City Council of September 17, 2012 be adjourned.

The meeting adjourned at 8:23 p.m	The	meeting	adjourned	at 8:23	p.m.
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Minutes	tο	he	confirmed	οn	October	22	2012
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Mayor	
Clerk	

Council Caucus Room September 24, 2012 6 p.m.

An Open Meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Ms. D. Jaques, General Manager of Legal & Realty Services/City Solicitor; Mr. S. Worsfold, Deputy City Solicitor; and Mr. B. Labelle, City Clerk

 Moved by Councillor Hofland Seconded by Councillor Piper
 THAT the Council of the City of Guelph now hold a meeting that is closed to the public with respect to:

Litigation Update

S. 239 (2) (e) of the *Municipal Act* – litigation or potential litigation.

		Carried
 	Mayor	
	Clerk	

Council Caucus Room September 24, 2012 6:01 p.m.

A Closed Meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Ms. D. Jaques, General Manager of Legal & Realty Services/City Solicitor; Mr. S. Worsfold, Deputy City Solicitor; and Mr. B. Labelle, City Clerk

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

Mr. S. Worsfold, Deputy City Solicitor provided an update on a litigation matter.

Moved by Councillor Findlay
 Seconded by Councillor Burcher
 THAT the report of the Deputy City Solicitor with respect
to a litigation update, be received for information.

Carried

2. Moved by Councillor Burcher Seconded by Councillor Findlay That the closed meeting of Guelph City Council of September 24, 2012 be adjourned.

Carried

The meeting adjourned at 6:26 p.m.	
Mayor	
Clerk	

Council Chambers September 24, 2012 7:00 p.m.

An Open Meeting of Guelph City Council

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Mr. B. Labelle, City Clerk; and Ms. J. Sweeney, Council Committee Coordinator

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

Councillor Burcher declared a possible pecuniary interest with regards to PBEE-36, Habitat for Humanity funding request for 26 and 28 Huron Street and 439 York Road project because she serves as a Director of the Board and did not discuss or vote on the matter.

1. Moved by Councillor Findlay
Seconded by Councillor Kovach
THAT the minutes of the Council meetings held on July 23
and September 4, 2012 and the minutes of Closed
Meetings of Council held on July 23, September 4 and 5,
2012 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST (0)

Carried

CONSENT REPORTS AND AGENDAS

Councillor Dennis presented the Community & Social Services Committee Third Consent Report.

2. Moved by Councillor Dennis
Seconded by Councillor Van Hellemond
THAT the balance of the September 24, 2012 Community
& Social Services Committee Third Consent Report as identified below, be adopted:

a) **Designated Municipal Home for Long-Term Care Project**

Ms. C. Bell

THAT Council directs staff to report back on the range of possible options that meet the criteria for our designated Long Term Care Home.

b) Community Investment Strategy Phase 2

Ms. C. Bell

THAT Committee approve the Community Investment Strategy Strategic Policy Framework and implementation of the five new community investment mechanisms;

AND THAT Committee delegate authority to the Executive Director of Community and Social Services to approve the 2013 grants as part of the Interim Community Wellbeing Grant Program implementation;

AND THAT staff report back on the Terms of Reference for a new Community Wellbeing Grant Allocation Committee of Council for approval in 2012;

AND THAT staff be authorized to develop, and report back annually or case by case, as required on the status of new community benefit agreements with accompanying transition plans for existing service agreements that expire in 2012 and 2013;

AND THAT staff be directed to provide detailed implementation plans for Facility Discounts and the Innovation Fund mechanisms in 2013.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST (0)

Carried

The following item was extracted from the Corporate Administration, Finance & Enterprise Committee Sixth Consent Report to be voted on separately:

• CAFE-35 Corporate Technology Strategic Plan

Councillor Findlay presented the Operations, Transit & Emergency Services Committee Eighth Consent Report.

3. Moved by Councillor Findlay
Seconded by Councillor Van Hellemond
THAT the balance of the September 24, 2012 Operations,
Transit & Emergency Services Committee Eighth Consent
Report as identified below, be adopted:

a) Public Nuisance By-law

Mr. D. McCaughan

THAT the Operations, Transit & Emergency Services Committee Report # OT091235 regarding the establishing of a Public Nuisance Bylaw dated September 17, 2012 be received;

AND THAT Council approve the need for a Public Nuisance Bylaw in principle and direct staff to conduct public consultation on the draft Public Nuisance Bylaw.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST (0)

Carried

The following items were extracted from the Planning & Building, Engineering and Environment Committee Eighth Consent Report to be voted on separately:

- PBEE- 33 Mixed-Use Nodes Urban Design Concept Plans: Watson Parkway/Starwood and Paisley/Imperial Community Mixed Use Nodes
- PBEE-36 Habitat for Humanity Funding Request for 26 and 28 Huron Street and 439 York road Projects
- PBEE-39 Sign By-law Variances for 1291 Gordon Street

Councillor Piper presented the balance of the Planning & Building, Engineering and Environment Committee Eighth Consent Report.

4 Moved by Councillor Piper
Seconded by Councillor Burcher
THAT the balance of the September 24, 2012 Planning &
Building, Engineering and Environment Committee Eighth
Consent Report as identified below, be adopted:

a) Final Report of GCA Management Consultants: Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process

Dr. J. Laird Mr. A. Horsman THAT the staff report regarding the final report of GGA Management Consultants: Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process, dated September 17, 2012 be received;

AND THAT staff report back with key performance and implementation indicators, comparator benchmarks and scorecard targets to monitor the success of implementation of the recommendations of the final report of GGA Management Consultants.

b) Heritage Planning: Annual Activity Report and Four Year Work Plan Update

Dr. J. Laird Mr. St. Robinson THAT the Planning, Building, Engineering and Environment report 12-58, regarding the Heritage Planning: Annual Activity Report and Four Year Work Plan Update, dated September 17, 2012, be received;

AND THAT Heritage Guelph be requested to report to Council on financial mechanisms utilized in other communities best practices to support the maintenance and restoration of heritage properties;

AND THAT staff be directed to conduct an orientation session for Council in consultation with Heritage Guelph.

c) 180 Gordon Street Brownfield Tax Increment-Based Grant Upset Limit Increase Request

Dr. J. Laird Mr. A. Horsman THAT Planning, Building, Engineering and Environment Report #12-75 dated September 17, 2012 regarding 180 Gordon Street Brownfield Tax Increment-Based Grant Upset Limit Increase Request, be received;

AND THAT the request by 180 Gordon Street Ltd. for a Tax Increment-Based Grant pursuant to the Brownfield Redevelopment Community Improvement Plan be approved to a new upset limit of \$294,000 subject to criteria outlined in the Brownfield Redevelopment CIP, and provided that an agreement to implement the new upset limit is executed within six months of Council approval;

AND THAT staff be directed to finalize an amendment to the Tax Increment-Based Grant agreement between the

City and 180 Gordon Street Ltd. dated January 6, 2012, to the satisfaction of the General Manager of Planning Services, the General Manager of Legal and Realty Services/City Solicitor, and the City Treasurer;

AND THAT the Mayor and Clerk be authorized to execute the amendment to the Tax Increment-Based Grant Agreement.

d) Sign By-law Variance for 101 Clair Road East (Good Life Fitness)

Dr. J. Laird Mr. B. Poole THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding a sign variance for 101 Clair Road East be received;

AND THAT the request for a variance from the Sign Bylaw for 101 Clair Road East to permit building signage for Good Life Fitness on the second floor elevation be approved.

e) Sign By-law Variance for 226 Speedvale Avenue West (Guelph Aromatherapy Studio)

Dr. J. Laird Mr. B. Poole THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding a sign variance application for 226 Speedvale Avenue West be received;

AND THAT the request for a variance from the Sign By-law for 226 Speedvale Avenue West to allow six mobile sign permits per year in lieu of the permitted four per year for Guelph Aromatherapy Studio be refused.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST (0)

Carried

Habitat for Humanity Funding Request for 26 and 28 Huron Street and 439 York Road Projects

5. Moved by Councillor Piper
Seconded by Councillor Guthrie
THAT Planning, Building, Engineering and Environment
Report #12-76 dated September 17, 2012 regarding a
request for Funding by Habitat for Humanity for 26 & 28
Huron Street and 439 York Road projects be received;

Dr. J. Laird Mr. A. Horsman Ms. C. Bell AND THAT the request for funding by Habitat for Humanity Wellington County be approved in the form of grants totaling \$69,063;

AND THAT staff be directed to finalize agreements to implement the grants with Habitat for Humanity Wellington County to the satisfaction of the General Manager of Planning Services, the City Solicitor and the Chief Financial Officer;

AND THAT the Mayor and Clerk be authorized to sign the agreements.

VOTING IN FAVOUR: Councillors Bell, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (12)

VOTING AGAINST (0)

Councillor Burcher did not vote due to her declared potential pecuniary interest.

Carried

Consent Agenda

The following item was extracted from the September 24, 2012 Consent Agenda to be voted on separately:

- A-3 Municipal Support for Local Renewable Energy Projects
- 6. Moved by Councillor Kovach
 Seconded by Councillor Findlay
 THAT the balance of the September 24, 2012 Council
 Consent Agenda as identified below, be adopted:

a) 103 Lynch Circle - Upcoming Ontario Municipal Board Hearing

Dr. J. Laird Ms. D. Jaques THAT Report 12-91 dated September 24, 2012 regarding an appeal from the Committee of Adjustment decision A-79/12 refusing a minor variance to permit a 5.0 metre wide driveway which constitutes 57.76% of the front yard and an 87.1 square metre accessory apartment in a semi-detached dwelling at 103 Lynch Circle, City of Guelph, from Planning, Building, Engineering and Environment be received;

AND THAT the City be a party at any upcoming OMB proceedings to oppose an appeal of the Committee of Adjustment decision A-79/12 refusing a minor variance to permit a 5.0 metre wide driveway, which constitutes

57.76% of the front yard and an 87.1 square metre accessory apartment in a semi-detached dwelling at 103 Lynch Circle, City of Guelph;

AND THAT appropriate staff attend any future Ontario Municipal Board proceedings to support Council's direction.

b) Litigation Status Report dated September 17, 2012

Ms. D. Jaques Mr. M. Amorosi THAT the report of Legal and Realty Services regarding the status of City litigation be received.

B Items for Direction of Council

1) FCM Campaign for New Federal Infrastructure Funding Program

FCM Hon. D. Lebel Hon. K. Wynne Mr. F. Valeriote AMO Dr. J. Laird Mr. A. Horsman WHEREAS, the Building Canada Plan and a number of important federal-provincial transfer agreements vital to Canada's cities and communities will expire in March 2014;

AND WHEREAS, the Government of Canada has committed to develop a new long-term plan for municipal infrastructure funding in consultation with municipal and provincial/territorial governments;

AND WHEREAS, a seamless transition from the Building Canada Plan to a new long term plan is necessary to ensure that municipalities can continue planning their capital spending effectively;

AND WHEREAS, the Federation of Canadian Municipalities (FCM) has launched a campaign to ensure the new plan reflects municipal priorities;

AND WHEREAS, Guelph has an infrastructure gap of \$25.4 million annually for its water, wastewater, storm, and transportation systems;

THEREFORE BE IT RESOLVED THAT Council endorses the FCM campaign and urges the Minister of Transport, Infrastructure and Communities to work with FCM to ensure the new long-term infrastructure plan meets the needs of municipalities;

AND THAT Council urges the Minister of Transport, Infrastructure and Communities to ensure the new longterm plan is fully in place when existing programs expire in 2014;

AND THAT a copy of this resolution be sent to the Minister of Transport, Infrastructure and Communities, Ontario's Minister of Municipal Affairs and Housing, Guelph MP Frank Valeriote, the Federation of Canadian Municipalities and the Association of Municipalities of Ontario.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST (0)

Carried

Councillor Hofland presented Clause 35 that was extracted from the Corporate Administration, Finance & Enterprise Committee Sixth Consent Report.

Mr. M. Amorosi, Executive Director of Corporate & Human Resources, introduced the Corporate Technology Strategic Plan as contained in the meeting agenda. He advised that Council is being asked to approve the vision, direction and approach and that the funding would be considered as part of the budget process.

Mr. Gilles Dupuis, General Manager of Information Technology, outlined the corporate technology strategy framework.

Norah Prior of Prior & Prior Associates Ltd., outlined the current technology state and what is needed to move the City towards a tech savvy city providing better customer service.

There was considerable discussion relating to the benefits and performance tracking.

7. Moved by Councillor Hofland Seconded by Councillor Wettstein

THAT Council approve the Corporate Technology Strategic Plan;

AND THAT the implementation plan included in the Corporate Technology Strategic Plan is approved;

AND THAT the Capital and Operating Budget resources required to implement the plan be referred to the 2013 budget process.

Mr. M. Amorosi Mr. A. Horsman VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST (0)

Carried

Councillor Piper presented Clause 33 that was extracted from the Planning & Building, Engineering and Environment Committee Eighth Consent Report.

Mixed-Use Nodes Urban Design Concept Plans: Watson Parkway / Starwood and Paisley / Imperial Community Mixed Use Node

Mr. Todd Salter, General Manager Planning Services, in response to questions, advised that the land uses in the nodes are determined by the Official Plan.

8. Moved by Councillor Piper Seconded by Councillor Burcher

THAT the Planning, Building, Engineering and Environment report 12-93, regarding Mixed-Use Nodes Urban Design Concept Plans dated September 17, 2012, be received;

AND THAT Council endorse the Urban Design Concept Plans, Principles and Illustrative Diagrams for the Watson Parkway/Starwood and Paisley/Imperial mixed use nodes, included as Attachments 1A, 1B, 1C and 2A, 2B, 2C to report 12-93;

AND THAT staff be directed to use the Urban Design Concept Plans, Principles and Illustrative Diagrams to guide the review of future development applications within these nodes.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST (0)

Carried

Councillor Piper presented Clause 39 that was extracted from the Planning & Building, Engineering and Environment Committee Eighth Consent Report.

Sign By-law Variance for 1291 Gordon Street

Dr. J. Laird Mr. T. Salter Dr. J. Laird Mr. B. Poole Moved by Councillor Piper Seconded by Councillor Burcher
 THAT Planning, Building, Engineering and Environment

report dated September 17, 2012 regarding sign variances for 1291 Gordon Street be received;

AND THAT variances from the Sign By-law for 1291 Gordon Street to permit two signs with a height of 7.8 metres and an area face of 18 m² per sign be approved;

AND THAT two (2) of the existing signs be removed by October 1, 2012;

AND THAT the two (2) remaining signs be removed no later than twelve months from the date of approval.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (10)

VOTING AGAINST Councillors Dennis, Laidlaw and Piper (3)

Carried

Consent Agenda – Municipal Support for Local Renewable Energy Projects

Mr. Rob Kerr, Corporate Manager Community Energy, provided clarification on the report contained in the meeting agenda.

10. Moved by Councillor Findlay
Seconded by Councillor Wettstein
WHEREAS the Province's FIT Program encourages the
construction and operation of rooftop solar, groundmount
solar, bioenergy and on-shore wind generation projects
(the "Projects");

AND WHEREAS one or more Projects may be constructed and operated in the City of Guelph;

AND WHEREAS, pursuant to the rules governing the FIT Program (the "FIT Rules"), Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in these Applicants being offered a FIT Contract prior to other persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED:

Mr. A. Horsman Mr. R. Kerr Mr. B. Labelle THAT Report FIN-CE-12-01 entitled 'Municipal Support for Local Renewable Energy Projects dated September 24, 2012, be received;

AND THAT Council of the City of Guelph supports without reservation the construction and operation of the Projects anywhere in the City of Guelph;

AND THAT Council direct the City Clerk to sign the attached "Prescribed Form/Template: Municipal Council Blanket Support Resolution" (Attachment #1);

AND THAT Council direct the Corporate Manager, Community Energy to provide a completed and signed "Prescribed Form/Template: Municipal Council Blanket Support Resolution" (Attachment #1) to applicants requesting same for the purposes of submissions to the Ontario Power Authorities Feed-In-Tariff Program;

AND THAT the Corporate Manager, Community Energy be directed to report to Council on a regular basis the activity related to requests for the "Prescribed Form/Template: Municipal Council Blanket Support Resolution";

AND THAT the Municipal Council Blanket Support Resolution remain in effect for one year from the date of adoption.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (12)

VOTING AGAINST Councillor Kovach (1)

Carried

SPECIAL RESOLUTIONS

Councillor Bell presented his notice of motion.

There was considerable discussion for clarifying the information requested.

11. Moved by Councillor Bell Seconded by Councillor Furfaro

THAT a summary of the costs and benefits associated with late night downtown bars be referred to the Operations, Transit & Emergency Services Committee for discussion and direction to staff.

12. Moved in Amendment by Councillor Burcher Seconded by Councillor Hofland

THAT a summary of the costs and benefits associated with late night downtown bards be undertaken following the pilot program;

AND THAT the matter of preparing the report be referred to the Manager of Downtown Renewal to report back to the Corporate Administration, Finance & Enterprise Committee.

VOTING IN FAVOUR: Councillors Burcher, Dennis, Furfaro, Hofland, Laidlaw, Piper and Wettstein (7)

VOTING AGAINST Councillors Bell, Findlay, Guthrie, Kovach, Van Hellemond, and Mayor Farbridge (6)

Carried

Counc. Hofland Mr. I. Panabaker Mr. D. McCaughan Mr. A. Horsman 13. Moved by Councillor Bell Seconded by Councillor Furfaro

THAT a summary of the costs and benefits associated with late night downtown bars be referred to the Corporate Administration, Finance & Enterprise Committee for discussion and direction to staff;

AND THAT a summary of the costs and benefits associated with late night downtown bards be undertaken following the pilot program;

AND THAT the matter of preparing the report be referred to the Manager of Downtown Renewal to report back to the Corporate Administration, Finance & Enterprise Committee.

VOTING IN FAVOUR: Councillors Bell, Dennis, Furfaro, Guthrie, Hofland, Kovach, Piper, Van Hellemond and Wettstein (9)

VOTING AGAINST Councillors Burcher, Findlay, Laidlaw and Mayor Farbridge (4)

Carried

Councillor Guthrie introduced his notice of motion.

There was considerable discussion on the information requested.

Mr. A. Horsman, Executive Director Finance & Enterprise, in response to questions advised that the department is working on various financial policies.

14. Moved by Councillor Guthrie
Seconded by Councillor Kovach
THAT the following motion be referred to the
Corporate Administration, Finance & Enterprise
Committee for consideration;

THAT as part of Finance Department's review and consideration of current policies/practices respecting year end surpluses and development of a corporate "Disposition of Year End Surplus" policy,

- a) THAT staff include consideration of returning tax supported surplus to the taxpayers first, where doing so does not drop the tax rate stabilization reserve below stable levels;
- b) That staff report back on this when bringing the proposed "Disposition of Year End Surplus" corporate policy forward in Q2 2013.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Guthrie and Kovach (4)

VOTING AGAINST Councillors Burcher, Dennis, Findlay, Hofland, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (9)

Defeated

BY-LAWS

15. Moved by Councillor Furfaro Seconded by Councillor Van Hellemond THAT By-laws Numbered (2012)-19462 to (2012)-19472, inclusive, are hereby passed.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST (0)

Carried

NOTICE OF MOTION

Councillor Findlay advised that he will be bring forward a notice of motion with respect to an identifiable individual.

ADJOURNMENT

16. Moved by Councillor Burcher Seconded by Councillor GuthrieThat the meeting of Guelph City Council of September 24, 2012 be adjourned.

	Carried
The meeting adjourned at 10:05 p.m.	
Minutes to be confirmed on October 22, 2012.	•
Mayor	
Clerk	

Council Chambers October 1, 2012 7:00 p.m.

An Open Meeting of Guelph City Council

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw (arrived at 7:05 p.m.), Piper, Van Hellemond and Wettstein

Staff Present: Dr. J. Laird, Executive Director of Planning, Building, Engineering and Environment; Mr. T. Salter, General Manager, Planning Services; Ms. S. Kirkwood, Manager, Development Planning; Ms. T. Agnello, Deputy City Clerk; and Ms. D. Black, Council Committee Co-ordinator

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

Consent Agenda

The following items were extracted from the October 1, 2012 Consent Agenda to be voted on separately:

- A-1 161, 205 and 253 Clair Road East (Dallan):
 Proposed Draft Plan of Subdivision and Zoning By-law Amendment
- A-2 927 and 1023 Victoria Road South: Proposed Draft Plan of Subdivision (Phase 3 of Kortright East Subdivision) and Zoning By-law Amendment
- A-3 1274, 1280 and 1288 Gordon Street: Proposed Zoning By-law Amendment
- Moved by Councillor Burcher
 Seconded by Councillor Hofland
 THAT the balance of the October 1, 2012 Council Consent
 Agenda as identified below, be adopted:

a) Proposed Demolition of 75 Cityview DriveNorth – Ward 1

THAT Report 12-92 regarding the proposed demolition of a detached dwelling at 75 Cityview Drive North, legally described as Part Lot 31, Plan 53, Division C, As In RO767094; City of Guelph, from Planning, Building, Engineering and Environment dated October 1, 2012, be received;

Dr. J. Laird Mr. B. Poole

AND THAT the detached dwelling at 75 Cityview Drive North be removed from the Municipal Register of Cultural Heritage Properties;

AND THAT the proposed demolition of the detached dwelling at 75 Cityview Drive North be approved;

AND THAT the applicant be requested to erect protective fencing at 1 metre from the dripline of existing trees on the property which are to be preserved prior to commencement of demolition and maintain the fencing during demolition activities;

AND THAT the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Piper, Van Hellemond, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

PLANNING PUBLIC MEETING

Mayor Farbridge announced that in accordance with The Planning Act, Council was 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 planning matters listed on the agenda.

Councillor Laidlaw arrived at the meeting.

Victoria Park Village – Proposed Redline Revision to an Approved Draft Plan of Subdivision and Associated Zoning By-law Amendment (Files: 23T-07506/ZC1206) – Ward 6

Mr. A. Hearne, Senior Development Planner, provided a synopsis of the staff report. He said the proposed revisions to the draft plan of subdivision are to permit an increase in the number of single-detached, cluster and onstreet townhouse lots from 489 to 503. These revisions would result in a net increase of 14 units and decrease the density from 60.4 to 57.8 persons per hectare. He stated the zoning revisions will reduce minimum lot areas and

frontages, minimum yards and increased maximum building coverage.

When staff brings the application back to Council, they will provide details regarding the ability of the streets to meet the municipal standard of becoming future roads and explain the connections to existing trails.

Mr. Robert Walters, Planner for the applicant, advised the general design will remain. He outlined the zoning changes they are requesting and advised they plan to introduce a new building form to Guelph. He highlighted the design features of the back-to-back townhouses and showed examples. He said they are also proposing to revise their stormwater management plan and add a trail access. He advised they hope to register the first phase in early 2013.

Dr. J. Laird Mr. T. Salter

2. Moved by Councillor Findlay Seconded by Councillor Wettstein

THAT Report 12-86 regarding the application for redline revisions to an approved draft plan of subdivision and an associated zoning by-law amendment for lands legally described as Part of Northeast Half of Lot 5, Concession 8, (Geographic Township of Puslinch), municipally known as 1159 Victoria Road South, City of Guelph, from Planning, Building, Engineering and Environment dated October 1, 2012, be received.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

161, 205 and 253 Clair Road East (Dallan): Proposed Draft Plan of Subdivision and Zoning Bylaw Amendment (Files: 23T-08503/ZC0803) – Ward 6

Ms. Judy Martin, resident, stated the Sierra Club was pleased to see the increase of the buffer zone for the wetland after the Environmental Impact Study. She stated the Guelph Field Naturalists want to see long-term monitoring and asked what actions will be taken if any are required. She said that the GRCA originally recommended a 125 metre amphibian corridor and the city is providing a 50 metre corridor. She is concerned that the plan is not in

keeping with the Natural Heritage Strategy and the Hanlon creek watershed study and is concerned about the effects the roads will have on the environment.

Ms. Nancy Shoemaker, on behalf of the applicant, outlined how the application complies with several pieces of legislation and approvals that have been given as outlined within her report for this agenda. She noted that the opportunity to dispute the designation of the property has passed, and no appeals of the Natural Heritage Strategy apply to their application. She said that after providing information regarding buffer width, location and migration studies, the Environmental Advisory Committee and the Grand River Conservation Authority supported the application. She stated that the development plan takes advantage of existing hedgerows, and linkages and no grading will be necessary so the wetlands will not be disturbed.

Ms. N. Shoemaker Dr. J. Laird Mr. D. McCaughan Mr. A. Horsman Mr. T. Salter

3. Moved by Councillor Kovach Seconded by Councillor Dennis

THAT Report 12-85 regarding a proposed Draft Plan of Subdivision and associated Zoning By-law Amendment for approval of the Dallan Subdivision applying to property municipally known as 161, 205 and 253 Clair Road East from Planning, Building, Engineering and Environment, dated October 1, 2012, be received;

AND THAT the application by Black, Shoemaker, Robinson and Donaldson Ltd, on behalf of Victoria Wood (Dallan) GP Inc. for approval of a proposed Draft Plan of Subdivision, applying to property municipally known as 161, 205 and 253 Clair Road East and legally described as Southwest Part Lot 11, Concession 8, Township of Puslinch, be approved, subject to conditions outlined in Attachment 2 of Planning, Building, Engineering and Environment Report 12-85, dated October 1, 2012, attached hereto as Schedule 1;

AND THAT the application by Black, Shoemaker, Robinson and Donaldson Ltd, on behalf of Victoria Wood (Dallan) GP Inc. for a Zoning By-law Amendment from the UR (Urban Reserve), H (Hazard) and A (Agriculture) Zones to the R.1C (Single-detached Residential), R.1C-? (Specialized Single-detached Residential), R.1D (Single-detached Residential), R.2 (Semi-detached Residential), R.3B-7 (Specialized On-street Townhouse), R.4A-? (Specialized General Apartment Residential), P.2 (Neighbourhood Park), P.1 (Conservation Lands) and WL (Wetland) Zones affecting the property municipally known as 161, 205 and 253 Clair Road East and legally described as Southwest

Part Lot 11, Concession 8, Township of Puslinch, be approved, in the form outlined in Attachment 2 of Planning, Building, Engineering and Environment Report 12-85, dated October 1, 2012, attached hereto as Schedule 1;

AND THAT in accordance with Section 34 (17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 161, 205 and 253 Clair Road East, as set out in Report 12-85 from Planning, Building, Engineering and Environment, dated October 1, 2012.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Piper, Van Hellemond, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: Councillor Laidlaw (1)

927 and 1023 Victoria Road South: Proposed Draft Plan of Subdivision (Phase 3 of Kortright East Subdivision) and Zoning By-law Amendment (Files: 23T-01508/ZC1007) – Ward 6

The applicant advised that this application has fewer conditions than most due to the timing of the application and the lower density of the zoning being proposed.

4. Moved by Councillor Dennis Seconded by Councillor Furfaro

THAT Report 12-87 dated October 1, 2012 regarding a proposed Draft Plan of Subdivision and associated Zoning By-law Amendment for the properties known as 927 and 1023 Victoria Road South from Planning, Building, Engineering and Environment be received;

AND THAT the application by Black Shoemaker Robinson Donaldson Ltd. for approval of Phase 3 of a proposed Draft Plan of Subdivision, applying to property municipally known as 927 and 1023 Victoria Road South and legally described as Part of Lots 3 and 4, Concession 8, Geographic Township of Puslinch, to permit 215 residential dwelling units, be approved subject to conditions outlined in Schedule 2 of Planning, Building, Engineering and Environment Report 12-87 dated October 1, 2012, attached hereto as Schedule 2;

Ms. N. Shoemaker Dr. J. Laird Mr. D. McCaughan Mr. A. Horsman Mr. T. Salter

AND THAT the application by Black Shoemaker Robinson Donaldson Ltd. for a Zoning By-law Amendment to amend the zoning on the lands from the Township of Puslinch A (Agriculture) Zone and H (Hazard) Zone to a Specialized R.1B-? (Single-detached Residential) Zone, R.1C (Singledetached Residential) Zone, R.1D (Single-detached Residential) Zone, Specialized R.1D-? (Single-detached Residential) Zone, Specialized R.2-? and Specialized R.2-?? (Semi-detached Residential) Zones, Specialized R.3B-7 (On-Street Townhouse) Zone, P.1 (Conservation Land / Park) Zone, P.2 (Neighbourhood Park) Zone and WL (Wetland) Zone, for property municipally known as 927 and 1023 Victoria Road South and legally described as Part of Lots 3 and 4, Concession 8 (Township of Puslinch), be approved in accordance with the regulations and conditions set out in Schedule 2 of Planning, Building, Engineering and Environment Report 12-87 dated October 1, 2012, attached hereto as Schedule 2.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: Councillor Findlay (1)

1274, 1280 and 1288 Gordon Street: Proposed Zoning By-law Amendment (File: ZC1109) - Ward 6

5. Moved by Councillor Furfaro
Seconded by Councillor Burcher
THAT Report 12-88 dated October 1, 2012 regarding a
proposed Zoning By-law Amendment for the lands
municipally known as 1274, 1280 and 1288 Gordon Street
from Planning, Building, Engineering and Environment be
received;

AND THAT the application by Black, Shoemaker, Robinson and Donaldson on behalf of MRL Developments Inc., MTCM Developments Inc., and 2182805 Ontario Inc. for approval of a Zoning By-law Amendment to rezone the lands from the existing R.1B (Residential Single-Detached) Zone to an R.4A-? (Specialized General Apartment) Zone for the properties known municipally as 1274, 1280 and 1288 Gordon Street, legally described as Part Lot 6, Concession 8, formerly in the Township of Puslinch, now in the City of Guelph, be approved in accordance with the permitted uses, regulations and conditions outlined in Attachment 2 of the Planning, Building, Engineering and Environment Report 12-88 dated October 1, 2012, attached hereto as Schedule 3;

Ms. N. Shoemaker Dr. J. Laird Mr. D. McCaughan Mr. A. Horsman Mr. T. Salter

AND THAT the request to demolish the two singledetached dwelling units located at 1274 and 1288 Gordon Street to allow the redevelopment of the subject lands be approved.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

BY-LAWS

6. Moved by Councillor Guthrie
Seconded by Councillor Hofland
THAT By-law Number (2012)-19473 is hereby passed.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

ADJOURNMENT

Moved by Councillor Findlay
 Seconded by Councillor Dennis
 THAT the meeting of Guelph City Council of October 1,
 2012 be adjourned.

Carried

The meeting adjourned at 8:05 p.m.

Minutes to be confirmed on October 22, 2012.

Mayor	
Deputy Clerk	

Draft Plan of Subdivision (23T-08503) Conditions and Zoning Regulations

Part A: Draft Plan of Subdivision Conditions

"That the application by Black, Shoemaker, Robinson & Donaldson Ltd. on behalf of Victoria Wood (Dallan) GP Inc. for a proposed Draft Plan of Subdivision and associated Zoning By-law Amendment (23T08503/ZC0803) applying to property municipally known as 161, 205 and 253 Clair Road East and legally described as Southwest Part Lot 8, Concession 11, former Township of Puslinch, **be approved**, subject to the following conditions:

CITY CONDITIONS

- 1. That this approval applies only to the revised draft plan of subdivision prepared by Black, Shoemaker, Robinson and Donaldson Ltd, dated April 8, 2011, to include the development of 409 residential units as shown in **Attachment 3**, subject to the following revisions:
 - a. Addition of a 0.3 metre reserve along the Clair Road frontage of Blocks 101 and 102.
 - b. Addition of a 0.3 metre reserve along the south side of Blocks 93, 94 and 95
 - c. That the radii of Street 2 be 12 metres wide to align with existing Beaver Meadow Drive to the north.

Conditions to be met prior to any grading or site alteration

- 2. The Developer shall complete a **tree inventory and conservation plan**, satisfactory to the City Engineer in accordance with City of Guelph Bylaw (1986)-12229 prior to any grading, tree removal or construction on the site.
- The Developer shall obtain a Site Alteration Permit in accordance with City of Guelph By-law (2007)-18420 to the satisfaction of the City Engineer if grading/earthworks is to occur prior to entering into the subdivision agreement.
- 4. The Developer shall prepare and implement a **construction traffic access and control plan** for all phases of servicing and building construction to the satisfaction of the City Engineer. Any costs related to the implementation of such a plan shall be borne by the Developer.
- 5. The Developer agrees that no work, including, but not limited to **tree removal, grading or construction**, will occur on the lands until such time as the Developer has obtained written permission from the City Engineer or has entered into a Subdivision Agreement with the City.
- 6. The Developer shall enter into an **Engineering Services Agreement** with the City, satisfactory to the City Engineer.

- 7. The Developer shall prepare an overall **site drainage and grading plan**, satisfactory to the City Engineer, for the entire subdivision. Such a plan will be used as the basis for a detailed lot grading plan to be submitted prior to the issuance of any building permit within the subdivision.
- 8. The Developer shall construct, install and maintain **erosion and sediment control** facilities, satisfactory to the City Engineer, in accordance with a plan that has been submitted to and approved by the City Engineer.
- 9. The Developer shall retain a qualified **environmental inspector**, satisfactory to the General Manager of Planning Services to inspect the site during all phases of development and construction including grading, servicing and building construction. The environmental inspector shall monitor and inspect the erosion and sediment control measures and procedures. The inspector shall report on their findings to the City.
- 10. The Developer shall submit a detailed **Storm Water Management Report and Plans** to the satisfaction of the City Engineer which shows how storm water will be controlled and conveyed to the receiving water body. The report and plan shall address the issue of water quantity and quality in accordance with recognized best management practices, Provincial Guidelines, the City's "Design Principles for Storm Water Management Facilities" and the Storm Water Management Design Report for the applicable watershed. Maintenance and operational requirements for any control and/or conveyance facilities must be described. Low impact development should be considered for the apartment blocks.
- 11. The Developer shall ensure that any **domestic wells located within the lands be properly decommissioned** in accordance with current Ministry of the Environment Regulations and Guidelines to the satisfaction of the City Engineer. Any **boreholes** drilled for hydrogeological or geotechnical investigations must also be properly abandoned.
- 12. The Developer shall **stabilize all disturbed soil** within 90 days of being disturbed, control all noxious weeds and keep ground cover to a maximum height of 150 mm (6 inches) until the release of the development agreement on the block/lot so disturbed.
- 13. The Developer acknowledges that the City does not allow **retaining walls higher than 1.0 metre** abutting existing residential properties without the permission of the City Engineer.
- 14. The Developer shall prepare and implement an **Environmental Implementation Report (EIR)** based on terms of reference approved by the City and Grand River Conservation Authority (GRCA). Such a report will include:
 - a. A comprehensive monitoring plan, including a monitoring program to assess the performance of the storm water management facilities.

- b. The information and implementation process to get details to the homeowners concerning the storm sewer and storm water management process.
- c. The items identified in the Environmental Advisory Committee (EAC) resolutions dated June 9, 2010 and October 12, 2011, as well as the EAC supported Environmental Impact Study Addendum Report dated August 2009
- d. The GRCA letter dated July 27, 2010
- e. The Developer shall implement all recommendations of the EIR to the satisfaction of the City and the GRCA.

Conditions to be met prior to execution of subdivision agreement

- 15. That any dead ends and open sides of road allowances created by the draft plan be terminated in **0.3 metre reserves**, which shall be conveyed to the City at the expense of the Developer.
- 16. The Developer shall have **engineering drawings** and final reports prepared for the approval of the City Engineer.
- 17. With the exception of any share determined by the City to be the City's share in accordance with City by-laws and policies, the Developer is responsible for the total **cost of the design and construction of all municipal services** within and external to the subdivision that are required by the City to service the lands within the plan of subdivision including such works as sanitary facilities, storm facilities, water facilities, walkways and road works including sidewalks, boulevards and curbs, with the distance, size and alignment of such services to be determined by the City. This includes the Developer paying the cost of the design, construction and removal of any works of a temporary nature including temporary cul-de-sacs, sewers, stormwater management facilities, watermains and emergency accesses.

The Developer shall be responsible for:

- a) a share of the cost of the existing 400mm diameter Clair Road watermain to the satisfaction of the City Engineer;
- b) a share of the actual cost of the reconstruction of Clair Road to the satisfaction of the City Engineer;
- c) a share of the costs of turn lanes and traffic signals at the intersection of Street 2/Clair/Beaver Meadow to the satisfaction of the City Engineer;

- 18. The Developer agrees that no development will be permitted on the lands unless the grading plan prepared for the subdivision and approved by the City Engineer indicates that the maximum proposed elevation on the lots and blocks to be developed is less than an elevation of 344 metres or until the City Engineer confirms that adequate **water pressure** is available to service the lands. All costs associated with location, design, construction, operation and maintenance of a water booster pump system will be the responsibility of the developer.
- 19. The Developer agrees that no development will be permitted on the lands unless there is adequate **sanitary sewer capacity** in the downstream sanitary system. All costs associated with any required upgrades or twinning of existing downstream sewers in order to accommodate the flow from these lands will be the responsibility of the developer.
- 20. The Developer shall submit a **Geotechnical Report** to the satisfaction of the City Engineer which describes the potential impacts of groundwater and provides recommendations for pavement design and pipe bedding.
- 21. The Developer shall submit a **Traffic Impact Study** to the satisfaction of the City Engineer addressing vehicular and pedestrian site access, the potential impact of the development on the existing road network, sight lines, traffic signage and traffic calming measures.
- 22. The Developer shall pay the cost of supplying and erecting **street name and traffic control signs** in the subdivision, to the satisfaction of the City.
- 23. The Developer shall prepare a **street tree planting plan** and implement such plan to the satisfaction of the City.
- 24. The Developer shall pay to the City the cost of installing **bus stop pads** at locations to be determined by Guelph Transit.
- 25. The Developer shall provide an **On-Street Parking Plan** for the subdivision to the satisfaction of the City Engineer.
- 26. The Developer shall pay the cost of the installation of one Second Order **Geodetic Benchmark** within the proposed subdivision to the satisfaction of City Engineer.
- 27. The Developer shall **phase the subdivision** to the satisfaction of the City of Guelph. Such phasing shall conform to the current Development Priorities Plan.
- 28. The Developer shall dedicate **Block 103 as parkland** in accordance with the provisions of City of Guelph By-law (1989)-13410, as amended by By-law (1990)-13545, By-law (2007)-18225 or any successor thereof.

- 29. The Developer shall be responsible for the cost of design and development of the "Basic Park Development" as per the City of Guelph current "Specifications for Parkland Development", which includes clearing, grubbing, topsoiling, grading and sodding for any phase containing a Park block to the satisfaction of the Executive Director of Operations and Transit. The Developer shall provide the City with cash or letter of credit to cover the City approved estimate for the cost of development of the Basic Park Development for the Park Block to the satisfaction of the Executive Director of Operations and Transit.
- 30. The Developer shall be responsible for the cost of design and development of the **demarcation** of all lands conveyed to the City in accordance with the City of Guelph Property Demarcation Policy. This shall include the submission of drawings and the administration of the construction contract up to the end of a 2 year warrantee period completed by an Ontario Association of Landscape Architect (OALA) member for approval to the satisfaction of the Executive Director of Operations and Transit. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of development of the demarcation for the City lands to the satisfaction of the Executive Director of Operations and Transit.
- 31. The Developer shall be responsible for the cost of design and implementation of the **Open Space Works and Restoration** in accordance with the "Environmental Implementation Report" to the satisfaction of the Executive Director of Operations and Transit. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of the Open Space works and restoration for the City lands to the satisfaction of the Executive Director of Operations and Transit.
- 32. The Developer shall design and develop the **Storm Water Management Facility Landscaping** in accordance with the City's current "Design Principles for Storm Water Management Facilities" to the satisfaction of the Executive Director of Operations and Transit and the City Engineer. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by a Ontario Association of Landscape Architect (OALA) member for approval to the satisfaction of the General Manager of Planning Services.
- 33. The Developer shall be responsible for the cost of design of the **Pedestrian Trail System** for the Storm Water Management & Open Space Blocks. This shall include submitting drawings for approval, identifying the trail system, interpretative signage and trail design details, to the satisfaction of the Executive Director of Operations and Transit and the City Engineer. This shall include the submission of drawings completed by an Ontario Association of Landscape Architect (OALA) member for approval to the satisfaction of the General Manager of Planning Services.

34. The Developer shall provide Planning, Building, Engineering and Environment with a **digital file** in either AutoCAD - DWG format or DXF format containing the following final approved information: parcel fabric, street network, grades/contours and landscaping of the park, open space and storm water management blocks.

Conditions to be met prior to registration of the plan

- 35. The Developer shall obtain approval of the City with respect to the availability of **adequate water supply and sewage treatment capacity**, prior to the registration of the plan, or any part thereof.
- 36. The Developer acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the landowner. The Developer shall retain a qualified consultant to prepare a **Phase 1 Environmental Site Assessment** (and any other subsequent phases required), to assess any real property to be conveyed to the City to ensure that such property is free of contamination. If contamination is found, the consultant will determine its nature and the requirements for its removal and disposal at the Developer's expense. Prior to the registration of the plan, the consultant shall certify that all properties to be conveyed to the City are free of contamination. (Legal)
- 37. If contamination is found, prior to the City accepting any real property interests, the Developer shall:
 - a) submit all environmental assessment reports prepared in accordance with the **Record of Site Condition** (O. Reg. 153/04) describing the current conditions of the land to be conveyed to the City and the proposed remedial action plan to the satisfaction of the Manager of Reality Services;
 - b) complete any necessary remediation work in accordance with the accepted remedial action plan and submit certification from a Qualified Person that the lands to be conveyed to the City meet the Site Condition Standards of the intended land use; and
 - c) file a Record of Site Condition (RSC) on the Provincial Environmental Registry for lands to be conveyed to the City (Legal)
- 38. The Developer shall carry out an **archaeological assessment** of the subject property and mitigate, through preservation or resource removal, adverse impacts to any significant archaeological resources found. No demolition, grading or any soil disturbances shall take place on the subject property, prior to the issuance of a letter from the Ministry of Citizenship, Culture and Recreation to the City indicating that all archaeological assessment and/or mitigation activities undertaken have met licensing and resource conservation requirements.

- 39. The Developer shall enter into a **Subdivision Agreement**, to be registered on title, satisfactory to the City Solicitor, which includes all requirements, financial and otherwise to the satisfaction of the City of Guelph.
- 40. That the **road allowances** included in the draft plan be shown and dedicated at the expense of the Developer as public highways and that prior to the registration of any phase of the subdivision, the City shall receive a letter from the O.L.S. preparing the plan that certifies that the layout of the roads in the plan conforms to the City's "Geometric Design Criteria July 23, 1993".
- 41. That all **easements, blocks** and **rights-of-way** required within or adjacent to the proposed subdivision be conveyed clear of encumbrance to the satisfaction of the City of Guelph, Guelph Hydro Electric Systems Inc. and other Guelph utilities. Every Transfer Easement shall be accompanied by a Postponement, satisfactory to the City Solicitor, for any mortgage, charge or lease and such Postponement shall be registered on title by the City at the expense of the Developer.
- 42. The Developer shall pay any **outstanding debts** owed to the City.
- 43. The Developer shall pay **development charges** to the City in accordance with By-law (2009)-18729, as amended from time to time, or any successor thereof and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board, as amended from time to time, or any successor by-laws thereto.
- 44. The Developer shall erect and maintain **signs** at specified entrances to the subdivision showing the proposed land uses and zoning of all lots and blocks within the proposed subdivision and predominantly place on such signs the wording "For the zoning of all lands abutting the subdivision, inquiries should be directed to Planning Services, City Hall." The sign is to be resistant to weather and vandalism.
- 45. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots and/or dwelling units and agrees that these same notifications shall be placed in the City's subdivision agreement to be registered on title:

"Purchasers and/or tenants of all lots are advised that sump pumps will be required for every lot unless a gravity outlet for the foundation drain can be provided on the lot in accordance with a certified design by a Professional Engineer. Furthermore, all sump pumps must be discharged to the rear vard."

Schedule 1 – Page 8 October 1, 2012 161, 205 and 253 Clair Road East

"Purchasers and/or tenants of all lots or units are advised that if any fee has been paid by the purchaser to the Developers for the planting of trees on City boulevards in front of residential units does not obligate the City nor guarantee that a tree will be planted on the boulevard in front or on the side of a particular residential dwelling."

"Purchasers and/or tenants of all lots or units are advised that a transit route may be installed on Clair Road and Streets 1 and 2 at the discretion of the City. The location of such route and bus stops will be determined based on the policies and requirements of the City. Such bus stops may be located anywhere along the route, including lot frontages."

"Purchasers and/or tenants of all lots or units are advised that Clair Road may be used as a truck route"

"Purchasers and/or tenants of all lots or units located in the subdivision plan, are advised prior to the completion of home sales, of the time frame during which construction activities may occur, and the potential for residents to be inconvenienced by construction activities such as noise, dust, dirt, debris, drainage and construction traffic".

"Purchasers and/or tenants of all lots or units are advised that the boundaries of the park block and stormwater management blocks will be demarcated in accordance with the City of Guelph Property Demarcation Policy."

"Purchasers and/or tenants of all lots or units are advised that the stormwater management ponds have been vegetated to create a natural wetland setting. The City will not carry out routine maintenance such as grass cutting."

"Purchasers and/or tenants of all lots or units advised that the Stormwater Management Block has been vegetated to create a natural setting. Be advised that the City will not carry out routine maintenance such as grass cutting. Some maintenance may occur in the areas that are developed by the City for public walkways, bikeways and trails."

"Purchasers and/or tenants of all lots or units are advised that the Open Space Block has been retained in its natural condition. Be advised that the City will not carry out routine maintenance such as grass cutting. Periodic maintenance may occur from time to time to support the open space function and public trail system."

"Purchasers and/or tenants of all lots or units are advised that the Park Block has been designed for active public use and may include sportsfields, playgrounds, trails and other park amenities. Be advised that the City may carry out regular maintenance such as grass cutting. Periodic maintenance may also occur from time to time to support the park functions."

"Purchasers and/or tenants of all lots or units are advised that the boundaries of the open space, stormwater management and park blocks will be demarcated in accordance with the City of Guelph Property Demarcation Policy. This demarcation will consist of black vinyl chain link fence adjacent to lot numbers **1 to 19**, **24 to 42**, **76 to 92** and block numbers **100** and **101**." The Developer shall also send written notification of proposed demarcation to any existing homeowners in lots adjacent to open space, stormwater management and park blocks.

- 46. The Developer shall ensure that all **telephone service and cable TV service** in the plan shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers to provide for the installation of underground utility services for the Lands.
- 47. The Developer shall ensure that **street lighting** and underground wiring shall be provided throughout the subdivision at the Developer's expense and in accordance with the policies of the City of Guelph and Guelph Hydro Electric Systems Inc.
- 48. That site plans for all corner building lots, as determined by the City Engineer, shall be submitted to the City Engineer for approval of **driveway location.**
- 49. The Developer agrees to eliminate the use of any covenants that would restrict the use of **clotheslines** and that prior to the registration of all or any portion of the plan, the Developer's lawyer shall certify to the General Manager of Planning Services that there are no restrictive covenants which restrict the use of clotheslines.
- 50. The Developer shall pay to the City the total cost of reproduction and distribution of the **Guelph Residents Environmental Handbook** to all future residents within the Plan with such payment based on a cost of one handbook per residential dwelling unit as determined by the City.
- 51. The Developer shall **dedicate Block 103 for park purposes** in accordance with the provisions of City of Guelph By-law (1989)-13410, as amended by By-law (1990)-13545, By-Law (2007- 18225), or any successor thereof.

Conditions to be met prior to the issuance of a building permit

- 52.All **Stage 1 Services** are to be constructed to the satisfaction of the City Engineer.
- 53. The Developer shall provide the City with written confirmation from the Engineering Department of **Guelph Hydro** that the subdivision hydro servicing has been completed to the satisfaction of Guelph Hydro.

- 54. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official certifying that all **fill** placed below proposed building locations has adequate structural capacity to support the proposed building. All fill placed within the allowable zoning bylaw envelope for building construction shall be certified to a maximum distance of 30 metres from the street line. This report shall include the following information; lot number, depth of fill, top elevation of fill and the area approved for building construction from the street line.
- 55. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official providing an opinion on the presence of **soil gases (Radon and Methane**) in the plan in accordance with applicable provisions contained in the Ontario Building Code.
- 56. The Owner acknowledges and agrees that the dwelling units on the subject site will be constructed to the ENERGY STAR standard that promotes **energy efficiency** standards in order to comply with the Community Energy Initiative, to the satisfaction of the General Manager of Planning Services.

Conditions to be met prior to site plan approval

57. The owner shall, to support the **Community Energy Initiative** to the satisfaction of the General Manager of Planning Services, prior to the issuance of site plan approval, provide the City with evidence that dwelling units will be constructed to the standard set out in **Attachment 10** of Planning, Building, Engineering and Environment Report 12-85, dated October 1, 2012.

AGENCY CONDITIONS

- 58. Prior to any grading or construction on the site and prior to the registration of the plan, the owners or their agents shall submit the following plans and reports to the satisfaction and approval of the **Grand River Conservation**Authority:
 - a) A final storm water management report in accordance with the Preliminary Site Servicing and Stormwater Management Design Report.
 - b) An erosion and siltation control plan in accordance with the Grand River Conservation Authority's Guidelines for sediment and erosion control, indicating the means whereby erosion will be minimized and silt maintained on-site throughout all phases of grading and construction.
 - c) Detailed lot grading and drainage plans
 - d) The approval and issuance of a Permit from the GRCA for any development within the regulated areas on the subject lands pursuant to Ontario Regulation 150/06 (Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation).

- 59. That the **subdivision agreement** between the owners and the municipality contain provisions for:
 - a) The completion and maintenance of the works in accordance with the approved plans and reports contained in condition 58.
 - b) The maintenance of all storm water management systems in accordance with the approved plans throughout all phases of grading and construction.
- 60. The Owner shall make satisfactory arrangements for the electrical servicing of the subject lands to the satisfaction of the Technical Services Department of **Guelph Hydro Electric Systems Inc.**, prior to the registration of the plan.
- 61. The Developer agrees to provide the **Upper Grand District School Board** with a digital file of the plan of subdivision in either ARC/INFO export of DXF format containing the following information: parcel fabric and street network.
- 62. That **traffic signals** be installed at the intersection of Clair Road and Beaver Meadow Drive to provide safe pedestrian access for students crossing to the new school.
- 63. The Developer agrees in the subdivision agreement to **advise all purchasers** of residential units and or renters of same, by inserting the following clause in all offers of Purchase and Sale/Lease, until such time as a permanent school is assigned:
 - "Whereas the Upper Grand District School Board has designated this subdivision as a Development Area for the purposes of school accommodation, and despite the best efforts of the Upper Grand District School Board, sufficient accommodation may not be available for all anticipated students from the area, you are hereby notified that students may be accommodated in temporary facilities and/or bussed to a school outside the area, and further, that students may in future have to be transferred to another school."
- 64. The Developer and the **Upper Grand District School Board** shall reach an agreement regarding the supply and erection of a sign (at the developer's expense and according to Upper Grand District School Board specifications) affixed to the permanent development sign advising perspective residents that students may be directed to schools outside the neighbourhood.

- 65. The Developer and the **Wellington Catholic School Board** shall reach an agreement regarding the supply and erection of signage, at the developer's expense, affixed to the subdivision sign advising potential Separate School supporters of the location of schools serving the area and the current practice of busing students outside the immediate area should schools in the area be at capacity.
- 66. The Developer shall ensure that all **telephone service and cable TV service** in the plan shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers to provide for the installation of underground utility services for the Lands.
- 67. The Developer shall satisfy all requirements and conditions of **Canada Post** including advisories and suitable mailbox locations. The developer shall ensure that the eventual lot/home owner is advised in writing by the developer/subdivider/builder that Canada Post has selected the municipal easement to their lot for a Community Mail Box installation and the developer shall be responsible for the installation of concrete pads in accordance with the requirements of Canada Post, in locations to be approved by Canada Post to facilitate the placement of Community Mail Boxes.
- 68. That prior to the registration of all or any portion of the plan, **Guelph Hydro Electric Systems Inc**, shall advise the City in writing how conditions 53 and 60 have been satisfied.
- 69. That prior to the registration of all, or any portion of, the plan, the **Grand River Conservation Authority** shall advise the City in writing, how Conditions 10, 14 and 58 have been satisfied.
- 70. That prior to the registration of all or any portion of the plan, **Upper Grand District School Board** shall advise the City in writing how conditions 61-64 have been satisfied.
- 71. That prior to the registration of all or any portion of the plan, the **Wellington Catholic District School Board** shall advise the City in writing how condition 65 has been satisfied.
- 72. That prior to the registration of all or any portion of the plan, the **telephone service and cable TV service** (if provided) shall advise the City in writing how conditions 46 and 66 have been satisfied.
- 73. That prior to the registration of all or any portion of the plan, **Canada Post** shall advise the City in writing how condition 67 has been satisfied.

Note to Draft Plan Approval:

1. That this **Draft Plan Approval shall lapse** at the expiration of 3 years from the date of issuance of Draft Plan approval.

AND

PART B: Zoning Regulations

"That the Zoning By-law Amendment application be approved and that City staff be instructed to prepare the necessary amendment to Zoning By-law Number (1995)-14864, as amended, to change the subject lands from the current UR (Urban Reserve) Zone and A (Agriculture) and H (Hazard) Zones from the Township of Puslinch to the following zoning categories:

Zone	Land Use	Lot/Block #			
R.1C	Single Detached Residential (12m frontage)	76-84			
R.1C-?	Specialized Single Detached Residential (Specialized to allow coach houses over detached garages)	43-57			
R.1D	Single Detached Residential (9m frontage)	1-21, 36-42, 58-75, 84-92			
R.2	Semi-detached Residential	22-34			
R.3A	Cluster Townhouse	100			
R.3B-7	On-Street Townhouse (Specialized regulations for exterior side yards and lot coverage, proposed with rear land access)	93-99			
R.4A-?	Apartment Specialized Regulation added for Minimum Density (Minimum density of 90 units per hectare)	101 & 102			
P.2	Neighbourhood Park	103			
P.1	Stormwater Management	104 & 105			
P.1	Conservation Lands	106 & 107			
WL	Wetlands	106			

Specialized Regulations

R.1C-?? Zone

As shown on Defined Area Map Number 73 of Schedule "A" of this Bylaw.

Permitted *Uses*

In addition to the permitted *Uses* outlined in Section 5.1.1 of this *By-law*, the following permitted *Use* shall be allowed:

- a Garden Suite occupying the second Storey of a Detached Garage.

Regulations

- 1. Off-Street Parking Location
 - a) Despite Section 4.13.2.1 and Section 4.5.1, an off-Street Parking Space located in a Detached Garage can be located 5.5 metres from the Street Line, when the driveway is located between the Street Line and the Detached Garage.
 - b) Despite Section 4.13.2.1 and Section 4.5.1, an off-Street Parking Space located in a Detached Garage can be located 3.0 metres from the Street Line, when no portion of the driveway is between the Street Line and the Detached Garage.
- 2. Accessory Buildings or Structures
 - a) Despite Section 4.5.1, a *Detached Garage* located behind the detached dwelling shall have a minimum *Front Yard* setback of 3.0 metres.
 - b) Despite Section 4.5.1.1, a maximum area of 42% of the *Front Yard where* a *Detached Garage is located* between the *Street Line* and the nearest foundation wall of the Main Residential *Building* facing the public *Street Line* can be occupied by *Buildings* and *Structures*.

For all *Uses* outlined in Section 5.1.1 of this *By-law*, the regulations in Section 5.1.2 shall apply, with the following exception:

Minimum Front Yard

Despite Table 5.1.2, Row 6, the Main Residential *Building* shall be 4.5 metres from the *Street Line* with no vehicular access to that *Street*.

For a *Garden Suite* occupying the second *Storey* of a *Detached Garage*, the regulations in Section 5.1.2 shall apply with the following exceptions and additions:

- 1. Despite Section 4.5.2.1, a *Detached Garage* with a *Garden Suite* shall have a maximum *Building Height* of two *Storeys* and a maximum of 7.6 metres.
- 2. Despite Section 4.5.3, a *Garden Suite* may occupy the second *Storey* of a *Detached Garage Building* and be used for human habitation, provided that there is not an *Accessory Apartment* in the Main Residential *Building*.
- 3. On a property with a *Garden Suite* in a *Detached Garage*, an *Accessory Apartment* will not be permitted in the Main Residential *Building*.

R.4A-?? Zone

In accordance with the provisions of Section 5.4.2 of Zoning **By-law** (1995)-14864, as amended, with the following exceptions and additions:

Schedule 1 – Page 15 October 1, 2012 161, 205 and 253 Clair Road East

1. Maximum Density

Notwithstanding the provisions of Table 5.4.2, Row 5, the minimum Density shall be 90 units per hectare and the Maximum Density shall be 100 units per hectare.

Part A: Draft Plan of Subdivision Conditions

That the application by Black, Shoemaker, Robinson & Donaldson Ltd, on behalf of Wolf von Teichman and Northmanor Estates Inc. for approval of a draft plan of subdivision to permit Phase 3 of the Kortright East Subdivision comprising a total of 215 dwelling units on lands legally described as described as Part of Lots 3 and 4, Concession 8, Geographic Township of Puslinch, and municipally known as 927 and 1023 Victoria Road South, City of Guelph, **be approved**, with a three year lapsing provision, subject to the following conditions:

CITY CONDITIONS

1. That this approval applies only to a **draft plan of subdivision** prepared by Black, Shoemaker, Robinson & Donaldson Ltd (Project No. 07-7364-5), on behalf of Wolf von Teichman and Northmanor Estates Inc. dated March 16, 2012, identifying 215 dwelling units, including the following minor adjustment: That the road allowance for Streets 3 and 4 adjacent to Lots 26 and 31 be extended to permit full servicing of the lots to the satisfaction of the City Engineer and that both road allowances terminate with a 0.3 metre reserve.

Conditions to be met prior to any grading or site alteration

- 2. The Developer shall follow the approved **tree inventory and conservation plan**, satisfactory to the City Engineer, in accordance with City of Guelph Bylaw (1986)-12229, prior to any grading, tree removal or construction on the site.
- 3. The Developer shall obtain a **Site Alteration Permit** in accordance with City of Guelph By-law (2007)-18420 to the satisfaction of the City Engineer if grading/earthworks is to occur prior to entering into the subdivision agreement.
- 4. That the Developer shall prepare a **construction traffic access and control plan** for all phases of servicing and building construction based on the use of Victoria Road as the sole means of access to the satisfaction of the City. Any costs related to the implementation of such a plan shall be borne by the Developer. Any damage or maintenance required to surrounding streets as a result of such traffic shall be at the Developers cost.
- 5. The Developer agrees that no work, including, but not limited to tree removal, grading or construction, will occur on the lands until such time as the Developer has obtained **written permission** from the City Engineer or has entered into a Subdivision Agreement with the City.
- 6. The Developer shall enter into an **Engineering Services Agreement** with the City, satisfactory to the City Engineer.
- 7. The Developer shall prepare an overall **site drainage and grading plan**, satisfactory to the City Engineer, for the entire subdivision. The plan will place emphasis on the minimal disruption of the lands natural topography and shall minimize cut and fill and area grading to that which is required to service the

subdivision to the required standards. The plan will be used as the basis for a detailed lot grading plan to be submitted prior to the issuance of any building permit within the subdivision.

- 8. The Developer has prepared an **Environmental Implementation Report** (**EIR**) based on terms of reference approved by the City and Grand River Conservation Authority (GRCA). The report includes a monitoring program to assess the performance of the storm water management facilities and a public education program for residents. The Developer shall implement all recommendations of the EIR to the satisfaction of the City and GRCA.
- 9. The Developer shall construct, install and maintain **erosion and sediment control** facilities, satisfactory to the City Engineer, in accordance with a plan that has been submitted to and approved by the City Engineer.
- 10. The Developer shall retain a qualified environmental inspector, satisfactory to the General Manager of Planning Services to inspect the site during all phases of development and construction including grading, servicing and building construction. The **Environmental Inspector** shall monitor and inspect the erosion and sediment control measures and procedures, and compliance with the Environmental Impact Study and the Environment Implementation Report on a weekly or more frequent basis if required. The Environmental Inspector shall report on their findings to the City on a monthly or more frequent basis.
- 11. The Developer shall submit a detailed **Storm Water Management Report** and Plans to the satisfaction of the City Engineer which shows how storm water will be controlled and conveyed to the receiving water body. The report and plan shall address the issue of water quantity and quality in accordance with recognized best management practices, Provincial Guidelines, the City's "Design Principles for Storm Water Management Facilities" and the Storm Water Management Design Report for the Torrance Creek Subwatershed. Maintenance and operational requirements for any control and/or conveyance facilities must be described.
- 12. The developer shall ensure that any **domestic wells** located within the lands be properly decommissioned in accordance with current Ministry of the Environment Regulations and Guidelines to the satisfaction of the City Engineer. Any boreholes drilled for hydrogeological or geotechnical investigations must also be properly abandoned.
- 13. The Developer shall **stabilize all disturbed soil** within 90 days of being disturbed, control all noxious weeds and keep ground cover to a maximum height of 150 mm (6 inches) until the release of the development agreement on the block/lot so disturbed.
- 14. The Developer acknowledges that the City does not allow **retaining walls** higher than 1.0metre abutting existing residential properties without the permission of the City Engineer.

- 15. Prior to any development or grading of the site, the Developer shall submit to the City, a report indicating how regular **dust suppression** will be accomplished during the servicing and house construction phases of the subdivision.
- 16. The developer has completed an archaeological assessment of the subject property and mitigated, through preservation or resource removal, adverse impacts to any significant archaeological resources found. No demolition, grading or any soil disturbances shall take place on the subject property, prior to the issuance of a letter from the Ministry of Citizenship, Culture and Recreation to the City indicating that all archaeological assessment and/or mitigation activities undertaken have met licensing and resource conservation requirements.

Conditions to be met prior to execution of subdivision agreement

- 17. That any dead ends and open sides of road allowances created by the draft plan be terminated in **0.3 metre reserves**, which shall be conveyed to the City at the expense of the Developer.
- 18. The Developer shall have engineering drawings and **final reports** prepared for the approval of the City Engineer.
- 19. With the exception of any share determined by the City to be the City's share in accordance with its by-laws and policies, the Developer is responsible for the **total cost of the design and construction of all municipal services** within and external to the subdivision that are required by the City to service the lands within the plan of subdivision including such works as sanitary facilities, storm facilities, water facilities, walkways and road works including sidewalks, boulevards and curbs, with the distance, size and alignment of such services to be determined by the City. This includes the Developer paying the cost of the design, construction and removal of any works of a temporary nature including temporary cul-de-sacs, sewers, stormwater management facilities, watermains and emergency accesses.
- 20. The Developer shall submit a **Geotechnical Report** to the satisfaction of the City Engineer which describes the potential impacts of groundwater and provides recommendations for pavement design and pipe bedding.
- 21. The Developer shall pay the cost of supplying and erecting **street name and traffic control signs** in the subdivision, to the satisfaction of the City.
- 22. The Developer is responsible for the total cost of preparing a **tree planting plan** for the roadways shown on the plan of subdivision and implementing such plan to the satisfaction of the City.
- 23. The Developer shall pay to the City the cost of installing **bus stop pads** at locations to be determined by Guelph Transit.

- 24. The Developer shall provide an **On-Street Parking Plan** for the subdivision to the satisfaction of the City Engineer.
- 25. The site plans for all **corner building lots**, as determined by the City, shall be submitted to the City Engineer for approval of driveway location.
- 26. The Developer shall pay the cost of the installation of one Second Order Geodetic **Benchmark** within the proposed subdivision to the satisfaction of City Engineer.

Conditions to be met prior to registration of the plan

- 27. The Developer shall obtain approval of the City with respect to the availability of **adequate water supply and sewage treatment capacity**, prior to the registration of the plan, or any part thereof.
- 28. The Developer acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the landowner. The Developer shall retain a Qualified Person (QP) as defined in Ontario Regulation 153/04 to prepare and submit a **Phase 1 Environmental Site Assessment** and any other subsequent phases required, to assess any real property to ensure that such property is free of contamination. If contamination is found, the consultant will determine its nature and the requirements for its removal and disposal at the Developer's expense. Prior to the site plan approval, a Qualified Person shall certify that all properties to be developed are free of contamination.
- 29. If contamination is found, the Developer shall:
- submit all environmental assessment reports prepared in accordance with the Record of Site Condition (O. Reg. 153/04) describing the current conditions of the land to be developed and the proposed remedial action plan to the satisfaction of the City;
- complete any necessary remediation work in accordance with the accepted remedial action plan and submit certification from a Qualified Person that the lands to be developed meet the Site Condition Standards of the intended land use;
- c) and file a Record of Site Condition (RSC) on the Provincial Environmental Registry for lands to be developed.
- 30. The Developer shall enter into a **Subdivision Agreement**, to be registered on title, satisfactory to the City Solicitor, which includes all requirements, financial and otherwise to the satisfaction of the City of Guelph.
- 31. That the **road allowances** included in the draft plan be shown and dedicated at the expense of the Developer as public highways and that prior to the registration of any phase of the subdivision, the City shall receive a letter from the O.L.S. preparing the plan that certifies that the layout of the roads in the

- plan conforms to the City's "Geometric Design Criteria July 23, 1993", with the exception of any road widths.
- 32. That all **easements**, **blocks and rights-of-way** required within or adjacent to the proposed subdivision be conveyed clear of encumbrance to the satisfaction of the City of Guelph, Guelph Hydro Electric Systems Inc. and other Guelph utilities. Every Transfer Easement shall be accompanied by a Postponement, satisfactory to the City Solicitor, for any mortgage, charge or lease and such Postponement shall be registered on title by the City at the expense of the Developer.
- 33. The Developer shall pay any **outstanding debts** owed to the City.
- 34. The Developer shall pay **development charges** to the City in accordance with By-law (2009)-18729, as amended from time to time, or any successor thereof and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board, as amended from time to time, or any successor by-laws thereto.
- 35. The Developer shall **erect and maintain signs** at specified entrances to the subdivision showing the proposed land uses and zoning of all lots and blocks within the proposed subdivision and predominantly place on such signs the wording "For the zoning of all lands abutting the subdivision, inquiries should be directed to Planning Services, City Hall." The sign is to be resistant to weather and vandalism.
- 36. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots and/or dwelling units and agrees that these same notifications shall be placed in the City's subdivision agreement to be registered on title:
- a) "Purchasers and/or tenants of all lots are advised that sump pumps will be required for every lot unless a gravity outlet for the foundation drain can be provided on the lot in accordance with a certified design by a Professional Engineer. Furthermore, all sump pumps must be discharged to the rear yard."
- b) "Purchasers and/or tenants of all lots or units are advised that if any fee has been paid by the purchaser to the Developers for the planting of trees on City boulevards in front of residential units does not obligate the City or guarantee that a tree will be planted on the boulevard in front or on the side of a particular residential dwelling."
- c) "Purchasers and/or tenants of all lots or units are advised that a transit route may be installed on any street at the discretion of the City. The location of such route and bus stops will be determined based on the policies and requirements of the City. Such bus stops may be located anywhere along the route, including lot frontages."

- d) "Purchasers and/or tenants of all lots or units located in the subdivision plan, are advised prior to the completion of home sales, that ongoing construction activities may occur, and there will be potential for residents to be inconvenienced by construction activities such as noise, dust, dirt, debris, drainage and construction traffic".
- e) "Purchasers and/or tenants of all lots or units are advised that the boundaries of the Open Space and Stormwater Management Blocks will be demarcated in accordance with the City of Guelph Property Demarcation Policy."
- f) "Purchasers and/or tenants of all lots or units are advised that the stormwater management pond has been vegetated to create a natural wetland setting. The City will not carry out routine maintenance such as grass cutting."
- g) "Purchasers and/or tenants of all lots or units are advised that Streets 3, 4 and Macaslister Blvd. will be extended at some future date when the adjacent lands are developed"
- 37. The Developer shall ensure that all **telephone service and cable TV service** in the plan shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers to provide for the installation of underground utility services for the Lands.
- 38. The Developer shall ensure that **street lighting and underground wiring** shall be provided throughout the subdivision at the Developer's expense and in accordance with the policies of the City of Guelph and Guelph Hydro Electric Systems Inc.
- 39. That site plans for all corner building lots, as determined by the City Engineer, shall be submitted to the City Engineer for approval of **driveway location**.
- 40. The Developer shall pay to the City the total cost of reproduction and distribution of the **Guelph Residents Environmental Handbook** to all future residents within the Plan with such payment based on a cost of one handbook per residential dwelling unit as determined by the City.
- 41. The Developer shall demarcate the boundary of the Stormwater Management Pond with a 1.8metre high black vinyl **chain link fence** to the satisfaction of the City.
- 42. The Developer shall convey **Lots 26 and 31** at the expense of the Developer to the City and held until the adjacent future street can be constructed and extended beyond the current terminus, unless the future streets can be extended to adequately service the lots to the satisfaction of the City Engineer. Ultimately, the Developer is responsible for maintaining these two lots including, but not limited to, weed and pest control.
- 43. The Developer shall meet all conditions and recommendations of the **Traffic Impact/Management Report** and shall implement all conditions and recommendations to the satisfaction of the City, prior to the registration of each phase of the subdivision. Further, the Developer has submitted a Traffic Calming Management Plan to the City for approval and shall incorporate the

recommendations into the final subdivision design and shall implement all conditions and recommendations to the satisfaction of the City. Further, the Developer shall implement the recommended traffic calming measures described in the Kortright East Extension – Traffic Calming Recommendations report prepared by Paradigm Transportation Solutions Limited dated January 3, 2005.

- 44. That the developer **deeds to the City** any lands in the plan that are required by the City for Storm Water Management Facilities, parks, wetlands and buffers and open space. Furthermore, the developer shall demarcate the boundaries of any lands conveyed to the City in accordance with the policies of the City.
- 45. That the developer shall pay to the City the cost of any **existing services** within or abutting the proposed subdivision, as determined by the General Manager, Planning Services.
- 46. That the developer makes arrangements, satisfactory to the General Manager, Planning Services, concerning the **scheduling** of the development and the developers payment of cost for services for the subdivision.
- 47. That the developer **phases** the subdivision to the satisfaction of the City.
- 48. That the developer shall at its expense implement and address all recommendations contained in the **Environmental Impact Study** that has been approved by the City, for the subdivision, and the developer shall address each recommendation to the satisfaction of the Grand River Conservation Authority and the City.
- 49. That the developer shall dedicate **Block 158 for parks purposes** in accordance with the provisions of City of Guelph By-law (1989)-13410, as amended by By-law (1990)-13545, or any successor thereof.
- 50. The Developer shall be responsible for the cost of design and development of the "Basic Park Development" as per the City of Guelph current "Specifications for Parkland Development", which includes clearing, grubbing, topsoiling, grading and sodding for any phase containing a Park block to the satisfaction of the Executive Director of Community & Social Services. The Developer shall provide the City with cash or letter of credit to cover the City approved estimate for the cost of development of the Basic Park Development for the Park Block to the satisfaction of the Executive Director of Community & Social Services. (CSS)
- 51. The Developer shall be responsible for the cost of design and development of the **demarcation** of all lands conveyed to the City in accordance with the City of Guelph Property Demarcation Policy. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by an Ontario Association of Landscape Architect (OALA) member for approval to the satisfaction of the Executive Director of Community & Social Services. The Developer shall provide the City

with cash or letter of credit to cover the City approved estimate for the cost of development of the demarcation for the City lands to the satisfaction of the Executive Director of Community & Social Services. (CSS)

- 52. The Developer shall be responsible for the cost of design and implementation of the **Open Space Works and Restoration** in accordance with the "Environmental Implementation Report" to the satisfaction of the Executive Director of Community & Social Services. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by an Ontario Association of Landscape Architects (OALA) member for approval to the satisfaction of the Executive Director of Community & Social Services. The Developer shall provide the City with cash or letter of credit to cover the City approved estimate for the cost of the Open Space works and restoration for the City lands to the satisfaction of the Executive Director of Community & Social Services. (CSS)
- Facility Landscaping in accordance with the City's current "Design Principles for Storm Water Management Facilities" to the satisfaction of the Executive Director of Community & Social Services and the City Engineer. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by an Ontario Association of Landscape Architects (OALA) member for approval to the satisfaction of the Executive Director of Community & Social Services. (CSS and Engineering)
- 54. The Developer shall be responsible for the cost of design of the **Pedestrian Trail System** for the Storm Water Management & Open Space Blocks. This shall include submitting drawings for approval, identifying the trail system, interpretative signage and trail design details, to the satisfaction of the Executive Director of Community & Social Services and the City Engineer. This shall include the submission of drawings completed by an Ontario Association of Landscape Architects (OALA) member for approval to the satisfaction of the Executive Director of Community & Social Services. (CSS and Engineering)
- 55. The Developer shall provide Community & Social Services with a **digital file** in either AutoCAD DWG format or DXF format containing the following final approved information: parcel fabric, street network, grades/contours and landscaping of the park, open space and storm water management blocks. (CSS)
- 56. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots and/or dwelling units and agrees that these same notifications shall be placed in the City's subdivision agreement to be registered on title:
- a) "Purchasers and/or tenants of all lots or units are advised that public trails will be installed abutting or in close proximity to Lots 1-17, 51-56 and 62-72, and that public access to these trails will occur adjacent to Lots 1 and 17.

- b) "Purchasers and/or tenants of all lots are advised that the Stormwater Management Block has been vegetated to create a natural setting. Be advised that the City will not carry out routine maintenance such as grass cutting. Some maintenance may occur in the areas that are developed by the City for public walkways, bikeways and trails."
- c) "Purchasers and/or tenants of all lots are advised that the Open Space Block has been retained in its natural condition. Be advised that the City will not carry out regular maintenance such as grass cutting. Periodic maintenance may occur from time to time to support the open space function and public trail system."
- d) "Purchasers and/or tenants of all lots are advised that the Park Block has been designed for active public use and may include sportsfields, playgrounds, trails and other park amenities. Be advised that the City may carry out regular maintenance such as grass cutting. Periodic maintenance may also occur from time to time to support the park functions."
- e) "Purchasers and/or tenants of all lots or units are advised that the boundaries of the open space, stormwater management and park blocks will be demarcated in accordance with the City of Guelph Property Demarcation Policy. This demarcation will consist of black vinyl chain link fence adjacent to all lots abutting these lands."
- f) "Purchasers and/or tenants of all lots or units abutting City owned lands to be demarcated with fencing are advised that no private gates will be allowed."
- 57. The Developer shall identify the proposed park, open space, trails and demarcation types on all **temporary entrance signs** for the development to the satisfaction of the Executive Director of Community & Social Services. (CSS)
- 58. The Developer shall provide **two temporary signs on the park block frontages** clearly stating: that the maintenance of the park block is the responsibility of the Developer until such time as the City accepts the park; that all questions relating to the maintenance of the park block shall be directed to the Developer; and the Developer contact details. The signage shall be erected when rough grading on and adjacent to the building lots has begun and must be maintained by the Developer until acceptance of the Blocks by the City. (CSS)
- 59. The Developer shall ensure that the proposed park block, open space blocks, trails and demarcation **fencing** are identified on any marketing or promotional materials. (CSS)

Conditions to be met prior to the issuance of a building permit

60. All **Stage 1 Services** are to be constructed to the satisfaction of the City Engineer.

- 61. The Developer shall provide the City with written confirmation from the Engineering Department of **Guelph Hydro** that the subdivision hydro servicing has been completed to the satisfaction of Guelph Hydro.
- 62. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official certifying that all **fill** placed below proposed building locations has adequate structural capacity to support the proposed building. All fill placed within the allowable zoning bylaw envelope for building construction shall be certified to a maximum distance of 30 metres from the street line. This report shall include the following information; lot number, depth of fill, top elevation of fill and the area approved for building construction from the street line.
- 63. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official providing an opinion on the presence of **soil gases** (Radon and Methane) in the plan in accordance with applicable provisions contained in the Ontario Building Code.

AGENCY CONDITIONS

- 64. That the developer agrees to provide the **Upper Grand District School Board** with a **digital file** of the plan of subdivision in either ARC/INFO export of DXF format containing the following information: parcel fabric and street network.
- 65. That the developer agrees in the subdivision agreement to advise all purchasers of residential units and/or renters of same, by inserting the following **clause** in all offers of Purchase and Sale/Lease, until such time as a permanent school is assigned:

"Whereas the Upper Grand District School Board has designated this subdivision as a Development Area for the purposes of school accommodation, and despite the best efforts of the Upper Grand District School Board, sufficient accommodation may not be available for all anticipated students from the area, you are hereby notified that students may be accommodated in temporary facilities and/or bussed to a school outside the area, and further, that students may in future have to be transferred to another school."

- 66. That the developer and the **Upper Grand District School Board** shall reach an agreement regarding the **supply and erection of a sign** (at the developer's expense and according to Upper Grand District School Board specifications) affixed to the permanent development sign advising perspective residents that students may be directed to schools outside the neighbourhood.
- 67. That the developer and the **Wellington Catholic District School Board** reach an agreement regarding the **supply and erection of signage**, at the developer's expense, affixed to the subdivision sign advising potential Separate School supporters of the location of schools serving the area and the current practice of bussing students outside the immediate area should school in the area be at capacity.

- 68. That prior to any grading or construction on the site and prior to the registration of the plan, the owners or their agents shall submit the following plans and reports to the satisfaction and approval of the **Grand River Conservation Authority**:
- a) A detailed storm water management report and plans in accordance with the 1994 Ministry of Environment and Energy Report entitled, Stormwater Management Practices Planning and Design Manual.
- b) A Storm Servicing Plan showing the layout of the storm sewer system
- A Lot Grading and Drainage Control Plan showing the limits of all grading, including existing and proposed grades
- d) An erosion and sediment control plan and plan in accordance with the Grand River Conservation Authority's Guidelines on Erosion and Sediment Control for construction sites, including the means whereby erosion will be minimized and sediment maintained on site throughout all phases of grading and construction, including a monitoring and maintenance plan and provisions for timely revegetation of the site.
- 69. That the **subdivision agreement** between the owners and the municipality contain provisions for:
- a) The completion and maintenance of the works in accordance with the approved plans and reports contained in condition 68.
- b) The maintenance of all storm water management systems in accordance with the approved plans throughout all phases of grading and construction.(GRCA)
- 70. The owner shall complete to the satisfaction of the Director of Engineering of the City of Guelph and **Canada Post**:

include on all offers of purchase and sale, a statement that advises prospective purchaser:

- a) that the home/business mail delivery will be from a designated Centralized Mail Box.
- b) that the developers/owners be responsible for officially notifying the purchasers of the exact Centralized Mail Box locations prior to the closing of any home sales.
- 71. The owner further agrees to:
- a) work with **Canada Post** to determine and provide temporary suitable Centralized Mail Box locations which may be utilized by Canada Post until the curbs, boulevards and sidewalks are in place in the remainder of the subdivision.

- b) Install a concrete pad in accordance with the requirements of, and in locations to be approved by, Canada Post to facilitate the placement of Community Mail Boxes
- c) Identify the pads above on the engineering service drawings. Said pads are to be poured at the time of the sidewalk and/or curb installation within each phase of the plan of subdivision.
- d) Determine the location of all centralized mail receiving facilities in cooperation with Canada Post and to indicate the location of the centralized mail facilities on appropriate maps, information boards and plans. Maps are to be prominently displayed in the sales office(s) showing specific Centralized Mail Facility locations. Canada Post's multi-unit policy, which requires that the owner/developer provide the centralized mail facility at their own expense, will be in effect for buildings and complexes with a common lobby, common indoor or sheltered space.
- 72. Prior to the registration of the plan, the developer shall arrange for all departments and agencies to submit **clearance letters** to the City, confirming each department and agency is satisfied and the plan can proceed to registration.

Note to Draft Plan Approval:

That this Draft Plan Approval shall lapse at the expiration of **3 years** from the date of issuance of Draft Plan Approval."

AND

Part B: Recommended Zoning

"THAT the Zoning Bylaw Amendment application be approved and that City Staff be instructed to prepare the necessary amendment to the Zoning Bylaw Number (1995)-14864, as amended to change the subject lands from the Township of Puslinch A (Agriculture) Zone and the H (Hazard) Zone to the following zoning categories:

Zone	Specialized Regulations	Lot/Block
	Specialized Regulations	Lots 1 9 57
Specialized R.1B-? (Specialized Single Detached Residential)	460m² is required • minimum side yard of 1.2m where	Lots 1-8, 57- 85
R.1C (Single	1.5m is required	Lots 86-94
Detached Residential)		LOIS 60-94
R.1D (Single		Lots 95-134,
Detached Residential)		144-150
Specialized R.1D-? (Specialized Single Detached Residential)	 minimum front yard setback of 4.5m where 6m is required minimum front yard setback of 6m to the front wall of garage 	Lots 9-17, 29-34, 44- 48, 51-56
Specialized R.2-? (Specialized Semidetached Residential)	 minimum lot area of 448m² where 460m², is required and minimum lot area per unit of 224m² when 230m² is required minimum lot frontage of 13.7m and minimum lot frontage per unit of 6.8m when 15m is required in total, and 7.5m is required per unit. minimum front yard setback of 4.5m where a minimum of 6m is required increased maximum building coverage to 50% where 40% is permitted, increased driveway width to 50% of the front yard where whereas the maximum is 40% 	Lots 18- 28,35-43, 49-50
Specialized R.2-?? (Specialized Semidetached Residential)	• increased driveway width to 50% of the front yard where whereas the maximum is 40%	
Specialized R.3B-7 (Specialized Residential Townhouse)	 increased maximum building coverage of 50% 	Blocks 151- 157
P.1 (Conservation Land)		Blocks 159- 166
P.2 (Neighbourhood Park)		Block 158
WL (Wetland)		Part Block 164

Recommended Zoning and Conditions

The property affected by this Zoning By-law Amendment is municipally known as 1274, 1280 and 1288 Gordon Street, legally described as Part Lot 6, Concession 8, formerly in the Township of Puslinch, now in the City of Guelph.

The following Zoning is proposed:

Specialized R.4A-? Zone

Permitted Uses

- Apartment Building
- Accessory Uses in accordance with Section 4.23
- Home Occupation in accordance with Section 4.19

Regulations

In accordance with Section 4 (General Provisions) and Section 5.4.2 of Zoning Bylaw (1995)-14864, as amended with the following exceptions:

Minimum Side Yard

The minimum Side Yard on the north side shall be 7.5 metres. The minimum Side Yard on the south side shall be 13 metres.

Floor Space Index

The maximum Floor Space Index (F.S.I.) shall be 1.22.

P.1 (Park/Conservation Land) Zone

The lands associated with the cedar bush woodlot and the related 10 metre buffer is proposed to be rezoned to the P.1 Zone.

Conditions

The following conditions are provided as information to Council and will be imposed through site plan approval:

- 1. The owner shall submit to the City, in accordance with Section 41 of the *Planning Act*, **a fully detailed site plan**, indicating the location of buildings, landscaping, parking, circulation, access, lighting, tree preservation, grading and drainage and servicing on the said lands to the satisfaction of the General Manager of Planning Services and the City Engineer, prior to Site Plan approval, and furthermore the owner agrees to develop the said lands in accordance with the approved plan.
- 2. The owner shall develop the site generally in accordance with the **development concept plan** attached as Attachment 6 to the October 1, 2012 Planning, Building, Engineering and Environment Report Number 12-88, and the owner shall complete the following requirements to the satisfaction of the General Manager of Planning Services and the City Engineer prior to site plan approval:

- a) The owner shall complete all requirements of the GRCA and the owner's approved Environmental Impact Assessment and shall address all recommendations in the September 14, 2011 resolution of EAC, to the satisfaction of the General Manager of Planning Services and the City Engineer.
- 3. Prior to site plan approval, the owner will provide the City with a written letter of confirmation that the site will be developed and the buildings will be constructed to include the owner's commitments outlined in Attachment 7 of the Planning, Building, Engineering and Environment Report 12-88 dated October 1, 2012, to support the **Community Energy Initiative** to the satisfaction of the General Manager of Planning Services.
- 4. The owner shall prepare and submit to the City for approval, an **addendum to the Environmental Impact Study** that addresses the comments of the GRCA, EAC, Environmental Planner and Parks Planner, to the satisfaction of Planning, Building, Engineering and Environment, prior to the site plan approval.
- 5. Prior to any development of the lands and prior to any construction or grading on the lands, the developer shall construct, install and maintain **erosion and sediment control facilities**, satisfactory to the City Engineer, in accordance with a plan that has been submitted to and approved by the City Engineer. Furthermore, the developer shall provide a qualified environmental inspector, satisfactory to the City Engineer, to inspect the site during all phases of development and construction including grading, servicing and building construction. The environmental inspector shall monitor and inspect the erosion and sediment control measures and procedures on a weekly or more frequent basis if required. The environmental inspector shall report on his or her findings to the City on a monthly or more frequent basis.
- 6. The developer/owner grades, develops and maintains the site including the **storm water management facilities** designed by a Professional Engineer, in accordance with a Site Plan that has been submitted to and approved by the City Engineer. Furthermore, the developer/owner shall have the Professional Engineer who designed the storm water management system certify to the City that he/she supervised the construction of the storm water management system, and that the storm water management system was approved by the City and that it is functioning properly.
- 7. The developer/owner has a Professional Engineer identify any **private water wells** on the adjacent properties and ensures that the development of the subject lands do not adversely impact those wells.
- 8. The developer/owner shall pay to the City the actual cost of the **existing service laterals**, as determined by the City Engineer, prior to site plan approval.

- 9. The developer/owner shall pay to the City, **their share of the actual cost of constructing municipal services** on Gordon Street across the frontage of the lands, including road works, sanitary sewer, storm sewer, watermain, curb and gutter, catch basins, sidewalks and street lighting as determined by the City Engineer, prior to site plan approval.
- 10. The developer/owner shall pay to the City, their share of the actual cost of constructing and maintaining the existing Municipal Stormwater Management facility as determined by the City Engineer, prior to site plan approval.
- 11. The developer/owner shall pay to the City the **actual cost of constructing and installing any new service laterals** required and furthermore, prior to site plan approval, the developer shall pay to the City the estimated cost of the service laterals, as determined by the City Engineer.
- 12. The developer/owner shall pay to the City the **actual cost of the construction of the new access and the required curb cut**, prior to site plan approval and prior to any construction or grading on the lands, the developer shall pay to the City the estimated cost as determined by the City Engineer.
- 13. The developer/owner shall pay to the City the **actual cost of the removal** and **restoration of the boulevard** where the existing accesses are located, prior to site plan approval and prior to any construction or grading on the lands, the developer shall pay to the City the estimated cost as determined by the City Engineer.
- 14. The developer/owner shall pay to the City, their **proportionate share of the actual cost of constructing a centre turn lane on Gordon Street** across the frontage of the lands, and furthermore, prior to site plan approval, the developer shall pay to the City the estimated cost of the centre turn lane as determined by the City Engineer.
- 15. The developer/owner constructs the new buildings at such an elevation that the lowest level of the new buildings can be **serviced with a gravity connection** to the sanitary sewer.
- 16. The developer/owner shall provide a **single full movement access** to Gordon Street and in the event that a secondary access be opened to a future road (Landsdown extension), then the single access to Gordon be retrofitted to a right in/right out movement only.
- 17. That the developer/owner shall pay **development charges** to the City in accordance with By-law Number (2009)-18729, as amended from time to time, or any successor thereof, and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board, as amended from time to time, or any successor by-laws thereto.

- 18. That any **domestic wells and boreholes** drilled for hydrogeological or geotechnical investigations shall be properly abandoned in accordance with current Ministry of the Environment Regulations and Guidelines to the satisfaction of the City Engineer.
- 19. Prior to site plan approval, the owner shall pay to the City **cash-in-lieu of park land dedication** in accordance By-law (1989)-13410, as amended by By-law (1990)-13545, or any successor thereof.
- 20. That all **telephone and Cable TV service** to the lands be underground and the developer/owner shall enter into a servicing agreement with the appropriate service providers to provide for the installation of underground telephone service, prior to any construction or grading on the lands.
- 21. That the developer/owner makes satisfactory arrangements with **Union Gas** for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to any construction or grading on the lands.
- 22. That all electrical services to the lands are underground and the developer/owner shall make satisfactory arrangements with **Guelph Hydro** Electric Systems Inc. for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to any construction or grading on the lands.
- 23. The owner shall satisfy all requirements and conditions of **Canada Post** including advisories and suitable mailbox locations.
- 24. Prior to the issuance of any building permit for the lands, the owner shall pay to the City, the City's total cost of reproduction and distribution of the **Guelph Residents' Environmental Handbook**, to all future homeowners or households within the project, with such payment based on a cost of one handbook per residential dwelling unit, as determined by the City.
- 25. That prior to site plan approval, the developer/owner shall enter into a **site plan control agreement** with the City, registered on title, satisfactory to the City Solicitor and the City Engineer, covering the conditions noted above and to develop the site in accordance with the approved plans and reports.

October 2, 2012 Page No. 282

Dormie Room, Cutten Fields October 2, 2012 5:45 p.m.

An Open Meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein

Absent: Councillor Kovach

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning, Building, Engineering & Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services

Also Present: Mr. M. Calzannetti, Meeting Facilitator

 Moved by Councillor Hofland Seconded by Councillor Piper
 THAT the Council of the City of Guelph now hold a meeting that is closed to the public with respect to:

Leadership Development Training

S. 239 (3.1) of the Municipal Act - education or training

Carried

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Mayor	
Clerk Designate	
Cierk Designate	

October 2, 2012 Page No. 283

Dormie Room, Cutten Fields October 2, 2012 5:46 p.m.

A Closed Meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein

Absent: Councillor Kovach

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning, Building, Engineering & Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services

Also Present: Mr. M. Calzannetti, Meeting Facilitator

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

Mayor Farbridge and the Chief Administrative Officer provided introductory remarks.

Council and staff were led through various leadership training exercises and discussions.

 Moved by Councillor Van Hellemond Seconded by Councillor Burcher
 That the closed meeting of Guelph City Council of October 2, 2012 be adjourned.

Carried

The meeting	adjourned at 9	9:01 p.m.	
Minutes to b	a confirmed on	Octobor 3) T

Minutes to be confirmed on	October 22	, 2012.
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Mayor	•
Clerk Designate	•

October 3, 2012 Page No. 284

Council Chambers October 3, 2012 6:00 p.m.

An Open Special Meeting of Guelph City Council

Present: Mayor Farbridge, Councillors Bell, Burcher (arrived at 7:03 p.m.), Dennis, Findlay, Furfaro, Guthrie, Hofland (arrived at 7:03 p.m.), Kovach (arrived at 6:40 p.m.), Laidlaw, Piper, Van Hellemond (arrived at 6:27 p.m.) and Wettstein (arrived at 7:03 p.m.)

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Ms. T. Agnello, Deputy City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures of pecuniary interest and general nature thereof.

Preliminary 2013 – 2022 Tax Supported Capital Budget and Forecast

The Mayor highlighted the 2013 budget process.

Mr. A. Horsman, Executive Director of Finance and Enterprise, introduced the preliminary 2013 – 2022 Tax Supported Capital Budget and Forecast. He reviewed the guideline assumptions used in preparing the document and provided budget highlights. He addressed the challenges and the further work to be done.

Mr. Brad Coutts, Chair of the Budget Sub-Committee of the Direct Report Leadership Team provided information on the process used in providing recommendations on the capital budget by the Direct Leadership Team.

There were considerable questions and discussion in various projects contained in the preliminary capital budget and the capital priority model tool rankings.

Staff were asked to provide additional information on the following:

October 3, 2012 Page No. 285

- a link to the debt policies;
- alternative means of providing IT services
- implications of bringing project forward the Woodlawn Road sidewalk construction in 2013;
- breakdown of the difference between last year and this year's arts and culture capital projects;
- an analysis of what is causing shift in land sales in the debt continuity schedule;
- distribute policies on vehicle replacements; and
- impact of reducing the capital financing guideline.

ADJOURNMENT

 Moved by Councillor Hofland Seconded by Councillor Burcher
 That the meeting of Guelph City Council of October 3, 2012 be adjourned.

	Carried
The meeting adjourned at 7:45 p.m.	
Minutes to be confirmed on October 22, 2012	
Mayor	

Deputy Clerk

CONSENT REPORT OF THE AUDIT COMMITTEE

October 22, 2012

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

Your Audit Committee beg leave to present their THIRD CONSENT REPORT as recommended at its meeting of October 16, 2012.

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 Audit Committee will be approved in one resolution.

AUD-9 2012 Audit Committee Interim Work Plan Status Report

THAT Report FIN-12-34 dated October 16, 2012, entitled "2012 Audit Committee Interim Work Plan Status Report" be received and reported to Council.

AUD-10 Internal Audit Charter

THAT the Internal Audit Charter as presented in Appendix "A" appended to the report dated October 16, 2012 entitled "Internal Audit Charter" be approved.

All of which is respectfully submitted.

Councillor Cam Guthrie, Chair Audit Committee

PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE AGENDA FOR THE OCTOBER 16, 2012, MEETING.

COMMITTEE REPORT



TO Audit Committee

SERVICE AREA Finance and Enterprise DATE October 16, 2012

SUBJECT 2012 Audit Committee Interim Work Plan Status Report

REPORT NUMBER FIN-12-34

SUMMARY

Purpose of Report:

To provide Mayor and Council with a mid-year update on the work completed by Audit Committee as of June 30, 2012.

Committee Action:

That report FIN-12-34 "2012 Audit Committee Interim Work Plan Status Report" be received and reported to Council.

RECOMMENDATION

THAT Report FIN-12-34 dated October 16 2012, entitled "2012 Audit Committee Interim Work Plan Status Report" be received and reported to Council.

BACKGROUND

Audit Committee approved a 2012 Annual Work Plan at the May 14, 2012 meeting in report FIN-12-06. This current information report is a mid-year status report on the work completed by Audit Committee through June 30, 2012 with respect to this work plan.

REPORT

Attached to this report in Appendix A is the 2012 Interim Work Plan Status Report to provide Council with information on the work Audit Committee has completed during 2012.

Highlights since the mid-year interim report include:

- The Committee has approved a 2012 work plan and has reviewed and approved changes to the Audit Committee Charter
- The Committee has received a presentation on the future accounting standard changes and has approved a work plan for the implementation of PSAB 3260- Liability for Contaminated Sites

- The Committee received a presentation from Deloitte that outlined the external audit results of the 2011 Consolidated Financial Statement Audit and had the opportunity to meet with the auditor in a closed session without the presence of management
- The Committee reviewed the City of Guelph's financial statements including those of the consolidated entities and recommended the 2011 consolidated financial statements to Council for approval

CORPORATE STRATEGIC PLAN

2.3 Ensure accountability, transparency and engagement

FINANCIAL IMPLICATIONS

None noted.

DEPARTMENTAL CONSULTATION/CONCURRENCE

None noted.

COMMUNICATIONS

None noted.

ATTACHMENTS

Appendix A: 2012 Audit Committee Interim Work Plan Status Report

Original Signed by:

Prepared By:

Tara Johnston
Senior Financial Analyst, Financial Reporting
519-822-1260 x2084
tara.johnston@quelph.ca

Original Signed by:

Recommended By:

Al Horsman
Treasurer and Chief Financial
Officer
519-822-1260 x5606
al.horsman@quelph.ca

REPORT FIN 12-34 DATED October 16, 2012 APPENDIX A

Audit Committee - 2012 Interim Work Plan Status Report

	Fr	equenc	:v	
External Audit	Annual	Term	Need	Comments
Review the external auditors' proposed audit scope and approach, including coordination of audit effort with City staff	•			Completed in November 2011 for the 2011 audit and expected to be completed in November 2012 for the 2012 audit.
Review with management and the external auditors the result of the audit including any difficulties encountered and all other matters required to be communicated to the Committee under Generally Accepted Auditing standards	•			Completed June 11, 2012
Resolve any disagreements between management and the external auditors regarding financial reporting			•	None noted.
At the conclusion of the audit, consult with the external auditors, without the presence of management, regarding internal financial controls, compliance and the fullness and accruacy of the City's financial statements	•			Completed June 11, 2012
Ensure the timely presentation of the external auditor's annual audit report to Council	•			Completed June 11, 2012 and approved by Council on June 25, 2012
Financial Statements	Annual	Term	Need	Comments
Review signficant accounting and reporting issues, including complex or unusual transactions, highly judgmental areas and recent professional and regulatory pronouncements and understand their impact on the financial statements	•			Completed June 11, 2012 and received a presentation on the future changes in accounting standards and the resulting impact on the financial statements on May 14, 2012
Review the representation letter provided by management to the external auditors	•			Completed June 11, 2012
Prior to the presentation of the annual financial statements to Council, review the financial statements and consider whether they are complete, consistent with information known to committee members and reflect appropriate accounting principles	•			Completed June 11, 2012
Recommend to Council the approval and distribution of the annual financial statements	•			Completed June 11, 2012 and approved by Council on June 25, 2012
External Auditor Performance and Review	Annual	Term	Need	Comments
Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the city, including non-audit services, and discussing the relationships with the auditors	•			Completed June 11, 2012
Direct and review the performance evaluation process for the external auditor	•			To complete in Fall 2012
Recommend changes to the external auditor's compensation for Council approval			•	Not required in 2012 - Previous RFP has established Deloitte for term from 2010 - 2014
Periodically determine whether a RFP should be issued to select an external auditing firm. As per the Ontario Municipal Act 2001 section 296(3), the external auditor shall not be appointed for a term exceeding five years			•	Not required in 2012 - Previous RFP has established Deloitte for term from 2010 - 2014
Participate in the selection of an external auditing firm by reviewing the RFPs and bids received, interviewing potential auditing firms and recommending the external auditor for final approval to the Council			•	Not required in 2012 - Previous RFP has established Deloitte for term from 2010 - 2014

Compliance	Annual	Term	Need	Comments
Obtain regular updates from management and others (legal counsel, external auditors) regarding compliance with laws and regulations having a material impact on the financial statements including: tax and financial reporting, legal withholding requirements & environmental protection laws and regulations	•			Completed June 11, 2012
Review by-laws and policies specifically regulating the conduct of members of council, staff and suppliers			•	Not currently identified as a need in 2012
Review the findings of any examinations by regulatory agencies and any auditor observations			•	Not currently identified as a need in 2012
Discuss with the City Solicitor, any significant legal, compliance, or regulatory matters that may have a material effecton the financial statements or the business of the City, or on the compliance policies of the City.			•	Not currently identified as a need in 2012 by Audit Committee - Council receives semi-annual legal updates from the City Solictor
Review the results of management's investigation and follow-up for any instances of non-compliance			•	Not currently identified as a need in 2012
Review the effectiveness of the system established to ensure compliance			•	Not currently identified as a need in 2012
Risk Management & Internal Control	Annual	Term	Need	Comments
Understand the scope of the external auditor's review of internal financial control over financial reporting and obtain reports on significant findings and recommendations, together with management's responses and the timing of the disposition of significant findings.	•			Completed June 11, 2012
Through the use of a risk management framework, assess the financial risks to be managed by the City and any change in significant financial risks.	•			Scheduled for the Fall of 2012
Consider the effectiveness of the City's internal control system for the safeguarding of assets, including information technology security and control and the adequacy of policies and procedures			•	Scheduled for the Fall of 2012
Review management and program performance regarding efficiency, effectiveness and economy in the use of resources			•	Scheduled for the Fall of 2012
Review the effectiveness of management reporting systems regarding administrative and program performance.			•	Not currently identified as a need in 2012
Direct other risk management and internal control projects as identified and referred by Council			•	Not currently identified as a need in 2012
Indoor of Audit	Annual	Torm	Nood	0
Internal Audit Establish and review regularly the Internal Auditor Charter	Annuai	Term	Need	Comments Scheduled for the Fall of 2012
Review and approve the internal auditor annual work plan	•			Scheduled for the Fall of 2012
Review annually the final progress results of the internal auditor work plan	•			Scheduled for the Winter of 2012
Reporting	Annual	Term	Need	Comments
Ensure the creation of semi-annual information reports to Council on progress achieved by the Committee and any concerns or issues that have been identified. The report shall be prepared by the Committee Chair with input from staff.	•			Committee reported the final results of the 2011 audit committee work plan on April 11, 2012 and this current report satisfies the mid-year 2012 reporting
Provide an open avenue of communication between the external auditors and City Council	•			Completed June 11, 2012

Adequacy of the City's Resources	Annual	Term	Need	Comments
Review the nature of evolving or developing businesses managed by the City, including those changes occasioned by business or process redesign	•			On-going throughout 2012 - Committee reviewed the impact of GMHI during the June 11, 2012 reporting and will continue to monitor impacts of any business changes throughout 2012.
As new businesses and ventures are embarked on by the City, gain comfort that all appropriate processes have been put in place to evaluate feasibility of the new business and to ensure proper resources, both human and financial, have been provided.			•	Not currently identified as a need in 2012
Other	Annual	Term	Need	Comments
In conjunction with management and the external auditors, develop an annual work plan for the Committee that identifies priorities, objectives and timelines for key deliverables.	•			Completed May 14, 2012
With Council approval, retain independent counsel, accountants, or others to advise the Committee or assist in the conduct of a review.			•	Not currently identified as a need in 2012
After consultation with the Chief Financial Officer/Treasurer and the external auditors, gain a reasonable assurance, at least annually, of the quality and sufficiency of the City's accounting and financial personnel and other resources.	•			Completed June 11, 2012
It is recognized that from time to time, other issues will be referred to the Committee for review and input. These items will be addressed on an as needed basis.			•	Not currently identified as a need in 2012
Review mandate and make recommendations for change if any		•		Completed May 14, 2012
Financial literacy and training	•			Financial literacy training received through the presentation on future accounting standard changes in April 2012 and through the presentation of the financial statements in June 2012. Additional skill development training in the area of Enterprise Risk Management to be delivered in the Fall of 2012.

Legend:

Annual - Audit Committee to review each fiscal year

Term - Audit Committee to review each term of Council

Need - Audit Committee to review when the need arises

COMMITTEE REPORT



TO Audit Committee

SERVICE AREA CAO - Administration DATE October 16, 2012

SUBJECT Internal Audit Charter

REPORT NUMBER CAO-A-1204

SUMMARY

Purpose of Report:

To provide Committee with an Internal Audit Charter governing the Internal Audit function.

Committee Action:

To approve the Internal Audit Charter.

RECOMMENDATION

That the Internal Audit Charter as presented in Appendix "A" appended to the report dated October 16, 2012 entitled "Internal Audit Charter" be approved.

BACKGROUND

As a new function for the City, Internal Audit requires a formal Charter establishing rules and responsibilities governing the Internal Auditor function.

The Institute of Internal Auditors (I.I.A.) recommends a Charter as good governance of the Internal Audit function and provides standard language considered best practice.

The Internal Audit Charter for the City of Guelph defines the following:

MandateScopeAuthorityIndependenceResponsibilitiesAudit PlanningReporting and MonitoringProfessional Standards

Review of Internal Audit

REPORT

The proposed Internal Audit Charter is attached in Appendix A of this report.

CORPORATE STRATEGIC PLAN

Organizational Excellence – 1.3 Build robust structures and frameworks aligned to strategy.

Innovation in Local Government - 2.3 Ensure accountability, transparency and engagement.

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

All executive team members and audit committee members have been consulted.

COMMUNICATIONS

It is important to note that The Institute of Internal Auditors (I.I.A.) is the international governing body for Internal Audit standards and best practices. It is recommended that the Internal Audit Charter should be reviewed once per term of Council, or as required, and recommended by the Audit Committee to Council for approval.

ATTACHMENTS

Appendix A – Internal Audit Charter

Prepared By:

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Recommended By:

Ann Pappert

Chief Administrative Officer 519-837-5602 ext. 2221

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APPENDIX "A" REPORT # CAO-A-1204 CITY OF GUELPH INTERNAL AUDIT CHARTER

MANDATE

Internal Audit is a professional, independent assurance and consulting function designed to add value and improve the City of Guelph's operations and systems of internal controls. Internal Audit brings a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

The Internal Audit Charter shall be reviewed once per term of Council or as required and recommended by the Audit Committee to Council for approval.

SCOPE

Internal Audit encompasses the examination and evaluation of the adequacy and effectiveness of the City's governance, risk management process, system of internal control structure and the quality of performance in carrying out assigned responsibilities to achieve the organizations goals and objectives to ensure:

- Risks are appropriately identified and managed.
- Significant financial, managerial and operating information is accurate, reliable and timely.
- Actions are in compliance with policies, standards, procedures and applicable laws and regulations.
- Resources are acquired economically, used efficiently and are adequately protected.
- Programs, plans and objectives are defined, communicated and achieved.
- Significant legislative and regulatory issues impacting the City are recognized and addressed appropriately.
- Quality and continuous improvement are fostered in the organization's control processes.

AUTHORITY

The Internal Auditor is granted full, free and unrestricted access to any and all records, property and personnel relevant to any function under review. This access is provided under *The Protection of Privacy Act – Municipal Freedom of Information* (in particular, Sections 31(c) and 32(d)). All employees shall assist the Internal Audit in fulfilling their objectives.

Internal Audit has the authority to conduct audits and reviews of all City departments, local boards including Downtown Guelph Business Association, the Elliott Community, and the Guelph Public Library, as well as other entities the City is related to or has an interest in.

Internal Auditor is <u>not</u> authorized to:

- Perform any operational duties for the organization, including the implementation of internal audit recommendations.
- Initiate or approve accounting transactions.
- Direct the activities of any City employee unless such employee has been assigned to an audit team or to otherwise assist the Internal Auditor.

INDEPENDENCE

Independence is an essential component to building public trust and preserving objectivity and integrity associated with the audit function.

To provide for the independence of the Internal Audit division, the Internal Auditor shall report functionally to the Audit Committee of Council and administratively to the Chief Administrative Officer for the City. These reporting relationships help ensure independence, promote comprehensive audit objectivity and coverage and assure adequate consideration of audit recommendations.

All internal audit activities shall remain free of influence by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing or report content to permit maintenance of an independent and objective attitude necessary in rendering reports.

The Internal Auditor may meet with the Audit Committee periodically, with or without management present, and shall have unrestricted access to the Chair of the Audit Committee and/or Mayor at any time.

The Internal Auditor shall have no direct operational responsibility or authority over any of the activities they review. Accordingly, they shall not develop nor install systems or procedures, prepare records or engage in any other activity which would normally be audited.

RESPONSIBILITIES

The Internal Auditor has the responsibility to:

- Review operations within the City at appropriate intervals to determine whether
 planning, organizing, directing and controlling are in accordance with management
 instructions, policies and procedures and in a manner that is consistent with both
 City objectives and high standards of administrative practice.
- Determine the adequacy and effectiveness of the systems of internal accounting, financial and operating controls.

- Review established systems to ensure compliance with those policies, plans, procedures, laws and regulations which would have a significant impact on operations and determine whether the organization is in compliance.
- Review the means of safeguarding assets and, as appropriate, verify the existence of such assets.
- Report to the appropriate management or those who should be informed or who should take corrective action, the results of audit examinations, the audit opinions formed, and the recommendations made.
- Foster collaboration and teamwork to support management's efforts to achieve the City's objectives by consulting with senior management regularly with respect to the status of all audit findings to ensure full awareness of any significant issues that arise.
- Evaluate any plans or actions taken to correct reported conditions and provide timely follow-up to ensure satisfactory disposition of audit findings in the manner and timeframe committed to by management in the original audit report. If the corrective action is considered unsatisfactory, hold further discussions to achieve acceptable disposition.
- As requested, provide consulting services, beyond assurance services, to assist the City in meeting its objectives.
- Develop an educational component to create awareness of Internal Audit services within the organization.
- Lead the development and implementation of an Enterprise Risk Management framework for the City including policy creation for Council approval, training and education for staff and Council, ongoing monitoring and reporting to senior management of the City's risk status and mitigation plans.
- Set agendas for Audit Committee in coordination with any Finance reports or presentations.
- In addition to audit engagements, Internal Audit may provide advisory or other consulting services, as appropriate, or at the request of Council or senior management. These types of services may include:
 - o Conducting special projects, reviews or investigations.
 - o Performing research.
 - Providing training on audit related topics such as risk assessment and internal controls.
 - o Providing advice to staff and Council.

AUDIT PLANNING

Each year the Internal Auditor shall prepare a work plan, setting out the proposed schedule of audits and other undertakings proposed for the coming year. In order to generate this plan, the following sources are considered:

- Prioritization of the audit plan using a risk-based methodology.
- Reguests from Councillors, senior management and staff.
- Any audits planned for the previous year that was delayed or incomplete.
- Any conditions or concerns discovered or communicated throughout the past year.

• Coordinate work between Internal Auditor and External Auditors to avoid duplication and ensure scope of work for internal audit is appropriate.

The annual work plan will be presented to the Audit Committee for approval.

REPORTING and MONITORING

A written report will be prepared and issued by the Internal Auditor following the conclusion of each internal audit engagement and will be distributed as appropriate. Internal audit results will also be communicated to the Audit Committee.

The internal audit report may include management's response and corrective action taken or planned in regard to the specific findings and recommendations. Management's response, whether included within the original audit report or provided thereafter (i.e. within thirty days) by management of the audited area should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented.

The Internal Auditor will be responsible for appropriate follow-up on audit findings and recommendations. All significant findings will remain in an open issues file until cleared.

At least quarterly, the Internal Auditor will report to the Audit Committee including a report on the performance of Internal Audit relative to the approved work plan, significant issues identified with resolutions, and assurance as to areas that are well-controlled.

Situations may arise where a report is requested to be presented in "Closed Session". In order to qualify as "closed" the report may be evaluated by Clerk's to verify if it meets the criteria outlined in the Municipal Act. Closed Session reports are distributed on a separate agenda to Audit Committee and senior management in accordance with existing procedures.

In reports where only a section of the audit findings are classified as confidential, these findings and recommendations should be reported separately placed in a CONFIDENTIAL appendix to the Audit Committee report.

If, during the course of an audit, the auditor suspects wrongdoing or inappropriate conduct by an employee or elected official for the City, the following reporting protocol shall be followed:

Employee issue shall be reported to Supervisor or Manager

Management Issue shall be reported to Executive Director

Executive Director Issue shall be reported to Chief Administrative Officer

CAO Issue shall be reported to Mayor and Council

Councillor Issue shall be reported to CAO, Mayor, and City Clerk

Mayor Issue shall be reported to CAO, Council and City Clerk

PROFESSIONAL STANDARDS

Internal Audit services will be guided by the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors (IIA).

REVIEW OF INTERNAL AUDIT

The Chief Administrative Officer and Audit Committee shall ensure Internal Audit has in place internal quality assessment processes for reviewing the unit's effectiveness. This shall include feedback from the external auditors and stakeholders.

The Internal Auditor will prepare an annual report to the Audit Committee summarizing all activity for the previous year showing status of work against the approved work plan.

In consultation with the Audit Committee, the Chief Administrative Officer is responsible for ensuring that the Internal Auditor is effectively achieving their mandate through an annual performance evaluation and approval of salary, bonus and other benefits of the Internal Auditor.

City of Guelph Internal Audit Charter

Approved this	_ day of	<i></i>
Internal Auditor		
Chief Administrative Offic	ær	
Chairman of the Audit Cor	 mmittee	

CONSENT REPORT OF THE CORPORATE ADMINISTRATION, FINANCE & ENTERPRISE COMMITTEE

October 22, 2012

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

Your Corporate Administration, Finance & Enterprise Committee beg leave to present their SEVENTH CONSENT REPORT as recommended at its meeting of October 9, 2012.

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 Administration, Finance, & Enterprise Committee will be approved in one resolution.

CAFE-39 City Land Sale Approval Process and Guidelines for the Sale of City-Owned Land – Hanlon Creek Business Park

THAT a process for the sale of city-owned land within the Hanlon Creek Business Park, as attached to the October 9, 2012 report entitled 'City Land Sale Approval Process and Guidelines – Hanlon Creek Business Park' be approved;

AND THAT the approval to approve, amend and/or terminate Offers to Purchase/Agreement of Purchase and Sale for the sale of city-owned lands within the Hanlon Creek Business Park be delegated to the General Manager of Economic Development;

AND THAT the City Solicitor be authorized to complete all transactions relating to the Hanlon Creek Business Park and execute, on behalf of the City, all documents relating thereto;

AND THAT the guidelines for the sale of city-owned land within the Hanlon Creek Business Park, as attached to the October 9, 2012 report entitled 'City Land Sale Approval Process and Guidelines – Hanlon Creek Business Park' be approved;

AND THAT the General Manager of Economic Development be directed to negotiate the purchase price for the sale of city-owned land within the Hanlon Creek Business Park, subject to the parameters outlined in the October 9, 2012 confidential report entitled 'Negotiation of the Purchase Price for the Sale of City-Owned Land – Hanlon Creek Business Park'.

Page No. 2 October 22, 2012 7th Consent Report of the Finance, Administration & Enterprise Committee

CAFE-40 Prices for the Sale of City-Owned Land – Hanlon Creek Business Park Phase 1

THAT the prices for the sale of city-owned land within the Hanlon Creek Business Park Phase 1, as attached to the October 9, 2012 report entitled 'Prices for the Sale of City-Owned Land – Hanlon Creek Business Park Phase 1', be approved;

AND THAT the General Manager of Economic Development report back to Committee/Council on an annual basis to review and establish prices for the sale of city-owned land within the Hanlon Creek Business Park Phase 1 for each subsequent year;

AND THAT the city pay real estate commissions to brokers/realtors who have introduced and registered their client with the Economic Development Office, in the total amount of up to 5% of the total purchase price plus HST on the commission, from the proceeds of the sale on closing.

CAFE-42 Amending Agreement to a Development Charge Early Payment Agreement – Wurth Canada Limited, Hanlon Creek Business Park

THAT the Mayor and Clerk be authorized to execute an Amending Agreement to a Development Charge Early Payment Agreement between the Corporation of the City of Guelph and Wurth Canada Limited, for the lands described as all of Block 9, Registered Plan 61M-169 in the Hanlon Creek Business Park, as outlined in the report of the General Manager of Economic Development dated October 9, 2012.

All of which is respectfully submitted.

Councillor June Hofland, Chair Corporate Administration, Finance & Enterprise Committee

COMMITTEE REPORT



Corporate Administration, Finance & Enterprise Services

Committee

SERVICE AREA Finance & Enterprise Services – Economic Development

DATE October 9, 2012

SUBJECT City Land Sale Approval Process and Guidelines for the

Sale of City-Owned Land - Hanlon Creek Business Park

REPORT NUMBER FIN-ED-12-10

SUMMARY

Purpose of Report:

To seek approval of a process and guidelines for the sale of city-owned land within the Hanlon Creek Business Park.

Committee Action:

To consider and approve a process and guidelines for the sale of city-owned land within the Hanlon Creek Business Park.

RECOMMENDATION

"That a process for the sale of city-owned land within the Hanlon Creek Business Park, as attached to the October 9, 2012 report entitled "City Land Sale Approval Process and Guidelines – Hanlon Creek Business Park" be approved; and,

That the approval to approve, amend and/or terminate Offers to Purchase/Agreement of Purchase and Sale for the sale of city-owned lands within the Hanlon Creek Business Park be delegated to the General Manager of Economic Development; and,

That the City Solicitor be authorized to complete all transactions relating to the Hanlon Creek Business Park and execute, on behalf of the City, all documents relating thereto; and

That the guidelines for the sale of city-owned land within the Hanlon Creek Business Park, as attached to the October 9, 2012 report entitled " City Land Sale Approval Process and Guidelines – Hanlon Creek Business Park" be approved."

BACKGROUND

Land Sale Approval Process

It has been the city's practice that Economic Development negotiate the sale of city-owned employment land and recommend approval of Agreements of Purchase and Sale to Council.

Presently, the competition for business investment attraction and retention between communities is intense. Business customers require efficient and timely responses to meet their needs and schedules, including the timely approval of city-owned land sales. In addition, the city is also competing with local private sector land owners and developers who have the ability to facilitate the sale of their lands in an expedited manner.

The current city-land sale approval process has been in use for a considerable period of time and is in need of change to meet the needs of an increasingly competitive marketplace and to ensure that the city of Guelph is operating in a business- like manner.

The recommended change to the city-owned land sale approval process directly supports Strategic Direction 1.2 in Prosperity 2020, namely to "Re-position Guelph as a premier business investment location" through the improvement of city business approval processes.

Guidelines for the Sale of City-Owned Land

Economic Development is now in a position to negotiate and prepare Offers to Purchase/Agreements of Purchase and Sale for city-owned land within the Hanlon Creek Business Park.

Sales of city-owned land in the existing Hanlon Business Park and York-Watson Industrial Park were subject to a set of guidelines established by council many years ago. These guidelines are now outdated and are in need to be updated to better respond to potential purchasers.

REPORT

Land Sale Approval Process

The existing city land sale approval process is shown on Schedule "A". This process requires sales of city-owned land, and any subsequent Amending Agreements, be

presented to Committee/Council for approval and directing the Mayor and Clerk to execute the Agreement on behalf of the city. This process provides for potential delays in presenting reports to Committee/Council as well as significant staff time in the preparation of required reports.

The proposed city land sale approval process is shown on Schedule "B". The new process proposes that the Mayor and Clerk continue to execute Agreements of Purchase and Sale, and any subsequent Amending Agreements, on behalf of the City. The General Manager of Economic Development (or designate) would be delegated the authority, in consultation with other city staff as required, to recommend execution of Agreements of Purchase and Sale and any subsequent Amending Agreements directly by the Mayor and Clerk, once approved by the City Solicitor, and without the need for reports to Committee/Council.

The delegation form to delegate authority to the General Manager of Economic Develop to approve, amend and/or terminate Offers to Purchase/Agreements of Purchase and Sale for the sale of city-owned land in the Hanlon Creek Business Park is attached as Schedule "C". It should be noted that upon any approval, amendment of an Offer to Purchase/Agreement of Purchase and Sale, the General Manager of Economic Development will prepare an information report to advise Council of the approval or amendment that has occurred and providing details on the purchaser.

It has been our experience that the majority of land sale reports presented to Committee/Council have been approved with little or no discussion.

City land sales require the passing of a By-law authorizing the sale prior to the closing date. This requirement would be continued under the proposed process.

Where conditions are to be contained in an Agreement that do not meet approved pricing and land sale policy guidelines established by Council for the Hanlon Creek Business Park, or where the purchaser and staff disagree on terms and conditions to be contained in an Agreement, a report would then be prepared with a staff recommendation for consideration by Committee/Council.

Guidelines for the Sale of City-Owned Land

The proposed Hanlon Creek Business Park Guidelines are attached as Schedule "D". These guidelines would form the basis to negotiate and prepare Offers to Purchase/Agreements of Purchase and Sale with prospective purchasers in the Hanlon Creek Business Park.

Where an Offer to Purchase/Agreement of Purchase and Sale contains terms and conditions that deviate from the approved Hanlon Creek Business Park Guidelines, the General Manager of Economic Development would, in consultation with Legal & Realty Services, prepare a report to Committee/Council to advise and seek approvals prior to execution of any agreement by the city.

The preparation of a new standard Offer to Purchase/Agreement of Purchase and Sale is nearing completion and these guidelines would be incorporated into the agreement.

CORPORATE STRATEGIC PLAN

Strategic Focus – Innovation in Local Government: Strategic Direction 2.2 – Deliver public service better.

Strategic Focus – City Building: Strategic Direction 3.2 – Be economically viable, resilient, diverse and attractive for business.

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

Financial Services Legal and Realty Services

COMMUNICATIONS

N/A

ATTACHMENTS

Schedule "A": Current city-owned land sale approval process Schedule "B": Proposed city-owned land sale approval process

Schedule "C": Delegation of Authority Form

Schedule "D": Hanlon Creek Business Park Land Sale Guidelines

"original signed by Jim Mairs"

Prepared By:

Jim Mairs Sr. Business Development Specialist/ Assistant Manager 519-822-1260 x 2821 Jim.mairs@quelph.ca

"original signed by Al Horsman"

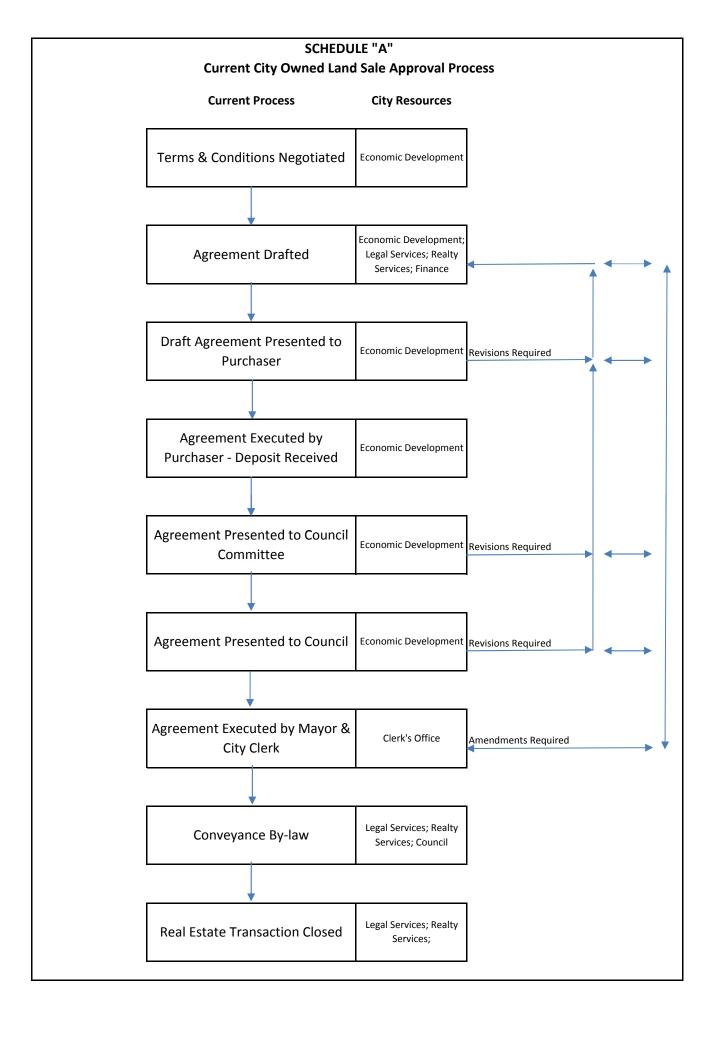
Recommended By:

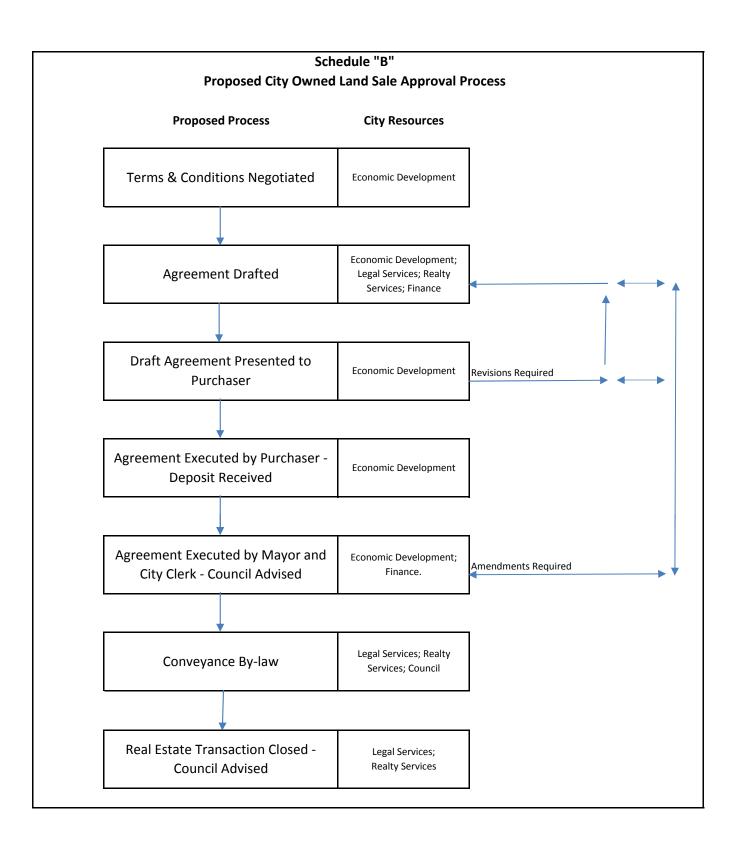
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Recommended By:

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SCHEDULE C

Schedule "XX" to By-law Number "XXXX"

DELEGATION OF AUTHORITY TO NEGOTIATE THE PURCHASE PRICE FOR THE SALE OF CITY-OWNED LAND IN THE HANLON CREEK BUSINESS PARK

Power to be Delegated

Authority to negotiate the purchase price for the sale of city-owned lands with prospective land purchasers in the Hanlon Creek Business Park.

Reasons in Support of Delegation

- Contributes to the need to respond in a positive manner to potential business investment opportunities.
- Provides for greater flexibility to negotiate the sale price with prospective purchasers where appropriate and required to secure a business investment.
- Contributes to making Guelph competitive in the local, provincial, national and international business markets.
- Contributes to making city-owned land competitive with existing local employment land owners/developers.
- Supports Strategic Direction 1.2 in Prosperity 2020 to re-position Guelph as a premier business investment location.
- Supports Strategic Direction 3.2 in the 2012-2016
 Corporate Strategic Plan to be economically viable, resilient, diverse and attractive for business.

Delegate(s)

- General Manager of Economic Development
- A person who is selected from time to time by the General Manager of Economic Development to act in the capacity of the delegate in the delegate's absence.

Council to Retain Power Conditions and Limitations

- Yes, for deviations outside of policy.
- Delegation of authority is limited to the sale of cityowned land in the Hanlon Creek Business Park.
- Delegation of authority is to be within established guidelines and parameters as approved by Council.
 Not applicable.

Review or Appeal Reporting Requirements

Information reports to be prepared and circulated to Council providing details of the sale and the purchaser, and any subsequent amendment to, or termination of, an Offer to Purchase/Agreement of Purchase and Sale.

SCHEDULE "D"

HANLON CREEK BUSINESS PARK

LAND SALE GUIDELINES

	GUIDELINES				
LAND SALE APPROVALS	 Agreements shall be negotiated by Economic Development Services. Mayor and City Clerk to execute Agreements on behalf of the city. By-law authorizing the conveyance of the land shall be passed by Council prior to the closing of an Agreement. Economic Development Services shall prepare an information report to Council following execution of an Agreement. Prior to execution of an Agreement by the city, Council approval shall be required where proposed terms contained in the Agreement deviate from the land sale guidelines. 				
PROPERTY DESCRIPTION	Reference Plan shall be prepared by the city, at its cost; such plan to be used to confirm the actual property area.				
SITE PLAN AGREEMENT	 Purchaser shall be required to enter into a Site Plan Agreement prior to final Site Plan approval, such Site Plan Agreement to be registered on title at the purchaser's cost. 				

PAYMENT OF PURCHASE PRICE	 5% deposit shall be submitted with an Agreement; such deposit to be applied to the total purchase price on closing. Deposit shall be forfeited if the sale does not close because of default by the purchaser; otherwise the deposit shall be returned to the purchaser without interest or deduction. Balance of the total purchase price, plus HST, shall be payable on closing of the sale.
LATERAL SERVICE CONNECTIONS	 Lateral service connections (water, sanitary sewer, storm sewer) shall be installed by the city to the property line, at the purchaser's cost, and upon proper application by the purchaser. Where the city has pre-installed lateral service connections (water, sanitary sewer, storm sewer) to the property line, the purchaser shall reimburse the city for the actual cost to install such lateral service connections; such reimbursement shall be a condition of the execution of a Site Plan Agreement. Lateral service connections (water, sanitary sewer and storm sewer), from the property line onto the purchaser's property, shall be installed by the purchaser and at its own cost. Lateral service connections for utilities (electricity, natural gas, telephone, telecommunications), to the property line and onto the purchaser's property, shall be arranged by the purchaser with the respective service provider and installed at its own cost.

STORM WATER DITCHES DEVELOPMENT CHARGES	 City, where applicable, shall sod the storm water ditches along all property frontages at the city's cost; and the purchaser shall agree to assume complete responsibility for the maintenance of the sod. Purchaser shall pay all applicable development charges in accordance with the City's Development Charge By-law; and at the rate in effect at the time of building permit issuance.
AS IS CONDITION	 Property shall be purchased on an "as is" and "where is" basis, except as may be specifically set out in an Agreement. Purchaser shall have up to 30 business days prior to the closing date to satisfy itself with respect to any aspect of the property condition. If the purchaser determines it is not satisfied with respect to any aspect of the condition of the property, the purchaser can terminate the Agreement and the deposit shall be returned without interest or deduction.
AGREEMENT NOT ASSIGNABLE	 Agreement shall not be assigned or transferred by the purchaser at any time, except to an affiliate as defined in the Business Corporations Act; and provided such affiliate provides an undertaking to fully comply with all provisions of the original Agreement. Assignment or transfer of an Agreement contrary to the above shall make the Agreement capable of being terminated by the city at its option, and if terminated the deposit paid shall be forfeited to the city.

TITLE	 Purchaser shall have up to 30 business days prior to the closing date to satisfy itself with respect to title to the property. If the purchaser determines it is not satisfied with respect to any aspect of title to the property, the purchaser can terminate the Agreement and the deposit shall be returned without interest or deduction.
CLOSING DATE	 Closing date shall not exceed 90 business days after execution of an Agreement. General Manager of Economic Development may extend the closing date by up to further 30 business days.
IRREVOCABLE DATE	 City shall have up to 10 business days following receipt of an executed Agreement from the purchaser to accept and execute an Agreement If the city does not accept and execute the Agreement within 10 business days, the deposit shall be returned without interest or deduction.
OPTION TO REPURCHASE AGREEMENT	Option to Repurchase Agreement shall be executed by the city and the purchaser on or before the closing date; such Option to Repurchase Agreement shall be registered on title at the city's cost.

	 Option to Repurchase Agreement shall require the purchaser to start construction of a minimum sized building on the property, in accordance with the City's Zoning By-law, within one (1) year from the date of closing. General Manager of Economic Development may extend the start construction date by up to a further one (1) year. City may exercise its Option to Repurchase at any time within four (4) years of the date of closing, at 90% of the original purchase price.
DEVELOPMENT CONVENANTS & RESTRICTIONS	Development Covenants and Restrictions shall be attached to all Agreements and registered on title.
REAL ESTATE COMMISSIONS	 5% real estate commission shall be paid from the proceeds of the sale on closing to a realtor who has registered their client with Economic Development Services. To register a client with Economic Development Services, the realtor shall either personally introduce their client or provide a letter on the client's stationery and signed by the client advising the realtor is representing them.
	Realtor shall be required to sign and date a Client Registration Form with Economic Development Services; and such registration shall have a termination date of 90 business days, unless otherwise extended on the discretion of the General Manager of Economic Development.

OPTION TO PURCHASE AGREEMENT

- Option Agreement may be negotiated and accepted by the city where:
 - property to be optioned directly abuts property already owned by the Optionee, or
 - intended use of the optioned property shall provide a net overall benefit to the HCBP business park
- Option Agreement shall be subject to the following:
 - 10% deposit of the total purchase price shall be submitted with the Option Agreement; such deposit to be applied to the total purchase price on closing if exercised, or forfeited to the city if not exercised.
 - Option Agreement term shall not exceed two (2) years from the date of execution of the Option Agreement.
 - Option Agreement shall not be assigned by the Optionee at any time, except to an affiliate as defined in the Business Corporations Act and provided such affiliate provides an undertaking to fully comply with all provisions of the original Option Agreement; and any assignment or transfer of an Option Agreement to the contrary shall make the Option Agreement capable of being terminated by the city at its option, and if terminated the deposit paid shall be forfeited to the city.
- Mayor and City Clerk to execute an Option Agreements on behalf of the city

	 Economic Development Services shall prepare an information report to Council following execution of an Option Agreement.
RIGHTS-OF-FIRST-REFUSALS	Rights-of-First-Refusals shall not be accepted.

COMMITTEE REPORT



Corporate Administration, Finance & Enterprise Services

SERVICE AREA Finance & Enterprise Services – Economic Development

DATE October 9, 2012

SUBJECT Prices for the Sale of City-Owned Land – Hanlon Creek

Business Park Phase 1

REPORT NUMBER FIN-ED-11

SUMMARY

Purpose of Report:

To seek approval of prices for the sale of city-owned land within the Hanlon Creek Business Park Phase 1.

Committee Action:

To consider and approve prices for the sale of city-owned land within the Hanlon Creek Business Park Phase 1.

RECOMMENDATION

"That the prices for the sale of city-owned land within the Hanlon Creek Business Park Phase 1, as attached to the October 9, 2012 report entitled "Prices for the Sale of City-Owned Land – Hanlon Creek Business Park Phase 1, be approved; and,

That the General Manager of Economic Development report back to Committee/Council on an annual basis to review and establish prices for the sale of city-owned land within the Hanlon Creek Business Park Phase 1 for each subsequent year; and,

That the city pay real estate commissions to brokers/realtors who have introduced and registered their client with the Economic Development Office, in the total amount of 5% of the total purchase price plus HST on the commission, from the proceeds of the sale on closing."

BACKGROUND

City-owned land in the Hanlon Creek Business Park Phase 1 (HCBP Phase 1), as shown on Schedule "A" attached, is now available for immediate sale and building construction.

The price of city-owned land has historically been established based on the cost to acquire and service the land. The city's objective is to provide competitively priced land to attract new investment and to support existing local business expansion.

The following factors were considered when establishing the price for city-owned land in the HCBP Phase 1:

- Price of city-owned land has an influence in stabilizing employment land prices in the local real estate market.
- In a competitive business environment, price and terms must be negotiable.
- Prices must be set at a level that is attractive to both new and existing businesses, and be competitively priced in the marketplace.
- Price must be set to achieve the city's financial return on investment target of approximately 3%, as well as new employment opportunities, property assessment/tax revenues and development charge revenue.

REPORT

In establishing prices for the sale of city-owned land in the HCBP Phase 1, two key factors were considered - the recovery of costs and competition in the marketplace.

Recovery of Costs

At a minimum, prices should reflect recovery of all land acquisition, planning and servicing, financing and marketing costs. The total cost to acquire and service cityowned land in HCBP Phase 1 is approximately \$25 million. The total city-owned net saleable area in HCBP Phase 1 is approximately 94 acres. This represents a "breakeven" price of approximately \$266,000.00 per acre.

Competition in the Marketplace

Staff compiled information comparing employment land prices in the Greater Toronto West (GTA West) and Canada's Technology Triangle (CTT) areas (see Schedule B). These market areas were selected because they represent the most immediate competitive markets for Guelph for the sale of employment lands.

In the GTA West, the current market price for employment lands range from approximately \$375,000 - \$ 900,000 per acre with the average price being in the \$550,000-\$560,000 per acre range. These prices do not include applicable development charges, which are substantially higher in the GTA West communities than in Guelph at present, and add significantly to the total development costs per acre for a prospective purchaser. Inventory of available employment lands in the GTA West communities varies. However, the immediate adjacent communities of

Milton and Halton Hills appear to have a good inventory of employment lands within the \$375,000 - \$500,000 per acre range.

In the CTT area (Cambridge, Kitchener and Waterloo), the current market price for employment lands range from approximately \$210,000 - \$300,000 per acre. It should be noted that the price of \$210,000 per acre applies to existing available employment lands in Cambridge; however, based on discussions with the Cambridge Economic Development office future new employment lands will be around \$300,000 per acre. Development charges in the CTT communities are higher than in Guelph and add to the overall development costs for a purchaser. At the present time, the inventory of available employment lands in the CTT area is quite low and this puts Guelph in a good position with respect to available employment lands. West of the CTT in other southwestern Ontario communities, employment land prices drop off significantly to below \$100,000 per acre.

In Guelph, the current market price for employment lands range from approximately \$280,000 - \$375,000 per acre. The lower price is generally found in the older, more established northwest industrial area, with the higher price for the newer south end employment lands along the Hanlon Expressway. It should be noted that the \$375,000 per acre employment lands are asking prices only and likely have room for further price reductions based on negotiations with purchasers. Also, some private land owners have priced these lands at a premium as it is their preference not to sell just the land but to incorporate the land price in a complete design-build package for building construction.

Three sales were recently completed within the HCBP Phase 1. The city completed sales to Wurth Canada Limited at \$255,000 per acre for 12.7 acres and to Fusion Homes at \$265,000 per acre for 2.1 acres. These were negotiated prior to the registration of the draft plan of subdivision and the completion of grading and servicing of HCBP Phase 1and the negotiated prices recognize the risk taken by the Purchaser in this regard. In addition Belmont Equity Partners sold approximately 8.0 acres of land at \$280,000 per acre to a local Guelph builder. It should be noted that this sale was on an "as is" basis and did not include rough grading estimated at around \$20,000 per acre, reflecting a total adjusted price of \$300,000 per acre.

The recommended price for city-owned lands in HCBP Phase 1 lands is shown on Schedule "C". Price ranges from \$300,000 per acre for internal lots to \$325,000 per acre for lots fronting onto the Hanlon Expressway. Prices would be effective immediately upon approval by Council for a period of one year. The General Manager of Economic Development would review and make recommendations back to Committee/Council on an annual basis on prices for each subsequent year.

The pricing reflects an "as is" condition and does not include the installation of municipal lateral service connections (water, sanitary and storm sewer), or other utility (hydro, gas, telephone/communications) service connections, or any applicable development charges for the proposed building to be constructed on the lands. These costs shall be the responsibility of the Purchaser, which is standard industry practice.

Real estate brokers/agents are an important source of potential land sale investment leads. Most municipalities, including Guelph, have traditionally not listed their employment lands with any one broker/agent but will pay a real estate commission fee to any broker/agent who has properly registered their client with Economic Development Services. Guelph presently pays real estate commissions in the amount of 5% of the total purchase price, plus HST, upon closing. It is recommended that Guelph continue to pay real estate commissions on the sale of city-owned land in the HCBP Phase 1 at the rate of 5% of the total purchase price, plus HST on the commission. The HCBP Phase 1 Pro Forma includes this cost which is reflected in the proposed price schedule.

CORPORATE STRATEGIC PLAN

Strategic Focus – City Building: Strategic Direction 3.2 – Be economically viable, resilient, diverse and attractive for business.

FINANCIAL IMPLICATIONS

City land sales revenue of \$27.6 million (based on recommended price schedule) in HCBP Phase 1

Real Estate Commissions of \$0.70 million (based on estimate of 50% of land sales being commissionable) in HCBP Phase 1

DEPARTMENTAL CONSULTATION

Financial Services Legal and Realty Services

COMMUNICATIONS

N/A

ATTACHMENTS

Schedule "A"- HCBP Phase 1 Lands

Schedule "B" – Employment Land Prices

Schedule "C" - HCBP Phase 1 Pricing Schedule

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SCHEDULE A – HCBP Phase 1_Report FIN-ED-12-11

Phase 1



SCHEDULE B - EMPLOYMENT LAND PRICES_REPORT FIN-ED-12-11



GTA West Current Lands Available

Municipality	2011-2012 Sites	Buildable Square Footage	Near Future Sites	Number of Sites	Price per Acre	D.C per Acre 40% Coverage	Total pei Acre
Vaughan	261 acres	4.6 mil sq.ft.	315 acres	9	\$800,000	\$241,845	\$1,041845
Caledon	248 acres	4.3 mil sq.ft.	195.5 acres	7	\$425,000	\$184,520	\$609,520
Brampton	246 acres	4.3 mil sq.ft.	320 acres	7	\$900,000	\$186,088	\$1,086,088
Mississauga	362 acres	6.5 mil sq.ft.	101 acres	7	\$800,000	\$225,922	\$1,025,922
Halton Hills	20 acres	350 k sq.ft.	145 acres	4	\$400,000	\$328,442	\$728,442
Milton	144 acres	2.5 mil sq.ft.	499 acres	7	\$375,000	\$342,033	\$717,033
Oakville	118 acres	2 mil sq.ft.	164 acres	5	\$450,000	\$367,733	\$817,733
Burlington	10 acres	174 k sq.ft.	122 acres	1	\$425,000	\$278,784	\$703,784
Guelph	184 acres	3.2 mil sq.ft.	537 acres	8	\$325,000	\$100,884	\$425,884
Cambridge	104 acres	1.8 mil sq.ft.	240 acres	5	\$250,000	\$185,391	\$435,391
Kitchener	67 acres	1.77 mil sq.ft.		1	\$250,000	\$227,208	\$477,208
Brantford	147 acres	2.6 mil sq. ft.	200 acres		\$125,000	\$90,000	\$215,000

DEVELOPMENT CHARGES DECEMBER 2011								
Municipality	Land Price per Acre	Development Charges	City Charges Per Square Foot	County/Region Charges Per Square Foot	Total Development Charges Per Square Foot	Development Charges By-Law Review Date		
			65.45		644.44	lon 24/42		
Mississauga	\$650,000.00	Yes	\$5.45	\$5.99	\$11.44	Jan 31/12		
Brampton	\$575,000.00	Yes	\$4.92	\$5.99	\$10.91	Jan 31/12		
Milton - Non Retail	\$500,000.00	Yes	\$3.23	\$15.71	\$18.94	June 01/12		
Oakville	\$575,000.00	Yes	\$7.55	\$15.71	\$23.26	Apr 01/12		
Burlington - Non Retail - Urban	\$475,000.00	Yes	\$4.47	\$11.94 🖫	\$16.41	Apr 01/12		

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HST REG # 80766 1657 RT0001

SCHEDULE B - EMPLOYMENT LAND PRICES

MUNICIPALLY OWNED INDUSTRIAL LAND PRICES

MUNICIPALITY	LAND PRICE (per acre)	
Waterloo	\$ 300,000.00	
Kitchener	\$ 250,000.00	
Cambridge	\$ 210,000.00	
Hamilton	\$ 205,000.00	
Brantford	\$ 125,000.00	
Ingersoll	\$ 100,000.00	
County of Brant	\$ 125,000.00	
Sarnia-Lambton	\$ 70,000.00	
London	\$ 95,000.00	
Stratford	\$ 100,000.00	
Woodstock	\$ 100,000.00	
Strathroy-Caradoc	\$ 70,000.00	
Chatham-Kent	\$ 70,000.00	
Windsor	\$ 83,500.00	
St. Thomas	\$ 45,000.00	

Source: City of Brantford Economic Development and Tourism Dept., February 2012

SCHEDULE C

HANLON CREEK BUSINESS PARK PHASE 1 PRICING

BLOCK	AREA (ACRES)	PRICE PER ACRE	TOTAL PRICE	COMMISSION 5%	STATUS
1	6.3	\$ 300,000.00	\$ 1,890,000.00	\$ 94,500.00	Available
2	8.2	\$ 300,000.00	\$ 2,460,000.00	\$ 123,000.00	Available
3	4.3	\$ 300,000.00	\$ 1,290,000.00	\$ 64,500.00	Available
4	12.5	\$ 300,000.00	\$ 3,750,000.00	\$ 187,500.00	Available
5	2.1	\$ 265,000.00	\$ 556,500.00	\$ 27,825.00	Sold
6	4.6	\$ 300,000.00	\$ 1,380,000.00	\$ 69,000.00	Available
7	4.4	\$ 300,000.00	\$ 1,320,000.00	\$ 66,000.00	Available
8	7.6	\$ 325,000.00	\$ 2,470,000.00	\$ 123,500.00	Available
9	12.7	\$ 255,000.00	\$ 3,238,500.00	\$ 161,925.00	Sold
10	13.8	\$ 300,000.00	\$ 4,140,000.00	\$ 207,000.00	Available
11	3.5	\$ 325,000.00	\$ 1,137,500.00	\$ 56,875.00	Optioned
15	4.2	\$ 300,000.00	\$ 1,260,000.00	\$ 63,000.00	Available
16	10	\$ 300,000.00	\$ 3,000,000.00	\$ 150,000.00	Available
TOTAL	94.2		\$27,892,500.00	\$1,394,625.00	

COMMITTEE REPORT



Corporate Administration, Finance & Enterprise Services

SERVICE AREA Finance & Enterprise Services – Economic Development

DATE October 9, 2012

SUBJECT Amending Agreement to a Development Charge Early

Payment Agreement – Wurth Canada Limited, Hanlon

Creek Business Park

REPORT NUMBER FIN-ED-12-08

SUMMARY

Purpose of Report:

To seek approval of a second Amending Agreement to a Development Charge Early Payment Agreement between the City of Guelph and Wurth Canada Limited.

Committee Action:

To recommend approval of a second Amending Agreement to a Development Charge Early Payment Agreement between the City of Guelph and Wurth Canada Limited.

RECOMMENDATION

"That the Mayor and Clerk be authorized to execute an Amending Agreement to a Development Charge Early Payment Agreement between the Corporation of the City of Guelph and Wurth Canada Limited, for the lands described as all of Block 9, Registered Plan 61M-169 in the Hanlon Creek Business Park, as outlined in the report of the General Manager of Economic Development dated October 9, 2012."

BACKGROUND

Council at its meeting held on November 28, 2011 authorized the execution of an Amending Offer to Purchase/Agreement of Purchase and Sale and an Amending Development Charge Early Payment Agreement between the City of Guelph and Wurth Canada Limited, in the Hanlon Creek Business Park, and as outlined on Schedule "A" attached.

The Amending Offer to Purchase/Agreement of Purchase and Sale changed the closing date of the sale from November 30, 2011 to December 14, 2011 and extended the start construction date of a building from 18 months to 22 months after the closing of the sale.

The Amending Development Charge Early Payment Agreement changed the date upon which Wurth was required to obtain building permit issuance for their proposed building from February 28, 2012 to October 14, 2012 and to remain eligible to apply the early payment industrial development charge of\$42.51 per square meter of building.

REPORT

Wurth has requested consideration of a second amendment to the Development Charge Early Payment Agreement to extend the date upon which building permit issuance is required (see Schedule "B" attached). Specifically, they have requested an extension of the building permit issuance date from October 14, 2012 to February 28, 2013. There is no request or requirement to further amend the Offer to Purchase/Agreement of Purchase and Sale.

They have advised that the submission of an application and plans for building permit approval is primarily due to delays with their own process engineers, in both Germany and the U.S., who are designing the building's interior operations and functions. They further advised that it is their intent to submit the required building permit application and plans in the November/December 2012 period. They have instructed their architect and other consultants to re-submit their site plan approval plans by mid October 2012 for review and approval by the City.

In speaking with Wurth's Canadian President, he has indicated they fully intend to start construction of their building in mid 2013, with occupancy in mid 2014, in compliance with the Amended Offer to Purchase/Agreement of Purchase and Sale. He is fully committed to moving forward with their new Canadian head office and distribution facility in Guelph and seeks support for the requested extension to the building permit issuance date.

CORPORATE STRATEGIC PLAN

Strategic Focus – City Building: Strategic Direction 3.2 – Be economically viable, resilient, diverse and attractive for business.

FINANCIAL IMPLICATIONS

<u>Development Charge Revenue</u>

Under the original Development Charge Early Payment Agreement, the development charges savings to Wurth was \$172,649.05. The first Amending Agreement extension to the building permit issuance date (to October 14, 2012) effectively increased the savings to Wurth to \$372,471.09.

The requested second amendment to the building permit issuance date (to February 28, 2013) would result in the same development charges savings of \$372,471.09, if the building permit is issued prior to February 28, 2013.

The reduction in development charges collected would result in development charges being insufficient to fund capital projects to the same extent that they had been estimated in the calculation of the development charge rates. This shortfall must be made up from property taxes and user rates.

Tax Revenue

The estimated projected annual tax revenue to the City is \$200,000.00

DEPARTMENTAL CONSULTATION

Financial Services Legal and Realty Services

COMMUNICATIONS

N/A

ATTACHMENTS

Schedule "A"- Wurth Canada Limited Site – Hanlon Creek Business Park Schedule "B" - Letter from Wurth Canada Limited

"original signed by Jim Mairs"

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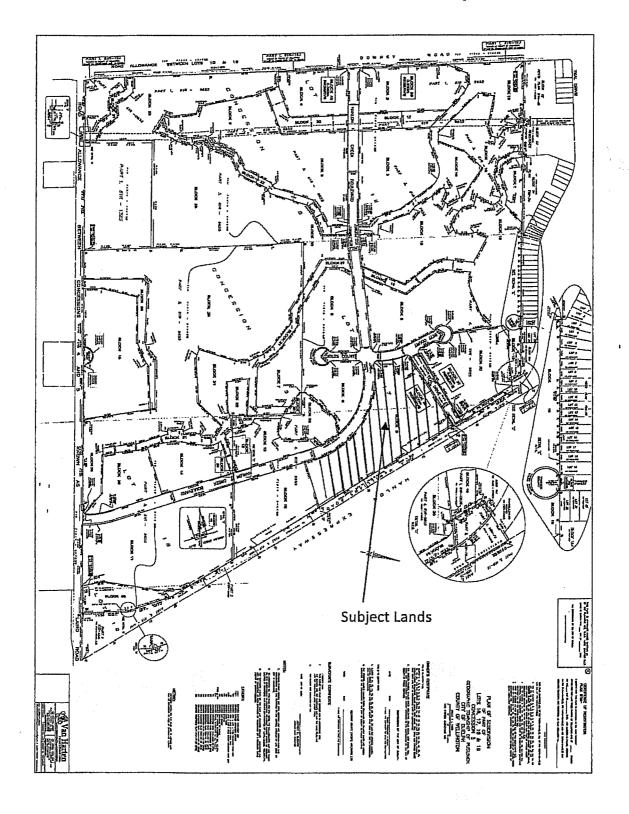
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Schedule "A" Site Location Map





WURTH CANADA LIMITED/LIMITEE 6330 Tomken Road Mississauga, Ontario L5T 1N2

Jim Mairs
CITY OF GUELPH
Economic Development & Tourism Services
1 Carden St.
Guelph, Ontario N1H 3A1

cc. Peter Cartwright

Date: Tel: Fax: E-Mail:

14 September 2012 905-362-4751 905-362-0363 esweeney@wurth.ca

Wurth Canada Development Charge Early Payment Agreement

Dear Mr. Mairs,

Thank you for your e-mail dated September 14, 2012. Your assistance in this matter is very much appreciated. We confirm that the deadline of February 28, 2013 to having a building permit issuance is acceptable.

We have had significant delays with the detailed layout of our warehouse. Wurth has been using the construction firm Miebach to assist in this layout for the installation of an automated Material Handling Equipment (MHE). We obtained a site plan from Joe DeCicco of Global Architects today which we believe will be the final version. Please find attached a copy of this site plan as well as the warehouse layout and the elevations.

Mr. DeCicco has forwarded this site plan today to Owen Scott from Landplan Collaborative Ltd., the landscape architect firm located in Guelph whom we are using for this project. He also forwarded this site plan to Rick Clement from Aecom, who has been retained to do all our civil work for this project.

A site plan application is scheduled to be submitted on October 2, 2012. We are now working with Bill Blackburn, our project manager from MHPM to select a builder who will submit the building application. We are confident this application will be submitted in sufficient time to allow for an approval by February 28, 2013.

Thank you again for helping Wurth obtain an extension to the deadline for building permit issuance included in the Development Charge Early Payment Agreement. Please feel free to contact me should you require any additional information.

With Best Regards,

Ernie Sweeney

COMMITTEE REPORT



Corporate Administration, Finance and Enterprise

Committee

SERVICE AREA Corporate Administration, Finance and Enterprise

DATE October 9, 2012

SUBJECT Corporate Energy Program Strategic Business Plan

REPORT NUMBER FIN-CE-12-02

SUMMARY

Purpose of Report:

Presentation of the Corporate Energy Program Strategic Business Plan. The purpose of the Plan is to:

- Inform on corporate risk posed by exponentially escalating energy costs
- Outline Corporate Energy's strategic approach to energy management
- Describe strategic framework and key performance indicators to assess program success
- Outline the business case for an energy management implementation strategy containing both capital and operational cost implications.

Committee Action:

Committee receipt of the Corporate Energy Program Strategic Business Plan, containing business plan in support of 2013 capital and operational budget requests.

RECOMMENDATION

- **THAT** the report dated October 9, 2012 entitled 'Corporate Energy Program Business Plan' be received and;
- THAT the business case within the Corporate Energy Program Strategic Business Plan dated Sept 2012 be received as supporting material for Community Energy's 2013 Capital and Operating budget requests and;
- **THAT** the Capital and Operating budget resources required to implement the Corporate Energy Program Strategic Business Plan be referred to the 2013 budget process for consideration.

BACKGROUND

Corporate Energy Program Backgrounder

The Corporate energy management function has existed since 2008. In early 2011, the work was re-structured to be more strategically and organizationally linked with

the broader Community Energy program. In April of 2011, the position of Program Manager, Energy was filled after being vacant for nearly a year. Previously, the responsibility of corporate energy management was overseen by the Energy Conservation Project Manager within the Corporate Services department and focussed primarily on energy reduction projects, including electricity and gas procurement. While these are still a core priority, in addition to energy reduction projects, the new Corporate Energy Program Manager is now also responsible for operationalizing the steps to becoming a best practice energy managing organization, a longer-term and ultimately a more sustainable and effective model.

Since 2011, the Community Energy Division has been seeking opportunities in regard to energy conservation within City facilities as well as deliver savings that help mitigate ever-increasing Department energy budget. Examples include various energy efficiency upgrades such as energy efficient lighting systems, solar domestic hot water systems, new HVAC units and high efficiency boilers. These measures have been financed from Departmental capital and operating budgets, Infrastructure Stimulus Fund (ISF) grants, and 3rd party grants from sources such as the Ontario Power Authority, Guelph Hydro and Union Gas. A summary of energy-related initiatives since 2011 are included in the Business Plan. Since 2011, the City has secured over \$1.9M worth of incentives for energy-related initiatives from various levels of government agencies. This is in addition to what the City will realize in energy and avoided energy costs.

Beyond corporate boundaries, Corporate Energy is responsible for legislative reporting including development of annual energy reporting and 5 year Energy Conservation Plan, as required under new regulation OReg 397/11, Section 6, part of the Green Energy Act (2009).

At the national level, Corporate Energy will spearhead the City of Guelph's participation in ICLEI's Partners for Climate Protection (PCP) program, including annual reporting and participation in meetings.

REPORT

Corporate Energy Business Plan Summary

Faced with exponentially-increasing energy prices, Corporate Energy has developed a transformative strategic business plan, positioning the Corporation to:

- Realize immediate energy reductions and future avoided costs from rapidly escalating energy prices (Risk Mitigation)
- Build internal capacity to pursue deeper operational (non-capital) energy cost avoidances
- Enable best practice service-based energy accounting
- Assist Departments to achieve their departmental Community Energy Initiative (CEI) goals.

- Support broader corporate asset renewal through retrofit activity
- Leverage corporate assets for revenue

 leasing rooftops for solar
 photovoltaic generation, tying facility
 boilers to district energy systems.
- Establish the City's corporate leadership role in the Community Energy Initiative.

Corporate Energy Business Plan Structure

The purpose of the Corporate Energy Program Strategic Business Plan is to:

- Inform on corporate risk posed by exponentially escalating energy costs
- Outline Corporate Energy's strategic approach to energy management
- Describe strategic framework and key performance indicators to assess program success
- Outline the business case for an energy management implementation strategy containing both capital and operational cost implications.

The strategic business plan outlines a series of goals, objectives, and initiatives designed to support the strategic directions of the City. The plan is used to guide decision making, resource allocation, and prioritization. The business plan includes a preliminary implementation plan with timelines, costs, resources, requirements, impacts, and risks.

This business plan covers both operational/program and capital/project aspects to demonstrate that energy management is more than just implementing energy conservation retrofits, that energy management is multi-dimensional, encompassing the technical aspects of facility and process operation, organizational management, and human behaviour.

The Corporate Energy Program is still in start-up mode. The rapid expansion envisioned in this business plan is considered necessary to gain a basic level of control over the Corporation's energy consumption over the next few years and also to get a jump start on energy reductions that will result in avoided costs as energy prices increase.

Investment in corporate energy management pays dividends through improved service-based accounting, energy cost avoidance, and risk mitigation; all the while demonstrating leadership in implementing the Community Energy Plan under the banner of the Community Energy Initiative.

This Business Plan includes the business case for \$3.3M investment in energy efficiency projects over the next three years, representing 5.9% of the Corporation's overall energy budget. These savings will not decrease overall utility budgets, which will continue to rise under the pressure of double-digit utility rate escalation. However, investing in energy efficiency will help mitigate the exponential increase, paying dividends in future avoided costs. The concept of avoided costs, rather than absolute savings, is core to the business case presented here. Double-digit utility rate escalation for the foreseeable future, and increasing Corporate energy budgets, are the new reality but, by investing in energy management, the City achieves a level of risk management. That, together with the need to show leadership on energy matters in support of the Community Energy Initiative, both dictate that the Corporation needs to take immediate and significant action to manage its energy consumption.

Avoided costs present an opportunity to leverage innovative, alternative financing and are one of the reasons that the Corporate Energy Program has now been repositioned under the new Finance and Enterprise Division. The Corporate Energy Program is also closely aligned with a number of City strategic initiatives including Guelph's 2012-2016 Corporate Strategic Plan. The program also directly supports the objectives of the Community Energy Initiative (CEI), a key strategic initiative for the Corporation.

The Imperative of Energy Rate Escalation

Municipalities are currently faced with energy price increases in excess of four times the current cost of living index. This challenge is exacerbated by the pressure to increase services while maintaining or reducing tax-based operating and capital budgets. These pressures, together with a desire to demonstrate a leadership role under the Community Energy Initiative, require that the Corporation aggressively pursue energy management and energy efficiency.

Next to salaries, the largest year-on-year impact to the City's operational budget is double-digit electricity rate increases. The Ministry of Energy Long Term Energy Plan (LTEP) predicts 46% increase by 2015, or between 9 and 12% per year. In 2011, the City's hydro bill was over \$6M which, according to the above predictions, could double in the next 7-8 years with continued exponential growth thereafter. For the average ratepayer, an annual electricity bill will escalate from \$1,700 per year to \$4,000/yr in 2018.

Natural gas prices, while currently stable, are also expected to significantly rise as natural gas reserves decline over the next decade.

Exponentially increasing utility costs amplify the corporate risk posed by energy. Under a Business-As-Usual scenario, the City utility cost is expected to reach \$21-28M by 2023.

The business case analysis presented in this business plan demonstrates that investment in corporate energy management will not only be recovered, but significant savings will be realized in avoided costs. This is in addition to the cobenefits that will be realized, including reducing the Corporation's carbon footprint and demonstrating the City as a sustainable-minded organization and a corporate leadership role in the Community Energy Initiative.

Best Practice Energy Management Framework

Energy management is more than just energy reduction – holistically encompassing technical, organizational, and human behavioural aspects.

In 2011, Corporate Energy implemented a strategic framework to define best practice energy management, to benchmark where the Corporation is at using both quantitative and qualitative metrics, and also establish targets for achievement in

2013 and beyond. The framework includes clearly defined success criteria in four focus areas:

- 1. Energy Management
- 2. Financial Management
- 3. Awareness & Information
- 4. Technical

The Corporate Energy Program strategy is in response to a desire to improve the program across all four performance metric categories. The business plan includes a "Dashboard" summary showing corporate scoring across each category for past years (2010 & 2011) and targets established for achievement in 2013 and 2014. Performance of the program against these targets will be assessed at key junctures to see if anticipated outcomes are in fact being realized or if additional effort is required.

Implementation Plan - Turning Direction into Action

Using the above framework and areas of focus, the business plan further fleshes out the objectives, proposed actions, and new resource requirements that are considered necessary for achieving these actions. Requests for resourcing at both the program (operational) and project (capital) level are described, both of which are integrated and integral to an effective Corporate Energy Program.

A number of program measures are included in a \$288,000 Corporate Energy operational budget request for 2013. Measures range from subscription to an Energy Management / Information System to further energy auditing and commissioning at a number of facilities. Additional resources are also being sought to manage day-to-day facility optimization (in conjunction with Corporate Maintenance) and energy data entry (in conjunction with Accounts Payable).

In addition to program measures, the business plan also includes a plan for implementing significant capital energy reduction measures, with a long-term goal of 28% reduction in absolute energy use (gas & electricity) across the City's portfolio by 2031. Formal energy audits in 2012 have identified \$3.3 million of energy conservation measures at thirteen of the City's buildings on the tax-base side. These energy reduction retrofits have been split into \$1.25M capital request for energy reduction projects in 2013, \$985k in 2014 and \$1.09M in 2015. This is followed by continued future annual investment as the list of projects and facilities is expanded following future energy audits. The addition of a project manager to oversee the energy retrofits will be part of capital recovery under the capital budget request.

While application for the \$288k 2013 operational budget request is separate from the \$3.3M 2013-2015 capital budget request for energy conservation measures, operational and capital aspects are very much intertwined. For this reason, supporting both program (operational) and project (capital) components of the business plan in an integrated way is crucial to an effective Corporate Energy Program.

Financial Benefits to the Corporation

The business case for building a robust Corporate Energy Program is not simply a financial one. It should be assessed based on integrated benefits of ongoing energy management, both fiscal and institutional which, together, will reduce the Corporation's exposure to increases due to growth and energy rate escalation. However, assessing the business case based on quantifiable avoided costs is significant enough by itself to justify the program expansion and continued funding.

The energy reduction projects alone are expected to produce 8.3% energy reduction across all tax-based energy accounts. Additional cost avoidance is expected from finding errors on utility bills and cost saving utility procurement strategies. An expected energy savings of \$156k in 2013 has been incorporated into the 2013 budget, which helps offset the increases expected from utility rate escalation. This increases to \$376k/yr in 2014 and \$423k/yr in 2015, equating to 5.9% of energy budget. Achieving these energy reductions is dependent on approval of the 2013, 2014 and 2015 capital budget requests.

But annual savings from energy efficiency investments are only part of the story, the real benefits are realized when we look at future avoided costs. The magnitude of the Corporation's risk exposure to energy price escalation can be significantly mitigated by investment in energy conservation today, resulting in net avoided costs of \$1.2M/yr by 2018 and \$2.3-3.5M/yr in 2023. This represents \$11.4 M in net cumulative savings over 10 years and \$86M over 20 years.

Without significant energy investment, the Corporation is fully exposed to exponentially increasing energy costs. The business case presented in this plan demonstrates that invested capital will not only be recovered, but significant avoided costs will be realized, not just via energy reduction projects but also through best practice energy management based on a robust internationally-accepted framework.

CORPORATE STRATEGIC PLAN

The Corporate Energy Program is closely aligned with City strategic initiatives:

- Closely supports the objectives of Guelph's 2012-2016 Corporate Strategic Plan
- Showcases innovative approaches and alternative financing as part of the new Finance & Enterprise Division
- Leadership role in support of the Community Energy Plan
- Aligned with Guelph Municipal Holding Company governance directive
- Chosen as a pilot for development of the Corporate Business Planning Framework.

FINANCIAL IMPLICATIONS

Corporate Energy's business case predicts net avoided utility costs of \$1.2M/yr by 2018 and \$2.3-3.5M/yr in 2023, representing over \$11.4 M in net cumulative

savings over 10 years and \$86M over 20 years. These avoided costs are contingent on approval of the following operational and capital budget requests:

- \$1.25M capital request for energy reduction projects in 2013, \$985k in 2014 and \$1.09M in 2015, followed by continued future annual investment as the list of projects and facilities is expanded following future energy audits.
- \$288k 2013 operational budget request for program expansion to deliver best practice energy management.

DEPARTMENTAL CONSULTATION

Corporate Social Services
Corporate & Human Resources
Operations & Transit
Corporate Administration
Finance and Enterprise
Planning, Building, Engineering & Environment

COMMUNICATIONS

At this time there are no communications issues arising from this matter.

ATTACHMENTS

Attachment # 1 - Corporate Energy Business Plan

"original signed by Al Horsman"

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Corporate Energy Business Plan - 2013 to 2018

Faced with exponentially-increasing energy prices, Corporate Energy has developed a transformative strategic business plan, positioning the Corporation to:

- Realize immediate bottom-line energy reductions and future avoided costs from rapidly escalating energy prices (Risk Mitigation)
- Build internal capacity to pursue deeper operational (non-capital) energy reductions
- Enable best practice service-based energy accounting
- Assist Departments to achieve their departmental CEI goals.
- Support broader corporate asset renewal through retrofit activity
- Leverage corporate assets for revenue leasing rooftops for solar photovoltaic generation, tying facility boilers to district energy systems.
- Establish the City's corporate leadership role in the Community Energy Initiative.

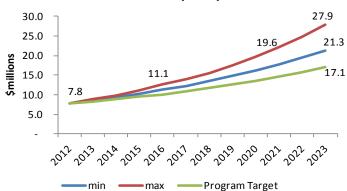
Energy Price Increases

Municipalities are currently faced with energy price increases in excess of four times the current cost of living index.

Next to salaries, the largest year-on-year impact to the City's operational budget is double-digit electricity rate increases.

In 2011, the City's hydro bill was over \$7.7M which, according to predictions, could double in the next 7-8 years with continued exponential growth thereafter.

Predicted Corporate Utility Costs Business As Usual (BAU) Scenario



The Corporate Energy Program is closely aligned with City strategic initiatives

- Closely supports the objectives of Guelph's > 2012-2016 Corporate Strategic Plan
- Showcases innovative approaches and alternative financing as part of the new Finance & Enterprise Division
- Leadership role in support of the Community Energy Plan
- Aligned with Guelph Municipal Holding Company governance directive
- Chosen as a pilot for development of the Corporate Business Planning Framework.

Corporate Energy Division Scorecard and Strategic Framework

Used to define and benchmark the Corporation with regards to best practice energy management and establish targets for achievement in 2012/2013.

Four Focus Areas of Best Practice:

- 1. Energy Management
- 2. Financial Management
- 3. Awareness & Information
- 4. Technical

Corporate Energy Program Scorecard

Energy management Awareness and information Scores **Targets** Targets 2010 2011 2012 2013 2010 2011 2012 2013 2.8 1.8 0.7 1.3 2.2 0.3 1.2 2.5 Financial management **Technical** Scores **Targets** Scores **Targets** 2010 2011 2012 2013 2010 2011 2012 2013 2.8 1.2 0.8 2.0 1.3 3.7 0.7

Program Scorecard colour-coded greener the better (up to 4 points max)

Financial

The plan covers both operational (program) and capital (project) aspects to demonstrate that energy management is more than just energy conservation, encompassing the technical aspects of facility and process operation, organizational management, and human behaviour. The Plan is essentially a risk mitigation strategy.

Capital (Project)

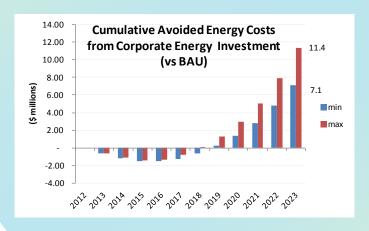
Capital (Project) Budget Request

for energy reduction projects:

2013	\$1.25M	Payback: meets
2014	\$985kM	institutional-grade
2015	\$1.09M/yr	payback of 9-10 yrs
2016 - 2022	~\$1M/vr	

Avoided future costs

Avoided costs estimated at \$2.3 to 3.5M/yr in 2023, representing \$7.1-11.4M in net cumulative avoided costs over 10 years and \$86M over 20 years



Operational (Program)

Energy/GHG Accounting and Reporting

Facility optimization function	\$80k
Subscription to Managing Energy data management software	\$35k
energy data management functional role	\$40k

Energy Projects

Project Manager (included as part of energy retrofit projects)	Within Capita Budge
Additional energy auditing using an outside consultant	\$75K
Continuous facility commissioning using a hired commissioning team	\$50K
Capacity Building Energy Management training	\$5k

Total \$288k

Alternative Funding Opportunities

The positioning of Corporate Energy within the new Enterprise Division, together with the program's alignment with the "Doing Business Differently" committee, provides an opportunity to identify and better assess alternate delivery and funding models.

Some alternatives being investigated include mobilizing City-owned assets into community-based energy activity, ie revenue generation from facility roof space leased to Envida for solar panels. We are also investigating third party bridge financing - including funding through Guelph Hydro via its unregulated arm, Envida. We will also be pursuing grants including FCM and Utility subsidies.

Corporate Energy Excellence – Demonstrating Innovation and Best Practice

The goal of Corporate Energy program is to operationalize the steps to becoming a best practice energy managing organization in order to avoid future costs and risks associated with exponentially increasing energy prices. Through this, the City also demonstrates leadership in implementing the Community Energy Plan under the banner of the Community Energy Initiative.



Corporate Energy Strategic Business Plan

Community Energy Division

Finance and Enterprise

City of Guelph

September 21, 2012

City Hall 1 Carden St Guelph, ON Canada N1H 3A1

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Introduction

Outside of labour costs, energy is the largest aggregated expense to the Corporation of the City of Guelph. It is also arguably the Corporate expense with the largest inflationary pressure. In 2012, the City's utility bills are predicted to top \$7.7M and this expenditure, if left unchecked, is expected to double in the next 7 years. On the positive side, energy is one of the more manageable expenses for the Corporation.

This Business Plan includes the business case for \$3.3M investment in energy efficiency projects over the next three years, resulting in 5.9% savings below Business-As-Usual utility expenditure. These savings will not decrease overall utility budgets, which will continue to rise under the pressure of double-digit utility rate escalation. However, investing in energy efficiency will help mitigate the exponential increase, paying dividends in future avoided costs. The concept of avoided costs, rather than absolute savings, is core to the business case presented here. Double-digit utility rate escalation for the foreseeable future, and increasing Corporate energy budgets, are the new reality but, by investing in energy management, the City achieves a level of risk management. That, together with the need to show leadership on energy matters in support of the Community Energy Initiative, both dictate that the Corporation needs to take immediate and significant action to manage its energy consumption.

The impact and timeline of the energy challenge is not a new issue – it is the reason the previous Council ratified the ambitious Community Energy Plan in 2007. The Community Energy Division is looking to minimize the Corporation's exposure to year-on-year exponential rate increases through best practice energy management programs, including seeking portfolio-wide energy conservation opportunities.

The Corporate Energy strategy is the overall strategy covering all matters related to energy and utility use within City operations. While spearheaded through the Community Energy Department, strategy success relies on an expanded, cooperative effort across all Departments, leveraging capital and operational Department budgets for investments into energy saving initiatives, as well allocation of Department staff resources during planning and implementation of these initiatives.

The Business Plan described here includes recommendations that are transformative rather than incremental in nature, positioning the Corporation to increase resilience, mitigate future risks and meet goals dictated by the Community Energy Plan and Corporate Strategic Plan. Benefits will accrue to all Departments through bottom-line energy avoided costs, internal capacity building and adoption of best practice service-based accounting.

Business Plan Purpose and scope

This business plan was developed in support of the following items:

- Inform on corporate risk posed by exponentially escalating energy costs;
- Outline Corporate Energy's strategic approach to energy management;

- Describe strategic framework and key performance indicators to assess program success;
- Present business case for 2013 Capital Budget request for energy conservation projects to be conducted by the Corporate Energy Program in 2013 and beyond;
- Present business case for Operational Budget request for the Corporate Energy Program for 2013 and beyond; and,
- As part of Corporate Energy's involvement in the Business Development Framework Pilot.

The plan covers both operational/program and capital/project aspects to demonstrate that energy management is more than just implementing energy conservation retrofits. Energy management is instead multi-dimensional, encompassing the technical aspects of facility and process operation, organizational management, and human behaviour. The Corporate Energy Plan presented below addresses these three dimensions in a strategic approach to energy planning.

While Corporate Energy is not a new program for the City, there has not been an over-arching Corporate Energy strategic business plan, to date, nor has the program been funded to a large degree, both in terms of capital and operating budget. Because of this, and because Corporate Energy is an initiative that closely supports the objectives of Guelph's 2012-2016 Corporate Strategic Plan, it was chosen as a pilot for development of the Corporate Business Planning Framework.

This business plan outlines a forward-looking strategy for the Corporate Energy program together with an aggressive implementation plan that will turn direction into action. The Plan outlines a series of goals, objectives, and initiatives designed to support the strategic directions of the City. The plan is used to guide decision making, resource allocation, and prioritization. The Plan includes a preliminary implementation plan with timelines, costs, resources, requirements, impacts, and risks.

The Corporate Program Manager, Energy is responsible for delivering the Corporate Energy Program and for developing this business plan. Programmatic oversight is provided by the Corporate Manager, Corporate Energy.

Corporate Energy Program Backgrounder

The Corporate energy management function has existed since 2008. In early 2011, the work was restructured to be more strategically and organizationally linked with the broader Community Energy program. In April of 2011, the position of Program Manager, Energy was filled after being vacant for nearly a year. Previously, the responsibility of corporate energy management was overseen by the Energy Conservation Project Manager within the Corporate Services department and focussed primarily on energy reduction projects, including electricity and gas procurement. While these are still a core priority, in addition to energy reduction projects, the new Corporate Energy Program Manager is now also responsible for operationalizing the steps to becoming a best practice energy managing organization, a longer-term and ultimately a more sustainable and effective model.

Since 2011, the Community Energy Division has been seeking opportunities in regard to energy conservation within City facilities as well as energy reductions that help mitigate ever-escalating Department energy budgets. Examples include various energy efficiency upgrades such as energy efficient lighting systems, solar domestic hot water systems, new HVAC units and high efficiency boilers. These measures have been financed from Departmental capital and operating budgets, Infrastructure Stimulus Fund (ISF) grants, and 3rd party grants from sources such as the Ontario Power Authority, Guelph Hydro and Union Gas.

Following are a few examples of energy-related initiatives since 2011:

Leveraging a grant of over \$118k from the Continuous Improvement Fund (CIF) through Waste Diversion Ontario (WDO), the Materials Recovery Facility implemented six energy reduction projects including energy efficient lighting and controls, power factor correction, and HVAC upgrades, all controlled by a new state-of-the-art building management system. Avoided Costs are estimated at approximately \$100k/year, or 25% of total annual energy costs, with a payback of less than 1.5 years on the Cityfunded portion of the total project costs.

At Exhibition Rink, induction lights replaced the old metal halide lighting and will result in over 60% energy reduction and \$5,400 in avoided costs annually, equating to \$100k avoided over 10 years. The lighting retrofit qualified for \$6,336 in incentives from the Ontario Power Authority (OPA) saveONenergy Retrofit Program, or 25% of fixture cost. Smaller scale lighting retrofits were conducted at an additional 10 facilities, replacing inefficient bulbs and fixtures with lower wattage T8 fluorescent units and resulting in \$13k avoided costs per year in electricity and a 1.3 year payback.

An ISF grant was used to initiate several energy initiatives at the River Run Centre, including solar panels and a "tankless" or "on-demand" high efficiency boiler for domestic hot water, new heating boilers, and lighting controls integration. ISF money also helped sponsor conversion of HVAC units at Evergreen Seniors Community Centre to more efficient units. Guelph Transit also added solar panels as part of refurbishment work in 2011, with additional plans to retrofit garage lighting in 2012.

Avoided operational costs will be realised from the new cogeneration plant at West End Community Centre, which was commissioned in summer 2012, and awaiting Ministry approval for continuous operation.

Finally, not to be overlooked, are avoided energy costs as a result of water savings achieved by the Water Department's conservation demand management (CDM) group. These include retrofit of low-flow showerheads, rainwater harvesting (Lyon's Pool), and recovery/reuse of bus wash water at the Watson Road Transit Facility to be commissioned in 2012. The link between water and energy reductions provide doubled savings while meeting multiple corporate goals.

Since 2011, the City has secured over \$1.9M worth of incentives for energy-related initiatives from various levels of government agencies. This is in addition to what the City will realize in energy reductions and avoided energy costs.

This business plan envisions an expansion of the program in 2013, with the Corporate Energy Program Manager extending into a managerial role with the addition of a direct report (Project Manager - PM). This PM will oversee implementation of energy reduction projects, additional energy audits and other projects such as rooftop solar installations etc. The Corporate Energy Program Manager would also guide the work of a new resource that would be responsible for optimizing facility utility consumption on a day-to-day basis. Oversight for this function would remain with Corporate Building Maintenance.

Investment in corporate energy management pays dividends through improved service-based accounting, energy cost avoidance, and risk mitigation; all the while demonstrating leadership in implementing the Community Energy Plan under the banner of the Community Energy Initiative.

Avoided costs present an opportunity to leverage innovative, alternative financing and are one of the reasons that the Corporate Energy program has now been repositioned under the new Finance & Enterprise (F&E) Division. The Corporate Energy Program is also closely aligned with a number of City strategic initiatives including Guelph's 2012-2016 Corporate Strategic Plan. The program also directly supports the objectives of the Community Energy Initiative (CEI), a key strategic initiative for the Corporation.

Beyond corporate boundaries, Corporate Energy is responsible for legislative reporting including development of annual energy reports as well as a 5 year Energy Conservation Plan, as required under new regulation OReg 397/11, Section 6, part of the Green Energy Act (2009).

At the national level, Corporate Energy will spearhead the City of Guelph's participation in ICLEI's Partners for Climate Protection (PCP) program, including annual reporting and participation in meetings.

Over the coming year, Community Energy will be exploring and assessing alternatives to the current management and administrative oversight of Corporate Energy, including the use of available tools at our disposal such as the Guelph Municipal Holding Company (GMHI).

The Imperative of Energy Rate Escalation

Municipalities are currently faced with energy price increases in excess of four times the current cost of living index, as measured by the Consumer Price Index (CPI) and Municipal Price Index (MPI). This challenge is exacerbated by the pressure to increase services while maintaining or reducing tax-based operating and capital budgets. These pressures, together with a desire to demonstrate a leadership role under the Community Energy Initiative, require that the Corporation aggressively pursue energy management and energy efficiency.

There is a Corporate "Insurance and Risk Management Policy" which states that "It is the responsibility of each department to identify the potential perils, factors and types of risk to which their assets, program activities and interests are exposed." Next to salaries, the largest year-on-year impact to the

City's operational budget is double-digit electricity rate increases. Natural gas prices, while currently stable, are also expected to significantly rise as natural gas reserves decline over the next decade.

Electricity Price Predictions

Electricity price increases in excess of cost of living are a result of upward pressure from:

- Increasing cost of developing new fossil fuel reserves
- Carbon pricing/taxation
- Cost recovery following electricity market deregulation as well as the need to pay for new energy infrastructure (Province's planned investments of over \$87 Billion in energy infrastructure to replace coal by 2015).

There are two sources for electricity cost predictions in Ontario. The Ministry of Energy Long Term Energy Plan (LTEP) predicts 46% increase by 2015, or between 9 and 12% per year. Energy Probe, a respected industry think tank, went further by taking into account infrastructure renewal costs and new energy sources (nuclear and renewable energy) that will be required to replace coal generation plants and is considered a more reliable prediction of true energy prices. Predictions by Energy Probe are 16.2% electricity increase in 2012, 53.2% by 2015 and 91% by 2018. This represents an annual exponential increase of 13% per year. These cost increase predictions are depicted in Figure 1 below.

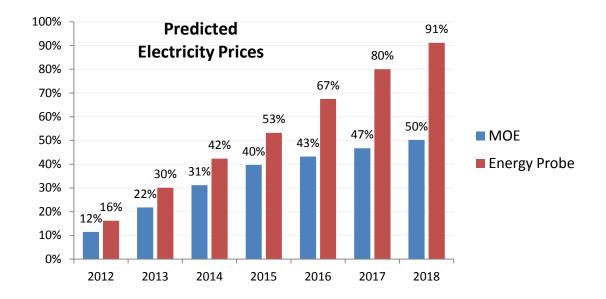


Figure 1 - Predicted Electricity Rate Increases

In 2011, the City's hydro bill was over \$6M which, according to the above predictions, could double in the next 7-8 years with continued exponential growth thereafter. Based on the predictions, for the average ratepayer, an annual electricity bill would escalate from \$1,700 per year to over \$4,000/yr in 2018.

Natural Gas Price Predictions

For the last four years, natural gas prices have continued to trend downwards for the following reasons:

- 1. Reduced industrial demand the recession beginning in mid-2008
- 2. record high seasonally adjusted storage levels due to an unusually warm winter weather season across North America
- 3. record production levels due to discovery of large formations of shale oil and gas

Current low price levels are not expected to last beyond the next 3-5 years:

- Recent shale gas finds are coming under more and more environmental scrutiny.
- Exporting of liquid natural gas will decrease local supply and expose N.America to global gas prices.
- Conversion of coal facilities to natural gas will also increase demand.

While debate will continue as to when fossil fuel production will peak, what we do know is that the timing is imminent (within a decade). Also debatable is the price impact, but municipalities such as Guelph can reasonably expect exponential price increases together with price volatility as the supply-demand balance shifts.

Despite the uncertainty, Figure 2 shows price increases that can reasonably be expected for natural gas prices to 2023 (Source: Envida). The prediction indicates a 50% increase by 2017, doubling of gas price by 2022 and a three-fold increase by 2030.

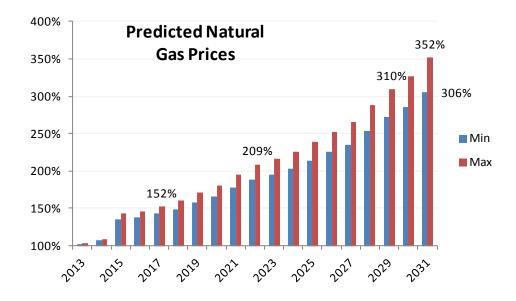


Figure 2 Predicted Natural Gas Rate Increases

Overall Corporate Utility Increases

Exponentially increasing utility costs amplify the corporate risk posed by energy. In 2012, the City's utility bill is predicted to top \$7.7M. Under a Business-As-Usual scenario, assuming 1% growth in corporate energy usage and year-on-year rate escalations shown in Figures 1 & 2, the City utility cost is expected to reach \$21-28M by 2023 (Figure 3). Left unmanaged, this would represent an approximate increase of 13%-18% over the current net tax levy (2012).

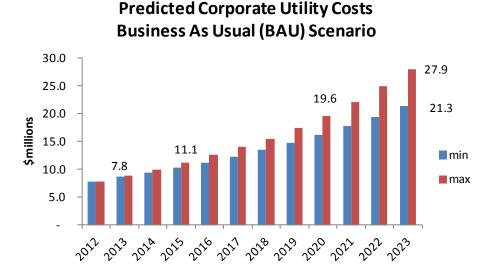


Figure 3 Predicted utility costs for the Corporation under Business-As-Usual Scenario

Benefits of Corporate Energy Management

Managing the Corporation's energy consumption will reduce the Corporation's exposure to increases due to growth and energy rate escalation. The business case analysis presented in this Plan demonstrates that investment in corporate energy management can not only be recovered, but will realize significant avoided energy costs. However, the business case for building a robust Corporate Energy program is not simply a financial one, and can only be assessed based on integrated benefits of ongoing energy management, both fiscal and institutional. Beyond identifiable energy reductions and future cost avoidance, energy reduction has the following non quantifiable benefits:

- Mitigate the longer term risk of rapidly escalating energy prices
- Lowers CO2 Emissions (carbon footprint)
- Reduces Global Warming
- Build capacity to pursue deeper energy reduction
- Support broader corporate asset renewal through retrofit activity
- Demonstrates the City as a sustainable-minded organization and a corporate leadership role in the Community Energy Initiative

The Corporate Energy Program delivers value to the corporation by facilitating outcomes that various city departments want to achieve, specifically energy operating budget control and department responsibilities with respect to achieving their CEI goals.

Best Practice Energy Management Framework

Energy management is more than just energy reduction – holistically encompassing technical, organizational, and human behavioural aspects. Energy management can be seen as a three-phase process:

- 1. gaining control of energy use
- 2. maintaining control as a continuous business process
- 3. investing in measures to improve energy performance

Effort and resources expended on these phases vary over time (see Figure 4 below).

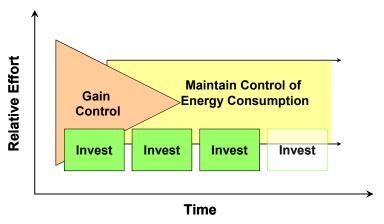


Figure 4 Strategic Phases of Energy Management

The Corporate Energy program is still in start-up mode and, while it will be an ongoing program, the rapid expansion envisioned in this business plan over the next few years is considered necessary to gain a basic level of control over the Organization's energy consumption.

In 2011, Corporate Energy implemented a strategic framework to define best practice energy management, to benchmark where the Corporation is at using both quantitative and qualitative metrics, and also establish targets for achievement in 2013 and beyond.

This criteria is based in large measure on techniques and tools developed in the UK under the Best Practice Program of the Department of Environment. The framework includes clearly defined success criteria for the Corporate Energy Program as a whole to be able to measure the success and progress against the plan goals in four focus areas:

- 1. Energy Management
- 2. Financial Management
- 3. Awareness & Information

4. Technical

Each of the above four focus areas (Level 1 Matrix) contains several sub-categories (Level 2 Matrix). The four focus areas and Level 2 Matrix sub-categories are further described in Appendix 1.

The Corporate Energy program strategy is in response to a desire to improve the program across all performance metric categories. For each of these categories, a score was derived for past years (2010 & 2011) and targets established for achievement in 2013 and 2014. Performance of the program against these metrics will be assessed at key junctures to see if anticipated outcomes are in fact being realized or if additional effort is required.

Scoring for the City's Corporate Energy Program

The "Dashboard" summary in Figure 5 shows corporate scoring goals established for 2012 and 2013, colour-coded to indicate how ell we're doing (the greener the better with 4 being the maximum score). The focus areas requiring more effort correspond to the areas of focus for this business plan.

The "Investment" category refers to investments in both the energy management program as well as energy reduction projects. This category is shown as "on track" with the assumption that 2013 capital and operating budget requests are approved by Council.

Corporate Energy Program Dashboard 2012/2013 Target Scoring					
Energy management	2012	2013	Awareness and information	2012	2013
Energy policy	2.0	4.0	Energy management	2.0	3.0
Organising	2.0	3.0	Energy efficiency awareness	2.0	3.0
Motivation	2.0	2.0	Reporting procedures	2.0	2.0
Information systems	2.0	2.0	Review of energy performance	2.0	3.0
Marketing	2.0	3.0	Ongoing training	1.0	2.0
Investment	3.0	3.0	Market awareness	2.0	2.0
Average score	2.2	2.8	Average score	1.8	2.5
Financial management	2012	2013	<u>Technical</u>	2012	2013
					2013
Identifying opportunities	3.0	3.0	Existing plant and equipment	1.0	2.0
Identifying opportunities Exploiting opportunities	3.0	3.0	Existing plant and equipment Plant and equipment	1.0	,
,					2.0
Exploiting opportunities	3.0	3.0	Plant and equipment	1.0	2.0
Exploiting opportunities Management information	3.0	3.0	Plant and equipment Maintenance procedures	1.0	2.0
Exploiting opportunities Management information Appraisal methods	3.0 3.0 3.0	3.0 4.0 4.0	Plant and equipment Maintenance procedures Operational knowledge	1.0	2.0 2.0 2.0 2.0

Figure 5 Corporate Energy Program Dashboard showing goals for 2012 and 2013

Figure 6 shows Corporate Energy Program scores for 2010/2011 together with goals for 2012 and 2013 (the greener the better with 4 being the maximum score). The graph shows the general progression towards best practice, while also highlighting areas that require more effort. The objectives for each focus area, together with specific actions and resource requirements, are outlined in the section following entitled "Discussion of Program Focus Areas for 2012/2013."\

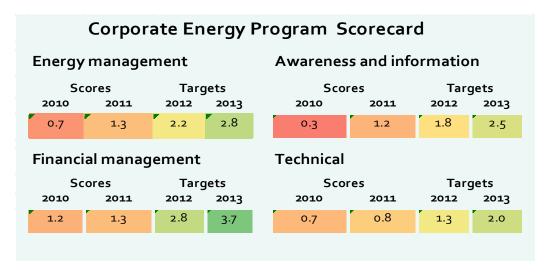


Figure 6 Corporate Energy Program scores for 2010/2011 & goals for 2012/2013.

Implementation Plan - Turning Direction into Action

A key objective of the Corporate Energy Program is to define best practice energy management and operationalize within corporate management structure so that it is "Business as Usual". Below is further discussion on the Corporate Energy strategy in the four key areas of focus:

- 1. Energy Management
- 2. Financial Management
- 3. Awareness & Information
- 4. Technical

Each section describes where the Corporate Energy Program is currently plus future objectives, proposed actions, and new resource requirements that are considered necessary for achieving these actions.

Energy management

a) Energy policy

Current situation: No explicit corporate energy-related policies

Objective(s):

Generate energy-related policies covering operations, capital replacement and procurement.

• Energy policy, action plan and regular review have commitment of top management as part of an environmental strategy.

Action:

- Program Manager to assist Procurement, including:
 - Specifying lower energy products through Procurement (non-capital replacement)
 - Utility procurement strategy for gas and electricity to reduce costs &/or risks

Resource needs:

No additional resource needs. The existing Program Manager will be responsible for generating energy-related policies.

Objective 2: Support Planning Division initiatives

Action:

- Program Manager to assist Procurement, including:
 - Integration of CEI goals into City Planning Activities (Official and Secondary Plans)
 - Analyzing and developing planning incentive tools such as Community Improvement Plans (CIPS) and Local Improvement Charges (LICs).

Resource needs:

No additional resource needs. The existing Program Manager will be responsible for providing assistance as needed.

b) Organising

Current situation:

- Energy manager reports infrequently to the Corporate Implementation Sub-Committee of the Mayor's Task Force on Community Energy. This sub-committee has not been utilized to maximum effect.
- There is a disconnect between energy budgets, which are a departmental responsibility, and responsibility for corporate energy efficiency, which is the responsibility of the Energy Program Manager.

Objective(s):

- Corporate Implementation Sub-Committee to be placed as a Sub-Committee of the Direct Report Leadership Team (DRLT). Membership of this sub-committee changed to represent energy budget holders and other key department stakeholders, including Finance.
- Energy Manager to report quarterly to this sub-committee.

• Improve & formalize communication between Energy Manager and departmental energy budget holders (i.e. regarding variance, budgets etc).

Action:

- Energy Program Manager to work with Corporate Manager to establish DRLT sub-committee.
- Energy Manager to develop formal Departmental communication/reporting plan.

Resource needs: No additional resource needs, covered by the existing Program Manager and Corporate Manager.

c) Motivation

Current situation: channels of communication regarding energy efficiency rely on Informal contact between Energy Program Manager and engineer/technical staff and users. Energy management is only just starting to be seen as important, mainly as one of only a few areas available to business units for controlling operational budgets.

Objective(s): Both formal and informal channels of communication regularly exploited by energy manager and energy staff at all levels.

Action:

Per 1b) "Organizing" above:

- Energy Program Manager to work with Corporate Manager to establish DRLT sub-committee.
- Energy Manager to develop formal Departmental communication/reporting plan.

Resource needs: No additional resource needs, covered by the existing Program Manager.

d) Information systems

Current situation: we are only just beginning to monitor and report on energy consumption (\$) based on utility invoicing. Energy unit has ad hoc involvement in budget setting.

Objective(s): Improve corporate energy accounting functions and related reporting and communication strategies. This strategy centres on subscription to ManagingEnergy energy data management software that includes monitoring, tracking and reporting (M,T&R) capabilities to enable:

- Improved data flow from gas and electric utilities
- Centralized automatic collection of facility energy data
- Analysis of facility consumption to discover operational anomalies and to identify the worst performing facilities
- Analysis of utility invoices to uncover billing errors
- Streamlined reporting to front-line energy budget holders and financial analysts responsible for energy budget tracking.
- Streamline procedures for public energy and greenhouse gas reporting, customized to audience (targeted stakeholders / public).

Action:

- Implement ManagingEnergy energy web-based data management software
- Add a "Facility Optimization Coordinator" function to work with the Energy Program Manager, maintenance staff and facility managers in the monitoring, optimization, and trouble shooting of existing and planned building automation systems.
- Add an "Energy Data Management" resource to provide liaison between Finance and the energy accounting functional role of the "Facility Optimization Coordinator".
- Train energy budget holders and accounting staff on software

Resource needs:

- Subscription to Managing Energy energy data management software \$32,328 total:
 - o \$12,648 for Utility Bill Entry (82 electrical and 42 natural gas meters).
 - \$19,680 for ManagingEnergy Subscription (Energy Accounting Module:
 \$20.00/facility/month x 82 facilities).
- The Facility Optimization Coordinator function is a critical support role involved in following tasks:
 - Optimize facility utility consumption (gas, hydro, water) through monitoring of ManagingEnergy utility data management software, existing Building Management Systems (BMS) and collected facility data.
 - Identify utility use anomalies and liaise with Corporate Building Maintenance to troubleshoot and rectify
 - lead with respect to maintenance, installation, and set up of building automation systems
 - Oversee commissioning of mechanical and electrical systems in our new facilities and supporting retro-commissioning of existing buildings.
- For the "Energy Data Management" resource, it is envisioned that this part-time (50%) role could either be staffed using existing Finance resources or, alternatively, could be a contract position. Utility accounting will be streamlined through implementation of the ManagingEnergy energy management software, so current Accounts Payable staff may be able to be dedicated to this role without need for additional resourcing. In case this is not possible, \$40k has been allocated in Corporate Energy's operational budget request to cover this function.
- Energy Program Manager to implement ManagingEnergy software and train energy budget holders
- Budget holders already have responsibility for tracking their utility expenditures.

e) Marketing

Current situation: Informal contacts used to promote energy efficiency.

Objective(s): improve internal communication and training around energy efficiency

Action:

• 2013 – Introduce ad hoc staff awareness training.

• 2014 – Implement program of staff awareness and regular publicity campaigns.

Resource needs:

No additional resource needs, covered by the existing Program Manager with assistance from Communications Dept.

f) Investment

Current situation: no tacit consideration of energy efficiency when deciding on investments (lifecycle replacement and procurement). Where energy is considered, analysis is based on short-term payback criteria only.

Objective(s): Utilize same payback criteria employed as for all other lifecycle-related investments/purchases.

Action: Energy Program Manager to work with CSS and Procurement to incorporate lifecycle costing into decision-making around investments/purchases. This includes Net Present Value (NPV) and other long-term cost/benefit tools.

Resource needs: No additional resource needs, covered by the existing Program Manager.

Financial management

a) Identifying opportunities

Current situation: in 2012, Corporate Energy conducted the first of a series of energy audits by outside consultants for thirteen buildings likely to yield largest savings.

Objective(s): to continue energy audits for other facilities, tax-based and enterprise.

Action:

- Additional energy auditing beyond the 13 facility energy audits conducted in 2012. This work
 will be conducted using an outside consultant in conjunction with a hired commissioning team.
 Estimated fee for this work is \$75k. Scope includes:
 - Conduct facility energy audits
 - Identify energy reduction opportunities, complete with cost/benefit analysis.

Resource needs:

- Energy audits will be managed on behalf of the Corporation PM by an Energy Project Manager function funded as part of the capital budget request for energy reduction projects. In addition to overseeing the energy audits, this Energy Project Manager will be responsible for project management of Energy reduction projects identified in the 2012 energy audits (see item b, below).
- Contract for additional energy auditing using an outside consultant in conjunction with a hired commissioning team (\$75k)

b) Exploiting opportunities

Current situation:

- Formal energy audits in 2012 have identified \$3.3M of energy conservation measures at thirteen buildings likely to yield largest future avoided costs. These projects will be accomplished over the next three years (based on funding approval). Details of this capital request are included later in this report. The business case for the recommended measures, including full breakout by facility, is included in Appendix 2.
- Included in the energy audit recommended measures are a number of "operational" or "low hanging fruit" measures with quick paybacks and low capital. The Energy Program Manager is exploring implementation options with Corporate Properties Maintenance and Building Operations staff, with the hope of completing these in 2012/early 2013. The Energy Program Manager uses informal contacts to identify additional projects to reduce energy consumption.
- The Energy Program Manager is also invited to comment on most large-scale new-build, refurbishment and plant replacement projects.

Objective(s):

- Fund and Implement cost-effective energy reduction measures identified in energy audits.
- Move towards "continuous commissioning" of facilities in partnership with Corporate Buildings.
- Require that energy staff be invited to comment on <u>all</u> new-build, refurbishment and plant replacement projects.

Action:

- Implement energy reduction measures identified in audits conducted in 2012 at 13 tax-based facilities.
- Oversee continuous commissioning of facilities in partnership with Corporate Buildings. This work will be conducted using a hired commissioning team. Estimated fee for this work is \$50k.
- Internal consulting to maximize energy performance of capital replacement & life cycle projects having an energy component
- Promotion and project Management of renewable energy generation projects on city property in conjunction with Envida (Guelph Hydro), i.e. solar photovoltaic on city rooftops.

Resource needs:

- Energy Project Manager to manage following projects on behalf of the City:
 - \$3.3M in energy reduction opportunities identified in 2012 facility energy audits.
 Includes managing incentive applications.
 - Renewable energy generation projects on city property in conjunction with Envida (Guelph Hydro), i.e. solar photovoltaic on city rooftops.
 - Additional energy auditing using an outside consultant in conjunction with a hired commissioning team (\$75k)
 - Continuous facility commissioning using a hired commissioning team (\$50k).

Notes on Energy Project Manager function:

- o since this position is a resource need associated with the \$3.3M capital project request for 2013-2015, costs are included within the 2013-2015 Capital funding request although the plan envisions the possibility of continuing this function as an operationally funded FTE in future years as a resource for ongoing energy-related projects.
- Oversight of Energy Project Manager provided by the existing Corporate Energy Program Manager.
- Design and construction contracts to implement energy conservation measures at thirteen buildings

c) Management information

Current situation: *ManagingEnergy* energy data management system was implemented in July 2012 that will allow tracking of utility expenditures for all significant utility accounts. The system will also enable verification of utility bills and variance analysis. Without discreet sub-metering at facilities, however, it is still difficult to demonstrate the effectiveness of investment in energy efficiency except on a macro facility-wide basis.

Objective(s):

Full management information system enabling identification of past savings and further opportunities for investment meeting organisation's financial parameters.

Action:

- fully populate and test ManagingEnergy energy data management system
- provide training to budget holders, operations staff and Finance on ManagingEnergy energy data management system

Resource needs:

No additional resource needs, covered by the existing energy audit contract, with oversight by the Energy Program Manager.

d) Appraisal methods

Current situation: Traditionally, simple payback criteria are applied for evaluation of energy projects. No account taken of lifetime of the investment. For all measures as part of the 2012 energy audits have evaluated based on lifecycle costs using the organisation's specified discount rates.

Objective(s): Full discounting methods using internal rate of return and ranking priority projects as part of an ongoing investment strategy.

Action: As part of the energy audits, identified energy reduction recommendations will have associated lifecycle business case.

Resource needs: No additional resource needs, covered by planned energy audits with coordination by the existing Energy Program Manager.

e) Human Resources

Current situation: Energy manager working well with accounts/finance department to present well-argued cases to decision makers.

Objective(s): City Council to take a proactive approach to a long-term investment in Energy Management Program.

Action: Council approval of business plan and capital & operational budget requests

Resource needs:

No additional resource needs, covered by the existing Energy Program Manager, who is responsible for developing the business plan and business case and participating in the Business Development Framework Pilot.

f) Project funding

Current situation: Energy projects not formally considered for funding from capital budget, except when very short-term returns are evident.

Objective(s): Projects compete equally for funding with other core business investment opportunities. Full account taken of benefits which do not have direct cost benefit, e.g. improved service-based accounting, capacity building, marketing opportunities, environmental factors.

Action:

- Populate 10 year budgeting cycle with energy projects.
- Demonstrate prioritization of energy projects in alignment with corporate strategic goals.
- Investigate and secure third party financial support (i.e. Envida & other potential sources)
- Work with Financial Analysts to seek third party financial support through incentive programs (for audits, retrofits) and partnerships

Resource needs:

 Seeking funding will be covered by existing Energy Program Manager and Corporate Manager with assistance from Financial Analyst assigned to Corporate Energy Department.

Awareness and information

a) Energy management responsibilities

Current situation: Energy Management is centralized under the Energy Program Manager. Within other Departments or Divisions, there are no formal assigned staff responsibilities for energy efficiency.

Objective(s): Move responsibility for energy efficiency to departmental level.

Action:

- Formalize staff responsibility for energy efficiency. Develop lists of responsibilities for key energy staff and all departments.
- Program Manager to establish Corporate Energy Committee with representatives from all energy account holders.

Resource needs:

No additional resource needs, the existing Program Manager will work with departments establish Corporate Energy Committee and develop lists of responsibilities.

b) Energy efficiency awareness (Communications)

Current situation: No Corporate Energy communications strategy for corporate or CEI initiatives, either internal (Corporate) or external (public). Energy performance has only been occasionally reported and only to a limited audience. No general promotion of energy-saving measures.

Objective(s):

- Develop and implement a formal Corporate Energy communications strategy for corporate energy and CEI initiatives.
- Actively seek ideas from staff.

Action:

- Work with Communications Division to design Corporate Energy communications strategy for Corporate Energy and CEI initiatives; leveraging existing and new media tools (web 2.0).
- Develop specific communication pieces.
- For all communications or any media-related inquiries relating to Corporate Energy, provide
 assistance to the primary spokespersons; namely the Task Force Manager and Chair of the City
 Implementation Committee of the Mayor's Task Force on Community Energy
- Share knowledge & experience with other municipalities.

Resource needs: No additional resource needs. The existing Program Manager will be responsible for generating Corporate Energy communications strategy with assistance from Communications Division.

C) Reporting procedures

Current situation:

- Internal energy status reports have only been generated in response to specific requests (i.e. Council).
- Up until now, there has been no requirement to publicly report the Corporation's energy
 consumption or greenhouse gas footprint. The City is now required to develop and report on its
 Energy Conservation Plan, as required under new regulation OReg 397/11, Section 6, part of the
 Green Energy Act (2009). This includes annual reports and a strategic plan updated every 5
 years.

Objective(s):

- Increase frequency of corporate energy efficiency reporting and review.
- Performance compared against internal and external references or benchmarks.
- Meet regulatory reporting requirements

Action:

- Publish energy and greenhouse gas reports, customized to audience (targeted stakeholders / public).
 - Energy Conservation Plan, as required under new regulation OReg 397/11, Section 6, part of the Green Energy Act (2009). This includes annual reports and a strategic plan updated every 5 years.
 - o ICLEI Partners for Climate Protection (PCP) program, annual reporting and meetings.
 - Council Report on Energy Achievements
 - o Internal and external communications

Resource needs:

No additional resource needs, covered by the existing Program Manager.

d) Review of energy performance

Current situation:

- We are only just beginning to monitor and report on energy consumption. This has focused on utility costs rather than energy consumption, in keeping with the focus on energy budgeting and variance analysis.
- Baseline energy use has been established for thirteen audited facilities, representing 90% of energy total corporate expenditure on the tax-base side (streetlights excluded).

Objective(s):

- Utilize ManagingEnergy energy data management software and other existing business systems for frequent:
 - Review of energy efficiency performance compared against internal and external references or benchmarks.
 - Analysis of facility consumption to discover operational anomalies and to identify the worst performing facilities
 - Analysis of utility invoices to uncover billing errors

Action:

- Establish schedule for regular energy efficiency performance reviews.
- Implement ManagingEnergy energy web-based data management software
- Train energy budget holders and accounting staff on software

Resource needs:

- Implementation covered by the existing Program Manager.
- Staff and Council will have reports to review.
- Budget holders and accounting staff will need to be trained on energy software

e) Ongoing training (Capacity Building)

Current situation: Staff energy efficiency awareness generally low. A few staff have knowledge of energy efficiency techniques and facts. Little, if any, training in energy efficiency for staff. The Program Manager, Energy is a Professional Engineer but does not have certification as a Certified Energy Manager (CEM). Another item related to corporate capacity-building includes the support that the Energy Program Manager provides on Planning Department initiatives, including:

- Integration of CEI goals into City Planning Activities (Official and Secondary Plans, analyzing and developing planning incentive tools like CIPs, LICs).
- Assistance to Building Services to incorporate/promote CEI goals and regulations like the 2012
 Ontario building code (OBC), including the Assist in development of 2012 OBC checklist

Objective(s):

- Developing general staff awareness is covered by item b) Energy efficiency awareness (Communications).
- Technical and premises staff development mainly via professional and technical journals.
- Occasional initiatives to train staff in energy efficiency.

Action:

- Energy Program Manager to work with Departments to identify training needs, develop framework and facilitate staff training and information sessions.
- Depending on training, Energy Program Manager to deliver or sub-contract to outside consultant/agency.
- Energy Program Manager to receive training as Certified Energy Manager (CEM).

Resource needs:

- Certified Energy Manager (CEM) training for Energy Program Manager \$3k
- Energy Management training \$5k
- Depending on level of training required, can be delivered by Energy Program Manager or subcontracted to outside consultant/agency.
- Department staff to dedicate time/resources to training
- Remaining capacity building action items covered by existing Program Manager

f) Market awareness

Current situation: Trade journals, literature and other sources scanned by Energy Program Manager on an ad hoc basis for information on the latest developments relating to energy efficiency. Energy Program Manager attends 1 to 2 targeted conferences per year.

Objective(s):

- To understand Best Practice and industry trends
- Develop network of other energy managers in other jurisdictions.

Action:

- Energy Program Manager to
 - Accommodate time to review trade information on Best Practice and industry trends.
 - o Continue to develop network of other energy managers in other jurisdictions.
 - attend following two annual conferences, including Energy Matters (Peel Region) and AMO/LAS Connections Energy Symposium

Resource needs:

- Conferences 2 events x \$1.5k = \$3k
- No additional resource needs, covered by the existing Program Manager.

Technical

a) Existing plant and equipment

Current situation: Equipment is not energy efficient, but has been commissioned for economy and undergoes periodic maintenance.

Objective(s): Equipment and plant is appropriately selected, energy efficient, commissioned for low energy consumption and well maintained. Over time, this would be extended from fixed plant to portable appliances.

Action:

- Energy Program Manager to
 - Work with Departments and Purchasing to ensure that major energy-consuming equipment and plant is appropriately selected for energy efficiency.
 - o Assist in commissioning and Measurement & Verification activities.
 - o Implement and oversee continuous commissioning of facilities to optimize efficiency.

Resource needs:

No additional resource needs, covered by the existing Program Manager with assistance from Departments.

b) Plant and equipment replacement

Current situation: Apart from isolated purchases and consumables such as light bulbs, there is no wide-spread consideration of energy efficiency in product selection.

Objective(s):

 Equipment selected to be fit for purpose, bearing in mind likely life cycle costs and energy efficiency factors.

Action:

Energy Program Manager to work with staff purchasing major energy-consuming equipment to
ensure that life cycle costs and energy efficiency are factored into decision making, including
assessing power efficiency data on products as part of selection process.

Resource needs:

No additional resource needs, covered by the existing Program Manager and cooperation from Departments.

c) Maintenance procedures

Current situation: Condition surveys and occasional activity, often prompted by plant failure or safety considerations. Remedial work only carried out on major defects.

Objective(s): Move from *reactive* trouble-shooting to *proactive* preventative maintenance and optimization.

Action:

The 2013 budget request includes an additional *Facility Optimization Coordinator* function responsible for optimizing facility utility consumption on a day-to-day basis. This functional role would be funded for the first year or two through the Corporate Energy Program, although oversight would remain with Corporate Building Maintenance. The Plan envisions this functional role as being incorporated within Corporate Maintenance in future.

Having this additional staff resource would enable closer oversight of energy usage to identify anomalies as they occur, allowing maintenance to optimize operation or provide timely maintenance as appropriate.

Resource needs:

- Additional functional role covered under 1d) above.
- No additional resource needs, covered by the existing Program Manager.

d) Operational knowledge

Current situation: Staff is only marginally aware of how they affect energy use. Operational improvements that save energy are only implemented where they can be easily accommodated within traditional working practices.

Objective(s):

- Immediate (1-2 yr goal)
 - o Improve operations and housekeeping practices in an attempt to reduce energy usage.
 - Help all staff understand their role with respect to corporate energy use.
- Longer term (3-5 yr goal) staff taking positive steps to minimize energy use.

Action:

- General training to help all staff understand how their roles impact on energy efficiency and how they can take positive steps to minimize energy use will be part of awareness training covered by 3b), above.
- Specific training to facility operational and maintenance staff will need to be customized based on equipment and controls that staff encounter in their work.

Resource needs:

The existing Energy Program Manager will be responsible for delivering general energy awareness training.

The Energy Program Manager will work with Departments to identify specific training needs. It is envisioned that these training needs will be funded through Department training budgets.

e) Documentation and record keeping

Current situation: Documentation exists for most of the larger facilities, including basic descriptions of major building systems (i.e. HVAC plant) and instrumentation and control schedules. Asset data was last updated a few years back but the data is not consistently maintained.

As part of the audits conducted in 2012 on thirteen tax-based facilities, asset details were inventoried for all major equipment including:

- Fans and pumps > 5 hp (3.75 kW)
- Boilers > 100,000 BTU/Hr
- Building Systems that consume energy or affect energy consumption > 2 kilowatts (7000 BTU/Hr)
- All building systems that consume water or affect water consumption

This information has yet to be incorporated into the City's existing Operations and Maintenance WAM asset management database.

Objective(s):

- Improved asset documentation of major equipment and details for plant instrumentation and controls.
- Improved operational record-keeping (i.e. baseline power consumption etc)

Action:

- Program Manager to coordinate with CSS to
 - Integrate asset inventory for 13 audited facilities into existing WAM asset management system (or its replacement).
 - Continue collecting inventory information for other facilities
- Program Manager to coordinate with other Departments for asset inventory of other facilities.

Resource needs:

Existing Program Manager with Departmental assistance.

f) Operational methods

Current situation:

Corporate Energy has implemented an energy data management system called *ManagingEnergy* that will enable more accurate energy accounting. The software generates baseline energy equations that are normalized to weather and other factors like occupancy. This will improve our ability to assess facility performance against established targets.

Estimating annual energy operating budgets has been made difficult by:

- Poor understanding of facility energy use
- Poor understanding of method of utility rate calculations by utilities
- Complicated allocation of facility budgets across multiple internal business accounts
- Uncertainty regarding energy rate increases in a volatile market

The above have created variances in year-on-year energy budgets. Some of this uncertainty and variability can be reduced with more sophisticated understanding of energy use and what avoided costs can be realistically achieved. Other variables, such as energy rate increases, will continue to have uncertainty.

Objective(s):

Develop robust methodology for establishing realistic annual energy budgets, setting realistic energy reduction targets, and assessing performance at a service (facility) level.

Action:

Develop robust energy baselines for all major facilities.

- Develop a standard methodology for establishing realistic annual energy budgets based on facility energy baselines and calculated avoided energy costs from energy conservation measures (through audits).
- Streamline accounting to better align internal account codes to facilities as opposed to business units. This will help with move towards service-based accounting.
- Improve energy and financial accounting procedures to better enable assessment of performance to targets, including regular variance reporting.

Resource needs:

No additional resource needs, covered by the existing Program Manager with assistance from Finance and business account holders.

Summary of Corporate Energy Program Resource Needs

The expanded Corporate Energy Program envisioned in this Business Plan includes requests for resourcing at both the program (operational) and project (capital) level. Both components are integrated and integral to an effective Corporate Energy program.

Operational Resource Needs

Figure 7 below summarizes the additional **operational** resource needs for the Corporate Energy program in 2013. That is, additional to current staff and operational budgets.

Figure 7: Summary of 2013 Corporate Energy Program operational resource needs:

Total		\$288k
Awareness & Information (Capacity Building)	Energy Management training labour for management of training program - covered by existing Program Manager and HR staff	\$8k
	Continuous facility commissioning using a hired commissioning team	\$50K
	Additional energy auditing using an outside consultant in conjunction with a hired commissioning team	\$75K
Exploiting Opportunities (Energy Projects)	Project Manager	(see Note 2 at bottom)
	Energy data management resource (see Note 1)	\$40k
	Subscription to Managing Energy data management software	\$35k
Energy Management / Information Systems	Facility Optimization Coordinator functional role	\$80k
Area of Focus	Resource Requirements	Estimated Cost

Note 1) for the "Energy Data Management" resource, it is envisioned that this part-time (50%) role could either be staffed using existing Finance resources or, alternatively, could be a contract position. Utility accounting will be streamlined through implementation of the ManagingEnergy energy management software, so current Accounts Payable staff may be

able to be dedicated to this role without need for additional resourcing. In case this is not possible, \$40k has been allocated in Corporate Energy's operational budget request to cover this function.

Note 2) Since the Project Manager position is a resource need associated with the \$3.3M capital project request for 2013-2015, costs are included within the 2013-2015 Capital funding request although the plan envisions the possibility of continuing this function as an operationally funded FTE in future years as a resource for ongoing energy-related projects.

Capital Resource Needs

In addition to recommending areas of development for the Corporate Energy program, listed above, the business plan also includes a plan for implementing significant energy reduction measures, with a long-term goal of 28% reduction in absolute energy use (gas & electricity) across the City's portfolio by 2031.

Significant energy-related investments in 2010 and 2011, including City funds and matching grants, enabled the City to maintain 2011 energy expenditure at the 2010 level, despite the addition of new facilities and despite 9% increase in hydro consumption rates in 2011. This proves that energy management is an effective tool for mitigating hyperinflationary energy price increases. We are looking to renew this strategy of investing in energy conservation, beginning with an ambitious energy reduction program starting in 2013.

Formal energy audits in 2012 have identified \$3.3M of energy conservation measures at thirteen buildings, representing 90% of energy total corporate expenditure on the tax-base side (streetlights excluded). These energy reduction retrofits have been split into \$1.25M capital request for energy reduction projects in 2013, \$985k in 2014 and \$1.09M in 2015. This is followed by continued annual investment over the next 20 years as the list of projects and facilities is expanded following future energy audits (Figure 8). This future investment increases based on decreasing Return-on-investment (ROI) for future retrofits that have higher paybacks. The business case for the 2013-2015 capital request, with specific measures broken out by facility, is included in Appendix 2.

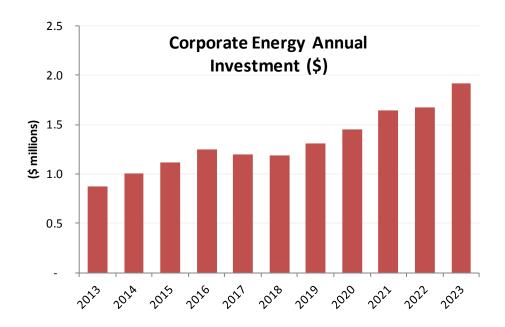


Figure 8 Corporate Energy Investment (\$/year)

Relationship between Operational and Capital Resource Needs

While application for the \$288k 2013 operational budget request is separate from the \$3.3M 2013-2015 capital budget request for energy conservation measures, operational and capital aspects are very much intertwined. The capital energy retrofits will require internal project management resources, which will depend on approval of operational expansions. Conversely, an Energy Management Program without funding for retrofits will be ineffective at delivering on real avoided energy costs, thus undermining the goal. For this reason, supporting both program (operational) and project (capital) components of the business plan in an integrated way is crucial to an effective Corporate Energy program.

Financial Benefits to the Corporation

The business case for building a robust Corporate Energy program is not simply a financial one. It should be assessed based on integrated benefits of ongoing energy management, both fiscal and institutional which, together, will reduce the Corporation's exposure to increases due to growth and energy rate escalation. However, assessing the business case based on quantifiable avoided costs is significant enough by itself to justify the program expansion and continued funding.

The energy reduction projects alone are expected to produce 8.3% energy reduction across all tax-based energy accounts. Additional avoided costs are expected from finding errors on utility bills and cost saving utility procurement strategies. An expected energy reduction of \$156k in 2013 has been incorporated into the 2013 budget, which will help mitigate expected double-digit utility rate escalation. This increases to \$376k/yr in 2014 and \$423k/yr in 2015, equating to 5% of overall utility spend (See Figure 9). Achieving these annual avoided costs is dependent on approval of the 2013, 2014 and 2015 capital budget requests.

	Energy Saving Measure	Avoided costs (\$)
2013	Bill Verification	\$25,000
	Utility Procurement strategy	\$25,000
	2013 Energy Reduction Projects (Capital)	\$106,000
	Operating efficiencies	\$30,000
	 Re-commissioning (2 yr payback) 	\$20,000
	 Capital Energy Reduction Projects 	\$56,000
	2013 Total Avoided costs (2%)	\$156,000
2014	2014 Energy Reduction Projects	\$114,000
2015	2015 Energy Reduction Projects	\$47,000
2013 - 2015	All measures (5.9%)	\$423,000

Figure 9 Anticipated Avoided costs from Proposed Energy 2013/2014 Reduction Measures

While the payback on individual energy efficiency investments can be shown to meet typical institutional-grade payback of 9-10 years or lower, the real benefits are realized when we look at future avoided costs.

Investment in energy efficiency now will continue to save money indefinitely and, importantly, future avoided costs will compound in lock-step with exponentially-increasing energy prices. Thus energy management equals risk management.

The magnitude of the Corporation's risk exposure to energy price escalation can be significantly mitigated by investment in energy conservation today, resulting in significant future avoided costs, estimated at over \$2M/yr by 2018 and \$4.2-5.4M/yr in 2023 (Figure 10).

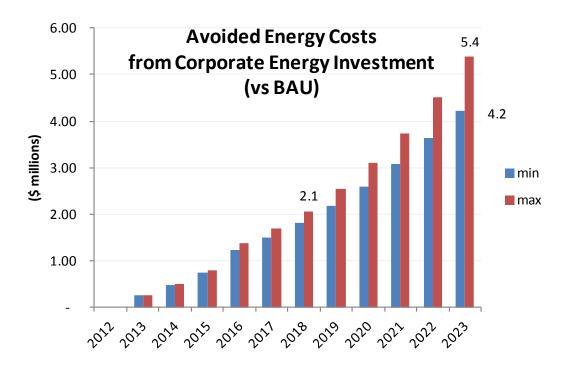


Figure 10 future avoided energy costs from energy investments (annual)

This represents **\$21-26M** in cumulative avoided costs over 10 years (Figure 11).

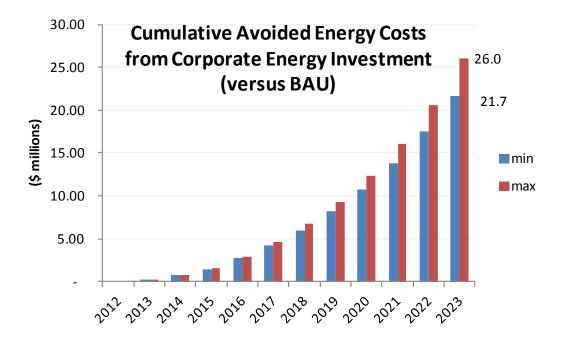


Figure 11 future avoided energy costs from energy investments (cumulative)

Factoring in Corporate Energy Program investments, the net avoided costs are \$1.2M/yr in 2018 and \$2.3-3.5M per year in 2023 (Figure 12).

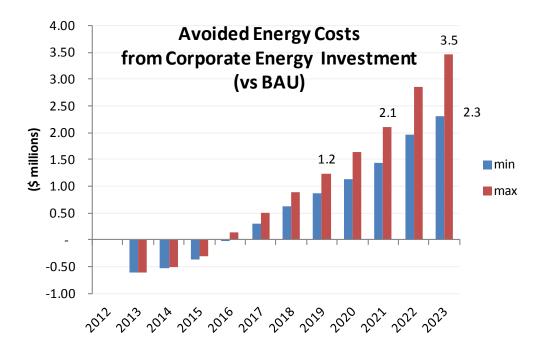


Figure 12 future net avoided energy costs from energy investments

This represents **\$7.1-11.4 M** in net cumulative avoided costs over 10 years and **\$86M** over 20 years (Figure 13).

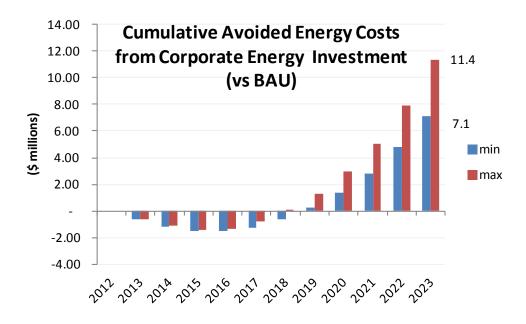


Figure 13 future net avoided energy costs from energy investments (cumulative)

Without significant energy investment, the City is fully exposed to increases due to growth and energy rate escalation. The business case analysis presented in this Plan demonstrates that invested capital will not only be recovered, but significant savings will be realized in avoided costs.

Discussion of Funding Alternatives

This Business Plan envisions a significant program expansion and annual capital budget requests spanning 10 years. A number of strategies are being assessed to fund this expansion, including the traditional possible funding sources that have been identified are:

Traditional Funding Sources

The traditional possible funding sources that have been identified include:

- Leveraging existing approved capital
- Tax-supported debt (debenture, mortgage), funded via reserves

Leveraging existing approved capital

Opportunities to fund energy efficiency projects through existing capital budgets, such as Corporate Maintenance Lifecycle capital replacement budget, have been investigated. Over two dozen projects with energy-related components are being implemented as part of Lifecycle capital replacement budget in 2013/2014 and the Energy Program Manager will continue to liaise on leveraging this budget to realize energy efficiencies wherever feasible.

The Energy Program Manager is participating in scoping discussions for major facility retrofits, including the Police Headquarters and planned renovations at Victoria Road Recreation Centre starting in 2013. It is envisioned that avoided energy costs can be realized through these funded projects.

Tax-supported debt (debenture, mortgage), funded via reserves

On July 23, 2012, Council approved use of the \$13M Capital Renewal Reserve Fund (aka Hydro Note) for measures that will "mitigate tax rate increases". We foresee that energy reduction measures could be funded through this reserve since these measures result in avoided costs, thus mitigating tax burden. Council also approved increasing capital funding to 20%, which would provide room to accommodate unfunded Corporate Strategic Plan initiatives like Community Energy.

Corporate Energy is also looking to gain funding access to the 2012 \$1.5M Hydro Dividend in 2012. This will enable design and procurement to begin immediately (in 2012) so that savings can accrue as early as possible in 2013. Approval of this Plan and early funding via the Hydro Dividend would also enable staff to proceed with organizing for FTE expansions required in early 2013.

Alternative Funding Opportunities

Given the City's fiscal constraints, it will be necessary to look at alternative and innovative ways to mobilize available resources, both internal and external. The positioning of Corporate Energy within the new Enterprise Division, together with the program's alignment with the "Doing Business Differently" committee, provides an opportunity to identify and better assess alternate delivery and funding models.

Opportunities to mobilize City-owned assets into community-based energy activity need to be explored. One existing example already implemented is revenue generation from facility roof space leased to Envida for solar panels. Another example is exploring using facility heating and cooling infrastructure as part of a District Energy System, likely in coordination with GHMI and utilities (Guelph Hydro, Union Gas).

Also, avoided energy costs that can be mobilized towards various alternative resourcing strategies that don't require access to traditional operating or capital budgets. This includes investigating third party bridge financing - including funding through Guelph Hydro via its unregulated arm, Envida.

These are just some of the innovative ways that Corporate Energy program can bring benefit to the Corporation.

Grants and Top-ups

The need for internal funding &/or third party bridge financing can be significantly reduced through grants and outside "top-up" money that is currently available for energy reduction initiatives. The possible sources that have been identified include:

- Federal Gas Tax money
- Grants/Incentives

Re-allocation of Federal Gas Tax money

The City of Guelph currently receives \$7M per year in Federal Gas Tax (FGT). Current policy is to allocate FGT to roads & infrastructure. Other jurisdictions - including Waterloo/Kitchener/Ajax - are applying FGT to energy projects. Approximately \$100M of FGT money was utilized for energy efficiency projects between 2005 and 2011 (227 projects). Corporate Energy would like to investigate with staff and Council, the possibility of allocating funds from the FGT to energy conservation projects.

Grants / Incentives

Corporate Energy has begun exploring avenues for incentive funding for energy conservation projects. Application will be submitted for an FCM Green Municipal Fund (GMF) that could provide up to 50% matching grant.

Corporate Energy is also being considered as part of a coordinated corporate application for funding under the Federal Community Infrastructure Improvement Fund. Like the FCM Green Municipal Fund, this retrofit fund contributes 50% of the cost.

We have also begun the process of applying for audit and retrofit incentives provided through Union Gas and Guelph Hydro utilities.

Summary

Escalating fossil fuel costs are a financial risk and a service risk for the City since many of its services are highly reliant on energy (e.g. facility operation, pumping water to homes). A properly resourced Corporate Energy program can reduce the Corporation's risk exposure to escalating energy costs, through best practice, and increase resilience to future price volatility. Thus energy management equals risk management.

Energy management is more than just implementing energy conservation retrofits. A robust energy management strategy covers both program and project aspects. Energy management is multi-dimensional, encompassing the technical aspects of facility and process operation, organizational management, and human behaviour. Beyond specific energy reduction capital projects, a holistic approach leverages existing staff and budgets to build energy resilience from within.

If we just consider financially quantifiable benefits, investment in a corporate energy management program pays for itself ten-fold in avoided energy costs/risk. The magnitude of avoided costs resulting from deep energy reduction demonstrates that the business case for conservation is strongest when viewed from a risk management context rather than just in simple payback terms. Investment in energy conservation today will result in net avoided costs of \$1.2M/yr by 2018 and \$2.3 to 3.5M/yr in 2023, representing \$11.4 M in net cumulative avoided costs over 10 years and \$86M over 20 years. These avoided costs are contingent on approval of the following operational and capital budget requests:

- \$1.25M capital request for energy reduction projects in 2013, \$985k in 2014 and \$1.09M in 2015, followed by continued future annual investment as the list of projects and facilities is expanded following future energy audits.
- \$288k 2013 operational budget request for program expansion to deliver best practice energy management.

Expansion of the corporate energy management program will require significant continued investment. But investing to reduce utility expenditure is the one of the few palatable options the City has to reducing the tax burden posed by Corporate operational costs (versus service reductions, freeze on hiring, increased user fees etc).

While application for the Corporate Energy Program operational budget request is separate from the 2013/2014 capital budget request for energy conservation measures, it is important to remember that the operational and capital aspects are very much intertwined. The capital energy retrofits are dependent on elements of the operational resourcing request, for instance a Project Manager to oversee the retrofit projects on behalf of the Corporation. Conversely, an Energy Management Program without funding for retrofits will be ineffective at delivering on real avoided energy costs, thus

undermining the goal. For this reason, supporting both program (operational) and project (capital) components of the business plan in an integrated way is crucial to an effective Corporate Energy program.

Support for the Corporate Energy Program aligns with corporate goals, based on commitment to the Community Energy Initiative and directives of the 2012-2016 Corporate Strategic Plan, and a need to retain a leadership position in the community and amongst municipal peers.

There is always a concern that an ambitious undertaking, such as the one outlined in this business plan, will fall short of expectations. The rigorous performance metrics developed for validating achievement of the Corporate Energy program on many fronts will ensure that performance can be monitored, and that interventions can be made to rectify shortfalls as they occur. The energy management best practice measures being implemented, including state-of-the art data management software, together with sufficient staff resourcing, will ensure that energy avoided costs are managed and tracked and that year-to-year goals are achieved.

This plan outlines the corporate risk posed by exponentially escalating energy costs and how we can mitigate that risk through Best Practice energy management based on a robust internationally-accepted framework.

Appendices

Appendix 1 - Corporate Energy Program Performance Metrics

Appendix 2 - Cost/Benefit Analysis - Capital Projects

Appendix 1 Corporate Energy Program Performance Metrics

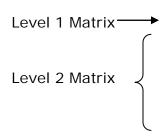
Background

In 2011, Corporate Energy embarked on a capacity assessment to better understand where the City is at with regards to energy management. The capacity assessment utilized a UK Department of Environment guide which helps organizations understand its current position with respect to a range of energy management issues and identify which areas should be improved. The performance metrics within this methodology have been adopted by Corporate Energy as a tool to assess program development towards the goal of best practice corporate energy management.

Below is a summary of Corporate Energy program scoring for 2010, 2011 together with goals for 2012 and 2013. Performance of the program against these metrics will be assessed at key junctures to see if anticipated outcomes are in fact being realized or if additional effort is required.

Capacity Assessment Framework

The capacity assessment utilized a UK Department of Environment guide which helps organizations understand its current position with respect to a range of energy management issues and identify which areas should be improved. Further details of this assessment methodology can be found in the attached Appendices. The approach is based on two levels of scoring matrices covering four main categories:



1) Energy management
a) Energy policy
b) Organising
c) Motivation
d) Information systems
e) Marketing
f) Investment
2) Financial management
a) Identifying opportunities
b) Exploiting opportunities
c) Management information
d) Appraisal methods
e) Human resources
f) Project funding
3) Awareness and information
a) Energy management responsibilities
b) Energy efficiency awareness
c) Reporting procedures
d) Review of energy performance
e) Ongoing training
f) Market awareness
4) Technical
a) Existing plant and equipment
b) Plant and equipment replacement
c) Maintenance procedures
d) Operational knowledge
e) Documentation and record keeping
f) Operational methods

Summary of Scores - Corporate-Level Energy Management Capacity Assessment

Using this capacity assessment as a benchmark, we have established a baseline scores for 2010 and 2011 as well as corporate-level goals for 2012 and 2013. **Table 1** summarizes the scoring. Figures 1 through 4 provide more information of what these scores mean.

Corporate Energy Program Scorecard (greener the better, Max score is 4)

Energy management

Sc	ores	Targ	jets
2010	2011	2012	2013
0	0	2	4
0	2	2	3
1	1	2	2
0	2	2	2
1	1	2	3
2	2	3	3
0.7	1.3	2.2	2.8

Awareness and information

	Scor	es	Targets		
	2010	2011	2012	2013	
Energy management responsibilities	1	1	2	3	
Energy efficiency awareness	0	1	2	3	
Reporting procedures	0	1	2	2	
Review of energy performance	0	1	2	3	
Ongoing training	1	1	1	2	
Market awareness	0	2	2	2	
Average score	0.3	1.2	1.8	2.5	

Financial management

Sc 2010	ores 2011	Targ 2012	ets 2013
0	1	3	3
1	1	3	3
1	1	3	4
1	1	3	4
2	2	3	4
2	2	2	4
1.2	1.3	2.8	3.7

Technical

	Scores		Targets	
	2010	2011	2012	2013
Existing plant and equipment	0	1	1	2
Plant and equipment replacement	0	0	1	2
Maintenance procedures	1	1	1	2
Operational knowledge	1	1	1	2
Documentation and record keeping	1	1	2	2
Operational methods	1	1	2	2
Average score	0.7	0.8	1.3	2.0

Figure 1 - ENERGY MANAGEMENT SECOND-LEVEL MATRIX

Level	Energy policy	Organising	Motivation	Information systems*	Marketing	Investment
4	Energy policy, action plan and regular review have commitment of top management as part of an environmenta I strategy. ``	Energy management fully integrated into management structure. Clear delegation of responsibility for energy consumption. Energy Committee chaired by board member.	Formal and informal channels of communicatio n regularly exploited by energy manager and energy staff at all levels.	Comprehensive systems set targets, monitor consumption, identify faults, quantify savings and provide budget tracking.	Marketing the value of energy efficiency and the performance of energy management both within the organisation and outside it.	Positive discrimination in favour of 'green' schemes with detailed investment appraisal of all new-build and refurbishment opportunities.
3	Formal energy policy, but no active commitment from top management.	Energy manager accountable to energy committee representing all users.	Energy committee used as main channel together with direct contact with major users.	M&T reports for individual premises are based on submetering. Achieved performance against targets reported effectively to users.	Programme of staff awareness and regular publicity campaigns.	Same payback criteria employed as for all other investment.

Level	Energy policy	Organising	Motivation	Information systems*	Marketing	Investment
2	Unadopted energy policy set by energy manager or senior departmental manager.	Energy manager in post, reporting to ad hoc committee, but line management and authority are unclear.	Contact with major users through ad hoc committee chaired by senior departmental manager.	Monitoring and targeting reports based on supply meter data. Energy unit has ad hoc involvement in budget setting.	Some ad hoc staff awareness training.	Investment using short-term payback criteria only.
1	An unwritten or uncoordinated set of guidelines.	Energy management is the part-time responsibility of someone with limited authority or influence.	Informal contacts between engineer/tech nical staff and a few users.	Cost reporting based on invoice detail. Engineer compiles reports for internal use within technical department.	Informal contacts used to promote energy efficiency.	Only low-cost measures taken.
0	No explicit policy.	No energy management or any formal delegation of responsibility for energy consumption.	No contact with users.	No information system. No accounting for energy consumption.	No promotion of energy efficiency.	No investment in increasing energy efficiency in premises.

Figure 2 - FINANCIAL MANAGEMENT SECOND-LEVEL MATRIX

Level	Identifying opportunities	Exploiting opportunities	Management information	Appraisal methods	Human resources	Project funding
4	Detailed energy surveys are regularly updated. Lists of high- and low-cost opportunities already costed and ready to proceed immediately.	Formal requirement to identify the most energy-efficient option in all newbuild, refurbishment and plant replacement projects. Decisions made on the basis of life cycle costs.	Full management information system enabling identification of past savings and further opportunities for investment meeting organisation's financial parameters.	Full discounting methods using internal rate of return and ranking priority projects as part of an ongoing investment strategy.	Board take a proactive approach to a long-term investment programme as part of a detailed environmental strategy in full support of the energy management team.	Projects compete equally for funding with other core business investment opportunities. Full account taken of benefits which do not have direct cost benefit, eg marketing opportunities, environmental factors.
3	Energy surveys conducted by experienced staff or consultants for buildings likely to yield largest savings.	Energy staff are required to comment on all new-build, refurbishment and plant replacement projects. Energy efficiency options often approved but no account is taken of life cycle costs.	Promising proposals are presented to decision-makers but insufficient information (eg sensitivity or risk analysis) results in delays or rejections.	Discounting methods using the organisation's specified discount rates.	Energy manager working well with accounts/finan ce department to present well-argued cases to decision makers.	Projects compete for capital funding along with other business opportunities, but have to meet more stringent requirements for return on investment.

Level	Identifying opportunities	Exploiting opportunities	Management information	Appraisal methods	Human resources	Project funding
2	Regular energy monitoring/anal ysis identifies possible areas for saving.	Energy staff are notified of all project proposals with obvious energy implications. Proposals for energy savings are vulnerable when capital costs are reduced.	Adequate management information available, but not in the correct format or easily accessed in support of energy-saving proposals.	Undiscounted appraisal methods – eg gross return on capital.	Occasional proposals to decision makers by energy managers with limited success and only marginal interest from decision makers.	Energy projects not formally considered for funding from capital budget, except when very short-term returns are evident.
1	Informal ad hoc energy walkabouts conducted by staff with checklists to identify energy-saving measures.	Energy staff use informal contacts to identify projects where energy efficiency can be improved at marginal cost.	Insufficient information to demonstrate whether previous investment in energy efficiency has been worthwhile.	Simple payback criteria are applied. No account taken of lifetime of the investment.	Responsibility unclear and those involved lack time, expertise and resources to identify projects and prepare proposals.	Funding only available from revenue on low- risk projects with paybacks of less than one year.
0	No mechanism or resources to identify energy-saving opportunities.	Energy efficiency not considered in new-build, refurbishment or plant replacement decisions.	Little or no information available to develop a case for funding.	No method used irrespective of the attractiveness of a project.	No-one in organisation promoting investment in energy efficiency.	No funding available for energy projects. No funding in the past.

Figure 3 - AWARENESS AND INFORMATION SECOND-LEVEL MATRIX

Level	Energy management responsibilities	Energy efficiency awareness	Reporting procedures	Review of energy performance	Ongoing training	Market awareness
4	Lists of responsibilities and their assignment exist and are comprehensive and regularly reviewed. All staff have responsibilities.	Energy efficiency performance regularly presented to all staff. Full use made of publicity. Advantage taken of all available dissemination routes for promoting new measures for saving energy.	Comprehensive reporting of current status compared with best practice, o regular basis ar geared at a variety of audiences. Full support to publi statements.	efficiency regularly reviewed. Performance compared against internal and external references or	Continuous professional development properly resourced for technical and premises staff. Active technical library. All staff have ready access to domestic and non-domestic energy efficiency information.	Keep abreast of technological developments by ongoing monitoring of trade journals, literature and other sources on issues affecting energy efficiency.
3	Lists of responsibilities and their assignment exist for key energy staff and all departments.	Energy efficiency status presented to all staff at least annually. Occasional but widespread use of publicity to promote energy-saving measures.	Current status reports issued annually to shareholders ar staff. Impartial reporting of performance to staff and departments on a regular basis.	cost data. Analysis is regular, wide- ranging but	Continuous professional development for technical and premises staff. All staff are aware of and have access to an energy efficiency library.	Regular studies carried out on trade journals, literature and other sources to assess current developments impacting on energy efficiency.

Level	Energy management responsibilities	Energy efficiency awareness	Reporting procedures	Review of energy performance	Ongoing training	Market awareness
2	Some staff and departments have written responsibilities.	Energy performance presented to staff on a regular basis. Occasional use of publicity for promoting energy-saving measures.	Occasional issue of energy efficiency status reports. Concentrates or good news.	technical energy efficiency reviews. Regular cost	Technical and premises staff development mainly via professional and technical journals. Occasional initiatives to train staff in energy efficiency.	Trade journals, literature and other sources scanned on an ad hoc basis for information on the latest developments relating to energy efficiency.
1	Unwritten set of responsibility assignments.	Energy performance occasionally reported and known to very few staff. Energy-saving measures are rarely promoted.	Reports only issued if prompted by a business need. Most reports wi contain only good news.	Energy review activity based on revenue costs. Limited exception reporting only.	Energy efficiency awareness generally low. A few staff have knowledge of energy efficiency techniques and facts. Little, if any, training in energy efficiency for staff.	Trade journals, literature and other sources studied for energy implications when a purchase is imminent.
0	No evidence of assignment of energy efficiency tasks and duties.	No staff have explicit responsibilities or duties.	No reporting.	No monitoring activity to underpin review processes.	Little, if any, knowledge of energy efficiency amongst staff. No attempt made to inform staff of techniques and benefits of energy efficiency.	Energy efficiency not a consideration when keeping up to date on products or technology.

Figure 4 - TECHNICAL SECOND-LEVEL MATRIX

Level	Existing plant and equipment*	Plant and equipment replacement	Maintenance procedures	Operational knowledge	Documentatio n and record keeping	Operational methods
4	The majority of existing equipment (fixed plant and portable appliances) incorporates best practice energy-efficient features, is correctly commissioned for energy efficiency and well maintained.	Equipment is selected to be the most appropriate to the application. Life cycle costs and energy efficiency are taken into account. Energy saving is a major consideration in product selection.	Maintenance is based on needs, with formal condition appraisal methods being performed for all equipment and fabric elements affecting energy efficiency. Results acted upon where necessary.	All staff understand how their roles impact on energy efficiency and take positive steps to minimise energy use. Staff receive targeted training in energy efficiency.	Fully detailed descriptions of system concepts, plant control and operation. Detailed schedules of all plant, instrumentation and controls.	Operation methods and settings for energy efficiency defined and implemented. Full utilisation of feedback from monitoring.
3	Equipment and plant is appropriately selected, energy efficient, commissioned for low energy consumption and well maintained.	Equipment is selected to be appropriate to the application with energy-saving features taken into consideration. Life cycle costs and energy efficiency are evaluated.	Condition surveys carried out regularly on equipment and fabric elements affecting energy efficiency. Action undertaken for most defects identified.	Staff are aware of how they affect energy use and take all good housekeeping measures to save energy. Further training received on a regular basis.	Detailed descriptions of plant control and operation, and outline system concepts. Reasonably detailed schedules of all plant instrumentation and controls.	Delivered conditions and operating methods for energy efficiency defined and implemented. Informal use of information from monitoring.

Level	Existing plant and equipment*	Plant and equipment replacement	Maintenance procedures	Operational knowledge	Documentatio n and record keeping	Operational methods
2	Most equipment is not specifically energy efficient, but either was commissioned or is being regularly maintained for low energy consumption.	Equipment selected to be fit for purpose, bearing in mind likely life cycle costs and energy efficiency factors.	Condition surveys carried out regularly on all equipment and fabric elements affecting energy efficiency. Remedial work constrained by budgets.	Most good housekeeping practices are adhered to in an attempt to reduce energy usage. Occasional energy efficiency training received.	Basic descriptions of plant control and operation. Basic plant instrumentation and control schedules for most control systems.	Targets set against realistic budgets, and maintained through financial procedures.
1	Equipment is not energy efficient, but has been commissioned for economy and undergoes periodic maintenance.	Power efficiency data on products obtained as part of selection process.	Condition surveys and occasional activity, often prompted by plant failure or safety considerations. Remedial work only carried out on major defects.	Energy-saving techniques are only adopted where they can be easily accommodated within traditional working practices.	Minimal, or poor plant control and operation. Plant instrumentation and control schedules for only some of the plant and control systems.	Targets set by default through budget setting procedures.
0	Energy performance has not been considered during the procurement, commissioning or maintenance of existing plant and equipment.	No consideration of energy efficiency in product selection.	No regular surveys or maintenance carried out.	No consideration is given to energy efficiency during working operations.	None available.	No targets set.

Appendix 2 Cost/Benefit Analysis – Capital Projects

Summary of Community Energy Capital Request PL0029 9900-8204 ENERGY CONSERVATION INITIATIVE

	2013	2014	2015	2016	2017	Next 5
Total	2,197,653	1,032,145	1,000,000	1,000,000	1,000,000	5,000,000
HST (1.76%	38,679	18,166	17,600	17,600	17,600	88,000
Total	2,236,332	1,050,311	1,017,600	1,017,600	1,017,600	5,088,000

Capital Cost summary for 2013 Energy Reduction Measures

М	leasure	Annual Total Energy Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineeri ng & Proj Mgmt	Total Implemen tation Cost (\$)	NPV
Centennia	al Arena	7,282	52	83,345	6,322	89,667	213,716
Centennia	al Pool	335	3	1,979	0	1,979	12,939
City Hall		23,601	213	206,673	26,992	233,665	728,402
Evergreen	1	16,509	64	117,349	28,000	145,349	568,336
Exhibition	Arena	6,492	59	95,410	14,545	109,953	187,589
Main Libra	ary	14,994	108	152,741	9,100	161,841	644,214
River Run		46,907	274	303,582	40,000	338,974	1,707,340
Sleeman		51,229	374	419,568	51,394	470,962	1,822,915
Transit Ga	rage	57,495	458	272,366	44,500	316,866	2,178,544
VRRC		15,552	115	87,037	0	87,037	604,381
WERC		33,866	266	208,598	32,761	241,359	1,183,956
45 Munici	pal	0	0	0	0	0	0
50 Munici	pal	0	0	0	0	0	0
	Total	274,263	1,985	1,948,649	253,615	2,197,653	9,852,331
	HST (1.76%)	4,827		34,296	4,464	38,679	
	Total	279,090		1,982,946	258,078	2,236,332	

Capital Cost summary for 2014 Energy Reduction Measures

М	easure	Annual Total Energy Savings	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineeri ng & Proj Mgmt	Total Implemen tation Cost (\$)	NPV
Centennia	l Arena	3,077	28	17,732	3,224	20,956	116,073
Centennia	l Pool	0	0	0	0	0	0
City Hall		0	0	0	0	0	0
Evergreen		1,348	8	20,902	5,000	25,902	16,093
Exhibition	Arena	0	0	0	0	0	0
Main Libra	ary	5,801	45	169,012	23,650	192,662	99,407
River Run		3,745	34	58,316	11,500	69,816	73,792
Sleeman		14,161	130	22,052	4,382	26,434	599,636
Transit Ga	rage	0	0	0	0	0	0
VRRC		12,251	97	154,029	18,049	172,078	371,813
WERC		20,011	134	339,910	44,098	378,878	247,013
45 Munici _l	pal	7,365	42	108,749	13,511	122,260	115,164
50 Munici	pal	5,886	36	23,160	0	23,160	217,480
	Sub-total	73,643	554	913,860	123,414	1,032,145	1,856,470
	HST (1.76%)	1,296		16,084	2,172	18,166	
	Total	74,940		929,944	125,586	1,050,311	

Centennial Arena

	Energy Savings				Ui	tility :	Savings (\$	\$)			Emissions Reduction			Financials		
	Measure	de	etricity mand kW)	Consi	ctricity umption (Wh)	Nati	ural Gas	W	ater	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implement ation Cost (\$)	Payback (years)	NPV
	Lighting Upgrade: T8, 32W to 25W	\$	72	\$	254	\$	-	\$	-	\$327	2.3	\$2,756	\$0	\$2,756	5.3	\$11,750
	Lighting Upgrade: Incandescent to CFL	\$	117	\$	932	\$	- -	\$	-	\$1,050	8.3	\$258	\$0	\$258	0.2	\$46,027
1	Lighting Upgrade: Parabolic Incandescent to LED	\$	18	\$	75	\$	-	\$	-	\$93	0.7	\$211	\$0	\$211	1.8	\$3,919
	Lighting Upgrade: LED Exit Signs	\$	18	\$	119	\$	-	\$	-	\$137	1.1	\$722	\$0	\$722	3.7	\$5,382
2	HVAC Upgrade: Control Unit Heaters with Programmable Thermostats	\$	-	\$	320	\$	1,532	\$	-	\$1,852	10.9	\$7,864	\$0	\$7,864	3.3	\$53,547
3	HVAC Upgrade: Insulate Piping	\$	-	\$	-	\$	496	\$	-	\$496	2.6	\$863	\$0	\$863	1.5	\$14,323
4	Control Upgrade: Install Vending Machine Timers	\$	-	\$	206	\$	-	\$	-	\$206	1.8	\$939	\$0	\$939	3.3	\$8,207
5	Water Upgrade: Ultra Low Flow Aerators	\$	-	\$	-	\$	227	\$	345	\$572	1.2	\$495	\$0	\$495	0.8	\$17,335
6	Arena Upgrade: Interlock Ice Resurfacing Machine Garage Heater to Overhead Door	\$	-	\$	149	\$	-	\$	-	\$149	1.3	\$738	\$0	\$738	3.5	\$5,883
7	Arena Upgrade: Install Variable Frequency Drive on Evaporative Condenser	\$	-	\$	2,006	\$	-	\$	-	\$2,006	17.9	\$6,461	\$1,468	\$7,930	3.0	\$81,025
8	Arena Upgrade: Implement Floating Head Pressure with Infrared Sensor	\$	-	\$	3,077	\$	-	\$	-	\$3,077	27.5	\$17,732	\$3,224	\$20,956	4.5	\$116,073
9	HVAC Upgrade: Install Weather Stripping and Door Closers for Interior and Exterior Doors	\$	-	\$	76	\$	442	\$	-	\$518	3.0	\$3,682	\$0	\$3,682	5.0	\$13,397
10	HVAC Upgrade: Install High Efficiency Domestic Hot Water Tank	\$	-	\$	-	\$	553	\$	-	\$553	2.9	\$22,067	\$4,012	\$26,079	13.3	\$2,652
11	HVAC Upgrade: Block in Old Concession Booth Window	\$	-	\$	35	\$	-	\$	-	\$35	0.3	\$1,156	\$0	\$1,156	11.8	\$465
12	Arena Upgrade: Install Separate High Efficiency Heater Tanks for Fixtures and Flood Water	\$	-	\$	-	\$	1,885	\$	-	\$1,885	9.9	\$46,362	\$6,322	\$52,684	6.8	\$31,072

Centennial Arena

	Energy Savings				U	tility	Savings (\$)			Emissions Reduction			Financials		
	Measure	dei	mand kW)	Con	ectricity asumption (kWh)	Na	tural Gas	Wá	ater	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implement ation Cost (\$)	Payback (years)	NPV
13	Arena Upgrade: Install Low-E Ceilings	\$	-	\$	3,361	\$	-	\$	-	\$3,361	30.0	\$27,225	\$0	\$27,225	5.1	\$122,749
14	Arena Upgrade: Instal New Laser Level on Ice Resurfacing Machine	\$	-	\$	154	\$	-	\$	-	\$154	1.4	\$16,500	\$0	\$16,500	19.2	-\$8,633
15	Arena Upgrade: New Refrigeration Compressor and Motors	\$	-	\$	2,461	\$	-	\$	-	\$2,461	22.0	\$44,953	\$6,130	\$51,083	9.3	\$60,815
16	Arena Upgrade: Soft Starter on Compressors and Brine Pump Motors	\$	-	\$	246	\$	-	\$	-	\$246	2.2	\$7,826	\$1,779	\$9,605	12.8	\$1,883
	Total	\$	226	\$	13,471	\$	5,134	\$	345	\$19,176	147.3	\$208,810	\$22,935	\$231,746	6.0	\$587,871
	Marginal Rate Utility Savings	\$ 9 \$.0300	\$ \$	0.0840 13,471	\$ \$	0.3510 5,134	\$ 2. \$	5000 345	\$ 19,176						
	2012 Operational Measures		226		1,663		938		0	2,826	20	9,431	0	9,431	21	103,005
	2013		0		3,546		1,532		0	5,078		26,334	•	29,558	11	175,503
	2014		0		3,361		1,885		0	5,245		73,587	6,322	79,909	12	153,821
	All Pursued Measures		0 226		35 8 604		553		0	588	_	23,223	•	27,235	25	3,117
	All Fulsueu Measures		220		8,604		4,908		U	13,737	103	132,575	13,558	146,133		435,446

Centennial Pool

	Energy Savings		Uti	ility Savings	(\$)		Emissions Reduction			Financials		
	Measure	Electricity demand (kW)	Electricity Consumpti on (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementat ion Cost (\$)	Payback (years)	NPV
1a	Lighting Upgrade: T12 to T8, 32W T8 to 25W T8, CFL's	81	517	0	0	\$599	4.7	\$2,538	\$0	\$2,538	3.1	\$24,096
1b	Lighting Upgrade: Induction	569	2,545	0	0	\$3,114	23.0	\$26,987	\$0	\$26,987	5.4	\$112,152
2	Lighting Controls: Install Occupancy Sensors	47	287	0	0	\$334	2.6	\$1,979	\$0	\$1,979	4.1	\$12,939
3	HVAC Upgrade: Install Weather Stripping	0	0	180	0	\$180	0.9	\$1,024	\$0	\$1,024	4.2	\$4,545
4	HVAC Upgrade: Replace Pool Mechanical Room Exhaust Fan	0	82	0	0	\$82	0.7	\$1,790	\$0	\$1,790	9.5	1,964
5	HVAC Upgrade: Install a Dehumidifier and a HRV	0	1,300	7,101	0	\$8,401	46.5	\$320,005	\$29,091	\$349,097	14.6	-51,872
	Total	697	4,732	7,281	0	\$12,710	78.4	\$354,323	\$29,091	\$383,415	6.8	103,824
Revis	sed Total with Sam's items removed	697	3,350	180	0	4,227	31	32,528	0	32,528		\$153,732
	Marginal Rate Utility Savings	\$ 6.7700 \$ 697	\$ 0.0830	\$ 0.3767 \$ 7,281	-	\$ 12,710						
	2012 Operational Measures	0 569	287 0 2,545	180 0 0 0	0 0 0	334 0 0 3,114	3 0 23	1,979	0 0 0 0	1,979	7 4 0 5	12,939 0
	All Pursued Measures	697	3,350	180	0	4,227	31	32,528	0	32,528		153,732

City Hall

	Energy Savings		U	tility Savings (\$;)		Emissions Reduction			Financials		
		Electricity	Electricity	Natural Gas	Water	Total	Annual Tonnes	Price	Engineerin	Total	Payback	4/01/
	Measure	demand (kW)	Consumpti on (kWh)			Annual Savings (\$)	CO2 Avoided	Estimate (Mat'l & Lab)	g & Proj Mgmt	Implementat ion Cost (\$)	(years)	NPV
1	Lighting Controls GCAC Occupancy Sensors	0	6,808	0	0	\$6,808	61.6	\$39,338	\$5,364	\$44,702	4.8	\$258,767
2	Lighting Controls GCAC- Occupancy/photocell Sensors	0	4,733	0	0	\$4,733	42.8	\$16,741	\$2,283	\$19,024	3.3	\$191,165
3	Lighting Controls GCAC- Photosensor	0	130	0	0	\$130	1.2	\$825	\$142	\$967	4.8	\$4,855
4	Lighting Controls POA- Occupancy Sensors	0	2,426	0	0	\$2,426	22.0	\$11,381	\$1,552	\$12,933	3.8	\$95,020
5	Lighting Upgrade GCAC- LEDs	37	348	0	0	\$385	3.1	\$633	\$0	\$633	1.8	\$16,407
7	Lighting Upgrade POA-LEDs	198	894	0	0	\$1,092	8.1	\$4,222	\$0	\$4,222	3.5	\$44,248
8	Schedule AH-C05	0	885	357	0	\$1,242	11.2	\$1,375	\$0	\$1,375	1.0	\$48,693
9	Install A Lead Condensing Boiler	0	0	3,157	0	\$3,157	28.1	\$73,910	\$10,079	\$83,988	12.0	\$18,044
10	Recommission FCU-3: Basement Storage Room	0	305	0	0	\$305	2.8	\$868	\$0	\$868	2.3	\$12,656
11	Living Wall Timer	0	426	0	0	\$426	3.9	\$78	\$0	\$78	0.3	\$18,716
12	ReCommission AH-CO6 Chiller Mech Room	0	839	902	0	\$1,741	15.6	\$7,601	\$2,036	\$9,637	2.5	\$55,590
13	Relocate Bylaw Enforcement to Annex Building	0	4,260	2,715	0	\$6,975	62.7	\$66,910	\$9,124	\$76,035	6.5	\$200,016
14	Reprogram AHU Ventilation Schedules: 5pm-11pm	0	2,305	2,405	0	\$4,710	42.3	\$5,948	\$1,190	\$7,137	1.5	\$168,569
16	Optimize Start Stop of AHU's to Precool Building	0	467	0	0	\$467	4.2	\$1,869	\$0	\$1,869	3.3	\$18,875
17	Verify Thermostat Control of Electrical Room Exhaust Fans	0	661	1,137	0	\$1,798	16.1	\$8,949	\$0	\$8,949	3.3	\$55,556
18	0	0	0	0	0	\$0	0.0	\$0	\$0	\$0	0.0	\$0
19	0	0	0	0	0	\$0	0.0	\$0	\$0	\$0	0.0	\$0
20	0	0	0	0	0	\$0	0.0	\$0	\$0	\$0	0.0	\$0
21	0	0	0	0	0	\$0	0.0	\$0	\$0	\$0	0.0	\$0
22	0	0	0	0	0	\$0	0.0	\$0	\$0	\$0	0.0	\$0
23	0	0	0	0	0	\$0	0.0	\$0	\$0	\$0	0.0	\$0
24	Water Conservation: Install Dual Flush Flush Valves and Ultra Low Flow Urinals	0	0	0	702	\$1,706	0.0	\$34,801	\$4,034	\$38,835	10.8	\$17,546

City Hall

Energy Savings		Ui	tility Savings ((\$)		Emissions Reduction	Financials				
	Electricity	Electricity	Natural Gas	Water	Total	Annual	Price	Engineerin	Total	Douberst	
Measure	demand (kW)	Consumpti on (kWh)			Annual Savings (\$)	Tonnes CO2 Avoided	Estimate (Mat'l & Lab)	•	Implementat ion Cost (\$)	Payback (years)	NPV
Total	235	25,489	10,671	702	\$38,101	325.6	\$275,450	\$35,804	\$311,254	2.7	1,224,723
Marginal Rate	\$ 6.4415	\$ 0.0830	\$ 0.2070	\$ 2.4300							
Utility Savings	\$ 235	\$ 25,489	\$ 10,671	\$ 1,706	\$ 38,101						
2012 Operational Measures	37	5,397	3,898	0	9,333	84	19,720	1,190	20,910	13	339,473
2013	198	15,831	902	0	16,931	151	80,108	11,378	91,486	23	649,644
2014	<mark>.</mark> 0	0	0	0	0	0	0	0	0	0	0
2015	0	0	0	0	0	0	0	0	0	0	0
All Pursued Measures	235	21,229	4,800	0	26,263	235	99,828	12,568	112,396		989,118

Evergreen Seniors Centre

	Energy Savings	Utility Savings (\$) Natural					Emissions Reduction			Financials		
	Measure	Electricity demand (kW)	Electricity Consumpti on (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementat ion Cost (\$)	Payback (years)	NPV
1	Lighting Controls- Install Occupancy Sensors	289	1,464	0	0	\$1,753	5	\$5,443	\$0	\$5,443	2.5	\$72,215
2	Install New Shower Heads	0	0	0	170	\$170	o	\$648	\$0	\$648	3	\$4,761
3	Install Day Lighting Control	36	184	0	0	\$220	1	\$990	\$0	\$990	3	\$8,785
4	Install VSD's on AC-1,2,4,5	0	6,643	0	0	\$6,643	25	\$30,191	\$10,000	\$40,191	4	\$255,360
5	Install Window Film on South Sky Windows	0	909	781	0	\$1,690	8	\$12,715	\$0	\$12,715	5	\$52,054
6	Lighitng Upgrade- T5HO, CFLs	225	1,126	0	0	\$1,351	4	\$10,665	\$0	\$10,665	5	\$49,602
7	Install Advanced RTU Compressor Controls	63	1,528	0	0	\$1,590	6	\$15,581	\$0	\$15,581	6	\$55,570
8	Re-Commission DHW Room	0	29	62	0	\$91	О	\$1,022	\$0	\$1,022	7	\$2,229
9	Continuous Commissioning	0	183	107	0	\$290	1	\$3,895	\$0	\$3,895	8	\$7,682
10	Install Occupancy Sensors in Select Rooms	0	300	591	0	\$892	5	\$8,476	\$4,000	\$12,476	8	\$19,646
11	Install Demand Control Ventilation	0	364	546	0	\$910	5	\$9,509	\$6,500	\$16,009	9	\$17,788
12	Install De-Stratification Fans in Gym	0	29	522	0	\$551	3	\$9,713	\$0	\$9,713	9	\$8,160
13	Duct Solar Hot Air from Behind PV Panels to RTU	0	-92	888	0	\$796	5	\$11,189	\$5,000	\$16,189	11	\$7,933
14	Install Demand Controlled Kitchen Ventilation	0	1,169	0	0	\$1,169	4	\$19,885	\$7,500	\$27,385	9	\$29,633
15	Install Air Curtain over Front Entrance	0	428	0	0	\$428	2	\$12,067	\$4,000	\$16,067	13	\$3,847
	Total	613	14,265	3,498	170	\$18,545	73.8	\$151,988	\$37,000	\$188,988	6.7	595,265

Evergreen Seniors Centre

Energy Savings		Uti	ility Savings ((\$)	_	Emissions Reduction	Financials					
	Electricity Electricity		Natural Water Gas		Total	Annual	Price	Engineerin	Total	Daybook		
Measure	demand (kW)	Consumpti on (kWh)			Annual Savings (\$)	Tonnes CO2 Avoided	Estimate (Mat'l & Lab)		Implementat ion Cost (\$)	Payback (years)	NPV	
Marginal Rate	\$ 6.7659	\$ 0.0840	\$ 0.3119	\$ 2.4300								
Utility Savings	\$ 4,146	\$ 1,198	\$ 1,091	\$ 413	\$ 6,849							
											_	
2012 Operational Measures	0	29	62	170	261	0	1,670	0	1,670	10	6,990	
2013	550	3,866	887	0	5,304	20	33,707	0	33,707	23	190,339	
2014	63	10,005	1,137	0	11,205	44	83,642	28,000	111,642	36	377,997	

Exhibition Arena

	Energy Savings						Emissions Reduction		Financials				
Measure		Electricity Electricity Natural Gas demand Consumptio (kW) n (kWh)			Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementatio n Cost (\$)	Payback (years)	NPV	
	Lighting Upgrade: T12 to T8, 32W to 25W T8, Incandescent to CFL, LED Exit Signs	144	544	0	0	\$689	4.8	\$4,521	\$0	\$4,521	4.4	\$26,127	
1	Lighting Upgrade: LEDs	9	18	0	0	\$27	6.2	\$106	\$0	\$106	3.1	\$990	
2	Lighting Controls: Install Occupancy Sensors	63	167	0	0	\$230	1.5	\$1,979	\$0	\$1,979	5.3	\$8,391	
3	HVAC Upgrade: Install Weather Stripping for Interior and Exterior Doors	0	448	93	0	\$541	4.5	\$2,890	\$0	\$2,890	3.8	\$19,885	
4	HVAC Upgrade: Insulate Piping	0	0	136	0	\$136	0.7	\$427	\$0	\$427	2.6	\$3,737	
5	HVAC Upgrade: Install High Efficiency Furnaces	0	0	1,001	0	\$1,001	5.4	\$6,766	\$1,538	\$8,304	5.6	\$22,804	
6	Control Upgrade: Install Vending Machine Timers	0	108	0	0	\$108	1.0	\$626	\$0	\$626	4.0	\$4,162	
7	Water Upgrade: Ultra Low Flow Aerators	0	0	141	248	\$389	0.8	\$536	\$0	\$536	1.2	\$11,605	
8	Arena Upgrade: Interlock Ice Resurfacing Machine Room Heater to Overhead Door	0	167	0	0	\$167	1.5	\$738	\$0	\$738	3.2	\$6,660	
9	Arena Upgrade: Implement Floating Head Pressure with Infrared Sensor over Ice Sheet	0	2,996	0	0	\$2,996	26.9	\$17,732	\$3,224	\$20,956	4.6	\$112,532	
10	HVAC Upgrade: Install High Efficiency Domestic Hot Water Tanks (Upper and Lower Mechanical Rooms)	0	0	102	0	\$102	0.6	\$37,338	\$6,789	\$44,126	25.5	-\$28,696	
11	HVAC Upgrade: Install Natural Gas Fired Heaters with Thermostats	0	757	-297	0	\$461	5.2	\$7,360	\$1,673	\$9,032	8.5	\$15,886	
12	Arena Upgrade: Install High Efficiency Domestic Hot Water Tank for Flood Water	0	0	770	0	\$770	4.2	\$29,160	\$5,302	\$34,461	15.6	-\$8,686	
13	Arena Upgrade: Install Low-E Ceilings	0	2,276	0	0	\$2,276	20.4	\$27,225	\$0	\$27,225	6.7	\$74,902	
14	Arena Upgrade: Instal New Laser Level on Ice Resurfacing Machine	0	209	0	0	\$209	1.9	\$16,500	\$0	\$16,500	17.1	-\$6,173	
15	Arena Upgrade: New Refrigeration Compressor and Motors	0	2,397	0	0	\$2,397	21.5	\$58,151	\$7,930	\$66,080	10.8	\$43,979	

Exhibition Arena

	Energy Savings		Ut	tility Savings (\$)	_	Emissions Reduction	II FINANCIAIS						
	Measure	Electricity demand (kW)	Electricity Consumptio n (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementatio n Cost (\$)	Payback (years)	NPV		
16	Arena Upgrade: Soft Starter on Compressors and Brine Pump Motors	0	240	0	0	\$240	2.1	\$9,450	\$1,718	\$11,168	13.9	\$141		
17	HVAC Upgrade: Replace MUA Unit	0	-183	-835	0	-\$1,018	-6.2	\$21,160	\$3,847	\$25,007	N/A	-\$56,895		
	Total	217	10,144	1,111	248	\$11,719	103.0	\$242,665	\$32,021	\$274,682	8.0	\$251,351		

Marginal Rate	\$ 9.0263	\$ 0.0838	\$ 0.3390	\$ 2.5000	
Utility Savings	\$ 217	\$ 10,144	\$ 1,111	\$ 248	\$ 11,719

2012 Operational Measures	153	1,118	228	0	1,500	17	8,570	0	8,570	18	54,901
2013	63	334	0	0	397	3	2,717	0	2,717	9	15,051
2014	0	2,996	0	0	2,996	27	17,732	3,224	20,956	5	112,532
2015	0	3,394	-297	0	3,097	29	74,961	11,321	86,280	33	60,006
All Pursued Measures	217	7,842	-68	0	7,990	76	103,980	14,545	118,523		242,490

Main Library - Norfolk

	Energy Savings		υ	Itility Savings (\$)			Emissions Reduction			Financials		
	Measure	Electricity demand (kW)	Electricity Consumpti on (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementat ion Cost (\$)	Payback (years)	NPV
1a	Lighting Upgrade - T12 to Reduced wattageT8, LEDexit,CFLs	2,410	9,849	o	0	12,258	88	66,463	o	66,463	3	578,471
1b	Lighting Upgrade- Parabolic Incandescent to LED	37	134	o	0	170	1	1,199	o	1,199	5	6,396
2	Controls - Install Thermostatic Valves on All Perimeter Radiators	o	0	877	0	877	5	3,734	1,425	5,159	4	21,949
3	Install Low Flow Water Fixtures	О	1,033	o	748	1,781	9	13,120	o	13,120	5	56,888
4	Lighting Controls- Install Occupancy Sensors	109	410	o	0	519	4	4,216	o	4,216	5	19,073
5	Install Lead Condensing Boiler	o	0	1,225	0	1,225	7	25,228	4,750	29,978	11	9,392
6	Convert Multi-Zone AHU-1 to VAV System	o	2,757	o	0	2,757	25	47,980	9,450	57,430	9	67,929
7	Install New Direct Expansion Cooling System for AHU-1	54	1,468	o	297	1,819	13	95,804	9,450	105,254	10	22,086
8	Controls - New Building Automation System	o	928	389	0	1,316	11	77,287	7,675	84,962	5	24,648
9	Schedule DHW Recirculation Pump	o	24	o	0	24	o	1,042	o	1,042	14	73
10	Install Regenerative Braking Elevator	o	37	o	0	37	o	144,634	o	144,634	5	10
M-OPP1	Turn off AHU-1 During Unoccupied Hours	o	3,330	o	0	3,330	30	1,752	o	1,752	1	145,178
	Total	2,609	19,968	2,490	1,046	\$26,113	194.4	\$482,458	\$32,750	\$515,208	6.3	952,092

Marginal Rate	\$ 6.7659	\$ 0.0836	\$	0.3052	\$	2.4300	
Utility Savings	\$ 2,609	\$ 19.968	Ś	2,490	Ś	1.046	\$ 26.113

Main Library - Norfolk

Energy Savings		U	tility Savings (\$)		_	Emissions Reduction			Financials		
	Electricity	Electricity	Natural Gas	Water	Total	Annual	Price	Engineerin	Total		
Measure	demand (kW)	Consumpti on (kWh)			Annual Savings (\$)	Tonnes CO2 Avoided	Estimate (Mat'l & Lab)	3	Implementat ion Cost (\$)	Payback (years)	NPV
2012 Operational Measures	37	4,497	0	748	5,282	40	16,071	0	16,071	10	208,462
2013	2,519	10,258	0	0	12,777	92	70,679	0	70,679	8	597,544
2014	0	951	1,266	0	2,217	16	82,062	9,100	91,162	23	46,670
2015	54	4,225	1,225	297	5,801	45	169,012	23,650	192,662	30	99,407
All Pursued Measures	2,609	19,931	2,490	1,046	26,076	194	337,824	32,750	370,574		952,082

River Run Centre

	Energy Savings		Utii	lity Savings ((\$)		Emissions Reduction			Financials		
	Measure	Electricity demand (kW)	Electricity Consumpti on (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & PM	Total Implementa tion Cost	Payback (Years)	Net Present Value
1	Install Demand Control Ventilation on AHU's	12,670	0	66	0	\$12,736	1	\$27,525	\$10,000	\$37,525	2	\$525,563
2	Lighting Upgrade: LEDs	2,114	6,104	0	0	\$8,218	56	\$35,948	\$0	\$35,948	3	\$329,678
3	Lighting Upgrade: 32W to 25W T8, CFLs and LED Exit Signs	165	1,004	0	0	\$1,169	9	\$5,457	\$0	\$5,457	4	\$46,535
4	Install Motion Sensors in Small Rooms	0	4,178	1,847	0	\$6,026	55	\$22,198	\$10,000	\$32,198	4	\$211,218
5	Install De-Stratification Fan in CCH	0	70	313	0	\$383	3	\$3,318	\$0	\$3,318	6	\$3,070
6	Install VFD's on Air Handler Fans	0	5,668	0	0	\$5,668	52	\$55,819	\$7,500	\$63,319	6	\$194,214
7	Re-Duct Rm 231 S/A to SF-5 Duct	0	2,108	597	0	\$2,705	25	\$19,810	\$5,000	\$24,810	6	\$88,336
8	Lighting Controls: Install Occupancy Sensors	95	422	0	0	\$517	4	\$2,304	\$7,500	\$5,196	6	\$18,008
9	Re-Commission Building Automation System	1,832	5,622	1,591	0	\$9,045	66	\$107,225	\$0	\$107,225	7	\$277,867
10	Install VFD's on HHW Pumps	0	1,216	0	0	\$1,216	11	\$20,020	\$6,500	\$26,520	10	\$29,057
11	Install Film on CCH South Windows	0	596	1,466	0	\$2,062	19	\$31,568	\$0	\$31,568	8	\$41,665
12	Install Reflective Barrier Behind Radiators	0	0	459	0	\$459	4	\$6,728	\$5,000	\$11,728	12	\$3,070
13	Combine Scheduling Resouces with Events Planning	0	85	269	0	\$354	3	\$23,978	\$0	\$23,978	9	\$12,851
14	Replace Chiller	0	1,109	0	0	\$1,109	10	\$302,801	\$12,000	\$314,801	9	(\$86,849)
	Total	16,875	28,183	6,609	0	\$51,667	318	\$664,699	\$63,500	\$723,591	6.4	\$1,694,283

 Electricity
 Electricity
 Natural Gas
 Water

 Marginal Rate
 \$ 6.8857
 \$ 0.0816
 \$ 0.2069
 \$ 2.4300

River Run Centre

Energy Savings		Utii	lity Savings ((\$)		Emissions Reduction			Financials		
	Electricity	Electricity	Natural Gas	Water	Total	Annual	Price	Frantsaants	Total	Davisast	Net Present
Measure	demand (kW)	Consumpti on (kWh)			Annual Savings (\$)	Tonnes CO2 Avoided	Estimate (Mat'l & Lab)	Engineerin g & PM	Implementa tion Cost	Payback (Years)	Value
Utility Savings	\$ 16,875	\$ 28,183	\$ 6,609	\$ -	\$ 51,667		ı			,	\
2012 Operational Measures	0	0	0	() 0	0	0	0	0	0	0
2013	4,206	17,330	3,439	(24,975	190	173,132	17,500	186,024	23	883,306
2014	12,670	7,931	1,245	(21,845	84	130,450	22,500	152,950	29	824,034
2015	0	1,812	1,926	(3,738	34	58,316	11,500	69,816	30	73,792
All Pursued Measures	16,875	27,073	6,609	(50,558	308	361,898	51,500	408,790		1,781,132

Sleeman Centre

	Energy Savings		Utilit	y Savings (\$)			Emissions Reduction			Financials		
	Measure	Electricity demand (kW)	Electricity Consumpti on (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementat ion Cost (\$)	Payback (years)	NPV
1	Lighting Upgrade - Program start Electronic Ballast 25 w lamp	924	5,529	0	0	6,452	51	75,509	10,297	85,805	5	239,067
2	Lighting Upgrade: Dimmable Ballasts & Lighting Controls	48	338	0	0	386	3	5,608	765	6,373	6	13,179
3	Lighting Upgrade: Program start Existing u-tube lamps	62	342	0	0	404	3	6,027	822	6,849	5	14,389
4	Lighting Upgrade: Incandescent to LED	896	3,312	0	0	4,209	30	33,846	o	33,846	5	165,739
5	Lighting Upgrade: Induction Lighting over Ice Pad	1,767	6,747	0	0	8,515	62	89,193	12,163	101,355	6	305,217
6	Lighting Controls: Stand Alone Occupancy Sensors	388	2,057	0	o	2,445	19	17,561	o	17,561	5	89,159
7	Lighting Controls: Full Lighting Control System	4,349	19,042	o	o	23,392	175	157,036	21,414	178,450	5	864,679
8	HVAC Upgrade: ReBalance and ReCommission Arena HVAC Units and Exhaust Fans	o	1,263	3,822	o	5,086	35	10,693	1,458	12,151	2	161,040
9	HVAC Upgrade: Install Temperature Sensor for Kitchen Exhaust Fan	0	233	625	o	858	6	2,384	325	2,710	3	26,805
10	HVAC Upgrade: Review Scheduling of Restaurant Rooftop Units	0	209	214	o	423	3	330	О	330	1	15,430
11	Arena Upgrade: Refurbish Mechanical Refrigeration Equipment	0	26,172	0	0	\$26,172	240.9	\$195,639	\$26,678	\$222,317	5.3	\$1,004,433
12	Arena Upgrade: Optimize Compressor Operation	0	4,169	0	0	\$4,169	38.4	\$8,200	\$1,864	\$10,064	1.9	\$174,402
13	Arena Upgrade: Replace Snow Melt Pit Heat Exchanger	0	0	1,142	1,021	\$2,163	6.9	\$16,616	\$3,021	\$19,637	6.0	\$48,720
14	Arena Upgrade: Reinstate Desuperheater for Flood Water Pre- Heat	0	0	2,293	0	\$2,293	13.9	\$15,425	\$2,805	\$18,230	5.4	\$52,965
15	Arena Upgrade: Install Floating Head Pressure Controls	0	6,887	0	0	\$6,887	63.4	\$13,852	\$2,518	\$16,370	1.9	\$288,366

Sleeman Centre

2015

All Pursued Measures

4,169

50,893

8,456

7,372

15,468

1,361

2,381

12,902

77,199

248,058

698,602

562

36,005

91,592

284,063

790,194

228,454

2,542,210

			Utility	y Savings (\$)			Emissions Reduction			Financials		
	Measure	Electricity demand (kW)	Electricity Consumpti on (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementat ion Cost (\$)	Payback (years)	NPV
16	Install Vending Machine Controls	0	743	0	0	\$743	6.8	\$3,625	\$0	\$3,625	3.5	\$29,379
17	Lighting Upgrade: Retrofit 2ft T12 lamps and ballasts	6	14	0	0	\$20	0.1	\$1,554	\$0	\$1,554	12.6	\$3
18	Lighting Upgrade: Exterior Induction Lighting	15	8	0	0	\$22	0.1	\$1,287	\$0	\$1,287	16.0	-\$382
19	Arena Upgrade: Insall Instantaneous Condending Flood Water Heaters	0	0	754	0	\$754	4.6	\$31,539	\$5,734	\$37,274	12.6	-1,880
20	HVAC Upgrade: Install a Lead Condensing Heating Boiler	0	0	3,764	0	\$3,764	22.8	\$54,649	\$7,452	\$62,102	9.0	67,740
21	HVAC Upgrade: Install High Efficiency Domestic Hot Water Heater Tanks	0	0	2,853	0	\$2,853	17.3	\$72,018	\$9,821	\$81,839	12.1	21,508
22	Water Conservation - Install Dual Flush Valves, 1/8 gpf Urinals and Ultra Low Flow Faucet Aerators	0	0	0	1,361	\$1,361	0.0	\$81,651	\$11,134	\$92,785	17.5	-33,316
	Total	8,456	77,065	15,468	2,381	103,370	\$803	\$894,241	\$118,270	\$1,012,511	6.6	\$3,546,643
	Marginal Rate Utility Savings	\$ 6.9257 \$ 8,456	•	\$ 0.3047 \$ 15,468	\$ 2.4300 \$ 2,381	\$ 103,370						
	2012 Operational Measures 2013 2014 2015	0 4,092 4,349 15	1,705 25,969 19,042 8	4,662 0 3,435	0 0 1,021 0	-,	44 239 196 0	246,773 189,077	1,783 26,564 27,240 0	273,337	5 49 16 16	203,275 1,144,498 966,364 -382

Transit Garage

	Energy Savings		Uti	ility Savings ((\$)		Emissions Reduction			Financials		
	Measure	Electricity demand (kW)	Electricity Consumpti on (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementat ion Cost (\$)	Payback (years)	NPV
1	Re-Program Barn Unit Heaters	О	o	496	o	496	3	510	o	510	1	14,658
2	Utilize Maintenance De-Straitfication Fans	o	206	358	o	564	4	283	o	283	1	19,733
3	Lighting Controls - Install Occupancy Sensors	1,720	15,400	o	o	17,120	139	30,922	o	30,922	2	725,936
4	Continuous Commissioning	166	909	728	159	1,962	13	11,330	o	11,330	4	64,053
5	Lock Out Bay Doors	О	o	292	o	292	2	1,788	o	1,788	5	7,246
6	Install Induction Lighting in Barn	3,483	31,181	o	o	34,664	281	164,497	35,000	199,497	4	1,342,028
7	Replace 32W T8's with 25W T8's	99	894	o	o	993	8	11,540	o	11,540	7	33,010
8	Install Air Curtains on Fueling Bay Doors	-426	-219	3,304	о	2,659	18	42,691	5,500	48,191	10	27,440
9	Install New Bus Wash Boiler	o	o	1,089	o	1,089	7	22,926	4,000	26,926	7	19,087
10	Increase SDHW Storage	О	0	215	o	215	1	7,075	0	7,075	14	-56
	Total	5,043	48,371	6,482	159	\$60,054	475.7	\$293,563	\$44,500	\$338,063	5.2	2,253,134
	Marginal Data	¢ c 7050	¢ 0.0033	¢ 0.2052	¢ 2.4200							
	Marginal Rate Utility Savings	\$ 6.7659 \$ 5,043	\$ 0.0832 \$ 48,371	•	\$ 2.4300 \$ 159	\$ 60,054						
	January January	y 5,043	y 10,571	7 0,702	Ų 153	Ţ 00,034						
	2012 Operational Measures	99	1,100	1,146	0	2,345	17	14,122	0	14,122	13	74,647
	2013	3,649	32,090	728	159	36,626	294	175,827	35,000	210,827	8	1,406,081
	2014	1,294 0	15,181 0	4,394 0	0	20,869 0	164 0	96,540 0	9,500 0	106,040 0	18 0	772,463 0
	2015	0		0	0	0	0	0	0	0	0	0
	All Pursued Measures	5,043	48,371	6,268	159	59,840	474	286,488	44,500	330,988	Ü	2,253,190

Victoria Road Rec Centre

	Energy Savings		Ut	ility Savings (\$))	_	Emissions Reduction			Financials		
	Measure	demand (kW)	Electricity Consumptio n (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementati on Cost (\$)	Payback (years)	NPV
	Lighting Upgrade: T8, 32W to 25W	424	1,864	0	0	\$2,288	16.7	\$10,950	\$0	\$10,950	3.4	\$90,756
1	Lighting Upgrade: CFLs	9	46	0	0	\$55	0.4	\$41	\$0	\$41	0.6	\$2,527
	Lighting Upgrade: Install Induction Lighting	2,681	12,868	0	0	\$15,548	115.0	\$87,037	\$0	\$87,037	3.9	\$604,381
2	Lighting Controls: Install Occupancy Sensors	424	2,155	0	0	\$2,579	19.3	\$11,876	\$0	\$11,876	3.3	\$102,632
3	Control Upgrade: Install Vending Machine Timers	0	98	0	0	\$98	0.9	\$313	\$0	\$313	2.5	\$4,033
4	HVAC Upgrade: Install Weather Stripping for Interior and Exterior Doors	0	294	236	0	\$530	3.9	\$2,890	\$0	\$2,890	3.9	\$17,485
5	Arena Upgrade: Install Variable Frequency Drive on Evaporative Condenser	0	1,133	0	0	\$1,133	10.1	\$5,099	\$1,159	\$6,257	3.9	\$44,126
6	Arena Upgrade: Install High Efficiency Domestic Hot Water Tank for Flood Water	0	0	1,082	0	\$1,082	5.9	\$27,358	\$4,974	\$32,332	12.7	\$10,722
7	HVAC Upgrade: Replace Electric Domestic Hot Water Tank in Family Change Room with a Gas-Fired High Efficiency Domestic Hot Water Tank	0	1,866	-811	0	\$1,055	12.3	\$14,751	\$2,682	\$17,434	7.7	\$41,228
8	HVAC Upgrade: Install High Efficiency Domestic Hot Water Tank in Mechanical Room Penthouse	0	0	2,372	0	\$2,372	12.9	\$67,720	\$9,234	\$76,954	9.8	\$20,861
9	Arena Upgrade: Install New Dehumidifier	0	5,679	-3,258	0	\$2,421	33.1	\$48,667	\$6,636	\$55,303	8.8	\$99,307
10	Arena Upgrade: Install Low-E Cellings	0	4,030	0	0	\$4,030	36.0	\$27,225	\$0	\$27,225	4.5	\$152,244
11	Arena Upgrade: Instal New Laser Level on Ice Resurfacing Machine	0	184	0	0	\$184	1.6	\$16,500	\$0	\$16,500	18.0	-\$7,284
12	Arena Upgrade: New Refrigeration Compressor and Motors	0	3,005	0	0	\$3,005	26.9	\$55,291	\$10,053	\$65,344	9.5	\$71,477
13	Arena Upgrade: Soft Starter on Compressors and Brine Pump Motors	0	300	0	0	\$300	2.7	\$9,639	\$1,752	\$11,391	12.6	\$2,613
14	Pool Upgrade: Install Dehumidifier	0	-3,555	12,421	0	\$8,866	35.7	\$482,438	\$43,858	\$526,296	19.5	-\$268,971
	Total	3,538	29,968	12,043	0	\$45,548	333.4	\$867,795	\$80,348	\$948,143	7.8	\$988,137

Victoria Road Rec Centre

Energy Savings		Ut	ility Savings ((\$)	_	Emissions Reduction			Financials		
Measure	demand (kW)	Electricity Consumptio n (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Total Implementati on Cost (\$)	Payback (years)	NPV
					•	ı		•		•	
Marginal Rate	\$ 9.0263	\$ 0.0840	\$ 0.3390	\$ 2.5000							
Utility Savings	\$ 3,538	\$ 29,968	\$ 12,043	\$ -	\$ 45,548						
2012 Operational Measures	433	2,302	236	C	2,972	22	14,194	0	14,194	10	114,801
2013	2,681	12,868	0	C	15,548	115	87,037	0	87,037	4	604,381
2014	0	0	0	C	0	0	0	0	0	0	0
2015	0	1,133	3,454	C	4,587	29	100,177	15,367	115,543	26	75,709
All Pursued Measures	3,114	16,303	3,690	C	23,107	166	201,408	15,367	216,774		794,891

West End Community Centre (figures still assume Cogen plant operational)

Energy Savings		Util	lity Savings ((\$)		Emissions Reduction			Financials		
Measure	Electricity demand (kW)	Electricity Consumption (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Implementati on Cost (\$)	Payback (Years)	Net Present Value
Operational: Turn Off Flood Water Preheat Pump	0	101	0	0	\$101	1	\$44	\$0	\$44	0.3	\$4,466
Operational: Schedule Change Room MAU	0	134	939	0	\$1,073	7	\$313	\$0	\$313	0.3	\$34,314
Operational: Lower/Control Temperature in Olympia Room	0	0	75	0	\$75	О	\$156	\$0	\$156	1.8	\$2,175
Operational: Replace or Repair Hot Water Storage Tank Insulation		0	812	0	\$812	5	\$5,035	\$0	\$5,035	4.5	\$20,111
Operational: Condenser Coil Cleaning	0	3,320	0	0	\$3,320	30	\$6,380	\$0	\$6,380	2.0	\$140,652
1a Lighting Upgrades: 32W to 25W T8	101	460	0	0	\$562	4	\$5,020	\$0	\$5,020	5.0	\$21,122
1b Lighting Upgrade: Incandescent to LED Conversion		564	0	0	\$715	5	\$4,405	\$0	\$4,405	4.0	\$3,425
Install Lighting Controls: Common Area Photo Cells	565	2,996	0	0	\$3,561	27	\$4,866	\$0	\$4,866	1.0	\$152,703
Arena Upgrade: Implement Floating Head Pressure	0	4,241	0	0	\$4,241	39	\$27,104	\$3,696	\$30,800	4.8	\$158,515
Arena Upgrade: Replace De-Super Heater to Preheat Flood Water	0	0	6,100	0	\$6,100	37	\$15,110	\$2,419	\$17,529	2.5	\$170,038
Arena Upgrade: Raise Secondary Refrigerant Temperature	0	2,082	0	0	\$2,082	19	\$3,771	\$655	\$4,426	1.8	\$87,830
Arena Upgrade: Install VFD on Evaporative Condenser Fan	0	1,974	0	0	\$1,974	18	\$11,182	\$1,942	\$13,124	4.0	\$76,180
Arena Upgrade: Install Window Film on Exterior Windows	0	453	0	0	\$453	4	\$2,320	\$0	\$2,320	3.7	\$17,836
HVAC Upgrade: Operate Co-Gen Plant to Heat Hot Water Plant	6,347	56,997	-33,250	0	\$30,094	320	\$57,639	\$7,860	\$65,499	2.0	\$1,720,046
HVAC Upgrade: Implement, Review 9 and Optimize Night Setback on All AHU's		0	1,724	0	\$1,724	10	\$3,991	\$760	\$4,751	2.3	\$48,259
10 HVAC Upgrade: Recommission BAS Control of AHU's	0	1,016	1,585	0	\$2,601	19	\$5,440	\$9,520	\$14,960	4.0	\$79,326

West End Community Centre (figures still assume Cogen plant operational)

	Energy Savings		Util	lity Savings ((\$)		Emissions Reduction			Financials		
	Measure	Electricity demand (kW)	Electricity Consumption (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)	Engineerin g & Proj Mgmt	Implementati on Cost (\$)	Payback (Years)	Net Present Value
11	HVAC Pilot Project: Install Advanced Compressor Controls	0	4,528	0	0	\$4,528	41	\$31,094	\$0	\$31,094	4.5	\$170,928
12	Install Vending Machine Controls	0	476	0	0	\$476	4	\$3,074	\$0	\$3,074	3.8	\$18,512
13	Lighting Upgrade: Arena Induction Lighting	1,944	9,072	0	0	\$11,016	83	\$106,544	\$14,529	\$121,073	5.8	\$398,634
14	HVAC Upgrades: Install Occupancy Sensors to Control Lions Lair, Community Room 2 and Hastings Room AC Units	0	270	602	0	\$872	6	\$6,034	\$0	\$6,034	4.8	\$24,670
15	Pool Upgrade: Install New Natatorium Dehumidification/ Ventilation Units	0	885	2,931	0	\$3,816	25	\$408,926	\$48,486	\$457,411	14.0	-\$73,258
16	Arena Upgrade: Install High Efficiency Instantaneous Flood Water Boilers	0	0	2,232	0	\$2,232	13	\$23,171	\$3,709	\$26,880	7.3	\$54,450
17	Arena Upgrade: Install Low-E Ceilings	0	4,830	0	0	\$4,830	44	\$46,506	\$5,514	\$52,020	6.3	\$164,745
18	HVAC Upgrades: Install High Efficiency Heating Boilers	0	0	8,144	0	\$8,144	49	\$197,509	\$23,418	\$220,927	8.0	\$8
19	HVAC Upgrade: Install High Efficiency Domestic Water Heaters - DHW- Referee's, DHW Change Rooms	0	0	1,284	0	\$1,284	8	\$21,539	\$5,000	\$21,410	16.0	-\$32,345
20	HVAC Upgrade: Install New Heat Recovery Ventilator for Arena Change Rooms	0	-503	4,024	0	\$3,521	20	\$51,185	\$6,456	\$57,641	7.5	\$60,155
21	Water Conservation: Install Dual Flush Valves, 1/8 gpf Urinals and Ultra Low Flow Faucet Aerators	0	0	0	1,282	\$1,282	o	\$46,486	\$0	\$46,486	14.0	-\$2,973
	Total	9,108	93,897	-2,799	1,282	\$101,488	841	\$1,094,843	\$133,964	\$1,223,678	5.0	\$3,520,522
	Marginal Rate Utility Savings	\$ 6.6495 \$ 9,108	\$ 0.0821 \$ 93,897	\$ 0.3047 \$ (2,799)	•	\$ 101,488						
	2012 Operational Measures	817	4,731	3,550	0	9,099	65	26,904	760	27,664	23	305,087
	2013	1,944	10,357	2,187	0		108	118,018	24,049	142,067	15	502,630
	2014	0	-, -	6,100	0	- /	158	90,580	8,712	99,293	21	681,326
	2015	0	,	14,399	0	-,	127	318,370	39,098	357,468	29	279,358
	All Pursued Measures	2,761	32,694	26,236	0	61,691	458	553,872	72,619	626,491		1,768,401

45 Municipal Works Yard

	Energy Savings		Uti	lity Savings ((\$)		Emissions Reduction	Financials				
	Measure	Electricity demand (kW)	Electricity Consumpti on (kWh)	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2 Avoided	Price Estimate (Mat'l & Lab)		Total Implementat ion Cost (\$)	Payback (years)	NPV
1	Lighting Controls: Install Occupancy Sensors	63	192	o	o	255	2	1,732	o	1,732	4.8	9,618
2	Controls: Commission BAS	o	3,827	o	o	3,827	35	20,563	О	20,563	3.8	149,732
3	Controls Upgrade: Install Occupancy Sensors to Control Office Unit Heaters	o	0	<i>573</i>	o	573	3	3,681	0	3,681	4.9	14,065
4	Install Condensing Unit Heaters in Repair Service Shop	o	o	3,141	o	3,141	19	33,098	5,110	38,208	5.4	69,161
5	Install Heat Recovery Unit Ventilator in Repair and Service Bay	o	-594	3,644	o	3,050	16	36,959	8,401	45,360	8.8	42,794
6	Install High Speed Bay Door	o	0	347	o	347	2	33,278	o	33,278	22.5	-20,474
7	Water Conservation: Install Dual Flush Valves, 1/8 GPM Urinals and Ultra Low Flow Faucet Aerators	o	o	o	759	759	o	12,352	o	12,352	8.9	12,401
	Total	63	3,425	7,704	759	\$11,951	76.5	\$141,664	\$13,511	\$155,175	8.4	277,297

Marginal Rate	\$ 6.765	9	\$ 0.0830	\$ 0.3119	\$ 2	.7100	
Utility Savings	\$ 6	3	\$ 3,425	\$ 7,704	\$	759	\$ 11,951

2012 Operational Measures	0	3,827	0	0	3,827	35	20,563	0	20,563	4	149,732
2013	0	0	0	0	0	0	0	0	0	0	0
2014	63	192	573	0	827	5	5,413	0	5,413	10	23,683
2015	0	-594	6,785	0	6,191	35	70,057	13,511	83,568	14	111,955
All Pursued Measures	63	3,425	7,357	0	10,845	74	96,033	13,511	109,544		285,370

50 Municipal

Energy Savings Utility Savings						\$)						
	Measure	Electricity demand	Electricity Consumpti	Natural Gas	Water	Total Annual Savings (\$)	Annual Tonnes CO2	Price Estimate (Mat'l & Lab)		Total Implementat ion Cost (\$)	Payback (years)	NPV
		(kW)	on (kWh)			carmge (+)	Avoided	(mar / a zab)	g	1011 0001 (4)		
1	Lighting Upgrade - T12 to T8, LED Exit Signs	o	1,515	o	o	1,515	9	9,886	0	9,886	5	57,562
2	Lighting Controls- Install occupancy Sensors	o	2,868	0	0	2,868	18	8,412	o	8,412	2	118,583
3	Use Unoccupied Setback Temperatures	О	694	0	0	694	4	1,439	o	1,439	2	29,247
4	Control Infrared Heaters with Outdoor Air Temperature	o	0	1,503	0	1,503	9	4,861	0	4,861	3	41,334
5	Install Low Flow Water Fixtures	О	0	0	190	190	o	5,272	o	5,272	12	1,082
6	Capture Rain Water for Brine Tanks	О	0	0	2,453	2,453	o	27,636	o	27,636	7	51,521
	Total	0	5,077	1,503	2,642	\$9,222	40.4	\$57,506	\$0	\$57,506	5.2	299,329

Marginal Rate	\$ -	\$ 0.1209	\$ 0.3119	\$ 2.7100	
Utility Savings	\$ -	\$ 5,077	\$ 1,503	\$ 2,642	\$ 9,222

2012 Operational Measures		0	694	0	0	694	4	1,439	0	1,439	2	29,247
	2013	0	4,383	0	0	4,383	27	18,298	0	18,298	7	176,146
	2014	0	0	1,503	0	1,503	9	4,861	0	4,861	3	41,334
	2015	0	0	0	0	0	0	0	0	0	0	0
All Pursued Measures		0	5,077	1,503	0	6,579	40	24,598	0	24,598		246,727

Financial Analysis for Energy Audit Measures

Each energy saving opportunity undergoes a detailed financial analysis and includes all relevant costs to provide a clear picture of which energy saving opportunities should be implemented.

The business case financial analysis includes capital cost estimates for Total Implementation Cost with a breakout by Material & Labour as well as Engineering & Project Mgmt.

The Cost/benefit analysis uses two measures - Payback (years) and Net Present Value (NPV).

For Payback, the analysis goes well beyond "Simple Payback", incorporating utility savings, inflation, projected utility rates, avoided capital costs, changes in maintenance costs and bank rates. The NPV estimates include the total value of all cash streams discounted to present day dollars. figures used for the life cycle costing analysis include:

- o MARRR 5.0%
- o Inflation 2.0%
- o MARRA (as a product of MARRR and Inflation) 7.1%
- o Electricity Escalation 13.0% (note 1)
- o Natural Gas Escalation 9.7% (note 2)
- o Water & Sewer Escalation 10.0% (note 3)
- o Corporate Tax Rate 11% Ontario (effective July1/12)
- o Inflation rate use 2%
- o Interest Rate 4% 10 yr term, 4.8% 20 yr term
- Depreciation schedules for specific asset classes and their respective Life in years is shown below.

Notes:

- The electricity escalation rate was drawn from a published Energy Probe Report and is the average escalation rate for the provided timeframe (2012-2018). Below is a summary that I prepared for Electricity Escalation from the MOE Long-Term Energy Plan (LTEP) and also Energy Probe.
- 2. The escalation rate for natural gas assumes minimal escalation over the next five year period (2% for distribution) and then predicts that the escalation will closely match that of electricity. This results in an average natural gas escalation of 9.7% over the 20 year timeframe for the calculations.
- 3. The water and sewer escalation rate was provided from the City's Long Term Water/WasteWater Financial Plan.

Financial Calculations:

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MARR_A = (1+MARR_R) \times (1+Inflation)
NPV = \Sigma [(Annual Cash Balance) / (1+MARR_A)_]
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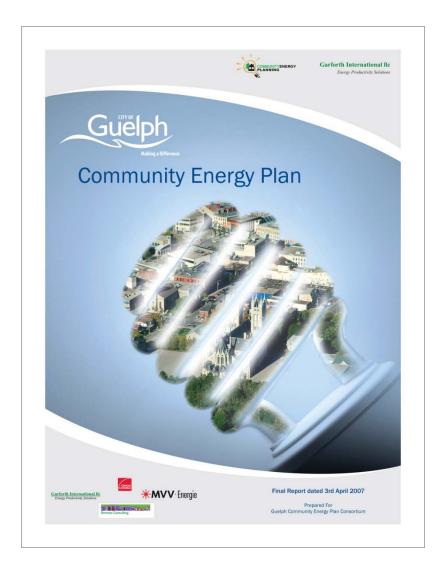
The estimates are based on Class C Cost Estimates for the most part, using measured quantities from preliminary design, as defined by PWGSC (Public Works and Government Services Canada). This cost estimate will be improved following project approval. In some instances, ie lighting opportunities, the cost estimate is closer to Class B.



Corporate Energy Program

Strategic Business Plan

Presentation to CAFE Oct 9, 2012





Context

Energy costs are...

- Exponentially increasing
- City's largest aggregated non-labour expense
- Expense with largest inflationary pressure and therefore one of the largest risks to the Corporation



Key Discussion Elements

- 1. Inform on corporate risk posed by exponentially escalating energy costs
- 2. Outline Corporate Energy's strategic approach to energy management
- Describe strategic framework and key performance indicators to assess program success
- 4. Outline the business case for an energy management implementation strategy containing both capital and operational cost implications.

3



Corporate Energy Management Program

Background

"All publicly funded investments will visibly contribute to meeting the other four CEP goals:"

- 1. Guelph will be the place to invest, supported by its commitment to a sustainable energy future
- 2. Guelph will have a variety of reliable, competitive energy, water, and transport services available to all
- 3. Guelph energy use per capita and resulting greenhouse gas emissions will be less than the current global average
- 4. Guelph will use less energy and water per capita than comparable Canadian cities



Corporate Energy activities in last 14 months

- Auditing major 13 facilities (identifying both capital and operational opportunities)
- Assessing and identifying solutions to financial and energy accounting
- Draft Business Plan for Corporate Energy Management Program – July 2012
 - Supporting CSP priority project
 - Supporting capital and operational budget process
- Implementing and supporting projects that have energy performance aspects.

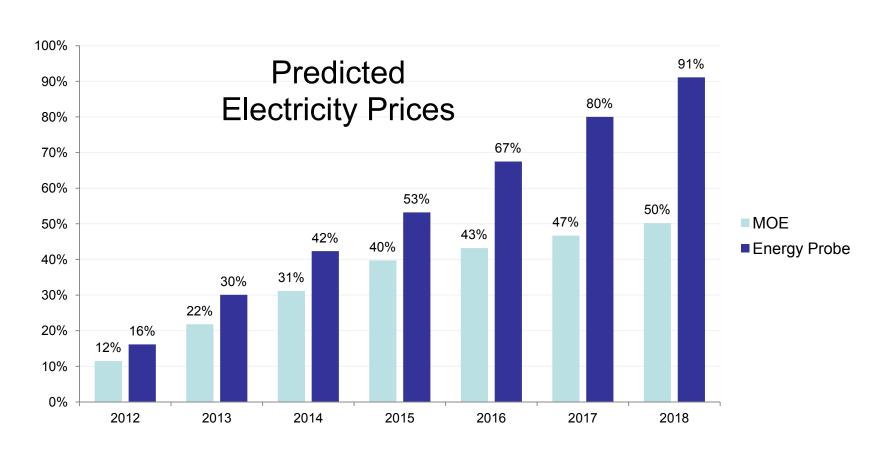


Corporate Energy Strategic Business Plan

- Inform on corporate risk posed by exponentially escalating energy costs - Plan is essentially a cost avoidance and risk mitigation strategy
- Outline Corporate Energy's strategic approach to energy management -
- Describe strategic framework and key performance indicators to assess program success
- 4. Outline the business case for 2013-2015 energy conservation projects, together with capital and operational cost implications as well as estimated savings
- 5. Strategy for long-term goal of 25% across the board energy end use reductions in all operations

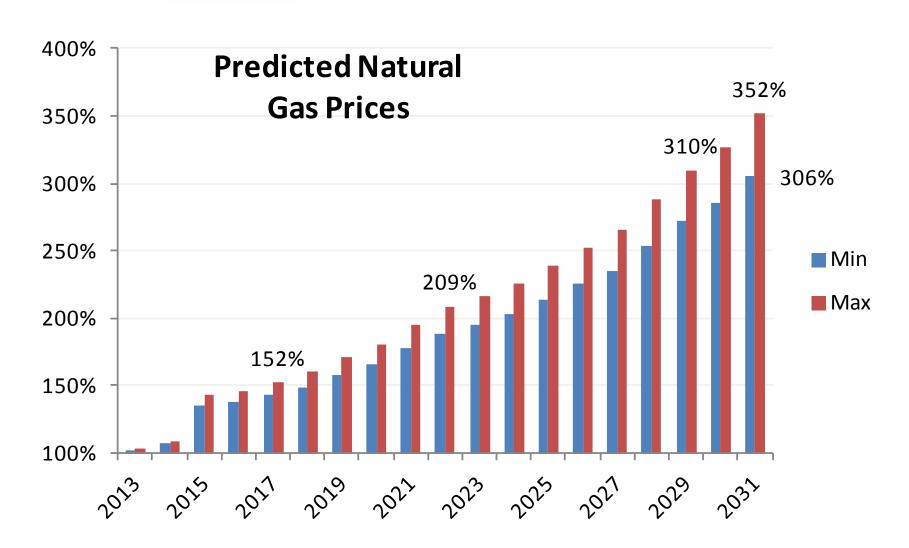


Context



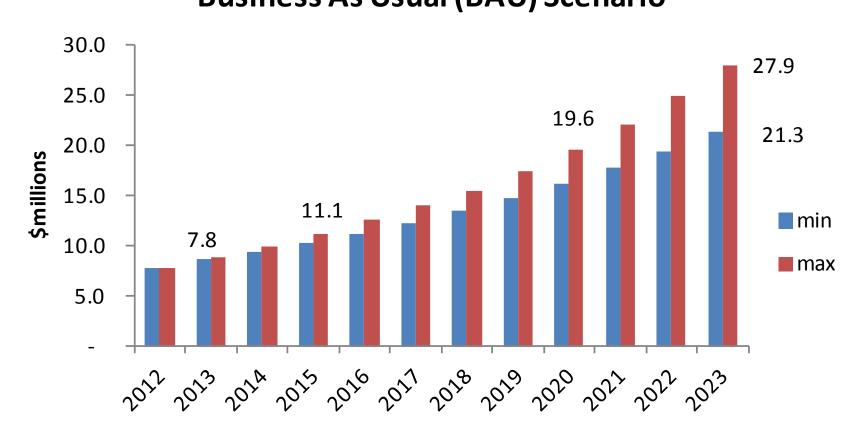


Context





Predicted Corporate Utility Costs Business As Usual (BAU) Scenario

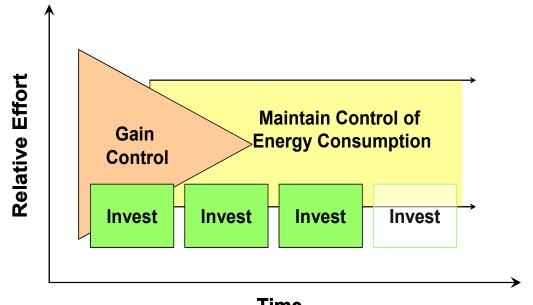




Corporate Energy Management Program

Best Practice in Corporate Energy Management

- Gaining control and predicting energy use
- Maintaining control as a continuous business process
- Investing in measures to improve energy performance





Corporate Energy Business Plan

Utility Management - "more than just conservation..."

- Energy accounting systems and processes to support analysis, monitoring and reporting
- Cost-saving energy procurement strategies
- Staff communications, technical training and awareness among all staff
- Building energy efficiency opportunities
- Revenue from renewable energy systems
- Third party funding (incentives) and partnerships



Corporate Energy Management Program

Best Practice in Corporate Energy Management

Energy Management	Awareness and Information
✓Energy policy ✓Organising ✓Motivation ✓Information systems ✓Marketing ✓Investment	✓Energy management responsibilities ✓Energy efficiency awareness ✓Reporting procedures ✓Review of energy performance ✓Ongoing training ✓Market awareness
Financial Management	Technical
✓ Identifying opportunities ✓ Exploiting opportunities ✓ Management information ✓ Appraisal methods ✓ Human resources ✓ Project funding	✓Existing plant and equipment ✓Plant and equipment replacement ✓Maintenance procedures ✓Operational knowledge ✓Documentation and records ✓Operational methods

Corporate Energy Program Dashboard (greener the better, Max score is 4)

Energy management	2012	2013	Awareness and information	2012	2013
Energy policy	2.0	4.0	Energy management	2.0	3.0
Organising	2.0	3.0	Energy efficiency awareness	2.0	3.0
Motivation	2.0	2.0	Reporting procedures	2.0	2.0
Information systems	2.0	2.0	Review of energy performance	2.0	3.0
Marketing	2.0	3.0	Ongoing training	1.0	2.0
Investment	3.0	3.0	Market awareness	2.0	2.0
Average score	2.2	2.8	Average score	1.8	2.5

Financial management	2012	2013	<u>Technical</u>	2012	2013
Identifying opportunities	3.0	3.0	Existing plant and equipment	1.0	2.0
Exploiting opportunities	3.0	3.0	Plant and equipment	1.0	2.0
Management information	3.0	4.0	Maintenance procedures	1.0	2.0
Appraisal methods	3.0	4.0	Operational knowledge	1.0	2.0
Human resources	3.0	4.0	Documentation and records	2.0	2.0
Project funding	2.0	4.0	Operational methods	2.0	2.0
Average score	2.8	3.7	Average score	1.3	2.0

Corporate Energy Program Dashboard

(greener the better, Max score is 4)

Energy management

Sc	cores	Targets				
2010	2011	2012	2013			
0.7	1.3	2.2	2.8			

Awareness and information

Scor	Targets			
2010	2011	2012	2013	
0.3	1.2	1.8	2.5	

Financial management

Sc	ores	Targets				
2010	2011	2012	2013			
1.2	1.3	2.8	3.7			

Technical

Scores		Targets	
2010	2011	2012	2013
0.7	0.8	1.3	2.0



2013 Implementation Plan and Operational Requirements

Focus Area	Resource	Est. cost
Energy/GHG Accounting and Reporting	 Facility Optimization Function Data Management Software Data Management Function 	\$80K \$35K \$40K
Energy Projects	 Project Management Continued auditing Continuous commissioning 	(\$80K – in capital) \$75K \$50K
Capacity Building	1. Energy Management Training	\$8K
TOTAL		\$288 in 2013



2012 Energy Audits

13 facilities, representing70% of tax-based energy spend(90% without streetlights)



- 1.Centennial Arena
- 2. Centennial Pool
- 3.City Hall
- **4.Evergreen Seniors Centre**
- 5. Exhibition Arena
- **6.Main Library**
- 7.River Run

- 8. Sleeman Centre
- 9. Transit Garage
- 10. Victoria Road
- 11. West End Rec Centre
- 12. 45 Municipal
- 13. 50 Municipal



2012 Energy audits at thirteen largest taxbased facilities

Total 100 measures indentified

- 70% of projects are lighting and incremental control upgrades
- 30 projects over \$30K
- 37 funded by existing capital or approved Lifecycle
- 50 operational measures (no cost/low cost)



Capital Resource Requirements

\$3.5M over 3 years

- 2013 \$1.25M *
- 2014 \$1.0M *
- 2015 \$1.15M *
- 2016 to 2022 ~\$1.0M/yr (Co-ordinate with Lifecycle)

^{*} Excluding anticipated 30% subsidy



3 Year Business Case

- 8.3% energy reduction across all tax-based energy accounts
- 5.9% energy reduction across ALL energy accounts
- Overall 6 year simple payback with subsidy at today's prices
- ~\$400k energy savings from projects by 2015

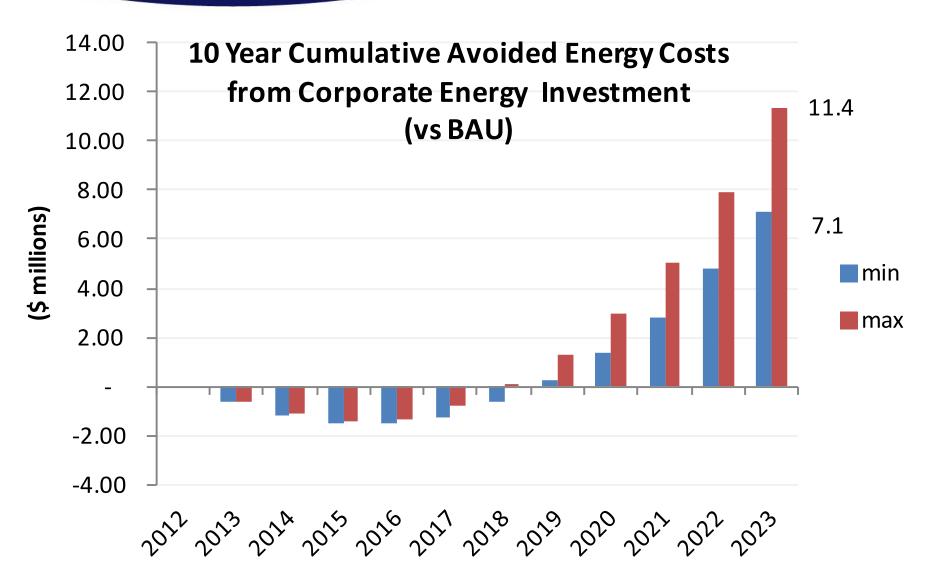


Long Term Business Case

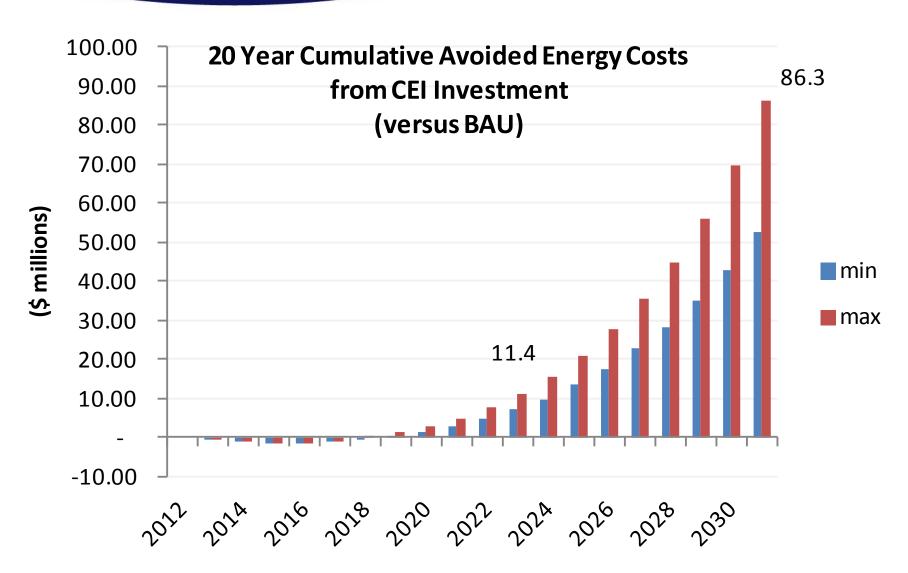
Avoided costs of:

- \$2.3 3.5/yr in 2023
- \$7.1-11M in NET cumulative avoided costs over 10 yrs
- \$86M over 20 years











Thank You

CONSENT REPORT OF THE OPERATIONS, TRANSIT & EMERGENCY SERVICES COMMITTEE

October 22, 2012

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

Your Operations, Transit & Emergency Services Committee beg leave to present their NINTH CONSENT REPORT as recommended at its meeting of October 15, 2012.

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 Operations, Transit & Emergency Services Committee will be approved in one resolution.

OTES - 26 Critical Triage Acuity Scale - Ambulance Response Standards

THAT report OT101240 "Critical Triage Acuity Scale - Ambulance Response Standards" be received;

AND THAT the Ambulance Response Standards as set out in report OT101240 be approved.

OTES - 27 Guelph Storm Mutual Services Agreement 2012/2013

THAT the Operations, Transit & Emergency Services Committee Report OT101237 <u>Guelph Storm Mutual Services Agreement 2012/2013</u> dated October 15, 2012 be received;

AND THAT the Mayor and City Clerk be authorized to sign the Mutual Services Agreement with the Guelph Storm satisfactory to the Executive Director of Operations, Transit & Emergency Services or his or her designate and the City Solicitor or his or her designate;

AND THAT all advertising copy on communication collateral associated with this agreement shall comply with existing City policy.

AND THAT the agreement comes into effect immediately upon execution.

OTES - 28 Business Licence By-law Amendments

THAT the Operations, Transit & Emergency Services Committee Report OT101238 regarding Business Licence By-law amendments dated October 15, 2012 be received.

THAT staff be directed to prepare amendments to Business Licence By-law (2009)-18855 and Appointment By-laws (2003)-17082 and (1997)-15351 to streamline the licensing of Private Property Agents under Schedule 11.

THAT staff be directed to create a Driving Instructor Licence category within the City's Business Licence By-law (2009)-18855; and that public and industry consultation be undertaken for the purpose of establishing appropriate regulations for the category.

OTES - 29 Ontario Street - Road Narrowing - Update

THAT the City remove the bump out on Ontario Street at the completion of the school year in June, 2013.

OTES - 30 Public Works Yard Expansion

THAT staff be authorized to take the steps outlined in the Report OT101239 <u>Public Works Yard Expansion</u> dated October 15th, 2012 in regard to the possible permanent closure of parts of Denver Road and Municipal Street for the expansion of the Public Works Yard.

OTES - 31 Goodwin Drive Year Round Overnight Parking

THAT the Operations, Transit & Emergency Services Committee Report OT101242 Goodwin Drive Year Round Overnight Parking be received;

AND THAT staff undertake a comprehensive review of the feasibility and implications associated with modifying or eliminating the current overnight, on-street parking restrictions;

AND THAT year round temporary overnight parking on Goodwin Drive be continued until April 2013.

OTES – 32 Transit – Downtown Service

THAT a downtown shuttle bus be costed and included as an expansion package for the next two years.

All of which is respectfully submitted.

Councillor Findlay, Chair Operations, Transit & Emergency Services Committee

PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE AGENDA FOR THE OCTOBER 15, 2012, MEETING.

COMMITTEE REPORT



Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DEPARTMENT Emergency Services
DATE October 15, 2012

SUBJECT Critical Triage Acuity Scale - Ambulance Response

Standards

REPORT NUMBER OT101240

SUMMARY

Purpose of Report:

To establish in accordance with the Ambulance Act, a Performance Plan for the next calendar year respecting response times.

Committee Action:

To recommend approval of the proposed Response Time Performance Plan for the coverage area to Council..

RECOMMENDATION

"THAT report OT101240 <u>Critical Triage Acuity Scale - Ambulance Response Standards be received</u>

AND THAT the Ambulance Response Standards as set out in report OT101240 be approved.

BACKGROUND

Recent changes to Provincial Legislation, Regulation 267/08 of the Ambulance Act, requires the delivery agent responsible for ensuring the proper provision of land ambulance services to establish in accordance with the Act, a response time performance plan for the next calendar year. Guelph – Wellington Emergency Medical Service has created the required plan which must be submitted to the Director of Emergency Health Services in October 2012 and annually by October $1^{\rm st}$ for each year after. Regulation 267/08 was introduced in 2009 but the implementation of the requirement was delayed by 2 years.

Under this new legislation, Council is given the authority to establish **response time targets** and **target performance levels** for the coverage area of the City of Guelph and Wellington County.

Previous Legislated Response Time Performance Target

The previous legislated performance standard for all land ambulance delivery in Ontario was based on the historical "90th percentile" response times for ambulance calls dispatched for possible life-threatening "Code 4" emergencies occurring in the coverage area in 1996.

Shortcomings with the "90th percentile" performance indicator include:

- The performance provided in 1996 was not studied or reviewed to ensure that it was an appropriate target or reflective of the needs of the community.
- There was no input from the local government in the setting of this standard.
- The 90th percentile concept is confusing and often is misunderstood as the average response time.
- The standard only considered calls dispatched as "Code 4" for life-threatening emergencies. The new requirement will provide for an opportunity to assess a variant of key performance indicators KPIs in order to better evaluate the overall performance of land ambulance services provided.

REPORT

The new response time performance plan includes six medically validated categories of responses, each of which can have a different response time target and performance level to that target. The response time target for two of the categories has been set by the Ministry Of Health and Long Term Care (MOHLTC), but the performance level to the target can be determined by Council. The targets and performance level for the other four categories can be set and maintained or modified annually by Council as recommended by staff. Having set the targets, staff will manage and ensure the land ambulance system is operating as planned.

Timelines

- October, 2012 and October 1 every year after response time plan to be provided to the MOHLTC.
- March 31, 2014 and every year after The ambulance provider must report actual response times achieved against forecasted response time percentages to the MOHLTC.

Call Categories

Regulation 267/08 requires that the Response Time Performance Plan set response time targets for patients that are categorized using the Canadian Triage Acuity Scale (CTAS). The scale was designed to define patients' needs in the hospital Emergency Departments so as to allow for timely care and to allow Emergency Departments to evaluate their acuity level, resource needs and performance against certain operating "objectives". CTAS was introduced into the EMS system in Ontario in 2003 and all paramedics in Ontario have been educated in the scoring system. In addition to the CTAS levels, the Regulation requires the reporting of the compliance to a preset response time of six minutes for a defibrillator to reach the victim of a Sudden Cardiac Arrest.

Council has the authority to set the response times targets to all levels of CTAS categories except for CTAS level 1 and to Sudden Cardiac Arrest which has been set at 8 minutes and 6 minutes respectively by the MOHLTC.

CTAS includes 5 levels of acuity:

Level 1 – requires resuscitation, i.e. cardiac arrest

Level 2 – requires emergent care, i.e. major trauma

Level 3 – requires urgent care, i.e. mild shortness of breath

Level 4 – requires less urgent care, i.e. minor trauma

Level 5 - requires non-urgent care, i.e. sore throat

The sixth target is the measurement of response times to a call for a patient suffering a sudden cardiac arrest and is different than CTAS level 1 as it includes non Paramedic responders (e.g. Fire Fighters, members of public) using defibrillators. The target of 6 minutes has been set by the MOHLTC but the compliance rates to that standard can be set by Council.

The categories are further defined in Appendix B, Patient Acuity Category Descriptions.

The Ambulance Response times are affected by several factors:

- Severity of the patient's condition, as determined by the MOHLTC dispatch Centre in speaking with the 911 caller. This will affect the priority on which the ambulance is dispatched and whether emergency warning systems are activated enroute to the call.
- The proactive deployment of ambulance resources at appropriate locations to minimize response times.
- Utilizing processes and policies to maximize the availability of ambulances within the system, and
- Reducing the interval times an ambulance is involved in a response from notification to conclusion of the emergency.

The targets were established by applying response time factors and new CTAS requirements to response data available from 2011. Note that the 2011 performance as recorded in the following chart is shown only to demonstrate the potential to achieve the stated goals.

Staff recommend the following response time standards be adopted for the 2013 calendar year:

*See appendix "B" for description of CTAS levels

	Response Time Target	Target Performance Level (% of responses Guelph Wellington EMS expects to meet the response time to emergencies)	Guelph Wellington EMS rate of achieving target in 2011
CTAS Level 1	8 minutes (set by MOHLTC)	65%	62%
CTAS Level 2	10 minutes	75%	75%
CTAS Level 3	15 minutes	90%	92%
CTAS Level 4	15 minutes	90%	91%
CTAS Level 5	20 minutes	90%	96%

RATIONALE

CTAS Level 1 – Of the over 16,900 patients seen by Guelph Wellington EMS in 2011, approximately 340 (2%) were classified as CTAS 1. The 65% Performance Level was set based on response times to those calls. Staff will continue to maximize the current resources by adjusting deployment and otherwise managing the service to achieve as high as possible compliance with this Performance Level.

CTAS Level 2 - The proposed ten minute response time target is appropriate for these patients who have serious complaints that could cause them to deteriorate rapidly. Guelph Wellington EMS saw approximately 3,550 CTAS 2 patients in 2011 (21% of patients). These calls are typically dispatched as code 4 (emergency, lights and sirens utilized). Historical data suggests that we can achieve this Response Time Target in 75% of cases in 2013.

CTAS Level 3 - The proposed Response Time Target and Performance Level are consistent with current performance. These patients historically represent more than 50% of the patients, and included over 9,300 in 2013. The calls may be dispatched as code 4 (emergency, lights and sirens utilized) or code 3 (urgent, but not life threatening, no lights and sirens utilized) given the level of the severity of the complaints, staff propose the current Response Time Target and Performance Level is appropriate.

CTAS Level 4 - The proposed Response Time Target and Performance Level are consistent with current performance. There were approximately 3,500 patients categorized at this level in 2011 (approximately 20%). The calls are typically dispatched as code 3 (urgent, but not life threatening, no lights and sirens utilized). Given the lower acuity of the complaints, staff propose the current response level is appropriate.

CTAS Level 5 – The proposed Response Time Target and Target Performance Level are slightly lower than current performance. These patients historically represent less than 3% of total patients, including in 2011 when the number was approximately 330. The calls are typically dispatched as code 3 (urgent, but not life threatening, no lights and sirens utilized) or code 1 (routine). Given the low acuity of the complaints, ambulances enroute to these calls can be diverted to higher acuity patients where appropriate.

Responding to Sudden Cardiac Arrests (SCA)

Response Time Targets to this performance measurement are not specifically the response time for an **ambulance** to arrive. This function can be completed by Fire department responders, other emergency responders or members of the public utilizing a Public Access Defibrillator (PAD device).

Guelph Wellington Emergency Medical Service works in partnership with local fire services in Guelph and Wellington County. Through Tiered Response Agreements with each of those services, Fire resources that are available and that may be closer to a call involving a sudden cardiac arrest are dispatched to these calls.

Guelph Wellington EMS works in partnership with the Ontario Heart and Stroke Foundation to utilize grant funding to place Public Access Defibrillators in locations throughout the coverage area. This partnership improves the availability of Defibrillators and thereby enhances compliance to SCA.

It is difficult to estimate projected compliance to responses to SCA as data collection and historical information is not easily accessed. Determining projected compliance rates requires comparing multiple forms of data from numerous agencies.

Staff manually collected and reviewed several sources of data from Sudden Cardiac Arrest calls from March to September, 2012. This analysis established that a defibrillator arrived at the scene within 6 minutes approximately 63 percent of the time.

	Response Time Target	2013 Target Performance Level	Estimated performance to this standard based on 6 month review of multiple data points
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	>/= 65%	Approximately 63%

In addition to reviewing our own historical data, Guelph - Wellington Emergency Medical Service has benchmarked proposed standards against response time standards from neighbouring services. The following chart represents those response times proposed or reported to the responsible councils as of the preparation of this report.

	Grey	Hamilton	Peel	Niagara	Halton	Essex
CTAS 1	8 minutes					
	50%	75%	65%	80%	75%	75%
CTAS 2	15 minutes	10 minutes	11 minutes	11minutes	10 minutes	10 minutes
	90%	75%	90%	90%	75%	90%
CTAS 3	30 minutes	15 minutes	15 minutes	15 minutes	15 minutes	12 minutes
	90%	75%	90%	90%	75%	90%
CTAS 4	30 minutes	20 minutes	15 minutes	20 minutes	20 minutes	14 minutes
	90%	75%	90%	90%	75%	90%
CTAS 5	30 minutes	25 minutes	15 minutes	30 minutes	25 minutes	14 minutes
	90%	75%	90%	90%	75%	90%
SCA	6 minutes					
	40%	75%	65%	55%	55%	55%

In conclusion, staff will continue to monitor EMS systems and performance in other communities and make recommendations on appropriate Response Time Targets and Target Performance Levels for this Land Ambulance Service Area on an annual basis as required by the Act.

ALTERNATIVES FOR CONSIDERATION

Council may choose to set longer Response Time Targets or lower Performance Levels than proposed. A lower Time Target would be achieved at a greater Target Performance Level, but would not positively position EMS resources when compared to best practices for medical care, community needs and circumstance. Further, one must carefully weigh the potential risks to public safety should the Time Targets be lengthened or Performance Levels be reduced.

On the other hand, Council may choose to set shorter Response Time Targets or higher Performance Levels than proposed. Significant decreases in Response Time Targets (and increases in Target Performance Levels) would require additional EMS resources.

CORPORATE STRATEGIC PLAN

- 2.2 Deliver public services better.
- 2.3 Ensure accountability, transparency and engagement.

FINANCIAL IMPLICATIONS

There are no direct financial implications of this report.

DEPARTMENTAL CONSULTATION

Consultation conducted internally with Emergency Services.

COMMUNICATIONS

A media release and Question and Answer sheet will be coordinated through Corporate Communications. The County of Wellington is aware this matter is before Committee on this date.

ATTACHMENTS

Appendix A - Ontario Regulation 267/08

Appendix B - Patient Acuity Category Descriptions

Prepared By: Stephen Dewar, Chief, EMS Division

Reviewed By:

Shawn Armstrong General Manager Emergency Services 519-822-1260 x 2125

shawn.armstrong@guelph.ca

Recommended By: Derek J. McCaughan, Executive Director

Ambulance Response Time Performance Plan (RTPP)

Appendix A

ONTARIO REGULATION 267/08

made under the

AMBULANCE ACT

Made: May 27, 2008 Approved: July 23, 2008 Filed: July 30, 2008 Published on e-Laws: July 31, 2008 Printed in *The Ontario Gazette*: August 16, 2008

Amending O. Reg. 257/00

(GENERAL)

Note: Ontario Regulation 257/00 has previously been amended. Those amendments are listed in the Table of Current Consolidated Regulations – Legislative History Overview which can be found at www.e-Laws.gov.on.ca.

1. (1) Ontario Regulation 257/00 is amended by adding the following heading immediately before section 22:

PART VIII RESPONSE TIME PERFORMANCE PLANS

(2) Section 22 of the Regulation is revoked and the following substituted:

22. In this Part.

"notice" means notice given to a land ambulance crew by a land ambulance communication service of a request;

"request" means a request made to a land ambulance communication service for ambulance services that are determined to be emergency services by the communication service at the time of the request.

23. (1) In this section,

"response time" means the time measured from the time a notice is received to the earlier of the following:

- 1. The arrival on-scene of a person equipped to provide any type of defibrillation to sudden cardiac arrest patients.
- 2. The arrival on-scene of the ambulance crew.
- (2) No later than October 1 in each year after 2009, every upper-tier municipality and every delivery agent responsible under the Act for ensuring the proper provision of land ambulance services shall establish, for land ambulance service operators selected by the upper-tier municipality or delivery agent in accordance with the Act, a performance plan for the next calendar year respecting response times.
- (3) An upper-tier municipality or delivery agent to which subsection (2) applies shall ensure that the plan established under that subsection sets response time targets for responses to notices respecting patients categorized as Canadian Triage Acuity Scale ("CTAS") 1, 2, 3, 4 and 5, and that such targets are set for each land ambulance service operator selected by the upper-tier municipality or delivery agent in accordance with the Act.
- (4) An upper-tier municipality or delivery agent to which subsection (2) applies shall ensure that throughout the year the plan established under that subsection is continuously maintained, enforced and evaluated and, where necessary, updated, whether in whole or in part.
- (5) An upper-tier municipality or delivery agent to which subsection (2) applies shall provide the Director with a copy of the plan established under that subsection no later than October 31 in each year, and a copy of any plan updated, whether in whole or in part, under subsection (4) no later than one month after the plan has been updated.
- (6) An upper-tier municipality or delivery agent to which subsection (2) applies shall report to the Director, as required from time to time by the Director and on forms or in a manner provided or determined by the Director, on any matter relating to,
- (a) the nature and scope of the plan established under that subsection or updated under subsection (4), and

Ambulance Response Time Performance Plan (RTPP)

Appendix A

- (b) the establishment, maintenance, enforcement, evaluation and updating of the plan.
- (7) Without limiting the generality of subsection (6), no later than March 31 in each year after 2011, an upper-tier municipality or delivery agent to which subsection (2) applies shall report to the Director on the following matters for the preceding calendar year:
- 1. The percentage of times that a person equipped to provide any type of defibrillation has arrived on-scene to provide defibrillation to sudden cardiac arrest patients within six minutes of the time notice is received.
- 2. The percentage of times that an ambulance crew has arrived on-scene to provide ambulance services to sudden cardiac arrest patients or other patients categorized as CTAS 1 within eight minutes of the time notice is received respecting such services.
- 3. The percentage of times that an ambulance crew has arrived on-scene to provide ambulance services to patients categorized as CTAS 2, 3, 4 and 5 within the response time targets set by the upper-tier municipality or delivery agent under its plan established under subsection (2).
- (8) Without limiting the generality of subsection (6), an upper-tier municipality or delivery agent to which subsection (2) applies shall report to the Director on the performance of each land ambulance service operator selected by the upper-tier municipality or delivery agent in accordance with the Act in respect of the targets set for that operator under subsection (3).

24. (1) In this section,

"response time" means the time measured from the time a request is received to the time a notice is given respecting that request.

- (2) No later than October 1 in each year after 2009, every land ambulance communication service shall establish a response time performance plan for the next calendar year that sets out the percentage of times that the communication service will give notice within two minutes of the time a request is received respecting sudden cardiac arrest patients or other patients categorized as CTAS 1.
- (3) A land ambulance communication service to which subsection (2) applies shall ensure that throughout the year the plan established under that subsection is continuously maintained, enforced and evaluated and, where necessary, updated, whether in whole or in part.
- (4) A land ambulance communication service to which subsection (2) applies shall provide the Director with a copy of the plan established under that subsection no later than October 31 in each year, and a copy of any plan updated, whether in whole or in part, under subsection (3) no later than one month after the plan has been updated.
- (5) A land ambulance communication service to which subsection (2) applies shall report to the Director, as required from time to time by the Director and on forms or in a manner provided or determined by the Director, on any matter relating to,
- (a) the nature and scope of every plan established under that subsection or updated under subsection (3); and
- (b) the establishment, maintenance, enforcement, evaluation and updating of the plan.
- (6) Without limiting the generality of subsection (5), no later than March 31 in each year after 2011, a land ambulance communication service to which subsection (2) applies shall report to the Director the percentage of times in the preceding calendar year that the communication service gave notice within two minutes of the time a request was received respecting sudden cardiac arrest patients or other patients categorized as CTAS 1.
- 2. This Regulation comes into force on the day it is filed.

Made by:

GEORGE SMITHERMAN

Minister of Health and Long-Term Care

Date made: May 27, 2008.

Ambulance Response Time Performance Plan (RTPP) Appendix B – Reporting Categories

Regulation 267/08 requires that the Response Time performance plan sets response time targets for patients that are categorized using the Canadian Triage Acuity Scale (CTAS). The scale was designed to define patients' needs in the hospital Emergency Departments so as to allow for timely care and to allow Emergency Departments to evaluate their acuity level, resource needs and performance against certain operating "objectives". CTAS was introduced into the EMS system in Ontario and all paramedics in Ontario have been educated in the scoring system. CTAS includes 5 levels of acuity:

Level 1 - Resuscitation

Conditions that are threats to life or limb (or imminent risk of deterioration) requiring immediate aggressive interventions. Examples include cardiac or respiratory arrest, major trauma, shock states, unconscious patients, and severe respiratory distress. Hospital guidelines suggest that these patients when in the Emergency Department should be seen by a physician immediately. The ambulance response time target for CTAS Level 1 patients has been set by the MOHLTC at 8 minutes. The compliance percentage is determined by Council.

Level 2 - Emergent

Conditions that are a potential threat to life limb or function, requiring rapid medical intervention. Examples include head injury, cardiac-type chest pain or stroke. These patients should be seen by a physician within 15 minutes of arrival at the Emergency Department. The ambulance response time target and compliance with that target are both set by Council.

Level 3 - Urgent

Conditions that could potentially progress to a serious problem requiring emergency intervention. Examples include moderate asthma, abdominal pain, or vomiting and diarrhea in a patient less than 2 years old. These patients should be seen by a physician within 30 minutes of arrival in the Emergency Department. The ambulance response time target and compliance with that target are both set by Council.

Level 4 - Less Urgent (Semi urgent)

Examples include urinary symptoms, mild abdominal pain, chronic back pain or earache. These patients should be seen by a physician within 60 minutes of arrival in the Emergency Department. The ambulance response time target and compliance with that target are both set by Council.

Level 5 - Non Urgent

Conditions that may be acute but non-urgent or chronic and which could potentially be referred to other areas of the hospital or health care system. Examples include sore throat, psychiatric concerns with no suicidal ideation. These patients should be seen by a physician within 120 minutes of arrival in the Emergency Department The ambulance response time target and compliance with that target are both set by Council.

Source:

http://www.calgaryhealthregion.ca/policy/docs/1451/Admission_over-capacity_AppendixA.pdf

Ambulance Response Time Performance Plan (RTPP) Appendix B – Reporting Categories

In addition, Regulation 267/08 requires that the Response Time actual performance report include "The percentage of time that a person equipped to provide any type of defibrillation has arrived on-scene to provide defibrillation to sudden cardiac arrest patients within six minutes of the time notice is received." This response time can be met by a member of the public using a Public Access Defibrillator, an Emergency Responder or a paramedic.



Response Time Performance Plan



Report OT101240



Purpose of Report

- Regulation 267/08 is coming into effect.
- Requires Council approval of the Response Time Standard for Land Ambulance Service
- The Standard consists of <u>Response Time Targets</u> and <u>Performance Levels</u> to each Target
- Requires annual performance reporting with any future adjustments to be considered by Council



Previous Response Time Standard "90th Percentile"

- Only considered code 4 calls (Emergency lights and sirens)
- Based on ambulance performance in this area in 1996 – differs for each Municipality
- No opportunity for community input into the service level provided.



New Standard Based on CTAS Levels

The Canadian Triage Acuity Scale

- Designed to define patients' needs in the hospital Emergency Departments
- Five CTAS levels, each with their own Response Time Target and Performance Level
- Plus a Response Time Target and Response level for victims of Sudden Cardiac Arrest



New Standard Under Regulation 267/08

- Of the six Response Time Targets, two have been set by the Ministry of Health and Long Term Care (MOHLTC)
 - CTAS 1
 - Sudden Cardiac Arrest

The Response Time Targets for the other CTAS Levels require consideration and approval by Council.

 The Compliance Level to all 6 targets need to be determined by Council



Staff Recommendations

New Standard Components	Response Time Target	Projected Compliance Level
CTAS 1 (Most Critical Patients)	8 Minutes* Set by MOHLTC	65%
CTAS 2	10 Minutes	75%
CTAS 3	15 Minutes	90%
CTAS 4	15 Minutes	90%
CTAS 5 (Most Stable Patients)	20 Minutes	90%
Sudden Cardiac Arrest	6 Minutes* Set by MOHLTC	65%

EMS Staff have reviewed data from 2011 to determine recommended targets and compliance levels.



	Guelph Wellington	Grey	Hamilton	Halton	Waterloo
CTAS 1	8 minutes	8 minutes	8 minutes	8 minutes	8 minutes
	65%	50%	75%	75%	70%
CTAS 2	10 minutes	15 minutes	10 minutes	10 minutes	10:30
	75%	90%	75%	75%	80%
CTAS 3	15 minutes	30 minutes	15 minutes	15 minutes	10:30
	90%	90%	75%	75%	80%
CTAS 4	15 minutes	30 minutes	20 minutes	20 minutes	10:30
	90%	90%	75%	75%	80%
CTAS 5	20 minutes	30 minutes	25 minutes	25 minutes	10:30
	90%	90%	75%	75%	80%
SCA	6 minutes	6 minutes	6 Minutes	6 minutes	6 minutes
	65%	40%	75%	55%	50%



Sudden Cardiac Arrest Standard

Sudden Cardiac	6 Minutes* Set by MOHLTC	65%
Arrest		

- The response time is measured until a defibrillator arrives on the scene of a cardiac arrest
- Does not specifically refer to the response time of an ambulance or the provision of EMS care
- Standard can be achieved by Firefighters, other responders or members of the public when a Public Access Defibrillator is present.



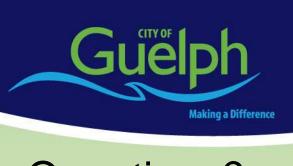
Managing Response Time Targets





Response Times Targets -Compliance Levels

- Response Time Targets and Compliance Levels are maintained given current land ambulance resources.
- Any additional improvement to response time targets or compliance levels would require additional resources.





COMMITTEE REPORT



Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DEPARTMENT Transit Services
DATE October 15, 2012

SUBJECT Guelph Storm Mutual Services Agreement 2012/2013

REPORT NUMBER OT101237

SUMMARY

Purpose of Report:

To summarize the 2012/2013 agreement between Guelph Transit and the Guelph Storm for the exchange of services.

Committee Action:

Make a recommendation to Council to approve the Mutual Services Agreement between Guelph Transit and the Guelph Storm for the 2012/2013 hockey season.

RECOMMENDATION

THAT the Operations, Transit & Emergency Services Committee Report OT101237 <u>Guelph Storm Mutual Services Agreement 2012/2013</u> dated October 15, 2012 be received;

AND THAT the Mayor and City Clerk be authorized to sign the Mutual Services Agreement with the Guelph Storm satisfactory to the Executive Director of Operations, Transit & Emergency Services or his or her designate and the City Solicitor or his or her designate;

AND THAT all advertising copy on communication collateral associated with this agreement shall comply with existing City policy.

AND THAT the agreement comes into effect immediately upon execution.

BACKGROUND

From 2006 to 2011 Guelph Transit and Guelph Storm exchanged services on an informal basis whereby Guelph Transit provided free transit service to passengers

who were travelling to downtown Guelph for the Storm Game on Friday nights in return for a variety of print and electronic media placements in Guelph Storm advertisements at no cost to Guelph Transit.

There was no exchange of funds associated with past arrangements. The arrangement was formalized for the 2011/2012 hockey season through the signing of a mutual services agreement. The agreement was signed for a one year period only. At that time, staff indicated it would develop a policy in 2012 that would provide a solid defensible framework for the City to assess future cross promotional and/or commercial opportunities. Unfortunately, given work priorities, this initiative remains outstanding. Policy development, including possible delegation of authority consideration, is anticipated to occur as part of the 2013 work plan.

REPORT

From 2006 to 2011 Guelph Transit and Guelph Storm have exchanged services informally to the mutual benefit of each party. The key services that have been exchanged are summarized in Appendix 1.

The exchange of services was formalized through a one-year agreement in 2011/2012. Services were exchanged during this period in accordance with the agreement. Guelph Transit and the Guelph Storm have held discussions regarding the exchange of service for the 2012/2013 season and both parties wish to continue to exchange services as in the past as the arrangement is mutually beneficial to both parties.

The proposed agreement is provided in Appendix 2.

CORPORATE STRATEGIC PLAN

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.
- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- 3.2 Be economically viable, resilient, diverse and attractive for business.

FINANCIAL IMPLICATIONS

Based on the activities undertaken and services provided/received by each party, Guelph Transit and the Guelph Storm receive approximately the same financial value from this agreement.

DEPARTMENTAL CONSULTATION

Legal Services

COMMUNICATIONS

N/A

ATTACHMENTS

Appendix 1 - Summary of Services Provided/Received Appendix 2 - Guelph Storm Mutual Services Agreement

Muchael Anders.

Prepared and Reviewed By:

Michael Anders General Manager, Community Connectivity and Transit Transit Services 519 822 1260 x2795 michael.anders@guelph.ca

Recommended By: Derek McCaughan, Executive Director

Appendix 1 - Summary of Services Provided/Received

Guelph Transit provides the following support to the Guelph Storm:

- (a) After 5:00 p.m. on each Friday when the Storm has a home game, the City provides a free ride on Guelph Transit, from anywhere on Guelph Transit's routes to the vicinity of the Sleeman Centre and from the vicinity of the Sleeman Centre to anywhere on Guelph Transit's routes, for each person producing a ticket or ticket stub for that Friday night Storm home game (the "Free Ride Fridays" program);
- (b) During the period September 1 to March 31Guelph Transit provides to the Storm at no cost one Bus Kong advertisement placement (large exterior advertisement space), and one interior advertising rack card (11 inches x 35 inches) in 20 Guelph Transit vehicles to advertise the Storm. The Storm is responsible for all design and production costs. All material is in compliance with the City's advertising policies;
- (c) On each Friday when the Storm has a home game, Guelph Transit buses display "Go Storm Go" on the destination sign;
- (d) Storm promotional material and material on the Free Ride Fridays Program is displayed on the Guelph Transit website (<u>quelphtransit.ca</u>); and
- (e) The Storm is mentioned on Guelph Transit's electronic social media sites.

Guelph Transit receives the following advertising support from the Guelph Storm:

- (a) The Storm publishes a full page, colour advertisement (design prepared and supplied at the City's expense) promoting Guelph Transit, in two of the three program guides produced and published by the Storm;
- (b) The Storm makes at least two mentions of Guelph Transit's Free Ride Fridays program on the public address system at each Friday night home game;
- (c) The Storm mentions the Guelph Transit's Free Ride Fridays program in all radio advertisements promoting the Storm;
- (d) The Storm includes Guelph Transit in the scrolling, continuous advertising loops on both the upper and lower advertising bands in the Sleeman Centre (the design is prepared and supplied at the City's expense). Guelph Transit is on display for at least 10 minutes per Friday night home game;

- (e) The Storm includes, concurrently with each mention in the above-described scrolling continuous advertising loops, an advertisement (design prepared and supplied at the City's sole expense) promoting Guelph Transit on the full screen of the video score clock in the Sleeman Centre. The advertisement is on display for at least two minutes per Friday night home game;
- (f) The Storm mentions Guelph Transit on the Storm's electronic social media sites; and
- (g) During the hockey season, the Storm allows Guelph Transit to display a static sign on the interior display boards in the Sleeman Centre to advertise Guelph Transit using material prepared and supplied by Guelph Transit.

Appendix 2 - Mutual Services Agreement

Mutual Services Agreement made the day of October, 2012 between:

The Corporation of the City of Guelph

(the "City")

Of the first part

and

Guelph Storm Limited

(the "Storm")

Of the second part

WHEREAS the City owns and operates a municipal arena ("Sleeman Centre"), bus transit system ("Guelph Transit"), Guelph Transit website and Guelph Transit electronic social media sites;

AND WHEREAS the Storm operates a hockey team and provides or has access to several advertising media;

AND WHEREAS the City wishes to obtain advertising of Guelph Transit;

AND WHEREAS the Storm can provide such advertising;

AND WHEREAS the City can provide services to the Storm, equal in value to the services provided by the Storm to the City;

AND WHEREAS the provision of services by the City to the Storm pursuant to this Agreement does not constitute direct or indirect assistance through the granting of bonuses;

NOW THEREFORE, in consideration of the mutual agreements contained herein, the parties hereto hereby agree as follows:

- 1. The parties hereto shall cooperate in the reasonable pursuance of this Agreement for their mutual benefit.
- 2. This Agreement shall be in force for and apply to the period from September 1, 2012 to May 31, 2013 (the "Exchange Period"). However, either party may terminate this Agreement upon at least seven days written notice to the other party, whereupon the parties shall adjust the values of services provided up to the date of termination.
- 3. During the Exchange Period the City shall provide the following to the Storm at no expense to the Storm, except as provided:
 - (a) After 5:00 p.m. on each Friday when the Storm has a home game at the Sleeman Centre, the City shall provide a free ride on Guelph Transit, from anywhere on Guelph Transit's routes to the vicinity of the Sleeman Centre and from the vicinity of the Sleeman Centre to anywhere on Guelph Transit's routes, for each person producing a ticket or ticket stub for that Friday night Storm home game (the "Free Ride Fridays" program);
 - (b) During the period September 1, 2012 to March 31, 2013, the City shall permit the Storm to display a Bus Kong (large exterior advertisement space) on one Guelph Transit vehicle, and interior advertising rack cards (11 inches x 35 inches) in 20 Guelph Transit vehicles to advertise the Storm using advertisements prepared and

- supplied by the Storm (production and installation at the Storm's sole expense); advertisements must be in compliance with the City's advertising policies;
- (c) On each Friday when the Storm has a home game at the Sleeman Centre, the City shall include the mention "Go Storm Go" on the electronic display boards (destination signs) on all Guelph Transit conventional vehicles;
- (d) The City shall include mention of the Storm (satisfactory to the Storm) on the Guelph Transit website (guelphtransit.ca); and
- (e) The City shall include mention of the Storm (satisfactory to the Storm) on Guelph Transit's electronic social media sites.
- 4. During the Exchange Period the Storm shall provide the following to the City at no expense to the City, except as provided:
 - (a) The Storm shall publish a full page, colour advertisement (design prepared and supplied at the City's sole expense) promoting Guelph Transit, to be placed in two of the three program guides produced and published by the Storm;
 - (b) The Storm shall make a minimum of two mentions (satisfactory to the City) of Guelph Transit's Free Ride Fridays program on the public address system at the Sleeman Centre during each Friday night home game of the Storm;
 - (c) The Storm shall include a mention (satisfactory to the City) of Guelph Transit's Free Ride Fridays program in each radio advertisement promoting the Storm, on each radio station used by the Storm for advertising;
 - (d) The Storm shall include a mention (satisfactory to the City) of Guelph Transit in the scrolling, continuous advertising loops on both the upper and lower advertising bands in the Sleeman Centre (design prepared and supplied at the City's sole expense); the mentions of Guelph Transit shall be on display for at least 10 minutes per Friday night home game;
 - (e) The Storm shall include, concurrently with each mention in the above-described scrolling continuous advertising loops, an advertisement (design prepared and supplied at the City's sole expense) promoting Guelph Transit on the full screen of the video score clock in the Sleeman Centre; the advertisement shall be on display for at least two minutes per Friday night home game; and
 - (f) The Storm shall include mention of Guelph Transit (satisfactory to the City) on the Storm's electronic social media sites.
 - (g) During the period September 1, 2012 to March 31, 2013, the Storm shall permit Guelph Transit to display a static sign on the interior display boards in the Sleeman Centre to advertise Guelph Transit using advertisements prepared and supplied electronically by Guelph Transit (production and installation at the Storm's sole expense).
- 5. Each party (the "Indemnitor") shall indemnify and save harmless the other party, its officers, directors, employees, contractors and agents (collectively the "Indemnitees") from and against all actions, causes of action, claims, demands, costs, damages, expenses

or losses which the Indemnitees or any of them may bear, suffer, incur, become liable for or be put to by reason of any loss, damage to property, injury or death by reason of non-performance by the Indemnitor of any provision of this Agreement or arising in connection with this Agreement or arising out of any act, omission, neglect or default by the Indemnitor or any of its officers, directors, employees, contractors or agents, related in any way to this Agreement, including any matters related to inventions, copyrights, trademarks, patents or similar or related rights.

- 6. The respective contacts regarding this Agreement shall be:
 - (a) For the City:

Charlene Sharpe Supervisor, Transit Business Services Guelph Transit 519-822-1260 ext 2624 charlene.sharpe@guelph.ca

(b) For the Storm:

Matt Newby Guelph Storm 519-837-9690

mnewby@guelphstorm.com

7. This Agreement shall bind and enure to the benefit of the parties hereto and their respective successors and permitted assigns.

The Cornoration of the City of Guelph

IN WITNESS WHEREOF the parties hereto have hereunto set their hands and seals.

	The Corporation of the City of Gueiph
Date:	Mayor- Karen Farbridge
	City Clerk - Blair Labelle
	Guelph Storm Limited
Date:	Director of Business Operations - Matt Newby I am/we are authorized to bind the corporation

COMMITTEE REPORT



Operations, Transit & Emergency Services Committee

SERVICE AREA Bylaw Compliance & Security Department

DATE October 15, 2012

SUBJECT Business Licence By-law Amendments

REPORT NUMBER 0T101238

SUMMARY

Purpose of Report:

To provide information to Council regarding Business Licensing categories and to introduce amendments to the Business Licensing By-law.

Committee Action:

To receive the report, and to provide direction to staff to prepare amendments to the Business Licensing By-law and the Accessible and Fire Route Appointment By-laws with respect to the category of Private Parking Agents and, to provide direction to staff to create licensing categories for Driving Instructors and Tow Truck companies and to seek public consultation with regards to establishing appropriate regulations for these categories.

RECOMMENDATION

That the Operations, Transit & Emergency Services Committee Report OT101238 regarding Business Licence By-law amendments dated October 15, 2012 be received; and,

That staff be directed to prepare amendments to Business Licence By-law (2009)-18855 and Appointment By-laws (2003)-17082 and (1997)-15351 to streamline the licensing of Private Property Agents under Schedule 11; and,

That staff be directed to create a Driving Instructor Licence category within the City's Business Licence By-law (2009)-18855; and that public and industry consultation be undertaken for the purpose of establishing appropriate regulations for the category; and

That staff be directed to create a Tow Truck Company Licence category within the City's Business Licence By-law (2009)-18855; and that industry consultation be undertaken for the purpose of establishing appropriate regulations for the category.

BACKGROUND

There have been a number of public, staff and Council comments and concerns expressed relating to: the application process for Private Parking Agents; driving school instructors and the operation of tow trucks.

REPORT

Schedule 11-Private Parking Agents

Private Parking Agents are licensed individuals authorized to issue City of Guelph parking tickets on private property. As the City has a vested interested in the issuance of City of Guelph parking tickets, this category meets the City's licensing criteria.

Currently in order to become licensed and authorized to enforce parking regulations on private property an agreement between the City, the property owner and the individual to be licensed or their employer must be created and approved by City Council. In addition, a by-law amendment to the City's Appointment By-laws must then be created to authorize the agent to issue tickets and the agent must then also obtain a business licence to operate. This causes a significant delay in licensing and is inefficient as it requires multiple actions of Council, staff and those applying for the licence. It is important to note this is the only category of licensing that requires Council's approval before a licence may be issued.

To eliminate duplication of efforts and improve customer service with respect to the licensing of Private Parking Agents, staff recommend:

- 1. That Business Licence By-law (2009)-18855 be amended to remove the need for Council to approve an agreement authorizing the business licence to be issued.
- 2. That Appointment By-laws (2003)-17082 and (1997)-15351 authorizing persons to issue City of Guelph tickets on private property be amended to authorize all persons holding a valid City of Guelph business licence.

Driving School Instructors

Residents have expressed concerns to staff as well as members of Council that driving instructors and their students are routinely travelling through residential areas for the purpose of practice and training and that this increase of traffic is causing perceived safety concerns in their neighbourhoods. The majority of concerns are being received from residents residing on streets that are used by the Ministry of Transportation (MTO) for road tests as part of MTO's driver licensing examination program.

Previously, the City of Guelph licensed both driving schools and driving instructors. In 2008-2009, a full business licence by-law review was conducted and a new business licence by-law was passed in September 2009 eliminating these categories of licensing as the MTO was, and continues to, licence both driving schools and driving instructors. Many of the regulations and inspections required by the MTO for these two categories of licensing requirements were being duplicated by the City.

Staff have conducted a cursory overview of the City's comparator municipalities (Attachment A) and have determined that some municipalities are regulating which streets driving instructors may operate on. Staff continue to support no municipal involvement in the licensing of driving school *premises* given provincial licensing requirements. However, we are of the opinion where driver training is undertaken, when it is undertaken and how frequently it takes place on any given street may influence relatively traffic safety and the well being of a neighbourhood. For these reasons, staff recommend the creation of a Driving Instructor Licence category and that public and industry consultation be undertaken for the purpose of establishing appropriate regulations for the category.

Tow Truck Companies

Recently, staff have received concerns from Guelph Police Service regarding the operation of tow trucks within the City of Guelph, specifically with the creation of an Accident Reporting Centre which requires vehicles to be brought for inspection, concern that tow truck operators conducting unwanted solicitation at accident scenes and/or interfering with traffic and Emergency Services at accident scenes may rise.

In addition to the above, concerns have been received that tow trucks operating within the City are failing to remove debris deposited by vehicles having mechanical failure or vehicles involved in accidents that they are towing from the roadway. Subsequently this debris may cause traffic and/or environmental concerns and may require City resources to address. In staffs' opinion the debris left behind by a vehicle being towed is part of the vehicle itself and should be removed at the time of service and the removal not be the responsibility of the City.

It should be noted the tow truck industry is not licensed by the Province of Ontario and lacks government regulation for industry standards and practices. Municipalities do have the authority to licence tow truck operators under the Municipal Act, Section 151 (1). In licensing tow truck companies, the City may regulate or prohibit the solicitation at an accident scene and require tow truck operators to remove all debris from the roadway when towing vehicles.

Concerns regarding interference with traffic and/or Emergency Services and the failure to remove debris from the roadway may affect public safety and therefore meet the City's licensing criteria for licensing business that affect public health and safety or where the City has a vested interest. For these reasons, staff recommend the creation of a Tow Truck Licence category and that industry consultation be undertaken for the purpose of establishing appropriate regulations for the category.

CORPORATE STRATEGIC PLAN

This report supports the following goals in the strategic plan:

- 1.2 Municipal Sustainability practices that become the benchmark against which other municipalities are measured
- 5.3 Open, accountable and transparent conduct of municipal business; and
- 5.6 Organizational excellence in planning, management, human resources and people practices

FINANCIAL IMPLICATIONS

Business licensing fees are calculated on a full cost recovery basis, therefore, no additional revenue will be realized from the proposed amendments.

DEPARTMENTAL CONSULTATION/CONCURRENCE

Public Works, Legal Services, Guelph Police Services, Ministry of Transportation

COMMUNICATIONS

Information was provided to the Private Parking Agent enforcement agencies advising this report was coming forward.

Should direction be given to staff to create licensing categories for Driving Instructors and/or Tow Truck companies, staff, in collaboration with Corporate Communication and Civic Engagement Divisions will undertake a public and stakeholder engagement strategy to solicit comments and concerns.

ATTACHMENTS

Attachment A - Municipal Comparators - Driving Instructor Licensing

Prepared By: Jennifer Jacobi, Licensing Coordinator

Reviewed By: Doug Godfrey

Manager Manager

Bylaw Compliance and Security

519 822-1260 x2520 doug.godfrey@guelph.ca

Recommended By:

Derek McCaughan, Executive Director

Operations, Transit & Emergency Services

Attachment A Municipal Comparators -Driving Schools and Instructors

Municipality	License Driving Schools?	Driving Instructors	Designated area to operate
City of Niagara Falls	Yes	Yes	No
City of Brantford	No	No	No
City of Waterloo	Yes (Master License only requirement)	Yes licensed by Waterloo Region	Yes
City of Chatham-Kent	Yes (Master License only requirement)	No	No
City of Thunder Bay	No	No	No
Town of Whitby	No	No	No
City of Kingston	No	No	No
City of Cambridge	No	No	No
City of Barrie	Yes	Yes	No
City of St. Catherines	No	No	No
City of Oshawa	No	No	No
City of Greater Sudbury	Yes (home occupations only)	No	No
Town of Richmond Hill	No	No	No
City of Burlington	No	No	No
Town of Oakville	Yes	Yes	Yes
City of Kitchener	Yes	Yes	Yes
City of Windsor	No	No	No
City of Vaughan	Yes	Yes	No
City of Markham	Yes	Yes	Yes
City of London	No	No	No
City of Brampton	Yes	Yes	Yes
City of Hamilton	No	No	No
City of Mississauga	Yes	Yes	Yes

COMMITTEE REPORT



Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DEPARTMENT Public Works

DATE October 15th, 2012

SUBJECT Ontario Street – Road Narrowing -Update

REPORT NUMBER OT101241

SUMMARY

Purpose of Report:

In response to the then Operations & Transit Committee resolution dated April 26, 2010 directing staff to review and report back to Committee on whether or not the road narrowing on Ontario Street should be retained at the time that Tytler Public School closes or in two (2) years, whichever is less.

Committee Action:

To receive staff's report and approve the recommendations.

RECOMMENDATION

THAT Operations, Transit & Emergency Services Committee Report OT101241 Ontario Street - Road Narrowing - Update dated October 15th, 2012 be received;

AND THAT Public Works staff recommend that no action be taken at this time regarding the removal of the road narrowing;

AND THAT Public Works staff report back to Committee in the third quarter of 2013 with a recommendation pertaining to the road narrowing on Ontario Street.

BACKGROUND

The physical road narrowing on Ontario Street at Wood Street has been an issue in the neighbourhood since its installation in 2008. As a result, staff engaged the neighborhood through a public meeting on October 27th, 2009 to respond to questions regarding why the installation took place and what benefits were achieved. Subsequently, staff submitted a report to Committee at their meeting of March 14th, 2010 recommending a deferral of a decision to retain or remove the road narrowing until such time as Tytler Public School closes. Council received the

recommendation on April 26th, 2010 and approved the following amended resolution:

"AND THAT staff be directed to review and report back to Committee on whether or not the road narrowing should be retained at the time that Tytler Public School closes or in two (2) years, whichever is less."

REPORT

In preparation for the requirement to report back to Council staff re-engaged the neighborhood with both a hand delivered questionnaire and a web based questionnaire through *guelph.ca*. During the neighbourhood re-engagement efforts, staff received a letter from the Upper Grand District School Board who provided their position on the retention or removal of the road narrowing (Attachment 1).

Upper Grand District School Board

Key points extracted from the Upper Grand District School Board letter are as follows:

- Tytler Public School will no longer be used for elementary schooling purposes after June 2013;
- The board does not intend to dispose of the school building at the present time;
- Currently there are community school groups using the building after hours, and this may continue after the school closes in June 2013;
- Some students residing south of Ontario Street may still need to cross Ontario Street to attend other schools; and,
- The removal of both the street narrowing and signal may be premature until changes to traffic patterns are evaluated after the school closure.

CONCLUSION

While the Upper Grand District School Board have clearly articulated the closure of Tytler Public School, it is not clear that the property may not be used for another school in the future. Thus, one of the key arguments for implementing the road narrowing has not changed sufficiently. Therefore, staff recommend that no action on the road narrowing be taken at this time and that staff report back to Committee in the 3rd quarter of 2013 with a recommendation pertaining to the road narrowing on Ontario Street. Staff will continue to work with the Upper Grand District School Board over the next year to determine what the status of the Tytler Public School property will be.

CORPORATE STRATEGIC PLAN

This report supports the following goals in the strategic plan:

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.
- 3.3 Strengthen citizen and stakeholder engagement and communications.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

DEPARTMENTAL CONSULTATION

Departmental consultation was not required for this report.

COMMUNICATIONS

Upper Grand District School Board has provided written correspondence of their position. Neighbourhood residents have been advised of the recommendations of this report.

ATTACHMENTS

Attachment 1 - Letter from the Upper Grand District School Board – dated September 12th, 2012

Prepared By: Allister McILveen, Manager Traffic and Parking, ext 2275

Reviewed By:

Rod Keller General Manager Public Works (519) 822-2914 x2949 rodney.keller@quelph.ca

Recommended By: Derek McCaughan, Executive Director
Operations, Transit & Emergency Services

UPPER GRAND DISTRICT SCHOOL BOARD



500 Victoria Road North, Guelph, Ontario N1E 6K2 Phone: (519) 822-4420 Fax: (519) 822-9097

> Martha C. Rogers Director of Education

September 12, 2012

PLN: 12-35 File Code: R14 Sent by: Mail & Email

Dean McMillan Traffic and Parking City of Guelph 1 Carden St. Guelph, ON N1H 3A1

Dear Mr. McMillan:

Re: Ontario Street – Road Narrowing and Traffic Signal

Planning staff at the Upper Grand District School Board has received and reviewed the above circulation which indicates that City staff is recommending the removal of the pedestrian signal on Ontario Street when Tytler PS closes (June 2013) and is also looking for feedback regarding the retention of existing road narrowing measures installed along the north side of Ontario Street.

The Planning Department at the Upper Grand District School Board offer the following comments:

- The Board intends to close Tytler PS as an elementary school in June 2013. Students from this school are going to be consolidated at the new Laurine Ave PS beginning in September 2013. Although the Tytler facility will no longer be used for elementary schooling purposes, the Board does not intend to dispose of the school building. There is potential that the building may be repurposed, hence the future use of the school building is uncertain at this time.
- There are community groups that currently utilize Tytler PS after school hours. Following the closure of Tytler PS as an elementary school in June 2013, it is possible that these community groups will continue to access the school building. Likewise, the school playground space will continue to be accessible to local residents beyond the school closure date.
- Students residing within the current school boundary for Tytler PS, will be attending Laurine Ave PS effective September 2013. Some students residing south of Ontario Street may still be required to cross Ontario Street. Current traffic calming measures and the pedestrian signal help to facilitate safe crossings for these students and all pedestrians.

Given the above points, it would appear as though the removal of both the street narrowing and the traffic signal on Ontario St. may be premature until changes to traffic patterns are evaluated after the closure of Tytler PS as an elementary school.

As a final note, we would appreciate being kept informed about the results from the resident survey and further staff recommendations regarding this matter.

Should you require additional information, please feel free to contact me at (519) 822-4420 ext. 824.

Sincerely,

Heather Imm, BES, MCIP, RPP

Senior Planner

From: DANNY FRANCESCHI Sent: October 13, 2012 10:16 PM

To: Clerks

Cc: Ian Findlay; Mayors Office; Bob Bell; Jim Furfaro; Andy VanHellemond

Subject: Ontario St.

I just read the report on the narrowing of our street. There was no mention of the results of the survey that we filled out in the report. Do you really care about our opinions, or was it a waste of my time? I would like to know how my neighbours feel about the narrowing. I don't like it. If I'm in the minority, then I want to know. I won't complain about it anymore.

Danny Franceschi

Received after the addendum was published:

From: Lorraine Pagnan

Sent: Monday, October 15, 2012 04:31 PM

To: Karen Farbridge; Ian Findlay; Bob Bell; Jim Furfaro

Subject: Ontario Street rd. Narrowing

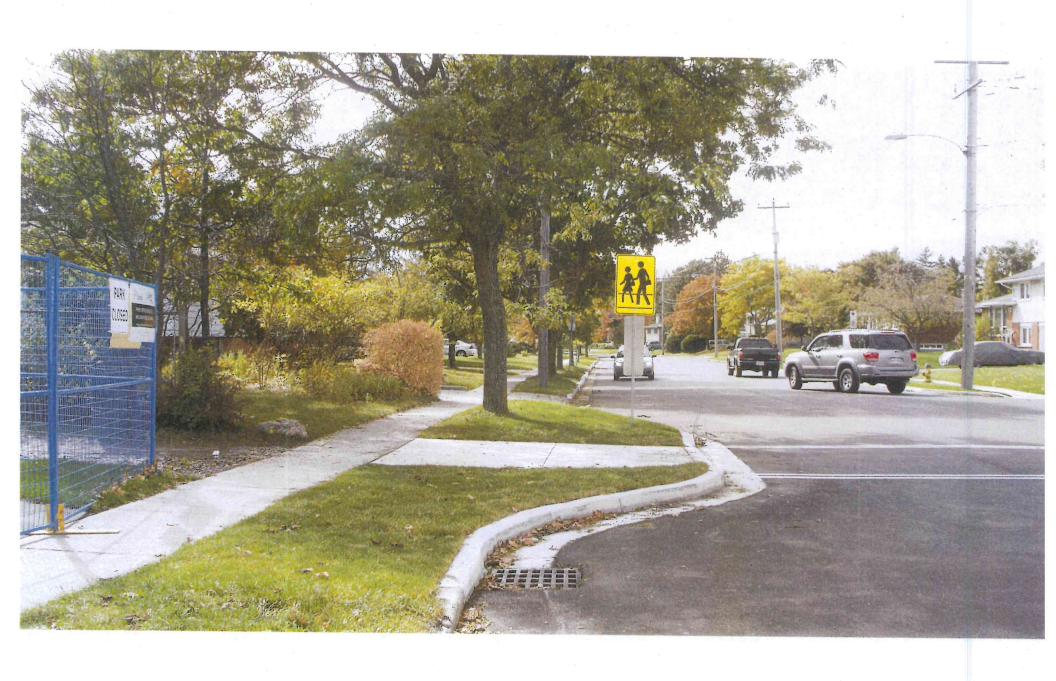
Dear Committee Members,

I apologize for sending you this so late in the day, and I hope you are able to read this before your meeting. I have read the report from Operations with regards to the road narrowing. I would like to let you all know that I am in agreement with the Upper Grand District School Board's comments and feel that staff's recommendations are appropriate at this time.

Yours truly Lorraine Pagnan





















COMMITTEE REPORT



TO Operations, Transit and Emergency Services Committee

SERVICE AREA Operations, Transit and Emergency Services – Operations –

DEPARTMENTS Public Works

Corporate and Human Resources – Realty Services

DATE October 15th, 2012

SUBJECT Public Works Yard Expansion

REPORT NUMBER 0T101239

SUMMARY

The Public Works Yard at Municipal Street needs to be expanded in order to accommodate ever-increasing volumes of vehicles, equipment, and stored materials. This Report recommends closure of parts of Denver and Municipal Streets and to incorporate the land into the site to affect the required expansion.

Purpose of Report:

Seeking approval to take next steps towards closing parts of Denver Road and Municipal Street and expanding the Public Works Yard.

Committee Action:

To recommend approval of next steps.

RECOMMENDATION

THAT staff be authorized to take the steps outlined in the Report OT101239 <u>Public Works Yard Expansion</u> dated October 15th, 2012 in regard to the possible permanent closure of parts of Denver Road and Municipal Street for the expansion of the Public Works Yard.

BACKGROUND

The City owns the property shown on the sketch on Attachment 1. Public Works operates from three parcels of this land as follows:

Address	Acres	Purposes
45 Municipal	6.31	Public Works Offices
Street		Public Works Yard
		Fleet Repair and Storage

50 Municipal	2.36 (part	Public Works Offices
Street	of	Public Works Yard
	Centennial	Fleet Storage
	Parklands	Pottery Classroom
	- 51.14	
	acres)	
N/A	2.12	Winter Control Material Storage Area

REPORT

Over time, and with the growth of the City of Guelph, the Public Works Yard at 45 Municipal Street has become increasingly congested with an ever-increasing volume of stored materials and vehicles. There is a need for additional site area, particularly in regard to the management of all fleet vehicles for storage and maintenance. There is also an ongoing risk in having a public right of way separating the Fleet storage yard from the winter control material storage area during loading and offloading operations. There are no plans in the next 10 years to relocate the current Public Works Yard from its current location. With a view to resolving this need for additional space in the near term, and at minimal cost, staff have developed a possible solution that would involve the permanent closure of parts of Denver Road and Municipal Street.

Attachment 2 shows how a closure of parts of the Denver Road and Municipal Street road allowances could be used to expand the Public Works yard by approximately 1.07 acres. The resulting combined site would comprise an area of approximately 9.5 acres. Staff have consulted with various City departments and no objections have been raised to this proposal. Traffic Investigations staff have confirmed that traffic volumes on Denver Road are very low and that traffic and pedestrian movements in the area will not be detrimentally affected by closure as there are alternate bypass routes nearby.

In order to pursue the site expansion, staff propose to take the following steps:

Step	Action	Expected Outcomes
1	External Utilities: Contact all utility companies regarding concerns about existing facilities	Some utility companies may require easements to protect existing facilities
2	Residents: Engage residents and seek public input by way of a Public Information Centre. Include School Boards, etc.	Determine if there is general support for proposal and if there are specific issues to address.
3	Public Notice: Publish notice in local newspaper regarding proposed road closures and associated by-law being considered by Council.	Provides opportunity for further public input.
4	Report back to Council, through Committee, with results of public input and with a recommendation to proceed with the proposal or not. Required By-law to close the roads would also be considered if recommendation is to proceed.	Committee/Council to decide whether to proceed or not.

5	Legal closure of parts of road allowances by registration of By-law and transfer of easements, if any, to external utility companies.	Registry Office records complete.
6	Physical closure of parts of road allowances.	Establish barriers at ends of closed
		Denver Road.
7	Site plan application.	Approved Site Plan Application.
8	Site work, fencing, and completion.	Expanded Public Works Yard.

A deliberate approach to community engagement will be part of the next steps to include tools such as public notice, neighbourhood questionnaires and a Public Information Centre.

If the steps are approved, a detailed Site Plan would be developed prior to reporting back to Council, through Committee. Staff expect that the existing asphalt road surface will remain in its current condition and grassed areas and sidewalks will be re-graded and paved. The expanded site would be fenced. The estimated total cost for the proposed expansion, (including legal surveys, advertising, legal transactions, Site Plan, and site work), is expected to be in the range of \$100,000 and \$150,000. Staff will work to refine this estimate and will provide the further detail when reporting back.

Staff is recommending that the next steps, as outlined above, are approved.

CORPORATE STRATEGIC PLAN

This initiative supports the following Strategic Directions:

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.
- 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.
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.
- 3.3 Strengthen citizen and stakeholder engagement and communications.

FINANCIAL IMPLICATIONS

Costs for this initiative are estimated in the range of \$100,000 and \$150,000. Funding has been planned in the 10 year Capital Budget for this project.

DEPARTMENTAL CONSULTATION

Operations, Realty Services, Planning, and Engineering have been consulted in this initiative.

COMMUNICATIONS

If approved, staff will be holding a Public Information Centre and to advertise proposed road closures in the newspaper in order to obtain public input. The neighbourhood has been informed of this initiative and this report.

ATTACHMENTS

Attachment 1 – City Properties on Municipal Street and Denver Road Attachment 2 – Proposed Expanded Public Works Yard

Prepared By:

Jim Stokes Manager of Realty Services 519-822-1260 Ext. 2279 jim.stokes@guelph.ca

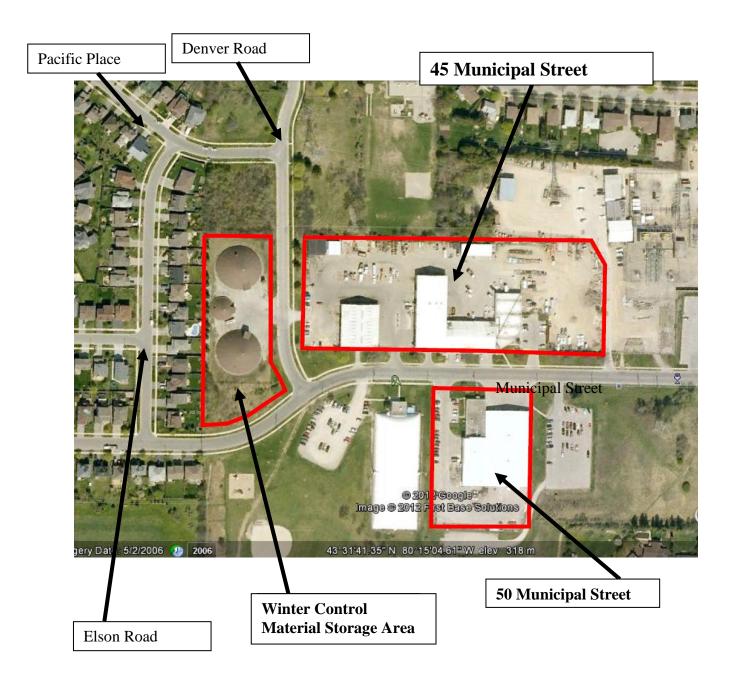
Reviewed By:

Rod Keller General Manager of Public Works 519-822-1260 Ext. 2949 rodney.keller@guelph.ca

Recommended By: Derek McCaughan, Executive Director
Operations, Transit, and Emergency Services

Page 4 of 6

ATTACHMENT 1 - CITY PROPERTIES ON MUNICIPAL STREET AND DENVER ROAD



ATTACHMENT 2 – PROPOSED EXPANDED PUBLIC WORKS YARD



COMMITTEE REPORT



Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DEPARTMENT Public Works

DATE October 15th, 2012

SUBJECT Goodwin Drive - Year Round Overnight Parking

REPORT NUMBER 0T101242

SUMMARY

Purpose of Report:

To respond to a Council resolution directing staff to consider the parking requirements of 37-45 Goodwin Drive.

Committee Action:

To receive staff's report and to recommend staff undertake a public process that would consider the merits of modifying or removing the overnight, on-street parking regulation within the City of Guelph.

RECOMMENDATION

THAT the Operations, Transit & Emergency Services Committee Report OT101242 Goodwin Drive Year Round Overnight Parking be received;

AND THAT staff undertake a comprehensive review of the feasibility and implications associated with modifying or eliminating the current overnight, onstreet parking restrictions;

AND THAT year round temporary overnight parking on Goodwin Drive be continued until April 2013;

BACKGROUND

On August 23, 2010, the Operations & Transit Committee passed the following resolution:

THAT staff be directed to investigate and report back to the committee the feasibility of overnight parking on Goodwin Drive for the winter months in order to alleviate parking issues.

Recognizing that the then upcoming 2010 municipal election would suspend staff's opportunity to report back on the matter until January 2011, City Council passed a resolution on September 27th, 2010 temporarily allowing year round permissive overnight parking on the south side of Goodwin Drive between Farley Drive and Beaver Meadow Drive, while continuing to prohibit parking along the north side in order to maintain uninterrupted two-way traffic flow. This change was implemented as of November 1st, 2010 and has been in effect for the past two winters.

This report summarizes the results of staff's review on the impact of allowing overnight parking during the winter months on Goodwin Drive.

REPORT

Goodwin Drive is a collector roadway located in the City's south end with an average weekday daily traffic volume of 2,360 vehicles per day. It has predominantly residential land use with a mixture of single detached homes and multi-unit condominium buildings. All properties have driveways or off-street parking facilities. Appendix A to this report illustrates existing on-street parking restrictions.

Overnight Parking in Guelph:

Prior to 2008, overnight parking was prohibited year round on residential streets between the hours of 2:00 a.m. and 6:00 a.m. There were a few exceptions to this rule within older areas of the City, however for the majority of City streets residents were prohibited from parking on City streets overnight year round.

In December 2008, Council amended the bylaw to allow overnight parking on residential streets from May 1st to October 31st. This change allows residents to park their vehicles overnight up to a maximum 48 consecutive hours on all residential streets where parking is legally permitted while continuing to prohibit overnight parking during the winter season from November 1st to April 30th.

37 – 45 Goodwin Drive:

Development of condominium properties in the Goodwin Drive area has occurred within the last ten years. The request to permit year round on-street parking was to address residents concerns regarding a shortage of off-street parking at 37 – 45 Goodwin Drive. Under the site plan approval process condominium properties provide a total of 319 parking spaces for the 251 units. This is in keeping with the City's zoning requirements of 1.25 spaces per unit for this type of residential use.

Staff have been advised that each residential unit is provided with one dedicated parking space. For those residents of the complex with more than one vehicle, some have purchased a 2nd and 3rd space at an additional cost. Others, who have additional parking needs, choose other options such as parking on Goodwin Drive or utilize the existing visitor parking spaces on site to supplement their parking needs. It is important to note that while the property is required to maintain a set number of parking spaces, it is at the property owner's discretion as to how those spaces are allocated (e.g. number of visitor spaces, allocating parking for trades/service vehicles, etc.). The City does have some properties where all visitors parking has

been removed in deference to the needs of the residents. In such cases, visitors are left to find alternative parking arrangements.

Comments from the Public:

Community engagement was conducted through a questionnaire issued in May 2011 to adjacent residential properties including the condominium complex. The questionnaire sought feedback regarding the temporary year round overnight permissive parking exemption on Goodwin Drive. Of the 270 questionnaires issued (251 to the condominium and 14 to other properties on Goodwin Drive), a total of fifty-five (20%) responses were received. A further breakdown of the responses show fifty-one of the fifty-five responses, were from those residing within the condominiums at 37 – 45 Goodwin Drive. There were four surveys received from residents living in adjacent single-family dwellings. All four were opposed to year round parking on Goodwin Drive. Appendix B provides a summary of public comments received.

Of those residents opposed to allowing year round parking, three main concerns are highlighted:

- Compromises snow clearing operations;
- Concerns about safety (e.g. children walking between parked vehicles); and,
- Loss on investment.

Staff will comment on each of these concerns in detail below:

Issue: Compromises snow clearing operations

Staff response: The presence of parked vehicles on City streets does pose a challenge for historical road maintenance activities and can hinder snow clearing operations. Where snow accumulation poses a hazard and overnight parking is permitted, special provisions are made to temporarily prohibit parking in order to clear the street of parked vehicles so City operations can clear the street of snow. While snow removal is both more effective and efficient with on-street parking prohibited, staff acknowledge there are a number of approaches that can be taken to address snow removal should overnight parking be permitted.

Issue: Concerns about safety associated with on-street parking

Staff response: The general practice of allowing on-street parking within residential areas is a common practice within municipalities across Ontario. Where the presence of parked vehicles pose a hazard, for example near an intersection or along the inside of a curve, parking is then prohibited in order to enhance safety. In the case of Goodwin Drive, on-street parking has been restricted to the south side only in order to maintain two-way traffic and additional 'No Parking Anytime' restrictions have been installed at the driveways to 37 – 45 Goodwin Drive to improve sightlines. It is generally held that parked vehicles do create a sight line obstruction to pedestrians choosing to cross mid-block. This risk must weigh the benefits of providing parking against the volume of pedestrians in the area and frequency in which they may choose to cross the street.

Issue: Loss on Investment

Staff response: Staff received some additional feedback indicating that some residents of the condominium complex at 37 – 45 Goodwin Drive purchased extra parking spaces for either their own use, as a rental, or investment opportunity. Concerns have been expressed that with the provision of year round parking on Goodwin Drive, residents are now having difficulty renting or selling their parking spaces. Affecting investments by changing parking regulations is not as rare an occurrence as one might believe. There are numerous examples where investments have been affected (both positively and negatively) by parking changes.

City Services Feedback:

Staff consulted with City services such as Police, Fire, Emergency Services, Transit, Waste Collection, Public Works and Bylaw Security and Compliance for feedback. Fire, Emergency Services, Police, Transit and Waste Collection services had no concerns with year round permissive overnight parking on Goodwin Drive.

Public Works staff responsible for road maintenance confirmed the current parking situation does interfere with street maintenance activities, as it becomes more difficult to keep areas clear of snow when parked vehicles are present. Therefore, additional resources are required at times in order to provide proper street maintenance (e.g. winter snow removal, street sweeping operations, asphalt and curb maintenance/repairs).

Parking Enforcement:

From a parking enforcement perspective, since November 2010 (the date when the temporary permissive overnight parking on Goodwin drive began) the Bylaw Compliance and Security Division reports a total of twenty-seven calls were received related to unauthorized vehicles parking at 37 – 45 Goodwin Drive. There are a number of reasons why such calls continue to be received despite parking being allowed overnight on Goodwin Street.

Collisions Involving Parked Vehicles:

A review of reportable motor vehicle collisions shows there have been no collisions involving parked vehicles on Goodwin Drive since the inception of the temporary overnight parking year round on the south side of Goodwin Drive between Farley Drive and Beaver Meadow Drive. Therefore, from a collision perspective on-street parking has not negatively impacted operations on Goodwin Drive.

Conclusion

Currently, there are ninety-five streets within the City where year round overnight parking is permitted. These tend to be streets located within older areas of the City with property constraints (e.g. no driveways and no options to establish additional off-street parking on site). Prior to 2010, there had been a moratorium on new requests for year round overnight on-street parking.

Based upon the information received by staff to date, the provision of year round on-street parking on Goodwin Drive has not resulted in any significant operational or safety concerns. It is recognized that permitting overnight parking on Goodwin Drive will likely lead to requests for similar consideration on other streets within the City.

The on-street overnight parking restriction has been a part of the Guelph community for decades. On a number of occasions it has been discussed and consideration of its removal contemplated. Just in the past four years, the restriction has been eased to allow residents to park on the street overnight during the months of April through November. Even during the months of restriction, exemptions (albeit in a controlled fashion) are provided as a means of accommodating residents' overnight parking requirements.

With the emphasis of the "Places to Grow" strategy to promote intensification and more compact development such as townhome and highrise units, staff believe there will be more pressure to allow some form of overnight parking. Rather than approach this in an ad-hoc or one-off fashion, staff recommend a comprehensive, cross Service Area review be undertaken in 2013. The review would involve public engagement, consultation with other City services as well as a best practice review of other municipalities. Some aspects of the review would include:

- Identifying the feasibility and implications of allowing on-street parking year round on various road classifications;
- Evaluation of different strategies of allowing overnight, on-street parking;
- Consideration of how City services would be affected by the presence of parked vehicles;
- Determining how snow events would be handled with parked vehicles present;
- Identifying associated financial impacts with any proposal considered;

Should Council approve this recommendation, it is further recommended the current temporary accommodation of overnight parking on Goodwin Drive be continued pending the results of the review which would be anticipated by the end of the 2^{nd} quarter of 2013.

CORPORATE STRATEGIC PLAN

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.
- 3.3 Strengthen citizen and stakeholder engagement and communications.

FINANCIAL IMPLICATIONS

The costs associated with the review are considered nominal. A result of the review is to identify financial implications of any action contemplated.

DEPARTMENTAL CONSULTATION

Planning, Police, Fire, Emergency Services, Transit, Waste Collection, Public Works and Bylaw Security and Compliance were consulted for feedback. Their comments are summarized within the body of this report.

COMMUNICATIONS:

Residents of Goodwin Drive between Farley Drive and Beaver Meadow Drive have been advised this matter is being presented to the Operations, Transit & Emergency Services Committee on October 15th, 2012 and have been provided with information as to how to appear as a delegation if so desired.

ATTACHMENTS

Appendix A Existing Parking Restrictions

Appendix B Public Comments

Prepared by: Joanne Starr, Supervisor of Traffic Investigations, x2044

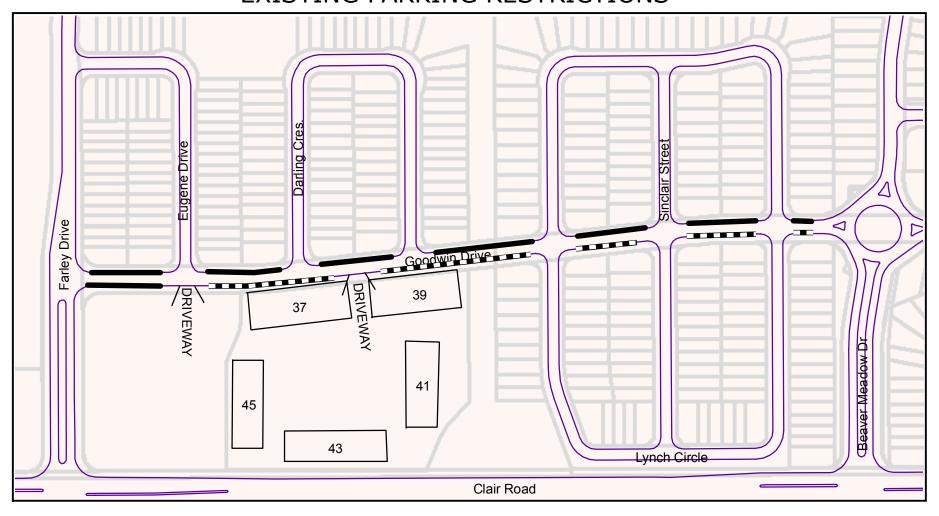
Reviewed By:

Rod Keller General Manager, Public Works 519 -822-1260 x 2949 rodney.keller@guelph.ca

Recommended By: Derek J. McCaughan, Executive Director
Operations, Transit & Emergency Services

APPENDIX A GOODWIN DRIVE EXISTING PARKING RESTRICTIONS





LEGEND

EXISTING NO PARKING ANYTIME RESTRICTION

EXISTING PERMISSIVE 2AM-6AM PARKING EXEMPTION

Appendix B Goodwin Drive – Survey Comments

	Property Address of	_	
Item	Resident	Comments	Staff response
1	71 Darling Cres	Remove Transit Bus Stops on Goodwin Drive	Request forwarded to Guelph Transit for consideration and follow up with resident
2	37 Goodwin Dr	Reduce speeds on Goodwin	All residential streets, including Goodwin Drive, have a statutory speed limit of 50 km/h. In response to complaints about excessive vehicle speeds, 50 km/h speed limit signs as well as "Residential Area Slow Down" signs were installed at each end of Goodwin Drive
3	37 Goodwin Dr	Future condo developments should be planned with more parking	The Zoning bylaw designates the number of parking spaces required for developments.
4	37 Goodwin Dr	Sightlines when pulling out of parking lot onto Goodwin - Move parking 2-3 car lengths from driveway	In 2009, following complaints about vehicles parking too close to the condominium driveway, 'No Parking Anytime' signs were installed within 15 metres of either side to improve sightlines for vehicles exiting the property. Under the City Traffic Bylaw, parking is prohibited within one metre of a driveway. There were a few comments requesting the parking prohibition be extended further, the parking restriction within 15 metres is adequate and therefore staff do not recommend extending the restriction any further
5	37 Goodwin Dr	Arrange overnight parking with the adjacent plaza instead of on-street	The City cannot authorize the use of private property for public use.
6	37 Goodwin Dr	Should not allow parking on-street in winter months for snow removal	Snow clearing operations are compromised when parked vehicles are present; this is one of the implications when parking is permitted year round on street
7	39 Goodwin Dr	An all-way stop control should be installed at Goodwin and entrance to Condos	This location does not meet the technical requirements for an all-way stop control.
8	39 Goodwin Dr	Street not thoroughly plowed when vehicles are parked. Future condo developments should be planned with more parking	Refer to staff comment under item #6. Refer to staff comment under item #3.
9	39 Goodwin Dr	Issues with plowing in winter time - students on side streets using Goodwin to park overnight	Refer to staff comment under item #6.
10	41 Goodwin Dr	Sightlines when pulling out of parking lot onto Goodwin	Refer to staff comment under item #4.
11	41 Goodwin Dr	Lanes are narrow.	On-street parking has been removed on the north side of Goodwin Drive maintaining adequate road width for two-way traffic.
		Sightline issue for vehicles exiting condo entrance	Refer to staff comment under item #4.

	Property		
	Address of		Claff
Item	Resident	Comments	Staff response
12	41 Goodwin Dr	Future condo developments should be planned with more parking	Refer to staff comment under item #3.
13	43 Goodwin Dr	Street not thoroughly plowed when vehicles are parked	Refer to staff comment under item #6.
14	43 Goodwin Dr	Condo does not have enough parking for all residents and guests on-site - relocate on-street parking further from driveway entrance to condo	Refer to staff comment under item #3.
15	45 Goodwin Dr	Allow overnight parking at the adjacent library instead of on-street	The City cannot authorize the use of private property for public use
16	45 Goodwin Dr	Remove some parking on either side of driveway - remove bus stop at Darling and Goodwin (Note: the transit concern has already been forward to Transit)	Refer to staff comments under items #1 and #4.
17	45 Goodwin Dr	Concerns with sightlines at entrance, and plowing in winter when cars are parked	Refer to staff comments under items #4 and 6.
18	45 Goodwin Dr	Remove parking one car length from condo entrance.	Refer to staff comment under item #4.
19	45 Goodwin Dr	Relocate parking signs further from driveway entrance to condo	Refer to staff comment under item #4.
20	45 Goodwin Dr	Concerns with sightlines at entrance, and there are an adequate number of available parking spaces at condominium properties.	Refer to staff comments under items #3 and #4.
21	81 Goodwin Dr	Future condo developments should be planned with more parking	Refer to staff comment under item #3.
22	90 Darling Cres	Lower speed limit on Goodwin because of vehicles racing	Refer to staff comment under item #3.

Additional comments received by staff:

23	37 – 45 Goodwin Drive	Concerns with sightlines at entrance, and plowing in winter when cars are parked	Refer to staff comments under items #4 and 6.
		Concern expressed some condominium owners purchased extra parking spaces for either their own use, as a rental or investment opportunity and with the provision of year round parking on street are now having difficulty renting or selling their parking spaces.	The City's Zoning by-law specifies the number of parking spaces required. However it is at the discretion of the property owner (or management) to decide how those parking spaces are allocated and whether there will be a cost for such. Difficulty renting or selling spaces may imply that the initial concerns about lack of parking at 37 – 45 Goodwin Drive may have been exaggerated.

From: jake kuiper

Sent: October 15, 2012 9:48 AM

To: Clerks

Cc: Todd Dennis; Karl Wettstein

Subject: GOODWIN DRIVE - Year Round Overnight On-Street Parking

This email letter is in support of 24 hour year round parking on Goodwin Drive.

Due to the shortage of of parking spaces in the complex at 37 - 45 Goodwin Drive, I would like to see overnight parking on Goodwin Drive allowed on a permanent basis. We desperately need this on-street parking. There are many 2-car families in this complex who have only one designated parking spot, therefore, they require on-street parking. The city allows on street parking in the older areas of Guelph where there is a shortage of parking on private property. The same privilege should be extended to 37 - 45 Goodwin Drive residents in the new south-end also.

Here are some suggestions to make the area safer and less congested:

To improve the sight lines at 37-45 Goodwin Driveway, take away one additional parking spot on each side of the driveway.

To improve the congestion at the same point, eliminate the bus stop at the corner of Darling and Goodwin. There is a bus stop one block to the east of Darling and Goodwin, and another one 2 blocks to the west.

CHERYL & JAKE KUIPER

INFORMATION REPORT



Operations, Transit & Emergency Services Committee

SERVICE AREA

Operations, Transit & Emergency Services

DEPARTMENT

DATE October 15, 2012

SUBJECT Downtown Guelph - Transit

REPORT NUMBER OT101245

SUMMARY

Purpose of Report:

To advise Committee of recent dialogue between Guelph Transit and the Downtown Guelph Business Association.

Committee Action:

No action required.

BACKGROUND

With the introduction of the Guelph Transit Growth Strategy's new routes and the Guelph Central Station (GCS), the transit service provided to the downtown community has significantly changed. The new routes were developed after significant public consultation and implemented in January 2012. GCS opened in May 2012 and at that time, Guelph Transit relocated from St. George's Square after decades of use.

Shortly after the relocation of Transit from St. George's Square, staff began to hear from merchants, particularly in the Upper Wyndham Street area, that they were seeing significantly less customer traffic. Their customers allegedly cited the walking distance from GCS as the reason. As part of the new transit route structure, Guelph Transit does not have any routes using Wyndham Street from St. George's Square to Trafalgar Square.

REPORT

Staff, in conjunction with Councillors Findlay, Furfaro and Bell have been collaborating with a number of merchants and the Downtown Guelph Board of management to clearly understand the challenges the merchants are facing and to explore possible changes to the transit system that may provide some relief. Background information is contained in Appendix A.

While we have been able to take some steps, the impact will be minimal. It is clear from our assessment additional resources will be necessary if Council agrees the transit routes should be changed to place a number of them on upper Wyndham Street.

It is important to acknowledge there is no funding available in the 2012 approved operating or capital budget to undertake any of these initiatives. In staff's opinion, even if the funding was made available, the suggested route realignments will not significantly increase customer service nor result in incremental increase in ridership. If any action is to be considered, staff believe establishing a stop for Routes 12 & 13 on Woolwich Street, just south of Trafalgar Square would have the greatest impact from a cost/benefit perspective. As indicated in the appendix, this will cost approximately \$25,000 and the loss of approximately 3 parking spaces. Establishing this stop would bring riders to the top of Wyndham Street, eliminating the need for riders to walk across the Eramosa Road bridge and up the grade to Wyndham Street. This, in conjunction with the stop relocation for routes 2a and 2b would at least position all customers at the top of Wyndham Street significantly reducing walking distances. Staff will submit an expansion package for Council's consideration during the 2013 Budget deliberations.

FINANCIAL IMPLICATIONS

See Appendix A

DEPARTMENTAL CONSULTATION

Downtown Renewal Officer was involved in discussions with the Downtown Guelph Business Association.

COMMUNICATIONS

N/A

ATTACHMENTS

Appendix A – Key Transit Principles and Operational Requirements at Guelph Central Station (GCS)

Prepared By:

Michael Anders, General Manager, Community Connectivity and Transit Derek McCaughan, Executive Director, Operations, Transit & Emergency Services

Recommended By: Derek Mc@aughan, Executive Director

Appendix A

Key Transit Principles and Operational Requirements at Guelph Central Station (GCS)

The following information provides some context to the assessment of additional bus service through St. George's Square.

- GCS opened in May 2012 with the associated movement of Guelph transit hub operations from St. Georges Square to the new facility. GCS is physically located approximately 250 metres from Quebec Street.
- GCS bus operations are comprised of a central island platform with a one-way circulation road
 on the north and south side leading into and out of the facility. Depending on whether a vehicle
 (route) uses the north or south side of the island, the efficient and safe flow of vehicles into/out
 of the facility is dictated to either the east or west.
- Guelph Transit utilizes a strategy of interlining which affords passengers travelling through GCS
 to other destinations within the community the opportunity not to have to transfer between
 routes at the hub. The interlining strategy adds a layer of complexity to the entrance/exit of
 vehicles at GCS as buses need to be stationed in the correct position to promote efficient flow.
 This is critical in terms of maintaining schedule adherence and minimizing run cycle dwell.
- The location of specific routes at specific platforms at GCS are designed to minimize walking
 distances for passengers transferring from one vehicle to continue their journey Safety issues
 such as sight lines and pedestrian protection are critical in terms of the routing used by buses to
 enter/exit GCS.
- Moving to a 30 minute service frequency as we implemented the Transit Growth Strategy required Guelph Transit operate on traffic corridors that support the minimization of road and traffic dwell time. There are 6 traffic signals (2 pedestrian crossings) using Wyndam St. N to access GCS while there are only 4 traffic signals (2 pedestrian crossings) using Woolwich St. to access GCS. There is the potential to add 2 minutes to vehicle travel time during peak traffic and pedestrian periods by using Wyndam St. N. rather than Woolwich St. for routing.
- All curb space not required for the current Guelph Transit operations in St. George's Square has
 been converted into parking spaces to support commercial enterprises in the vicinity of the
 Square. Any additional transit traffic and bus stops in St. George's Square would have an impact
 on these new spaces.

Current Guelph Transit Service to St. George's Square (September 2012)

As of September 2012, the following routes stop in St George's Square. The selection of routes using St. George's Square reflect the transit principles and operating requirements listed above:

- Route 10 outbound (Quebec Street)
- Community Bus North outbound (Quebec Street)

- Route 10 inbound (Wyndham Street)
- Route 11 inbound (Wyndham Street)
- Route 20 inbound Wyndham Street)

In addition to the routes going through St. George's Square, there are a number of bus stops close to the Square that provide further travel options on additional routes:

- Sleeman Centre stop (inbound) served by Routes 2A, 3B 12 and 13 (230m to Wyndam N)
- River Run stop (outbound) served by Routes 2B, 3A, 12, 13 and 20 (300m to Wyndam N)
- Cenotaph stop (outbound) served by Routes 2B and 3A (105m to Wyndam N)

It should also be noted that the old Perimeter Route was split into bi-directional East and West Loops with the implementation of the Transit Growth Strategy providing 4 routes that service downtown that did not previously exist prior to January 2012.

Alternatives to Increase Service Levels for St. George's Square

Guelph Transit staff have assessed a number of options and alternatives to provide additional service and/or increase service levels to St. George's Square and Wyndam St. N. The assessment is summarized below.

i) Bus Stop Relocation

Staff assessed the feasibility of relocating existing bus stops in the vicinity of the Woolwich/Wyndam/Eramosa intersection to reduce walking distances to the north end of Wyndam St. - the feasibility of two specific locations was undertaken.

There was a stop in service at 228 Woolwich St. (Speedy Muffler) which only serviced Route 2A. Staff determined that it was possible to move the stop closer to downtown and relocated it to 160 Woolwich St. during the first week of October 2012. The new location also has the advantage of being able to service Route 3B on the inbound leg and allows a redundant stop to be closed at the corner of Suffolk and Norfolk. This change has significantly reduced walking distances to the north end of Wyndam St. for both these routes and Guelph Transit has already received positive feedback on this change from riders.

Staff also assessed the feasibility of locating a bus stop on Woolwich St. just south of the intersection of Woolwich/Wyndam/Eramosa to service Routes 2A, 3B, 12 and 13. Presently, the closest stop for inbound routes 12 and 13 is north of the bridge crossing Eramosa River. There is a significant change in grade between the roadway and sidewalk along this section of Woolwich. In order to make this stop location accessible, there would have to be major infrastructure installed to allow those using mobility aids to get from the street to the sidewalk. The cost of the required infrastructure is estimated at

\$25,000. A stop in this location would also require the removal of at least 3 parking spots because the turning radius required for a bus to turn left from Eramosa and get to the curb on Woolwich.

ii) Route Realignment

Staff reviewed the feasibility of rerouting routes 2A, 3B, 12 and 13 so they would use Wyndham St. instead of Woolwich St. This would allow these routes to stop in St. George's Square on the inbound leg to GCS. The assessment identified 3 main obstacles with this alternative:

- a) Unless Transit was provided travel priority through all signals and crossings on Wyndam, run time would be negatively affected as detailed above and the ability of these routes to get to GCS on time for transfers would be jeopardized.
- b) An additional stop would have to be established at the Post Office which will result in a significant loss of the new parking spots that were established when Guelph Transit moved to GCS. An additional stop is required as it is not operationally feasible to have seven routes use one stop in front of the IF Shoe store.
- c) Rerouting Wyndham St. will require the vehicles on these routes to enter GCS by making a "button hook" turn off MacDonnell to get the vehicles on the required platforms for the outbound trip. There is an increased risk of an incident between pedestrians and a Guelph Transit vehicle as this would be a blind turn for the operator. The pedestrian crossing is currently not signalized at the east end of the terminal.

The cost of the infrastructure to eliminate the issues identified above is in the range of \$150,000 to \$200,000. In addition, collateral communication material (routes brochures, info post inserts, system map etc.) would have to be updates at an estimated cost of \$20,000.

Another alternative to providing additional run time to use Wyndam St inbound is to reduce the length of these routes and eliminate service to the outlying portions of the route. This is not likely an acceptable solution to any areas of the community that lose direct service, and there would be significant pushback to establish feeder routes to provide at least some level of service. Each feeder route would require an additional 3 operators, 1 vehicle and associated operating and maintenance costs.

iii) Communications

Guelph Transit staff have heard feedback that seniors are saying they cannot get downtown as a result of the implementation the new routes in January. Staff understand that the extensive route revisions have likely been hard for seniors to assimilate and part of the current concern may be a communications issue. Guelph Transit is willing to work with the DGBA, downtown merchants and senior residences to prepare a program to ensure that these individual have the appropriate information to be able feel comfortable to travel on the new routes. Staff are willing to visit various sites around the City to deliver the program. Staff have begun the initial tasks associated with the preparation of the plan.

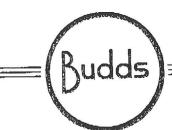
In addition, staff are examining what improvements to signage at both GCS and St. George's Square can be made to assist the travelling public in understanding and accessing travel options between the two locations. Preliminary work indicates that the physical signage can be revised at minimal cost.

iv) Other Options

As an alternative to rerouting service, staff examined the concept of implementing "spider routes" that would interconnect between base routes and have St. George's Square as the destination. Due to structure of the base system, a "spider route" would be required on both the east and west sides of the Woolwich/Norfolk spine. The implementation of "spider routes" cannot be accommodated within the existing Guelph Transit resource base and would require an additional vehicle and 3 operators for each route along with the associated operating and maintenance costs. The effectiveness of this option is limited as the additional vehicle could not intersect with many inbound routes.

Staff have also assessed the possibility of operating a shuttle using a mobility/conventional bus that would transfer riders between GCS and various points around St. George's Square and Wyndam St. N. The shuttle could be made available to anyone wanting a ride within a specified area in the downtown core. The shuttle would provide continuous service on a fixed route and hours of service would be aligned with the operating hours for businesses in the area. Although details on the specific routing need to be defined, it is envisioned that the shuttle would stop at a specific number of locations in throughout the downtown. Additional resources required to implement this type of service are estimated at 2 operators and associated operating, maintenance and possible capital costs for the vehicle.

10/14/2012 11:47



BUDD STORES CO. LIMITED

 KITCHENER
 165 - 169 King Street West
 Telephone 745 - 9481

 GUELPH
 111 - 113 Upper Wyndhem St.
 Telephone 822 - 5451

 SIMCOE
 Cor. Norfolk and Argyle Sts.
 Telephone 426 - 2762



P.002

Councilor Ian Findlay
Chair
Operations, Transit and Emergency Services Committee

Dear Councilor Findlay and Committee Members:

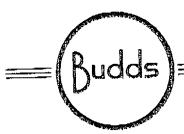
Regarding accessability concerns of the new Guelph Transit Schedule

I write this letter on behalf of my family, who have operated a respected business on Wyndham Street for eighty years; and our loyal staff who count on our ability to remain a viable business. Also for an important segment of people, who need to use transit to visit downtown as a destination for various reasons, and who feel at home in the downtown because of the special unique treatment they receive from downtown services and business people. Many of these people have lived in Guelph all or most of their lives. They raised their families, payed taxes and volunteered their time to make Guelph a very special city for everyone.

We all appreciate the beautiful new transit terminal and the general improvement the system has made. When most new systems are evaluated there are some adjustments that can be made to make things even better.

One of the unintended results of the new schedule has been a serious accessability issue for many transit users. They are now unable to conveniently reach their needed destination downtown since most of the previous stops in St. Georges Square have moved farther away from the centre of the downtown.

The result of this change has unintentionally handicapped many businesses in the downtown and has underserviced half of the downtown for transit users. Businessess in the downtown want to do business on a level playing field. Through no fault of our own we are unable to do so as a result of some of the new scheduling.



BUDD STORES CO. LIMITED

KITCHENER - 165 - 169 King Street West - Telephone 745 - 9481

GUELPH - 111 - 113 Upper Wyndham St. - Telephone 822 - 6451

SIMCOE - Cor. Norfolk and Argyle Sts. - Telephone 426 - 2762

Cities that have a transit system, have their buses making regular stops along the main business street in their downtowns as this is a major destination for many transit users. Guelph transit doesn't follow this procedure.

The city has some exceptional plans for the Square, Baker Street and other locations in the core hoping to encourage people to live, work and invest in the downtown. Private investors will be more encouraged to look at these proposals if they are satisfied that the complete downtown area has a well serviced transit system. People who live and work in downtowns tend to use public transit if it is convenient.

We have a beautiful downtown. "The Heart And Soul" of our city. It has been a gathering spot for many families. Those of us who work and live in the downtown are like "family." We need each other to succeed in order to continue to make our downtown a source of pride for the entire community.

All of us in the downtown are happy to work with Guelph Transit to make a good system serve the community even better. We hope you will consider the well thought out positive suggestions from the Downtown Guelph Business Association to further improve transit in our downtown so that it will continue to grow and prosper.

Thank you for your consideration.

Sincerely,

Howard Budd

President

Budd Stores Co. Limted

CONSENT REPORT OF THE PLANNING & BUILDING, ENGINEERING AND ENVIRONMENT COMMITTEE

October 22, 2012

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

Your Planning & Building, Engineering and Environment Committee beg leave to present their NINTH CONSENT REPORT as recommended at its meeting of October 15, 2012.

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 Planning & Building, Engineering & Environment Committee will be approved in one resolution.

PBEE-41 Urban Forest Management Plan

THAT report 12-94 dated October 15, 2012, from Planning, Building, Engineering and Environment entitled "Urban Forest Management Plan" be received;

AND THAT the Urban Forest Management Plan be approved in principle, subject to budgetary approval;

AND THAT the Capital and Operating Budget resources required to implement the Plan be referred to the 2013 budget process and future budget years as appropriate.

AND THAT staff be directed to report back with a cost/benefit analysis of different service delivery models to support the most efficient and effective implementation of the Urban Forest Management Plan.

PBEE-42 Guelph Innovation District: Release of Draft Secondary Plan

THAT Committee Report No. 12-89, dated October 15, 2012 from Planning, Building, Engineering and Environment, regarding the Guelph Innovation District Draft Secondary Plan be received;

AND THAT the correspondence regarding the Special Residential Area received by the Planning & Building, Engineering and Environment Committee be referred to staff to explore alternative servicing prior to the scheduled January, 2013 Statutory Public Meeting for the Guelph Innovation District Secondary Plan;

AND THAT staff consider how flexibility can be incorporated into the Guelph Innovation District Secondary Plan regarding the development of the Specialized Residential Area.

Page 2 9th Consent Report Planning & Building, Engineering and Environment Committee

PBEE-43 Sustainable Infrastructure Report

THAT the Sustainable Infrastructure Report dated October 15, 2012 from Planning, Building, Engineering and Environment be received for information.

PBEE-44 Municipal Property & Building Commemorative Naming Annual Report

THAT Report 12-90, dated October 15, 2012 from Planning, Building, Engineering and Environment, regarding the Commemorative Naming Policy Committee's (Naming Committee) recommendations on naming City assets be received;

AND THAT the names and recommendations proposed by the Naming Committee for assets listed in Appendix 1 of the report, be approved.

All of which is respectfully submitted.

Councillor Piper, Chair Planning & Building, Engineering and Environment Committee

PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE AGENDA FOR THE OCTOBER 15, 2012 MEETING.

COMMITTEE REPORT



TO Planning & Building, Engineering and Environment

Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE October 15, 2012

SUBJECT Urban Forest Management Plan

REPORT NUMBER 12-94

SUMMARY

Guelph has experienced unprecedented growth in the past 25 years. The demand for more housing, essential services, open spaces and parks has placed enormous pressure on the urban forest. Along with emerging pests, pathogens and environmental stressors and changes in climate - maintaining and enhancing the urban forest is a growing challenge.

The creation of an Urban Forest Management Plan (UFMP) that takes a comprehensive and strategic approach to managing the City's canopy is needed to address these challenges. To begin the process, an Urban Forest Framework was completed by staff and a consulting team, in consultation with stakeholders, and adopted by Council in 2007. It identified a number of key gaps in the City's existing management of the urban forest, including the need for a long range 20 year UFMP. A draft UFMP that expanded on the Framework and began to analyze and answer the 'gaps' in the existing system was presented via Committee to Council in February 2012, prior to final community and stakeholder workshops and open houses.

Extensive research and best practice studies, as well as community and stakeholder input were all considered in the development of the Final UFMP attached. The Plan transforms how the City and its residents should envision the urban forest by proposing a fundamentally different approach which recognizes the urban forest as essential 'green infrastructure' that needs to be valued for the many social, environmental and economic benefits it provides to the community. With the investments outlined in the Plan, an enhanced urban forest will significantly contribute to the health and livability of the City. The Plan provides guiding principles, a vision and strategic goals for the City's tree canopy for a 20 year period, as well as 22 Recommendations designed to transition the City from reactive to proactive management of the urban forest. There is a considerable cost associated with implementing the UFMP in both the Capital and Operating budgets, but one that is appropriate for protecting the valued existing trees, and enhancing and expanding the urban forest in a jurisdiction the size of Guelph. The Plan is to be a working document, with its actions and their prioritization subject to changing conditions as new information and resources become available.

Purpose of Report:

To present the final recommended Urban Forest Management Plan and address the Resolution of PBEE dated February 21, 2012, regarding the City's long term canopy cover target.

Committee Action:

To receive and approve the Urban Forest Management Plan, in principle, subject to budgetary approval.

RECOMMENDATION

"THAT report 12-94 dated October 15, 2012, from Planning, Building, Engineering and Environment entitled Urban Forest Management Plan be received;

AND THAT the Urban Forest Management Plan be approved in principle, subject to budgetary approval;

AND THAT the Capital and Operating Budget resources required to implement the Plan be referred to the 2013 budget process and future budget years as appropriate."

BACKGROUND

Staff brought forward a Draft of the UFMP to Planning, Building, Engineering and Environment Committee on February 21, 2012 as part of Report 12-14. The Committee action was to receive Report 12-14 in advance of stakeholder and public consultation related to the Draft UFMP (Attachment 1). The report was received by Council and the following resolution was adopted:

"THAT report 12-14 dated February 21, 2012, from the Planning & Building, Engineering and Environment entitled Draft Urban Forestry Management Plan be received.

AND THAT when staff report back to the Planning, Building, Engineering and Environment Committee with the final recommended Urban Forest Management Plan, they also address the appropriate timing to address the recommendation of the 2011 Canopy Coverage Study to conduct further analysis of a target to achieve the 40% tree canopy coverage established in Official Plan Amendment 42."

REPORT

Community and Stakeholder Open House and Workshops:

On April 17, 2012 staff and the consulting team of Beacon Environmental Ltd. and Urban Forest Innovations Inc. held both Community and Stakeholder Workshops to seek input on the Draft Urban Forest Management Plan. Both meetings were well attended and the feedback provided by the attendees was useful and informed the final UFMP.

The format for both workshops included a presentation of the UFMP, followed by a question and answer period, and round table input to Feedback Forms provided. The workshops requested comments on the Draft Vision, Strategic Goals, and Recommended Actions of the Plan.

All attendees were provided a Feedback Form and were broken into small working groups following the presentation. Feedback Forms consisted of a series of questions related to the Vision Statement, Strategic Objectives and Recommended Actions. The final questions requested further general comments or suggestions on the entire Plan and if there was interest assisting with the implementation of the UFMP. The entire presentation, poster boards and a copy of the Feedback Form can be found on the City of Guelph Website (www.guelph.ca/UFMP).

Working groups reported back to the rest of the attendees on their discussions for each of the questions and notes were taken by the consultants. The floor was then open to general questions and comments. At the end of each Workshop attendees were encouraged to complete a Feedback Form individually and submit them to Planning Services.

All questions from the Feedback Forms have been tabulated and staff responses provided, as part of the Community and Stakeholder Workshop Summary Spreadsheet (Attachment 2).

<u>Urban Forest Management Plan:</u>

Staff and the consulting team have taken the feedback gathered from the April 2012 Workshops and made changes to the UFMP where appropriate. In general, there was a lot of support for the direction and contents of the Plan, and the comments were related to general clarifications and a shifting of the emphasis of the Plan.

The UFMP Executive Summary is attached (Attachment 3). The UFMP (Attachment 4) includes the following highlighted revisions, including one new Recommendation (An Urban Tree Cover Potential Plantable Spaces Analysis) and some minor revisions/additions to others, resulting in the UFMP having 22 Recommendations in total:

- **Protecting and Managing**: Throughout the Plan more emphasis has been given to the protection and maintenance of our existing tree canopy, with special attention given to mature trees.
- **Increasing, not Maximizing**: Not every available space in the City can be treed. There are some areas where there is a need for untreed open spaces (e.g., for certain types of recreation). In addition, other ecosystems such as meadow habitat play an important role in providing a healthy and vibrant environment. The City will strive to increase its tree canopy through preservation, maintenance, and planting programs.
- **Assets, not Resources**: Our tree canopy is an important asset and should be managed as such. A "resource" implies to some that we may be managing our urban forest for timber products, rather than the multiple benefits it brings as a standing, living entity.
- Added to Recommendation 7 -Invasive Species and Pest Management Strategy: The Provincial Government recently released a Strategic Plan speaking to the issue of invasives. The City should take a proactive response and have a Plan in place that can respond effectively to any future/ existing

threats, and take advantage of any Government Invasive Management Programs/Grants.

- Add New Recommendation Undertake an Urban Tree Cover Potential Plantable Spaces Analysis: Use of the most current and best available aerial imagery of the City combined with specialized software and related desktop analyses is needed to: (a) provide an accurate baseline for future canopy cover studies, (b) identify all potential plantable areas in the City (i.e., open vegetated areas large enough to accommodate a tree), and (c) assess if and when a 40% canopy cover target is feasible for the City of Guelph.
- Add to Recommendation 16 Develop a Greening Strategy building
 on the Potential Plantable Space Analysis: Building on the Plantable
 Spaces Analysis, this strategy should work towards the identification of (a)
 areas suited to naturalization and reforestation, and (b) opportunities for
 individual tree establishment. Areas on City lands where no further
 development has been approved or is anticipated should be targeted first.
 Street and park tree planting opportunities can be informed by the municipal
 tree inventory. Opportunities on private lands should be pursued as well
 (e.g., particularly larger lots owned by industries), in consultation with
 landowners.

2011 Canopy Coverage Study Recommendation:

The 2011 Canopy Coverage Study (Attachment 5) recommended further analysis be completed to ensure an achievable canopy coverage target based on the analysis of:

- Anticipated growth;
- Actual and Anticipated plantable spaces;
- Potential contribution of new plantings;
- The City's commitment to the UFMP.

As part of the February 21 Council resolution of the Draft UFMP, staff were asked to address the recommendation of the 2011 Canopy Coverage Study:

"... AND THAT when staff report back to the Planning, Building, Engineering and Environment Committee with the final recommended Urban Forest Management Plan, they also address the appropriate timing to address the recommendation of the 2011 Canopy Coverage Study to conduct further analysis of a target to achieve the 40% tree canopy coverage established in Official Plan Amendment 42."

This is now addressed through a new UFMP Recommendation - Undertake an Urban Tree Cover Potential Plantable Spaces Analysis (UTC) – which has been set as a High Priority to begin in 2013. Staff will ascertain the existing tree canopy coverage with the latest and best available aerial photography. This type of analysis, taken when the leaves are on, allows for the most accurate understanding of canopy size and location, showing gaps or 'potential plantable spaces' over the entire city.

The previous tree canopy coverage analysis, used as part of the 2011 Canopy Coverage Study, was based on existing ortho-photography. Though this was an improvement over the framework methodology done in 2007, the technology did not lend itself to accuracies the City needs to establish an accurate baseline canopy cover, allow for easy data replication to access changes over time, or identify potential plantable spaces.

The corresponding specialized software of a UTC allows for the separation of trees out from other land use covers within an urban matrix, and also requires a fair bit of desktop digitizing and analysis, but can yield the most comprehensive mapping and data of any approach. Though this data alone cannot give a true understanding of what Guelph's canopy coverage will be at the end of the UFMP's 20 year Plan (2032), it will allow the City to set a target for an achievable canopy cover for the end of 2032 and assess if and when a 40% canopy cover target is feasible. Staff anticipate the timeframe for completing the UTC to be within the first 2 to3 years of the Plan.

As other UFMP Recommendations are developed, they may or may not have an influence on the canopy cover target. Therefore staff have suggested as part of the State of the Urban Forest Report (Recommendation #9), the canopy cover be evaluated every five years to ensure the City is on track to achieving its goals.

Implementation Strategy

Section 6 of the UFMP speaks to the Implementation of the Plan. The intent of the Plan is for it to be implemented over a 20 year period in order of priority set out by the consultants. The Plan acknowledges the need to assess priorities after the first five years to ensure certain recommendations have been completed, which remain incomplete and if any new recommendations are justified by new developments within the City. It does not however speak to the reality of financial restraints and other priorities within the City's Budget that could affect the 20 year approach set out in the Plan. This Plan includes a set of integrated recommendations that are intended to be considered as a holistic package. Therefore the Plan is being presented by staff as a New Service Expansion Package to be considered through the 2013 budget process.

Notwithstanding the outcome of the Plan's consideration through the budgetary process, the development of the Plan has uncovered needs that the City should address in any event, in that they relate to risk management and safety of all Guelph residents. These risk management and public safety recommendations include:

- An Emerald Ash Borer Strategy;
- A Vegetation Assessment and Management of Trees in City Parks and Natural Areas;
- The Planting and Maintenance of Municipal Trees;
- A Tree Risk Management Policy and Risk Assessment.

Beyond all other recommendations in the Plan the City's aging tree canopy must be managed by an adequate number of well trained, educated and equipped staff, that can assess and deem when a tree(s) need special attention or when it(they)

become safety or liability issues to the general public and need to be removed. In light of an increasing body of legal precedents, establishing a Duty of Care for tree owners to maintain their trees in reasonably safe condition, municipalities are beginning to recognize the importance and necessity of tree risk assessment and proactive risk management. Guelph should revisit its current practice of addressing tree risk in response to service calls and complaints and should take a proactive role in mitigating these risks and lessen the possibility of legal action taken due to foreseeable tree management practices. Implementing Greening Strategies, expanding our ability to plant more trees, creation of steering committees and stewardship programs are important tools for building a healthy, strong and growing canopy. However, being in a position to respond to the imminent threat of pests, disease and aging trees along our streets, in our parks and along trails within woodlots should be considered essential.

An update to the Emerald Ash Borer in Guelph – an interim approach and timing for a full EAB Strategy – came forward as an Information Report to Council earlier this month.

CORPORATE DIRECTIONS

Organizational Excellence - Strategic Direction 1.2: Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.

Organizational Excellence - Strategic Direction 2.2: Deliver Public Service better.

Innovation in Local Government - Strategic Direction 2.3: Ensure Accountability, Transparency and Engagement.

City Building - Strategic Direction 3.1: Ensure a well designed, safe, inclusive, appealing and sustainable City.

City Building - Strategic Direction 3.3: Strengthen Citizen and Stakeholder Engagement and Communication.

FINANCIAL IMPLICATIONS

The estimated total cost of the UFMP is approximately \$11.5 million including the work activities that may need to be carried out due to the Emerald Ash Borer over the ten year period. This amount represents both the operating and capital costs associated with executing this plan. Due to the phased nature of the program, staff have reviewed the cost estimates and prepared a summary table to demonstrate the potential impact of the UFMP on the City's tax supported operating budget.

In 2013, the UFMP would result in increased operating expenditures of \$683,000 which translates into a 0.39% impact on the City's tax levy requirement. This includes the cost of hiring 4.0 full time equivalents (FTEs) and approximately \$45,000 per year for studies, education and promotional expenditures. An additional FTE is scheduled to be added in 2016.

The chart below also reflects the capital funding requirements that are currently not included in the City's 10-year capital forecast. Capital funding required in all years would need to be accommodated within the City's 20% capital financing guideline

and, with the exception of 2013, will require the delay and/or deferral of projects currently included in the capital forecast (Note: the 10-year capital forecast currently includes a \$4.3 million estimate over the 2013 – 2022 period for activities related to Emerald Ash Borer costs). The 2013 costs identified in the table below will be brought forward as a New Service request in the 2013 Tax Supported Operating Budget.

Urban Forest Management Plan: Impact on Tax Supported Operating and Capital Budget

Urban Forest Management Plan: Impact on Tax Supported Operating and Capital Budgets

	2013	2014	2015	2016	2017	2018 - 2022	Total
				70.0			Impact
Compensation	\$500,000	-\$10,000	-\$100,000	\$84,000	\$0	\$0	\$474,000
Studies	\$25,000	-\$25,000	\$75,000	\$0	\$5,000	\$100,000	\$180,000
Promotion & Education	\$20,000						\$20,000
Forestry Equipment Costs	\$138,000	-\$138,000					\$0
Net Increase/(Decrease) to Operating	\$683,000	-\$173,000	-\$25,000	\$84,000	\$5,000	\$100,000	\$674,000
% Impact on Operating Budget*	0.39%	-0.10%	-0.01%	0.04%	0.00%	0.05%	
Capital Requirements (City Share)							
New Rooting Technologies		\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$900,000
Invasive Species & Pests (e.g EAB)**		100,000	\$100,000	\$100,000			\$300,000
Total Capital Requirements		\$200,000	\$200,000	\$200,000	\$100,000	\$500,000	\$1,200,000

^{*}Assumes a 3% annual increase to the City's net tax levy requirement.

If the UFMP is ultimately approved as a long term management framework, the financial implications will be vetted through the Council budgetary process to ensure accommodation within the Council budgetary guidelines.

The implications of not proceeding with or delaying this Plan are difficult to quantify from an environmental and financial viewpoint at this time as further studies need to be completed to understand our existing canopy more thoroughly. Nevertheless, the comparable municipalities of Oakville and Ajax have estimated their trees provide millions of dollars in savings a year in environmental services such as air pollution removal and residential energy savings alone. Knowing this, it is reasonable to assume that Guelph has similar cost savings per year in environmental services from its existing tree canopy. Equally, the financial impacts associated with legal action taken against the City due to property damage or even personal injury associated with foreseeable tree management could potentially be significant. Without a UFMP in action the City stands to lose the opportunity to control this asset through the devastating effects of EAB and/or the deterioration of the tree canopy through poor management practices, and its leadership position in sustainable community living.

DEPARTMENTAL CONSULTATION

- Planning, Building, Engineering and Environment: Engineering Services, Water Services, Planning Services;
- Community and Social Services: Parks and Recreation, Culture and Tourism;
- Operations, Transit and Emergency Services: Public Works, Transit;
- Corporate and Human Resources: Corporate Communications;
- Financial and Enterprise Services: Finance, Downtown Renewal, Economic Development.

^{**} Costs reflect the incremental increase required to carry out this recommendation compared to what is currently included in the 10 Year Capital Forecast.

COMMUNICATIONS

As part of the final consultation process of the UFMP, stakeholder and public workshops/presentations occurred in the spring of 2012.

Stakeholders and the public who requested notification as to when the UFMP would be going back to Council have been contacted and made aware of this Report.

ATTACHMENTS

All attachments have been posted on the City's website for reference (www.guelph.ca/ufmp)

Attachment 1: Report 12-14 Draft Urban Forestry Management Plan (attached) Attachment 2: Community and Stakeholder Workshop Summary Spreadsheet (refer to link)

Attachment 3: UFMP- Executive Summary (attached)

Attachment 4: Urban Forestry Management Plan (refer to link) Attachment 5: 2011 Canopy Coverage Study (refer to link)

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CITY OF GUELPH URBAN FOREST MANAGEMENT PLAN 2013 - 2032

Presentation to
Planning & Building, Engineering
and Environment Committee

October 15, 2012







A HEALTHY URBAN FOREST = A HEALTHY COMMUNITY

STUDIES HAVE FOUND ...

- Property crimes to be less frequent in residential areas with street trees and vegetation;
- A 5% to 20% decrease in car accidents on arterial roads with trees on the roadsides;
- Treed public spaces encourage more active living and outdoor recreation, resulting in better human health;

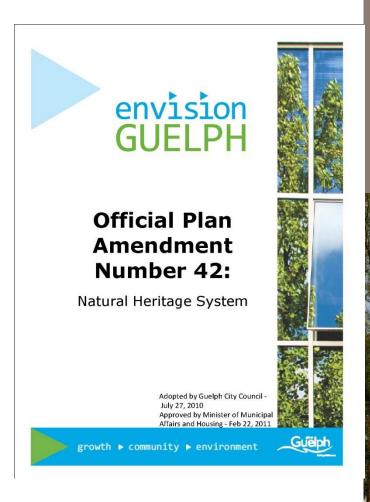


- Well treed areas in cities can reduce local air temperatures by up to 5°C on hot days;
- Patients with views of trees recovered more quickly after surgery;
- Exposure to treed and natural areas reduces stress and improves learning;
- Trees provide shade and reduce exposure to ultraviolet radiation.



BIG PICTURE DIRECTION FOR THIS PLAN

- 2007 Strategic Plan Objective 6.6:
 "A biodiverse City with the highest tree canopy percentage among comparable municipalities".
- Official Plan Amendment 42 approved by Council in July 2010:
 - recognizes the importance of the urban forest
 - has policies that support protection of wooded natural areas and trees outside of natural areas
 - directs vegetation compensation to be addressed through an Urban Forest Management Plan.



RATIONALE FOR THIS PLAN

- The City's urban forest is a very valuable municipal asset
- 2. The urban forest is faced with many challenges to its growth and sustainability
 - E.g., Emerald Ash Borer, greenfield development and intensification, climate change
- 3. In order to reap all the benefits that this asset can provide, ongoing and strategic management and investment is required



PURPOSE OF THIS PLAN

To help the City of Guelph effectively address ongoing urban forest management challenges and maximize the extent and sustainability of its urban forest through:

- good planning;
- improved operational approaches and practices;
- increased awareness about the importance of tree protection, planting and care; and
- the integration of monitoring and adaptive management into ongoing planning.





2013 – 2032 Urban Forest Management Plan Status & Contents

STUDY PROCESS (2010 – 2012)

PLAN CONTENTS

- 1. Local Context & Study Rationale
- 2. Setting the Direction
 Vision / Principles / Strategic Goals

3. FOUR TOPIC AREAS

- a. Management & Monitoring
- b. Legislation, Policies & Guidelines
- c. Protection, Establishment & Enhancement
- d. Outreach, Stewardship & Partnerships
- 4. Implementation22 Recommendations in Total





KEY CHANGES SINCE THE DRAFT UFMP

- More emphasis on protecting and maintaining the existing tree cover
- Revised the terminology to refer to the urban forest as an asset (not a resource)
- 3. Addition of a new recommendation to undertake a "plantable spaces" analysis
 - Defining "potential plantable spaces" and clarifying the need to balance treed areas with open space
- 4. Expanding the Emerald Ash Borer Strategy recommendation to include a broader Invasive Species and Pest Management Strategy
- 5. Revision to the Greening Strategy so that it builds on the "plantable spaces" analyses







ADDRESSING FEBRUARY 2012 COUNCIL RESOLUTION

" ... address the appropriate timing to address the recommendation of the 2011 Canopy Coverage Study to conduct further analysis of a target to achieve the 40% tree canopy coverage established in Official Plan Amendment 42".

New recommendation #6: Undertake an Urban Tree Cover (UTC) Plantable Spaces Analysis

current estimates: 20% canopy cover

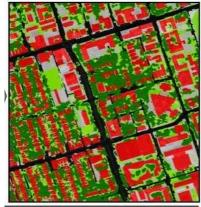
• current target: 40% canopy cover

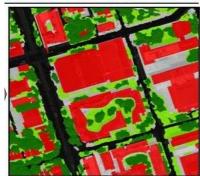
STEP 1: identify all *potential* plantable spaces

STEP 2: assess if 40% is feasible

STEP 3: assess *real* opportunities on public lands

STEP 4: assess *real* opportunities on private lands





courtesy City of Toronto

OTHER KEY & REVISED RECOMMENDATIONS

- #1 Create a Senior Urban Forester position
- #3 Increase capacity to complete an inventory of municipal trees
- #5 Expand the City's capacity for planting /maintaining its trees
- #7 Develop and implement an <u>Invasive Species & Pest Management</u>
 <u>Strategy</u>, starting with Emerald Ash Borer
- #8 Develop a tree risk management policy





OTHER KEY & REVISED RECOMMENDATIONS CONT'D

- #14 Implement the new Tree Technical Manual
- #16 Develop a Greening Strategy <u>building on the</u>
 <u>Plantable Spaces Analysis</u>
- #18 Expand the City's capacity to undertake treerelated plan review and site supervision
- #22 Continue to pursue targeted stewardship initiatives, partnerships and funding sources











RESOURCE REQUIREMENTS

Current staffing and resources are inadequate to move the City forward in terms of sustaining and enhancing its urban forest.

Implementation of this Plan will require a sustained commitment of both additional financial resources, and the creation of several permanent full-time staff positions, as follows:

1 FT Urban Forester position

3 FT Forestry Technician positions

A PT GIS Technician / IT position

A PT Administrative position







CONCLUDING REMARKS

- This Plan was developed based on consideration for best practices that suit Guelph, and with extensive internal and external consultations
- Effective urban forest management requires an ongoing commitment to managing trees and strategic planning
- Implementation of this Plan will support a truly sustainable urban forest that will continue to provide a wide range of benefits to all those who live, work and play here

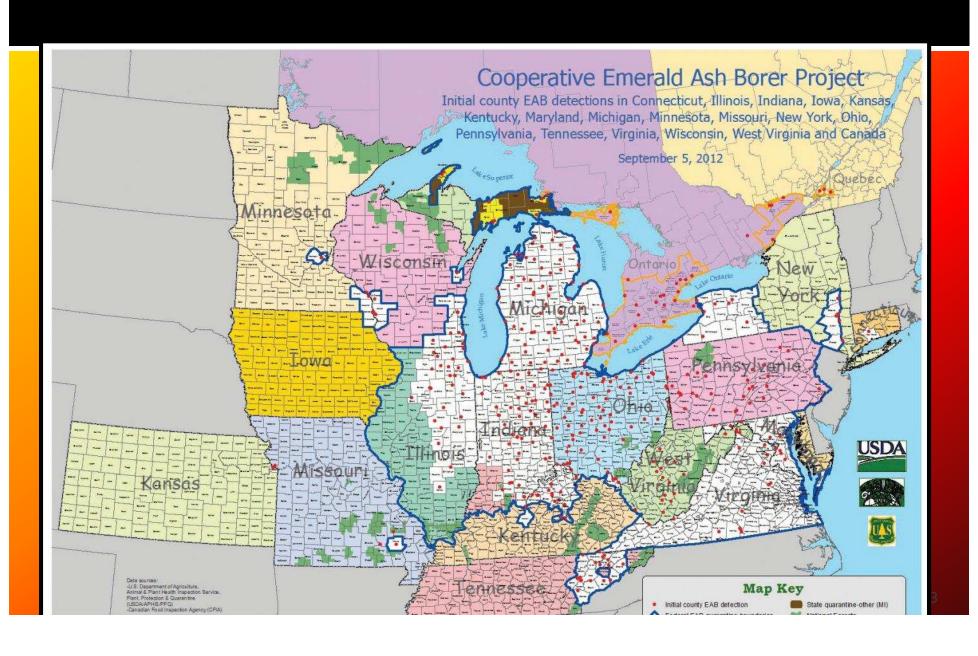




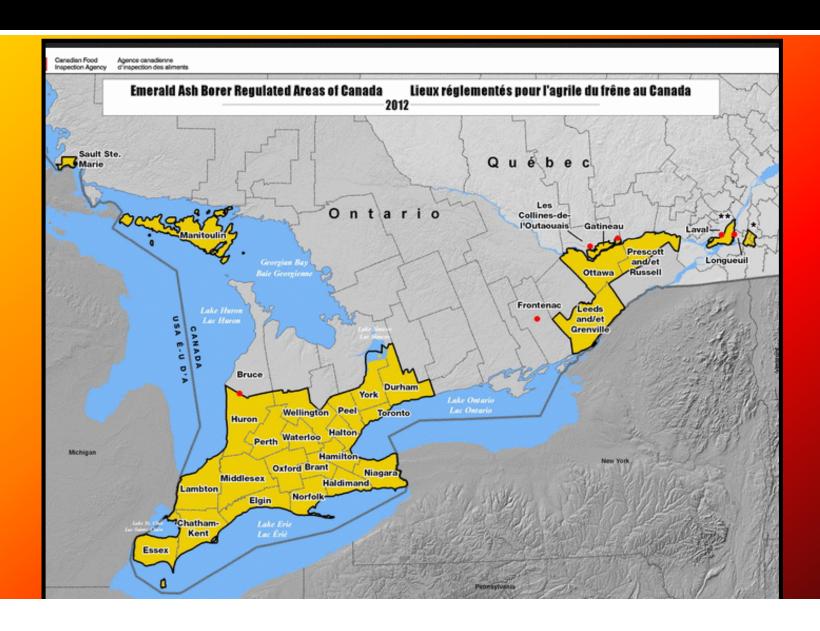
Managing the Emerald Ash Borer in Guelph: UFMP. October 15, 2012



EAB: North American Distribution



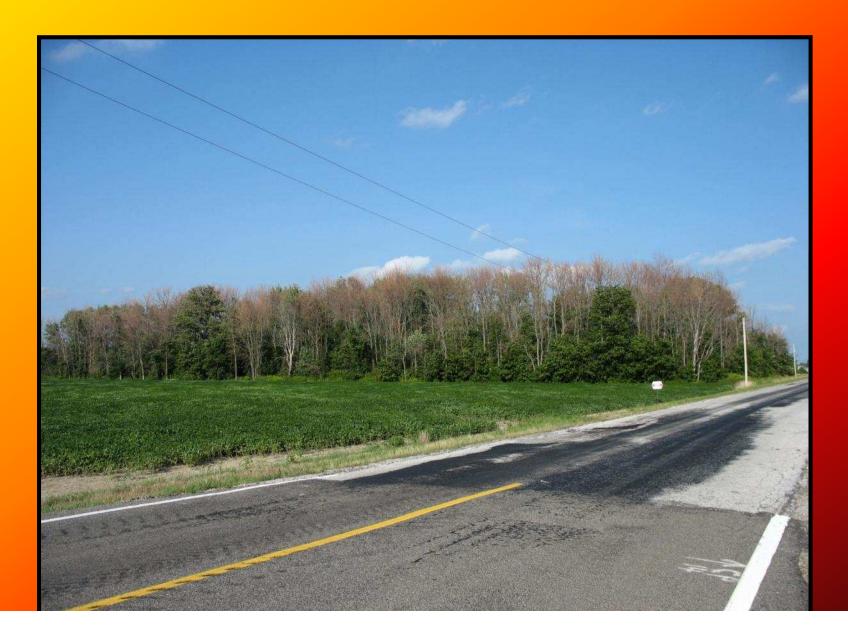
EAB Regulated Areas: Canada



Background

- First detected in North America in 2002
- Likely introduced from eastern Asia in early 1990^s on wooden packing crates
- ~70 million trees dead/9-10 billion ash at risk
- Most spread attributed to human activities and EAB now infests most eastern and central US states, Ontario and Québec

EAB: A Forest Killer...





EAB: A serious urban forest pest (Toronto)





Dead Ash Trees are a Hazard

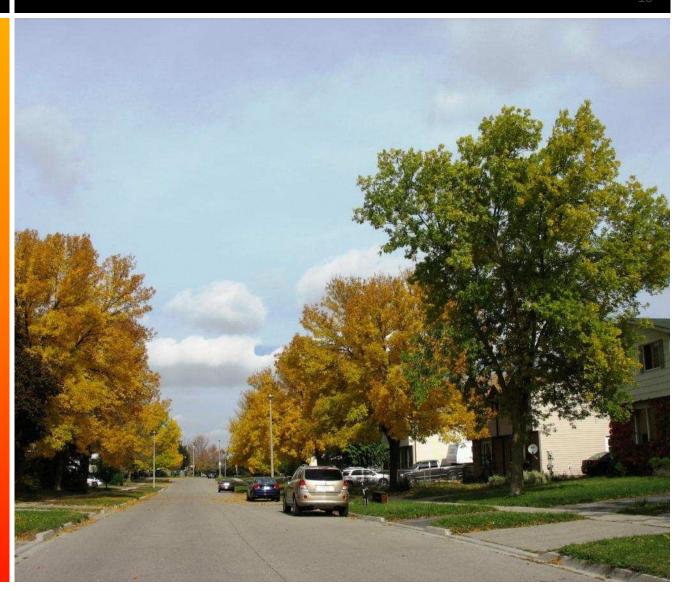
Despite having a tough, durable wood, recently killed ash trees quickly succumb to basal wood rots and become an extreme hazard soon after death.

This tree is in the wild goose woods at the U of G arboretum



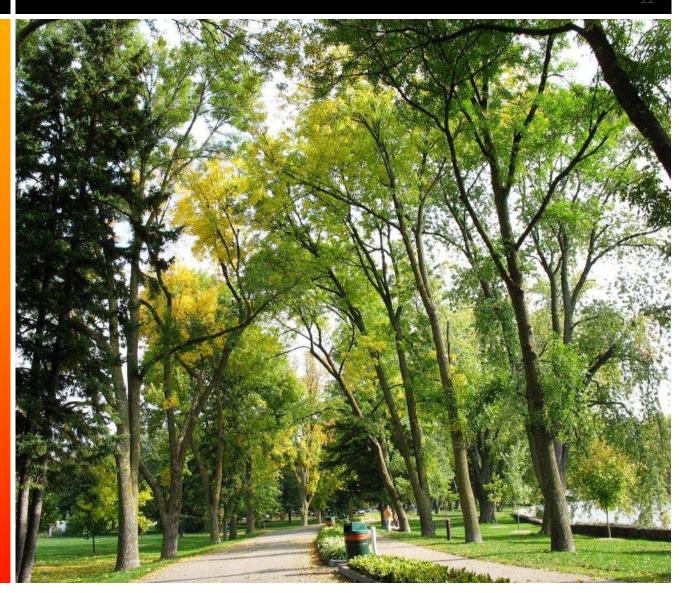
Ash is a valuable Street and Park Tree in Guelph

Cole Road; Guelph. Ash comprises the majority of its street trees.



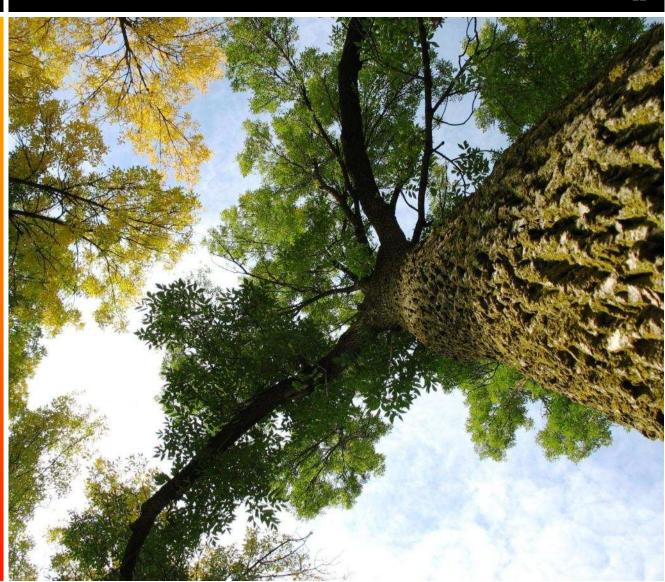
Ash is a valuable Street and Park Tree in Guelph

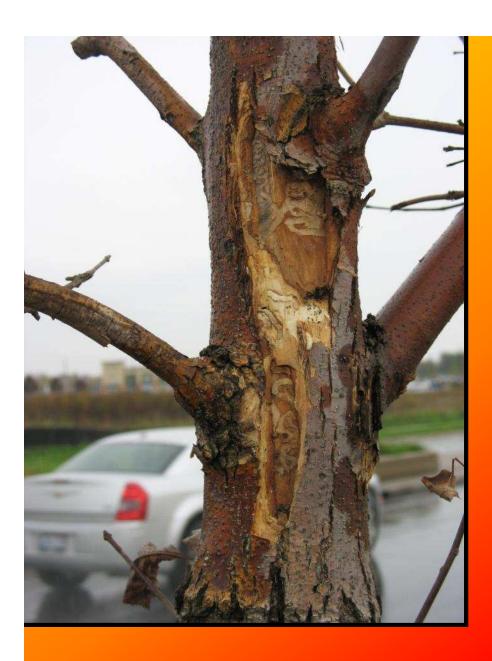
Riverside Park.
These large red
ash are relatively
healthy but at
risk.



Ash is a valuable Street and Park Tree in Guelph

Red ash in Riverside Park.





Guelph-2011: There are 10,000 ash park and street trees in Guelph with an equal number on private properties



Tools to Combat EAB

Tools:

- Regulatory (Import Regulations, Quarantines etc.)
- Survey (Detection and Delimitation)
- Proactive host (tree) removal
- Pest control products
- Biological control
- Public outreach, engagement, awareness + political support

Green Prism Traps



Managing EAB-The FACTs

- EAB cannot be eradicated or contained... most ash trees in this area will die over the next 10 years
- Early Detection is still an issue
- Pre-emptive tree removal has little effect on EAB populations
- Pest control products (TreeAzin™) can effectively protect street and park trees

Managing EAB (2)

- Bio-control organisms are starting to have an impact in both Canada and the US
- All management options are expensive
- Passive Management (doing nothing) is often the most expensive "response" and recent studies (CFS) conclude it is cheaper to treat for a period of up to 20 years
- Municipalities are on their own... little help from Feds or Province

TreeAzin™ (Azadirachtin)

- A Natural Product Insecticide derived from the Neem tree
- Must be injected into the tree
- Current cost is ~ \$5-\$7/cm dbh every 2nd year
- *Research has shown it to be effective at protecting at risk ash trees
- *Cheaper than cutting (over a 15 year period (or longer))
- *Little impact on non-target organisms
- *A cost-effective alternative to pre-emptive cutting



1 Q

Management Options for Municipalities

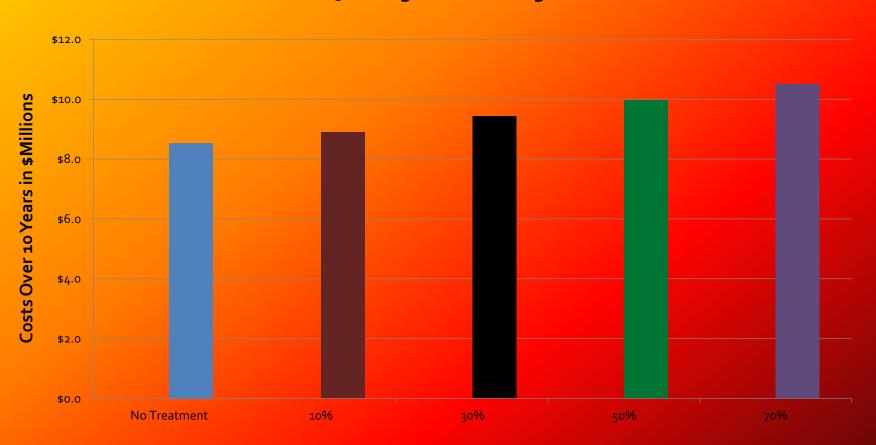
- Do Nothing/Passive Management
 - No survey
 - No control actions
 - Replace dead and dying trees with non-hosts
- "Active" Management
 - Trap and Branch Surveys
 - Inject some high value street and park trees
 - Plan for mass mortality
 - Replace dead and dying trees with non-hosts

Costs per year over a 10 year period for EAB Management where 50% of eligible trees are treated, compared to No Treatment



Estimated Costs for 5 Management Strategies

Estimated Costs for 5 Management Strategies over a 10 Year Period



Key Messages...

- Recommendation 6 of the UFMP is to develop and implement an EAB Response Plan ASAP...
 - EAB is likely established in Guelph, but there is still time to undertake effective management options
 - Ash is ~10% of urban canopy. Without intervention most ash will die over the next 5-10 years.
 - EAB cannot be eradicated but can be expected to come into balance at some time in the future

Key Messages...

- An effective plan will:
 - allow time for Bio-control organisms to have an impact
 - Preserve a portion of the ash component of the canopy
 - Preserve high value street and park trees
- Any delay in developing and implementing an EAB management plan will have serious and lasting repercussions for the City



Oobius agrili is a solitary, egg parasitoid. Shown here is a female laying her egg in an EAB egg. Photo by USDA Forest Service



Atanycolis cappaerti

Biological Control

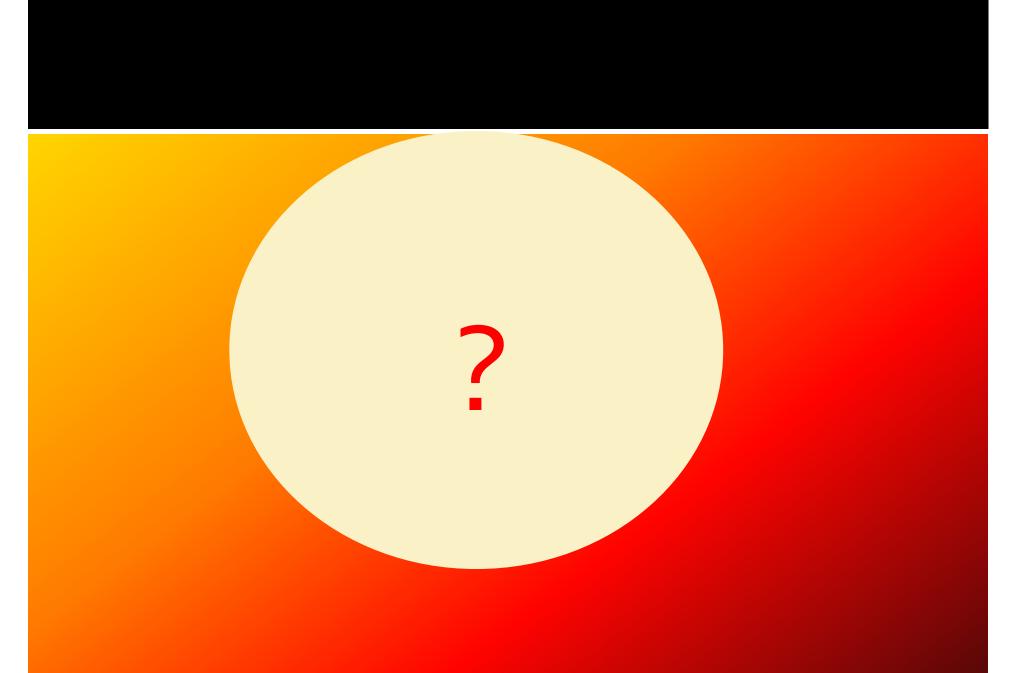




Phasgoniphora sulcata

Photo credit David Kleiman





From: Dave Sills

Sent: October 15, 2012 1:13 AM

To: Clerks

Cc: Leanne Piper; Bob Bell; Lise Burcher; Cam Guthrie; Mayors Office

Subject: GCL comments on UFMP

Hello,

The following are comments from the Guelph Civic League regarding the Urban Forest Management Plan to be discussed tomorrow at the PBEE committee meeting.

The Guelph Civic League holds to the following values (among others):

- * ecological awareness and protection
- * quality and beauty as civic priorities, and
- * better city planning and design to manage growth

Our urban canopy is a large part of the 'green infrastructure' of this city, and the GCL is concerned that not enough is being done to maintain that green infrastructure, let alone develop it to its fullest potential.

There are many benefits associated with trees beyond just their aesthetic impacts:

- * they reduce energy consumption by providing shade
- * they improve air quality
- * they increase water quality
- * they enhance property values
- * they reduce aggressive behaviour, and
- * they provide habitat for wildlife.

Significant and timely increases in urban canopy cannot be achieved just by planting more trees - Guelph needs a comprehensive approach. We see the Urban Forest Management Plan as a critical tool that will allow the City to properly manage this green infrastructure, just as 'grey infrastructure' such as roads and pipes needs to be properly managed.

It is a visionary plan with reasonable timelines, and involved years of consultation with citizens and experts.

We urge you to recommend to Council that the Urban Forest Management Plan be adopted as proposed.

Sincerely,

Dave Sills, President Guelph Civic League From: John Ambrose

Sent: October 14, 2012 9:37 PM

To: Leanne Piper

Cc: Mayors Office; Bob Bell; Lise Burcher; Cam Guthrie

Subject: Urban Forest Management Plan

Leanne Piper, chair, and members of the Planning, Building, Engineering and Environment Committee--

I am pleased to see that the Urban Forest Management Plan is now coming before you for review.

I fully support this plan needed to guide the city in more efficiently and effectively managing and maintaining our urban forest. Having a senior staff urban forester is essential to ensuring that this plan is well managed and coordinated. There are some gaps in the current Trees By-law, such as applying only to private lots over 1/2 acre. I would hope that these gaps could be dealt within a timely manner once the plan is in effect.

Sincerely,

John D. Ambrose

From: Stacey Alderwick

Sent: October 14, 2012 5:58 PM

To: Leanne Piper; Mayors Office; Bob Bell; Lise Burcher; Cam Guthrie

Subject: urban forest management plan

Dear Mayor Farbridge and City Councillors,

Thank you for your work on the committee to develop an urban forest management plan which is essential to our city. As a community dweller and member of GUFF, I appreciate the long-range scope of the plan and the recommendations for budgetary resources and dedicated staff positions over this period. The preservation of green spaces and, in particular, urban forests, can make Guelph one of the most attractive communities in which to live.

I am concerned about the provisions with regard to the private tree bylaw, as it pertains to such a small percent of trees in the city and may
not offer the degree of protection intended. I also feel it is misguided
to put on hold vital data collection about how many mature trees are cut
down in the city each year, how much canopy is lost, how many new trees
are planted and how many of them die. To wait until 2018 or later may
mean the difference between saving and losing thousands of mature trees a
year due to ongoing development -- a move which is short-sighted and which
works against the intention of being good stewards of this land. I find
it heart-breaking to see the devastation of mature trees and forests
occurring in the name of development, and a strong plan, well-implemented,
can make all the difference.

I trust that this urban forest management plan will move ahead, strengthened with the best interests of our urban environment at heart.

Best regards,

Stacey Alderwick

From: Cynthia Folzer

Sent: October 14, 2012 2:45 PM

To: leannepiper@guelph.ca; Mayors Office; bobbell@guelph.ca; Lise Burcher; Cam Guthrie

Subject: Urban Forest plan

Dear members of the Planning, Building, Engineering, and Environment Committee

I spent a considerable amount of time on a submission to the consultant who reviewed the city's tree by-law. My submission included examples of by-laws for trees on private properties which required land owners of properties of any size, not just those of 1/2 acre or more, to obtain permission to remove trees. I am disappointed that my submission as well as those of the majority have been ignored. Waiting until 2017 is unacceptable. Also I cannot understand why we have to wait until 2018 to consider collecting data on the number of trees cut down in the City each year, the number of trees planted and the number of these that survive. If we had an adequate by-law that applied to private property, we would automatically have most of these numbers.

There are some things in the proposal which are positive, such as creating a Senior Urban Forester position and improving the maintenance of City trees and others. It would have been appreciated if those who made submissions could have been informed about this meeting.

Sincerely, Cynthia Folzer

COMMITTEE REPORT



TO Planning & Building, Engineering and Environment

Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE October 15, 2012

SUBJECT Guelph Innovation District: Release of Draft Secondary

Plan

REPORT NUMBER 12-89

SUMMARY

The draft Guelph Innovation District (GID) Secondary Plan embraces a vision, design and policy statements supporting a new kind of employment area that strives for carbon neutrality, employment opportunities within an innovation cluster, urban village with appealing places to live, work, play and learn, all within a rich natural and cultural heritage setting. The Plan covers a 436 ha area located south of York Road, east of Victoria Road South, west of Watson Parkway South, and includes lands south of Stone Road. The need for a new land use policy framework surfaced with the announced closure of the Guelph Correctional Centre and the Wellington Detention Facility.

The Plan builds on the Local Growth Management Strategy, Community Energy Initiative, and recent economic development strategies including Prosperity 2020 and the Agri-Innovation Cluster Strategy. The draft Secondary Plan largely follows the structure of the City's Official Plan Update (OPA 42 and 48). The policies presented enhance the policies included in the City's Official Plan and on occasion repeat policies and definitions, given the status of OPA 42 and 48 which still require final approval.

The GID Secondary Plan process has been underway since early 2005 and has involved extensive consultation with internal departments, external agencies, stakeholders and the public. The public release of the draft Secondary Plan is a major milestone following Council's support of the preferred vision, principles, objectives and design for the lands in January 2013. A final Secondary Plan will be developed based on comments received on the draft which will form the basis of an Official Plan Amendment, incorporating the Secondary Plan as part of the City of Guelph's Official Plan. An informal open house will be held before the end of 2012, followed by a statutory public meeting at the beginning of the 2013. Council adoption of the Official Plan Amendment is anticipated in March 2013.

This report presents the draft GID Secondary Plan for receipt.

Purpose of Report:

To present a draft Secondary Plan for the Guelph Innovation District and inform Committee of its public circulation.

Committee Action:

To receive the draft Secondary Plan for the Guelph Innovation District.

RECOMMENDATION

"THAT Committee Report No. 12-89, dated October 15, 2012 from Planning, Building, Engineering and Environment, regarding the Guelph Innovation District Draft Secondary Plan be received."

BACKGROUND

The City of Guelph initiated the preparation of a Secondary Plan for the Guelph Innovation District (GID) in early 2005. The 436 ha area is located south of York Road, east of Victoria Road South, west of Watson Parkway South, and includes lands south of Stone Road.

The majority of the lands are currently designated as "Special Study Area" by the City's Official Plan, requiring the completion of a planning study to "examine future land uses, servicing, phasing of development, transportation and impact assessment on natural heritage features and cultural heritage resources."

The draft Secondary Plan is a response to the City's Official Plan policies and builds on the Local Growth Management Strategy, Community Energy Initiative, and recent economic development strategies including Prosperity 2020 and the Agri-Innovation Cluster Strategy. The work has encompassed extensive public consultation and coordination efforts with the Province of Ontario who is the primary landowner within the District, owning roughly half of the lands. Key project milestones have been the subject of various Committee and Council reports and workshops with the latest Council Report No. 12-18 being presented on January 30, 2012. On January 30, 2012 Council supported the use of the preferred vision, principles, objectives, design and implementation approach set-out in PBEE Report No. 11-104, as amended by Council Report No. 12-18, as the basis for the completion of the Secondary Plan (See Attachment 1).

The preferred vision, principles, objectives and design developed for the Guelph Innovation District followed an intensive public consultation process and a design charrette. Building on the vision, principles and objectives developed for the District, the preferred design was based on an analysis of design precedents, public feedback on potential design elements, and a design charrette for city and consultant staff. Foundational pieces leading towards the preferred design are presented in the Guelph Innovation District Recommended Option Booklet which was included as an attachment to Committee Report No. 11-104 dated December 12, 2011(See Attachment 2).

REPORT

The draft Guelph Innovation District (GID) Secondary Plan, included as Attachment 3, builds on Council's support of the preferred vision, principles, objectives and design on January 30, 2012 presented in Council report No. 12-18.

The Draft Secondary Plan document contains a detailed set of land use and development policies that:

- guide all future development within the plan area;
- promote best practices for sustainable infrastructure and community design working towards carbon neutrality;
- establish protective buffers for environmental features;
- identify collector road alignments; and
- provide a high level urban design direction to guide the creation of a unique and memorable place.

The draft Secondary Plan largely follows the structure of the City's Official Plan Update (OPA 42 and 48). The policies presented enhance the policies included in the City's Official Plan and on occasion repeat policies and definitions, given the status of OPA 42 and 48 which still require final approval. Once the Secondary Plan is finalized, approved and in full force and effect, it will form part of the City of Guelph's Official Plan.

Overview of Draft Secondary Plan

Highlights from each section are reviewed below followed by revisions to Council's supported preferred vision, principles, objectives and design.

Chapter 1: Vision and Planning and Development Principles

Highlights:

The Secondary Plan begins with the vision, principles and objectives for the Guelph Innovation District. The statements focus on the creation of a compact, mixed use community providing meaningful places to live, work, shop, play and learn. The District will predominately support innovative, sustainable employment uses adjacent to an urban village connecting a full range of residential uses with compatible employment uses. The area builds on and supports the rich natural and cultural heritage resources of the area including the stunning Eramosa River Valley and historic Reformatory Complex. The mix of uses, prioritization of active transportation modes (pedestrian and cyclist), and protection of natural and cultural heritage features all help the District work towards carbon neutrality.

Revisions:

A few refinements have been made to the statements supported by Council in January 2012. The most significant change is the inclusion of Objective 4d) to specifically recognize the importance of an appropriate transition area between the southeast residential neighbourhood and the industrial and major utility uses to the north. Specific references to the development of an agri-innovation cluster have also been softened by focusing on a knowledge-based innovation cluster and treating agriculturally related industries as a subset of knowledge based business

along with environment, information technology, advanced manufacturing, health and related science sectors. Other changes are minor in nature and improve the clarity of the statements.

Chapter 2: Natural and Cultural Heritage

Highlights:

The Natural Heritage System policies included in the draft Secondary Plan build upon the policies and schedules of OPA 42. The policies reinforce that development and site alteration are not permitted within Significant Natural Areas, except as identified in the General Permitted Uses and Significant Natural Areas policies of OPA 42. Development and site alteration may be permitted within Natural Areas and on adjacent lands within the Natural Heritage System subject to other policies within OPA 42. The Natural Heritage policies also recognize official plan policies dealing with species at risk, the importance of surface water features and fish habitat, and urban forest protection, enhancement and restoration. Public access and protection of the Natural Heritage System is supported by the provision of a single loaded perimeter local road along the western edge of the Eramosa River and by a river crossing, prioritizing active transportation modes, connecting the two sides of the river valley. The importance of the Eramosa River and its associated natural heritage elements, including the topography of the site, are key policy drivers.

The Cultural Heritage policies included in the draft Secondary Plan build upon the cultural heritage policies of OPA 48. The policies cover cultural heritage resources (municipally listed, provincially listed and designated), cultural heritage landscapes and archaeological resources. Specific references are made to both the historic Reformatory Complex, which is a provincially listed cultural heritage resource, and the Turfgrass Institute Building, which is a municipally listed cultural heritage resource. The policies provide significant support to the historic Reformatory Complex by requesting the appropriate authority to hold heritage conservation easement(s). The protection of the Turfgrass Institute Building is simply supported, leaving the general policies contained within OPA 48 to determine the appropriate level of protection.

Schedule A specifically presents the Natural Area, Significant Natural Area, Ecological Linkages, and Restoration Areas within the District as per Council adopted OPA 42 and identifies cultural heritage resources and the cultural heritage landscape within the District. The Schedule also includes existing and proposed roads, the Eramosa River and other waterbodies, site contours, proposed river crossing and existing built forms as reference elements to provide context.

Revisions:

No revisions have been made to natural and cultural heritage elements identified in the preferred design supported by Council. Only minor edits were made to Vision, Principle and Objectives involving natural and cultural heritage resources.

Chapter 3: Energy, Servicing and Stormwater

Highlights:

A number of key design elements incorporated into the preferred design for the Guelph Innovation District reflect an emphasis on energy and sustainable servicing and stormwater design. In particular the mixing of uses, close proximity of residential land uses and compatible employment opportunities, density of development, prioritized active transportation network, and the layout of road networks supporting solar orientated lot creation, all provide a foundation for the use of renewable energy sources, reduced energy demand and support for district energy systems.

To a large extent the policies contained within the City's Official Plan, as amended by OPA 48, will govern this component of the Secondary Plan along with the key design elements discussed above. The Secondary Plan policies do expand upon stormwater management policies within the City's Official Plan recognizing the importance of encouraging low impact development measures and water conservation measures. The policies also provide connections to the Community Energy Plan and the preparation of an implementation strategy outlining initiatives, targets, phasing and performance monitoring of a carbon neutral strategy for the GID.

Revisions:

Only minor edits were made to Principle and Objectives involving energy, infrastructure and sustainability.

Chapter 4: Mobility

Highlights:

The mobility policies included within the draft Secondary Plan focus on the movement of both goods and people with an emphasis on active transportation modes (walking and cycling) and the use of transportation demand management in support of the carbon neutral vision for the District. A balanced mobility system that is continuous and connected is essential to link land uses and activities effectively. Schedule B: Mobility presents the existing perimeter arterial roads and rail line, a trail network on both sides of the Eramosa River, active transportation links (including a river crossing), proposed major transit stops at key nodes, and two new collector roads (extension of College Avenue East and a high road linking Victoria Road South with Stone Road East). Local roads are not shown on Schedule B: Mobility but are influenced by policy proposed by the draft Secondary Plan and will be managed through the development approval process. A key design element discussed with the community was a single loaded perimeter road located on the west side of the Eramosa River that would follow the Natural Heritage System and maintain public access to open views of the river corridor. In addition, the policies support the provision of an appropriate local road connection from York Road to Dunlop drive through the historic Reformatory Complex.

Parking policies reinforce the District's carbon neutral Vision by encouraging shared parking arrangements amongst uses, allowing on a site-by-site basis suitable on-

site parking reductions, and supporting priority parking for carpool vehicles, alternative energy vehicles, car-shares, scooters and motorcycles.

Revisions:

The most significant change to the preferred design supported by Council in January 2012 is the treatment of the high road, which connects Victoria Road South with Stone Road through the high points of the site, as a collector instead of as an arterial road, resulting in no new arterial roads proposed within the site. The mobility schedule also shows additional Active Transportation Links south of the College Avenue east extension, between Victoria Road South and the Eramosa River, to help stitch together the green edges within and outside of the District and support transportation demand management measures. Only minor edits were made to the Principle and Objectives involving mobility.

Chapter 5: The Public Realm

Highlights:

The public realm policies of the draft Secondary Plan rely upon the general urban design policies of the City's Official Plan as amended by OPA 48. The policies regulate the design and development of publicly owned spaces within the District (parks and open spaces, roads and sidewalks) and the relationship of the built environment to these important public spaces. Policies governing streets are supportive of the active transportation focus of the Secondary Plan's mobility chapter by requiring safe, accessible, functional and attractive pedestrian-orientated public streets and recognizing the desire to create mid-block pedestrian and bicyclist connections interconnecting all modal networks. Policies also reinforce the carbon neutral vision of the District by supporting a high degree of landscaping to increase the area's tree canopy and facilitate stormwater management facilities.

Parks and public open spaces serve as key public gathering places within the District helping to stitch together employment and residential populations along with commercial and other supportive uses to the District's key users. Schedule C: Land Use identifies two existing public park spaces and the creation of two new public park spaces, each with distinct roles and functions within the District. The importance of both active and passive activities, tree canopy, linkages between parks and open spaces with the trail network and stormwater management facilities, public art, and community engagement opportunities are all recognized by the policies. Proposed major transit stops and nodes are also recognized in both the policies and schedules of the draft Secondary Plan.

Revisions:

Only minor edits were made to Principle and Objectives involving the public realm.

Chapter 6: Land Use and Built Form

Highlights:

The land use and built form policies of the draft Secondary Plan along with Schedule C: Land Use, shape and regulate the general pattern of development including land uses and the structuring of these uses within the District's built form (e.g. building

type, density and height). This chapter embeds the preferred design for the District within the draft Secondary Plan which is informed by the Vision, Principles and Objectives of Chapter 1 and supported by the other chapters of the Plan. The preferred design works with the topography of the site and includes key collector roads, a proposed river crossing, nodes at key gateways, and flexible land use categories to support a mix of principally employment, residential and commercial uses. The natural heritage system, built heritage resources, and cultural heritage landscape are clearly denoted to ensure their protection. The City's current land holdings south of Dunlop Dr. are shown as major utility which supports the current Waste Resource Innovation Centre (WRIC) and the solar facility under development located south of Cargill and west of the WRIC.

The preferred design supports a modified grid and block pattern that best facilitates a compact, transit-oriented community while ensuring flexibility within the road network to accommodate a range of traffic volumes and types, providing greater efficiency with respect to the provision of municipal services. The design maximizes frontage along key arterials and supports a fine grained urban fabric along the eastern extension of College Avenue. The transit-oriented design locates density close to high frequency transit stops along Victoria Road and promotes live—work within the western portion of the development thereby reducing trip generation and parking requirements. Roads will optimize alternative transportation modes including dedicated bike lanes along internal collector roads. In addition, sustainable infrastructure considerations include maximizing southern exposure through the design of a long east-west development axis and ensuring minimum shadowing from high density developments.

The policies and land use schedule include specialized land use categories specific to the GID, Natural Heritage System categories from Council adopted OPA 42, and works with the land use categories included in adopted OPA 48. The adopted Official Plan Amendment 48 land use categories used include Open Space and Park, Major Utility, Industrial, Service Commercial, and Neighbourhood Commercial Centre.

The cultural heritage landscape and built heritage resources of the historic reformatory complex are shown as Adaptive Re-use in the northeast portion of the site. The majority of lands within the Residential category would support medium density residential housing forms.

A Special Residential Area (SRA) category is proposed for the majority of the existing estate rural residential development located at the southeast corner of the District. The SRA designation would allow limited additional infill residential development as a minor building out of the existing Glenholm Drive neighbourhood. The existing nineteen (19) residential properties are currently serviced by private wells and septic systems. As part of the GID Secondary Plan work, staff assessed the potential use of alternative servicing arrangements to accommodate the limited infill residential development. The assessment concluded that all new development should require full municipal services in keeping with current Official Plan policies. The rationale for this position is summarized below:

- 1. Current Official Plan municipal servicing policies prohibit development on private services to avoid sprawl, premature municipal servicing, and potential negative impacts on the City's water resources and natural heritage features.
- 2. City allows a few existing residential properties to continue on private services, however redevelopment of these properties cannot proceed without municipal services.
- 3. Provision of private communal services for new development is not preferred due to source water protection concerns, difficulty in maintaining consistent standards between City infrastructure and private communal systems, high operation, maintenance and decommissioning costs despite low initial construction costs, and implications for the City including the liability of having to assume the responsibility for the operation, maintenance and decommissioning of private communal services after they are built.

Water services are currently available on Stone Road. Sanitary servicing could be provided in conjunction with the development of abutting lands as part of the widening of Stone Road. Alternatively, sanitary servicing on Stone Road at Watson Parkway could be achieved with a pumping station and connection to internal servicing of other District lands. The details of sanitary servicing in this area will need to be addressed through future servicing studies for specific development sites. Currently no timeframe has been established for servicing the development of this portion of the District.

The Corridor Mixed Use category located at Nodes and along key Arterial and Collector Roads would permit high density residential development and other uses that would support the District's residential and employment population. The majority of employment land, outside of the Industrial and Major Utility categories, would occur within two Employment Mixed Use categories permitting a mix of industrial, commercial and institutional uses. The Employment Mixed Use 1 category also permits residential uses while the Employment Mixed Use 2 category, used near the Major Utility land use located at the southeast corner of the District, excludes new residential uses.

The open space and park locations present a neighbourhood sized park for the urban village located adjacent to the current Turfgrass Institute building and a larger park area located within the area shown as Employment Mixed Use 1 that would support larger active programmable activities such as soccer games. The two public park anchors connecting the residential and employment area, create an informal environment to play, share, learn and spark innovation. The neighbourhood park within the urban village is approximately 1.5 ha. and the larger park within the employment area is approximately 3 ha. Schedule C shows the conceptual location and size of future neighbourhood and community parks which will serve as a guide during the development approvals and park planning process and will be further refined with consideration to the City's recreational needs at the time of development. The conceptual design of future parks and the enhancement of existing parks will involve community consultation.

The neighbourhood park is envisioned as an internal park providing open space amenities to residents /workers living within the area bounded by College Avenue, the high road and Victoria Road South. The park will optimize community benefit of the park space to the core residential neighbourhood north of College. In addition the proposed neighbourhood park meets City parkland criteria such as proximity to residential area served, adequate street frontage and sufficient table land (less than 4% slope).

The larger park shown within the employment area is currently envisioned in the GID Draft Secondary Plan as year-round programmable space for employees and residents west of the Eramosa River. This type of recreational space could serve as a point of attraction for the hi-tech, R&D, creative work force that the District is attempting to attract. Moreover, it would provide for non-employment forms of activity within the site serving to bring activity to the area after typical business hours. It also serves as an effective terminus of the southern extension of Corridor Mixed Use along High Street from College Avenue. The placement of the park within the employment area makes use of a relatively flat area, thereby reducing grading requirements and takes advantage of off-peak parking within the employment area. The location shown provides an effective transition between mixed use and employment and serves as a companion public space with the neighbourhood park within the Residential area.

Discussions are continuing with the Province concerning their proposal for use of the cultural heritage landscape area fronting York Road on the east side of the Eramosa River as a park. City staff are continuing their assessment of the Province's request which may result in the establishment of park space within the cultural heritage landscape on the Guelph Correctional Centre lands in addition to the parkland shown on Schedule C. Policies regarding the Adaptive Re-use designation for the Guelph Correctional Centre lands, outside of the Natural Heritage System, permit park and open space uses.

Schedule D presents a separate height schedule in the draft Secondary Plan which works in concert with height and density policies contained within the Plan. Height regulations within the District are based on protecting viewsheds, making use of existing grades, supporting transit, and recognizing transportation capacity. Key viewsheds that are protected within the design include western views towards the downtown and northeastern views towards the historic reformatory complex and landscape. Views towards the Waste Resources Innovation Centre will be minimized.

Revisions:

Changes have been made to the preferred design supported by Council in January 2012 along with revisions to the principles and objectives.

The draft Secondary Plan changes the Open Space and Park linear area wedged between the Significant Natural Area on the west side of the Eramosa River and the Employment Mixed Use 1 area to Employment Mixed Use 1. In addition the Corridor Mixed Use area along the College Avenue East extension has been reduced and converted to Employment Mixed Use 1 to provide for a continuous corridor of

employment mixed use space adjacent to the Natural Heritage System. The amount of Employment Mixed Use 1 area north of the College Avenue East extension has been decreased in favour of additional Residential lands in response to feedback from the Province.

Chapter 7: Interpretation and Implementation

Highlights:

Chapter 7 reiterates that the Guelph Innovation District Secondary Plan is subject to the interpretation and implementation policies of the Official Plan with the Zoning By-law implementing the policies and schedules of the Secondary Plan. In addition, the policies recognize that implementation will be dependent upon the City's capital budget and other financial mechanisms.

The Secondary Plan policies will be further supported by a GID Implementation Strategy, alternative development standards and architectural technical guidelines, for low rise development. The GID Implementation Strategy will be critical to further articulate, coordinate and activate the implementation of the Secondary Plan, specifically components of the Plan related to achieving carbon neutral development. The implementation strategy will identify carbon neutrality targets and describe a range of mechanisms, tools and initiatives that may be utilized to achieve identified targets.

The draft Secondary Plan policies also make reference to the potential establishment of a design review committee and the use of height bonusing within the nodal areas located within Corridor Mixed Use designations, for priority community benefit, in particular benefits from carbon neutrality. The policies direct the City to take a partnership approach with the Province and other key stakeholders to work towards the effective and efficient development of the lands which encompasses assessing: site/servicing development models for priority areas including the extension of College Avenue East; development of research and development clusters with post-secondary institutions; redevelopment of the historic reformatory complex; and coordination of marketing and business development efforts targeting knowledge based innovation sector businesses.

Schedule E: Phasing presents four (4) development phases in recognition of servicing considerations, capital programming and land assembly. The development phases also present a mechanism for ensuring that each phase of the development contributes to achieving the overall GID residential and employment targets with the Zoning By-law establishing the required mix of uses within each phase. Lands would not be released for development purposes until it was demonstrated that the residential and employment targets are met with existing and approved development. The chapter ends with key definitions. The identified developments and development phasing can be accommodated by the existing and planned transportation system and servicing infrastructure. For the purposes of timing infrastructure upgrades it is assumed that development activity in the GID lands will mostly occur after 2016, although it is noted that the redevelopment of specific properties such as the former Wellington Detention Centre and the former

Correctional Centre may commence sooner with limited infrastructure improvements.

Revisions:

Not applicable. No direct connections to preferred vision, principles, objectives and design supported by Council on January 30, 2012.

Other Issues

Southeast Development:

As part of Council's support of the preferred vision, principles, objectives and design for the Guelph Innovation District Secondary Plan on January 30, 2012, Council directed staff to work with surrounding residents and other stakeholders where potential buffers would be required to minimize impacts to those identified areas and to establish areas to be addressed both for short term and for long term plans. In the short term the City will be extending the existing berm located north of Stone Road at the southern edge of the City's Waste Resources Innovation Centre. In addition, a second berm, just south of the former Subbor building, is being investigated which would be more effective in blocking views to the former Subbor building, especially for properties west of the City's access road to the former Subbor building. The berm(s) will serve as a visual barrier between the City's Waste Resources Innovation Centre and the residents south of Stone Road. A request was made by a resident to also include a berm north of Stone Road, west of the Subbor access road. These lands are intended for parks purposes which means clear sightlines from public streets are imperative for safety purposes so a berm could not be supported. The resident was informed that as part of the parks planning process, a public consultation strategy will be followed which includes both direct mailings to properties within the immediate area along with newspaper advertising for the general public. In the long term the Employment Mixed Use 2 area shown on both the north and south side of Stone Road should serve as an effective transitional use between the Waste Resources Innovation Centre and the residential uses within the proximity of Glenholm Drive. Further buffering can be accommodated through the zoning and development approvals processes.

Provincial and Interdepartmental Project Linkages

Progress on the Secondary Plan continues to be leveraged and coordinated with work being undertaken by the Province and other City Departments.

The Province remains supportive in the ongoing planning exercise and is currently undertaking an Optimal Use Study for the former Guelph Correctional Centre site that will help inform a suitable real estate strategy for the site that aligns with key policies and principles emerging out of the secondary plan process. A draft study has been completed and is currently being reviewed by City staff. In addition, the Province has retained a heritage consultant to complete an Adaptive Re-use Study for the twelve (12) heritage structures identified by the Province. Provincial staff will keep City staff and Heritage Guelph, the City's Municipal Heritage Committee, informed of the work underway. The Expression of Interests (EOI) released for the former Guelph Correctional Centre and Wellington Detention Centre sites remain active. Conestoga College has expressed an interest in the former Guelph

Correctional Centre site. To further advance the sale of the above two surplus properties and as a means of testing the current market on proposed design elements of the Guelph Innovation District, including carbon neutrality aspirations and tools, the Province is undertaking a market sounding exercise. The Province has agreed to work with the City on the market sounding work in light of our Memorandum of Understanding, similar to opportunities granted to the City in influencing the content of the Province's EOI releases.

The City's Economic Development Department is currently working on a business case in concert with the Province, Conestoga College and the University of Guelph regarding the establishment of a new campus on the former Guelph Correctional Centre site. This work has been identified as one of Council's six (6) key initiatives to begin implementation of the Corporate Strategic Plan. The draft Secondary Plan policies and proposed designations are supportive of this ongoing work. The establishment of a new campus within the GID would serve as an ideal catalyst to the vision for the Guelph Innovation District as a compact, mixed use community serving predominately as the home of innovative, sustainable employment uses and offering meaningful places to live, work, shop, play and learn.

The City's Community Energy Division continues to work towards defining and achieving energy-related carbon neutrality for the GID as a "scale-project" within the Community Energy Initiative. Carbon neutral development relies on minimizing energy demand so that low carbon and carbon neutral energy supply options, such as district energy and renewable energy sources (e.g. solar), become feasible.

The draft Secondary Plan contains some broad directional policies that refer to carbon neutrality as a GID goal. The Plan includes language that requires developments to connect to a district energy system, if available. The Plan also supports implementation of a solar photovoltaic farm by designating land south of Cargill, west of the City's Waste Resource Innovation Centre, as "Major Utility". Beyond the energy-related vision of carbon neutrality for the GID, the draft Secondary Plan includes language and broader initiatives relating to mobility, land use and built form, as covered by planning policies and schedules included within the draft Secondary Plan.

While the draft Secondary Plan contains some policies regarding energy-related carbon neutrality, most of the specific development-related requirements relating to carbon neutrality will be included within the GID Implementation Strategy. The City is continuing discussions with the Province on how the carbon neutral vision of the District can best be defined, measured and operationalized with the intent of developing appropriate strategies for inclusion within the GID Implementation Strategy.

Other initiatives, including district energy and solar projects, are being spearheaded by Community Energy outside of the Secondary Plan framework. For instance, the solar farm proposed for the site is awaiting further approval from the Province under the Feed-In-Tariff program. Implementation of a district energy system is being pursued through Envida, Guelph Hydro's unregulated arm, and will involve significant interface with existing and future GID tenants.

Work Plan and Next Steps

The following sets out the City's next significant dates for the completion of the Guelph Innovation District Secondary Plan:

Oct. 15, 2012 Release Draft Secondary Plan for Public Review

Nov. 2012 Hold Public Open House

Jan. 2013 Conduct Statutory Public Meeting at Council

March, 2013 Council Adoption

The ultimate goal is to incorporate the Secondary Plan within the City's Official Plan. A final Secondary Plan will be developed based on comments received on the draft which will form the basis of an Official Plan Amendment. An informal open house will be held before the end of 2012, followed by a statutory public meeting at the beginning of the 2013. Council adoption of the Official Plan Amendment is anticipated in March 2013.

3.0 CORPORATE STRATEGIC PLAN

Organizational Excellence - Strategic Direction 1.2: Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.

Innovation in Local Government - Strategic Direction 2.1: Build an adaptive environment for government innovation to ensure fiscal and service sustainability.

Innovation in Local Government - Strategic Direction 2.2: Deliver public services better.

Innovation in Local Government - Strategic Direction 2.3: Ensure accountability, transparency and engagement.

City Building - Strategic Direction 3.1: Ensure a well designed, safe, inclusive, appealing and sustainable City.

City Building - Strategic Direction 3.2: Be economically viable, resilient, diverse and attractive for business.

4.0 FINANCIAL IMPLICATIONS

Capital Budget approval has been given by Council for completion of the Secondary Plan at \$340,000. An FCM Green Municipal Fund grant will contribute \$142,252 towards the budget. The first FCM installment of \$75,188.79 has been received.

5.0 DEPARTMENTAL CONSULTATION

The attached draft Secondary Plan reflects circulation comments received from the following Departments: Building Services, Engineering Services, Solid Waste Resources, Wastewater Services, Water Services, Community Energy, Economic Development, Culture and Tourism, Parks and Recreation, Guelph Transit, Public Works, Legal and Realty Services. In addition, Guelph Junction Railway and Infrastructure Ontario staff have been consulted on relevant sections.

6.0 COMMUNICATIONS

A comprehensive public consultation process has been followed throughout the development of the Secondary Plan including a public design workshop to explore design options and preferences for the lands. Infrastructure Ontario continues to be an active participant along with the Grand River Conservation Authority who have both agreed to provide in-kind support as part of the FCM Green Municipal Fund Grant. Heritage Guelph, the City's Municipal Heritage Committee, will continue to be consulted on heritage matters. The City's River Systems Advisory Committee and Environmental Advisory Committee will also be circulated for comment.

Public and stakeholder consultation will continue throughout the Secondary Plan process. Both an informal open house and a statutory public meeting regarding the Official Plan Amendment that will incorporate the Secondary Plan into the City's Official Plan will be scheduled later this year and early next year. Information on this project continues to be updated on the City's website, www.guelph.ca/innovationdistrict.

7.0 ATTACHMENTS

Attachments are available on the City's website at guelph.ca/innovationdistrict. Click on the link for the October 15, 2012 Committee Report (with attachments).

Attachment 1: Council supported Preferred Vision, Principles, Objectives and Design (January 30, 2012)

Attachment 2: Guelph Innovation District Recommended Option Booklet (Dec. 2011)

Attachment 3: Draft Guelph Innovation District Secondary Plan

Prepared By:

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Original Signed by

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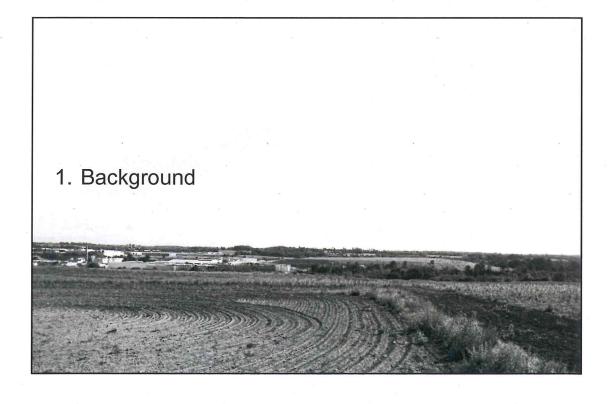
GUELPH INNOVATION DISTRICT Draft Secondary Plan PRESENTATION TO COMMITTEE | CITY OF GUELPH, ONTARIO

October 15, 2012



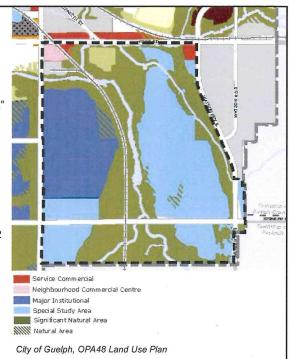
PRESENTATION OVERVIEW

- 1. Background
- 2. Chapter 1: Vision and Planning and Development Principles
- 3. Chapter 2: Natural and Cultural Heritage
- 4. Chapter 3: Energy, Infrastructure and Sustainability
- 5. Chapter 4: Mobility
- 6. Chapter 5: The Public Realm
- 7. Chapter 6: Land Use and Built Form
- 8. Chapter 7: Interpretation and Implementation
- 9. Work Plan and Next Steps



BACKGROUND

- 436 ha site including a historic reformatory complex with significant natural and cultural heritage resources
- Majority of lands designated "Special Study Area" by the City's Official Plan
- · Draft Secondary Plan builds on the:
 - · Local Growth Management Strategy
 - · Community Energy Initiative
 - Prosperity 2020
 - · Agri-Innovation Cluster Strategy
- Based on Vision, Principles, Objectives and Preferred Design endorsed by Council Jan. 2012
- Support
 - 3,000 5,000 people
 - 5,000 10,000 jobs
- Extensive public consultation process and coordination with the Province of Ontario
- · Build on OPA 42 and 48



2. Chapter 1: Vision and Planning and Development Principles



CH. 1: VISION + PLANNING + DEVELOPMENT PRINCIPLES

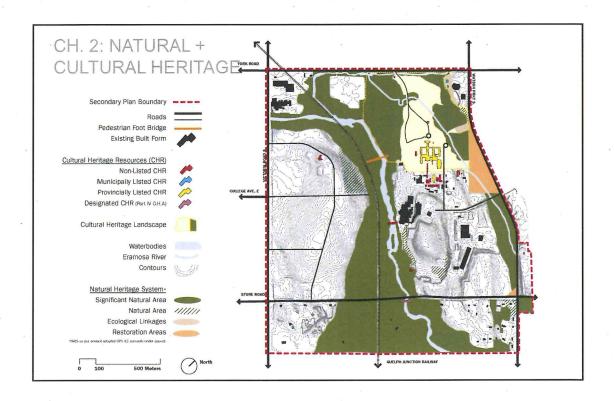
- · Vision and principles focus on:
 - The creation of a compact, mixed use community providing meaningful places to live, work, shop, play and learn.
 - A knowledge-based innovation cluster that attracts employment and residential uses both anchored by a new mixed use urban village and main street
 - Building on natural and cultural heritage resources of the area
 - Working towards carbon neutrality through building performance standards, on and offsite renewable energy and potential district energy

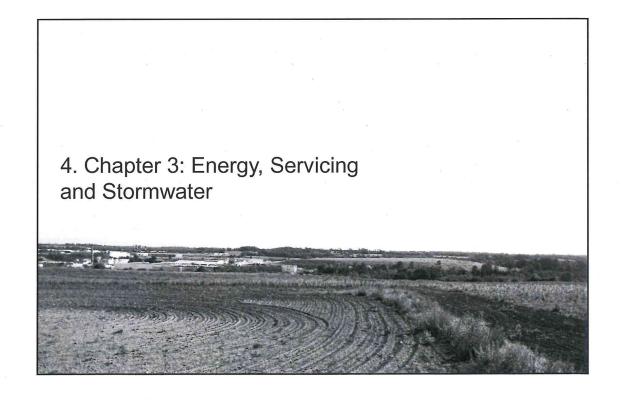




3. Chapter 2: Natural and Cultural Heritage

CH. 2: NATURAL + **CULTURAL HERITAGE** · Natural Heritage System and cultural heritage policies build upon the policies and schedules of OPA 42 and OPA 48 Reinforce that development and site alteration are not permitted within Significant natural Areas Significant support to historic Reformatory Complex and recognition of the Turfgrass Institute building · Support adaptive reuse of the reformatory complex Natural Areas Ecological Linkages Restoration Areas City of Guelph, OPA42 Schedule 10: Natural Heritage System





CH. 3: ENERGY, SERVICING + STORMWATER

- Emphasis on achieving carbon neutrality through energy sustainability and in alternative servicing and stormwater design (ex. DE Ready capability, infiltration monitoring)
- No changes to Official Plan policies requiring development on full municipal services
- Recognize importance of low impact development measures and water conservation
- Connections made to the Community Energy Plan and at a minimum achieving CEP energy conservation targets
- Implementation Strategy to outline initiatives, targets, phasing and performance monitoring of carbon neutral strategy for building efficiency, renewable energy and District Energy







Low Impact Development measures

5. Chapter 4: Mobility

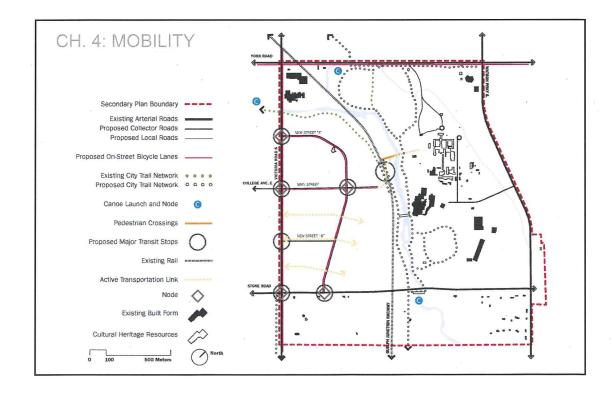


CH: 4: MOBILITY

- Support movement of both goods and people with emphasis on active transportation and transportation demand management
- Major transit stops identified located at key nodes and along mixed use corridors – fully integrated with land use to ensure greatest opportunity for transit ridership
- Single loaded perimeter local road to maintain public access to open views of the river corridor and local river crossing
- Parking policies reinforce carbon neutral Vision

 encouraging shared parking, car-shares,
 alternative energy vehicles, etc.
- Development of alternative development standards





6. Chapter 5: The Public Realm



CH. 5: THE PUBLIC REALM

- Safe, accessible, functional and attractive pedestrian-oriented public streets supportive of active transportation
- Recognize the desire for mid-block pedestrian and bicyclist connections
- Parks and public open spaces key gathering places stitching together residential and employment populations
- Public art and other community engagement opportunities recognized





7. Chapter 6: Land Use and Built Form

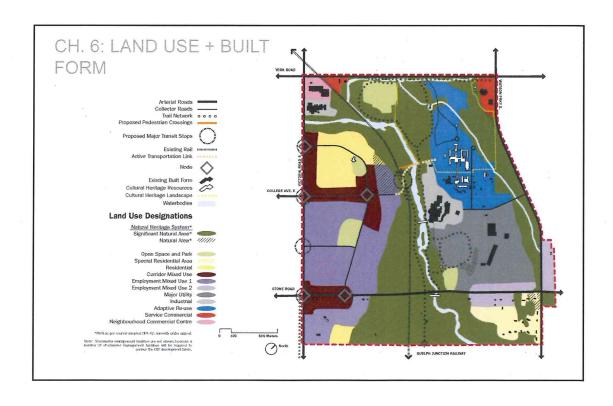


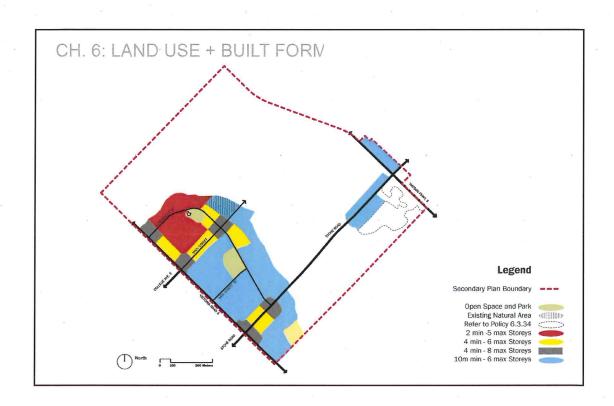
CH. 6: LAND USE + BUILT FORM

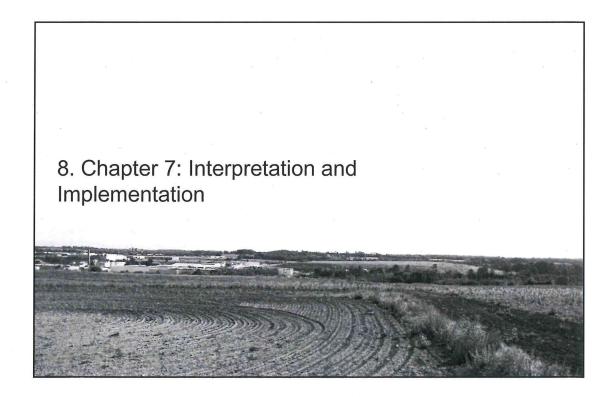
- Flexible land use categories support a mix of employment, residential and commercial
 uses
- · Highest density and height provisions along corridors and at nodes
- Land use and built form facilitates a compact, transit-oriented community while offering
 optimal future potential for intensification within the site
- · Corridor Mixed Use supports range of residential and commercial uses
- Employment Mixed Use categories include industrial, commercial, institutional and livework uses
- Adaptive Reuse designation over the reformatory site will accommodate a wide range of potential uses

CH. 6: LAND USE + BUILT FORM

- Residential uses permit a range of residential types including high density residential and limited low density residential opportunities
- · Special Residential Area located at the southeast corner
 - Allow limited additional infill residential development as a minor rounding out of the existing Glenholm Drive neighbourhood
- · Conceptual location and size of future neighbourhood and community parks shown
- Height regulations respond to existing grades, protect viewsheds and support transit, recognizing transportation capacity

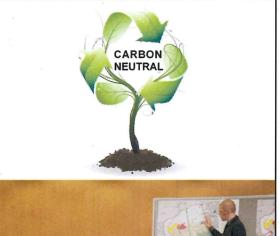




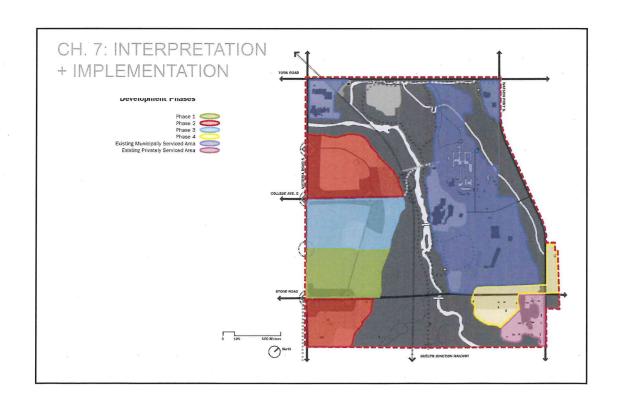


CH. 7: INTERPRETATION + IMPLEMENTATION

- · Identifies key implementation tools
 - Density bonusing for carbon neutral development
 - Alternative development standards, servicing and SWM management, etc
- Partnerships key to implementation of the GID Secondary Plan
 - Business Case Assessment with Provincial counterparts
 - District Energy
- Implementation Strategy critical for achieving carbon neutral development.
 - · Carbon neutrality targets
 - Mechanisms, tools and initiatives that can be utilized to achieve these targets
- · Presents four development phases







9. Chapter 7: Work Plan and **Next Steps**



WORK PLAN + NEXT STEPS

The following sets out the City's next significant dates for the completion of the Guelph Innovation District Secondary Plan:

October 15, 2012

Release Draft Secondary Plan for Public Review

November 2012

January 2013

Hold Public Open House Conduct Statutory Public Meeting at Council

March 2013

Council Adoption

Alex Drolc Delegation Presentation

Re: Guelph Innovation District Release of Draft Secondary Plan (Rpt#12-89)
Oct 15, 2012

2 Parts

- Staff Report Comments
- Family

Respect

- Staff met with the current primary 'special residential ' land owners October 4th to finally try and understand our development submission designed mostly in part by the UofG Engineering (Jamie Miller and Khosrow F.) which explained our development land intentions
- At which time the discussion focused heavily on "servicing"
- Residents and Khosrow F. (University of Guelph Engineering) explained we have many proven & advanced alternate servicing options we would like to discuss.

Respect

- In the staff report you will see strong language indicating that alternate servicing is prohibited, in keeping with current official plan policies. All our prior discussion around a 'Special Residential' land designation with staff and council was crafted to allow for alternative servicing to be 'explored' and never once was it prohibited. We were promised 'rounding out' of Glenholm Drive areas. But how can we round out if we can't connect to city services? It is a false promise.
- Exploring alternative servicing is not only critical to this 'Special residential' land designation it is also a key component to our Innovative residential design. In order for Guelph to be innovative, we need staff to be willing to explore. We need council to support this exploration so that we can foster innovation together by collaborating with UofG &staff to change for the better.
- Having one meeting one week before report submission to 'work with' the existing residents (as mandated by council) is not enough time to have any kind of collaboration with any value.



Vision and Principles

Vision

- Compact Mixed Use Community
- Innovative, Sustainable Employment Uses
- Connecting Residential and Compatible Employment Uses
- Fine Grain Mix of Uses
- Pedestrian Focused and Transit Supportive
- Carbon Neutrality
- Showcase New Approaches and Reflect History
- ·Meaningful Places to Live, Shop, Play and Learn

Principles

Growing Innovative Justiness and Imployment

Mixing it Up

Creating Meaningfu Places Protecting What is Valuable

> Building Green Infrastructure

Making Corinections

Meeting to Council (January 23rd 2012)

I delegated to council and asked to amend GID
 Vision and Principles to include:

"Respect the livelihood of existing residents inside the GID."

council agreed to amend



Vision and Principles

Vision

- Compact Mixed Use Community
- Innovative, Sustainable Employment Uses
- Connecting Residential and Compatible Employment Uses
- Fine Grain Mix of Uses
- Pedestrian Focused and Transit Supportive
- Carbon Neutrality
- Showcase New Approaches and Reflect History
- Meaningful Places to Live, Shop, Play and Learn



How can Council accept this proposal in good faith knowing that staff was <u>not</u> guided by <u>all 7</u> principles. Staff did not work with the existing residents until 1 week before the report was issued to council. This is an excellent example of why this principle was to be added.

The key principle that I asked to be incorporated earlier this year has been clearly omitted. It needs to not only be 'added' but the entire proposal should be reviewed with a 7 principle perspective. Principles of a vision are fundamental to its design.

*In the entire 149 page staff submission that you have before you today the words "respect" and/or "livelihood" do not appear once.

History / Family / Livelihood

History / Timeline

- 1968: Father John, mother Helen, and older brother John Jr. came to Canada.
- 1972: the family purchased 24 acres on Stone Road.
 - Intentions were to build a family home and sever a portion of the excess lands for income (ideally a farmer)
- 1972 my father asked City staff if he could sever some of the lands. He was informed by staff he must possess the property for 1 year before he could apply for severance.
- 1973/1974- asked City staff to sever a portion of his lands again. He was recommended to come back in 5 years (for Stone Road to mature? (move from gravel to paved as it would increase value))
- 1976- Alex arrived.
- 1976 through to 80's did not have an immediate need for severance (was comfortable waiting for kids to grow)
- 1992/1993 approached by Mario V. (Chief City Planner at the time) to get annexed from Puslinch into City of Guelph with the promise of city services. All parties agreed, it was uncontested.
- 90's-2000's; I was finishing up schooling, waited for services to arrive, and we approached City staff again to request severance. Denied severance because lands were categorized as 'Special Study'
- 2007/2008: Retained Mario Vendetti with neighbouring property owners to reclaim a residential
 designation to develop our lands as promised during the annexation. Discussions with neighbouring
 property owners to develop our properties (planned subdivision proposal). City staff said, "not
 enough density, Guelph doesn't allow for more estate lots"
- 2011: Revised a plan with more intensification, also rejected.
- 2012: Worked directly with the University of Guelph Engineering to research and design a low impact, highly innovative showcase community.

Katie Nasswetter Senior Development Planner City Hall 1 Carden Street Guelph, Ontario N1H 3Al

Re: Development Priorities Plan (DPP)

Re: Properties : 58 Glenholm Drive Ken Spira

745 Stone Road East John Drolc

Further to our meeting of Monday August 18, 2008 where I discussed 4 properties with yourself, this submission will deal with the above noted properties.

As discussed with you the 1993 Annexation of the above noted properties was specifically done in order to plan this area and these 2 properties for Residential Land Uses.

The intent was to recognize the existing and establised Residential Neighborhood of the GlenholmDrive area and abutting lands for future Residential Development.

In 1994 and 1995, the City had numerous meetings with the land owners as part of the Annexation proceedings, and the landowners were told that this area would always be designated for Residential Land Uses.

This Submission is a Joint Submission on behalf of the 2 landowners.

When I met with you, I submitted a concept draft plan which outlines the residential lot layout with proposed lots, blocks for townhouses, and a road layout.

The Plan Title is Glenholm Drive Expansion Phase 3, and is dated August 14, 2008. This is a concept draft plan at this time.

A Development Draft Plan will be prepared when the York District Plan is approved with a Residential Designation.

We intend to proceed with development plans early in 2009.

Please keep me informed on the DPP plan and process, and add me to your mailing list.

Please also inform me of any Committee Meetings that deal with the DPP.

cc Ken Spira
John Drolc
Joan Jylanne

Mario Venditti HBA MA

Mario Venditti

Chief Planner at time of annexation

The Family Plan

- My parents have always envisioned building two homes for their two kids on their 24 acre property once they have a family.
- My parents are now approaching their 80's
- My immediate family now consists of my wife and 2.5 kids (wife is 3 months pregnant)
- My children are the only grand kids for my parents.
- We currently live on opposite ends of Guelph.
- My wife had a difficult pregnancy less than 2 years ago and my parents were driving across town during all hours of the day to help, they are a very great people and I am blessed to have them. They will sacrifice everything for family.
- My family needs to be together, we need my parents support now more than ever, and they also need me and my family.
- The biggest hurdle to building a house beside my parents and having a mutually supportive family livelihood is to overcome a roadblock with sewer services.
- According to city staff, because of the inability to connect to a city sewer line I cannot build a house next to my parents.
- This should not be a limiting factor for a family to function. That is why I have been collaborating with UofG engineering for the last 8 months to come up with innovative (reliable & proven) solutions

Solution(s)/Recommendations

- 1. Firstly, do not accept this proposal without staff revisiting the 7 vision principle approach.
- 2. Please respect the annexation agreements that were promised to us when Mario V. was the chief planner.
- 3. Together with UofG a catalogue of many innovative/ proven solutions to this servicing hurdle (and many other innovative design concepts) and I ask that council please create an allowance for alternative servicing on only these 'Special Residential Lands' especially since there is collaboration with UofG for monitoring (as alternative servicing is the future for many new developments across the world and is low risk).
- 4. The solution we are proposing (in conjunction with the UofG) is something that will go above and beyond the current innovative solutions which are currently provided by staff, it really is a very exciting opportunity for collaboration between, land owners, UofG, City staff and community. It will add an innovative residential component to the GID



Vision and Principles

Vision

- Compact Mixed Use Community
- Innovative, Sustainable Employment Uses
- Connecting Residential and Compatible Employment Uses
- Fine Grain Mix of Uses
- Pedestrian Focused and Transit Supportive
- Carbon Neutrality
- Showcase New Approaches and Reflect History
- ·Meaningful Places to Live, Shop, Play and Learn
- Innovative, Sustainable Residential Uses



7 Principles

Guelph Development Priorities Plan 2013 A Glenholm Community Proposal Part II: Wastewater Services



Submitted by Jamie Miller & Dr. Khosrow Farahbakhsh, School of Engineering, University of Guelph and members of the Glenholm and Stone East Community October 15, 2012

Abstract

This document is the second part of a two-part proposal. In this document we present the Glenholm and Stone East community's intention for implementing alternative wastewater service infrastructure. In partnership with the University of Guelph, the three landowners wish to work with the City of Guelph to safely test wastewater infrastructure for the purpose of reducing demand on existing City services and providing an opportunity for the City, University and community to test and experiment with technologies for future Guelph developments.

ABSTRACT	I
INTRODUCTION	1
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DESIGN	2
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REFERENCES	12
APPENDIX A: WASTEWATER SERVICE IDEATION EXAMPLES	13
APPENDIX B: LANDOWNERS' STORIES	21

Introduction

Water represents the most fundamental of our basic human needs. Thus, the infrastructure and technologies that support our water management are critically important in our urban designs. The community of Glenholm and Stone East have indicated their intention (See - A Glenholm Proposal Part I: Layout) for "special residential" status to support their goal of developing an innovative and sustainable development to be incorporated into the existing Guelph Innovation District (GID) (Figure 1a).

In partnership with the University of Guelph, the landowners propose that their property (Figure 1b) be used to apply, test, and evaluate service technologies that diverge from traditional water and wastewater options for the City, i.e. centralized, city treatment plants or septic beds and wells.

The intended use of this proposed development is to create a safe space for the City, University, and landowners to test and promote research on alternative technologies in situ, and to use these applications to help inform and possibly innovate future Guelph development projects.

In this document present a "catalogue" (Appendix A) of alternative wastewater technologies that have been implemented and tested elsewhere and that could serve as examples or inspiration for the Glenholm project. We use this catalogue and present scenarios of various pairings between technologies and the current Glenholm residential design. We also provide the landowners' stories and connection to this property and their intent for pursuing this project (Appendix B).



Figure 1a: Boundaries of the Guelph Innovation District with the Glenholm property highlighted



Figure 1b: Expanded view of the highlighted area of the Glenholm property

Background

Guelph's population is expected to grow by 125,000 people in the next 30 years (City of Guelph 2009). Thus, the current infrastructure will be subjected to higher loading, will require more pipes, more chemicals, more energy, and an increased pressure to assure a fail-safe design.

Because of the relationship between water management and human health, it is understandable why there has been comparatively little innovation in water management in the First World context (Herstein 2009). There is a psychological security in sustaining well-tested ideas – i.e. ideas that we have become comfortable with (Peterson & Flanders 2002). But every system must go through adaptations and evolutions to ensure that they remain appropriate for the particular context – whether voluntary or involuntary.

In Glenholm, there is an ideal opportunity to safely design, implement and test alternative water management strategies - in partnership with leading experts - and to provide a platform for transitioning from an old system of ideas. Firstly, the vast majority of current operating costs for centralized treatment plants are related to pumping and moving water and wastewater. Thus, Glenholm is geographically at a perfect transition point. Further, the adjacent residents to Glenholm all depend on well and septic services and there are a plethora of technological examples that could services homes in Glenholm but could significantly outperform the existing technologies. Plus, a unique and innovative low density pilot development would help reduce the loading on City services, and most importantly, help influence or inform potential future developments in the area (including the GID).

In the current context of Guelph - the expected population growth, the community's passion for valuing water (IPSOS Reid 2008), and the costs associated with powering and upgrading service infrastructure – Glenholm seems to represent an incredible opportunity to explore alternative ideas. Thus, we propose that the City of Guelph partner with research experts at the University of Guelph and various influential community stakeholders (e.g. contractors, landowners and practitioners) to safely implement and test innovative, communal and decentralized systems that might help inform future Guelph development projects.

None of the proposed ideas in this document are untested. All of them have been implemented outside of the lab. Thus, we present the "catalogue" in Appendix A as a collection of ideas that might inspire us to imagine how the property could be serviced.

Design

The proposed property layout for a special residential mixed-use zone has already been outlined in *A Glenholm Proposal, Part I: Layout*. Figure 2 is the most updated version of this proposed property based on the work outlined in the aforementioned document.

However, in order to ensure that the wastewater technologies for this community most appropriately fit in with the context – e.g. culture, ecology, standards and regulations – we propose that the various stakeholders create a working partnership and build off of the ideas presented in Appendix A. The various technologies presented in Appendix A, are categorized as: individual; individual/communal; and communal. This indicates whether they would be best

suited as units specific to one household (individual) or if they could be shared amongst the smaller Glenholm communities, or in small clusters (communal).

To initiate this discussion we present the various Tiers from Figure 2 with the general description of their intended uses, and potential scenarios for servicing these areas:

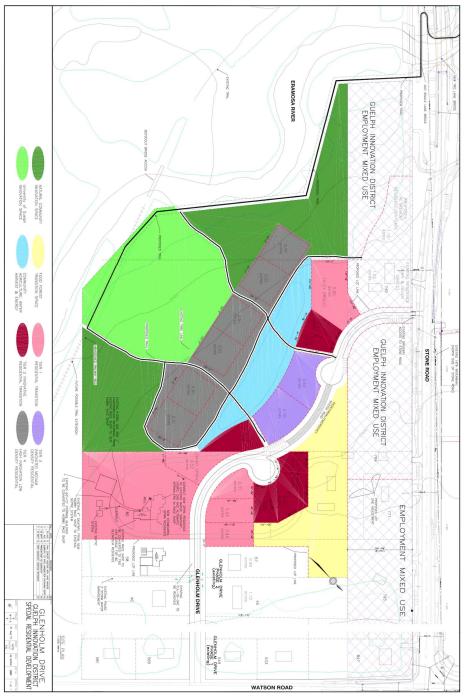


Figure 2: Draft plan property as proposed by University-community partnership





Proposed Tier 1 developments will look like a classical Guelph home in that it may have a rectangular shape, peaked roves, and driveways. The difference however, is that they have new "guts", I.e. they embody new ways of collecting energy (e.g. solar panels), or water (e.g. rain harvesting systems, dual plumbing). These properties provide the opportunity to play with ways of adapting classical housing. These properties are geared to those residents who do not like change, or experimenting with their lifestyles but would like to save money on utilities and are willing to implement well-tested technologies. The lots in this section are designed larger than the others to help transition from the existing lots in the area and to provide these people lots of private space.



Passive solar
Dual plumbing
Permaculture
Rain harvesting

WASTEWATER TECHNOLOGY: Individual

To help reduce uncertainty associated with applying alternative technologies, we suggest applying "individual" wastewater technologies with Tier 1 housing designs. These could include examples of "individual/communal" but only if they are designed for individual residential homes, i.e. receiving loading from only one house. Because Tier 1 has also been identified as the first phase of development, this would allow us to experiment with less "risky" technologies in order to create more comfort in the subsequent phases.

residential transition design idea; tier 2



Tier 2 residents are driven by a more sustainable lifestyle, in that they see nature as a primary stakeholder in their decisions and designs. Thus, these properties allow greater participation in a new ways of doing development and using new technologies for water, energy and waste. They are geared towards those who are willing to try new ideas and want to improve the efficiency, resiliency and sustainability of our habitats.



WASTEWATER TECHNOLOGY: Individual/Communal

Tier 2 areas would be better suited to explore more "individual/communal" technologies that would perhaps connect two or three homes.



design idea: tier 3





Tier 3 is a space to experiment with higher density sustainable development. These properties are designed for those residents who benefit from the skills of others and appreciate more social spaces (e.g. farmer's markets, sharing tools and resources), and working with neighbours to solve problems.



Shared resources

Markets

Small business

Community education studios

WASTEWATER TECHNOLOGY: Communal

Tier 3 zones provide an ideal opportunity to implement "communal" designs, where the medium density housing could have all of their effluent treated at a communal treatment plant. Because of the available space south of this area (See "Community Zone" below), there is opportunity to use the effluent for a variety of purposes – e.g. firefighting, reservoir, groundwater recharge, irrigation, etc.



design idea: community zone



This area is designated for innovation around basic needs and services. Knowing that some of the greatest threats to urban infrastructure are energy, water and food, this area provides opportunities for the community, University, and City, to employ technologies that support these services, e.g. urban agriculture, community rain harvesting, passive solar designs. As with all locations of zones, the location of this area was based on the preliminary research conducted by Miller et al.



Community:
Rain harvest
Garden
Education studios
Activity centre

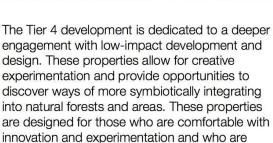
WASTEWATER TECHNOLOGY

This area offers the space for implementing various wastewater technologies. For example, it could support constructed wetlands, wastewater gardens, or the infrastructure to house the technologies, e.g. greenhouses, SBR systems



design idea: tier 4





willing to collaborate in employing new ideas.



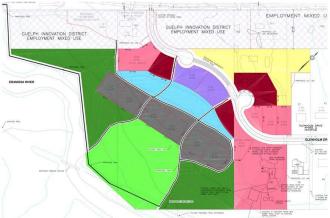
WASTEWATER TECHNOLOGY: Individual/Communal

Tier 4 areas are dedicated to highly sensitive design ideas and to protecting the natural heritage of the area. Thus, these designs are available for deep partnership and innovation. This is the last proposed phase of development and can therefore be designed at a later date. However, we would suggest implementing both individual and/or communal wastewater treatment technologies.



design idea: innovation studio





In order to support Tier 4 developments, the designated University of Guelph Innovation Space is designed to promote partnership between the community and University in order to engage in research and design experimentation. This means, that this space will house programs and platforms that foster research of the area, e.g. local ecology and on sustainable design ideas that fit in. Here, the University could help inform and shape the technologies and designs of the Glenholm community. In this draft design, we propose that this space be represented by an "Innovation House" as the infrastructure to support these programs.

This is the space where we – as a larger community – can safely explore new ideas with limited risks. It is a space that would promote education through application and an idea that is expanded to other developments around the City.

WASTEWATER TECHNOLOGY: Individual

The Innovation Studio would be a single unit, non-residential, building. It is not intended to house lab experiments or toxic materials and would therefore have a pretty basic waste stream from perhaps a single toilet.



design idea: explore



In order to protect the existing ecosystems in this area, the proposed design leaves this as designated community innovation space. This implies that it will restrict development for purposes other than community-based projects, e.g. apiary, spiritual centres, nature-based education, hiking, very small-scale habitats used for eco-tourism, etc. These areas may also be used for generating income that would in turn support the Glenholm community programs (e.g. eco homes used as short-term rental units).



Self-emerging:

Apiary

Spiritual centres

Green tourism

Hiking trails

WASTEWATER TECHNOLOGY: Individual

The natural community space has been designated as a no-build zone for anything other than community projects. For example, if the community would like to collaborate on building a *very* sustainable, small, house for use in, for example, eco-tourism, then the proposed wastewater technology would be designed for that specific unit. However, we intend on keeping this area free from construction.

Support

As a mechanism for better understanding the context and for selecting appropriate and viable designs, the current landowners and the School of Engineering, University of Guelph have been in collaboration with several supportive parties. A few of these parties include:

- Neighbours of the existing community
- University of Guelph)
- Barber Scout Camp
- Canadian Mortgage and Housing
- Enermodal Engineering and LEED Designers
- Guelph Hiking Trail Club
- Innovation Guelph
- Various community members that include:
 - o Plumbers
 - o Contractors
 - o Designers
 - o Biologists

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Appendix A: Wastewater Service Ideation Examples

Option 1: Individual Technologies

Composting Toilet

E.g. Envirolet - Oshawa, Ontario

A Composting Toilet is both waterless and odorless, connecting to a miniature composting facility in your home. This system can also collect urine in a separate facility – allowing for human fecal matter to be used as humus and the collected urine as a fertilizer.



Incinerating Toilets

E.g. Incinolet – Owen Sound, Ontario

These incinerating toilets take all organic by-products and convert it to ash without the use of water or any other system. They are relatively odorless and can save a lot of room in your bathroom.



Dual Plumbing/Separation

E.g. Small bore sewers - Hinton, Alberta

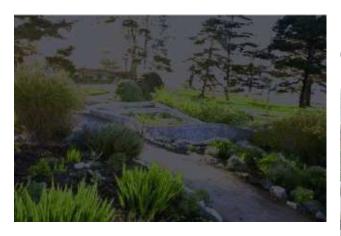
The SBS system separates the solid and liquid components of the sewage near site, which allows the predominantly solid-free waste to move more easily through the pipes to the final treatment plant. The solids naturally digests and because they do not enter the pipes, allow for a decreased diameter pipe with an improved lifespan of nearly three times that of a conventional piping system.

Option 2: Hybrid (Individual/Communal) Technologies

<u>Living Machine</u>: Individual/Communal

E.g. YMCA - Kitchener-Waterloo, Ontario

The Living Machine is a waste management system where living organisms, such as plants, clean human waste. Through basins, oxygen transfer, vegetation and natural microorganisms, this is truly a unique wastewater collecting system.





E.g. Wastewater Garden (RECyclET) - Portland, Ontario

Wastewater gardens are zero-discharge adaptations of septic systems. Widely used in warm climates, researchers at Queen's have been testing on Portland, Ontario's application for over five years.



E.g. Evapotranspiration Bed - Frontenac Provincial Park, ON

There have been over 1,800 installed evapotranspiration beds in Ontario since 1989. Following similar operation principles as a living system, the Kingston application is 225 m^2 and receives an estimated load of 800L/d.



E.g. <u>Aquatic system</u>

- Annapolis County, Nova Scotia
- Ontario Science Centre, Ontario

An aquatic system allows for wastewater treatment through several solar tanks connected to one another – each its own miniature ecosystem. Wastewater moves through each tank and is slowly removed of its organic compounds each time. It requires no chemicals, no mechanical machinery and produces little sludge.

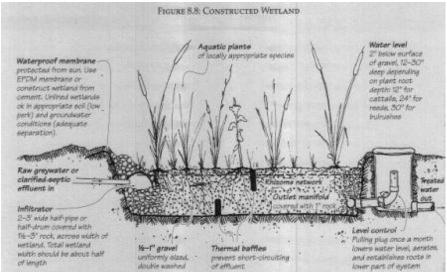




E.g. Constructed Wetlands - Cobolt, Ontario

Constructed wetlands are artificial swamps, wetlands or marshes that bank on the natural abilities of particular organisms to utilize human waste. As a welcomed consequence they are also lively ecosystems and can create homes for a variety of local organisms.





Biofilters - Individual/communal

Biofilters are onsite treatment technologies that treat residential wastewater by filtering water through a media that supports organic decomposition of waste.

E.g. Ontario Rural Wastewater Centre – Guelph, Ontario

A research centre dedicated to promoting, testing, and constructing sustainable wasewater treatment and dispersal technologies.

E.g. Waterloo Biofilters - Toronto Healthy House, Toronto Ontario

The Toronto Healthy House utilizes a Waterloo Biofilter and is the first residential wastewater reuse system in Canada. The Waterloo technology produces a clear, odourless, and sterile effluent that can be reused onsite for purpose such as toilet flushing, vehicle washing, and irrigation. The applications range from underground, communal, individual or above ground.





E.g. Ecoflo – Barrie, Ontario

An autonomous biofilter that uses specially treated peat moss as a medium. Relatively small, its design can treat up to 1,000 litres of wastewater daily.



E.g. <u>Biolytix</u> – <u>Pezula Private Estate</u>, Knysna (25 currently installed)

By emulating the way natural systems filter water, the Biolytix system is composed of various layers that emulate the layers of a healthy forest floor – banking on the decomposition abilities of worms, micro-organisms, humus, etc.





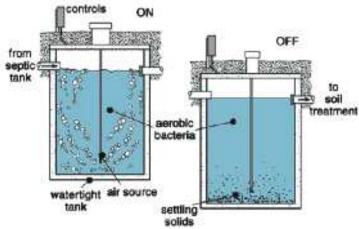
Aerobic Treatment Units - Individual/Communal

These units pre-treat wastewater by introducing air to break down organic matter, reduce pathogen, and transform nutrients. Compared to traditional septic tanks, these units are more efficient and reduce the concentration of pathogens of wastewater. The required space for housing an ATU to service a three-bedroom home is roughly 25 ft².

E.g. Enclosed Sequencing Batch Reactor – <u>Keltic Lodge</u>, Cape Breton, Nova Scotia designed by Dr. Farahbakhsh.

The SBR uses the same tank for treatment and solid separation and the effluence can be reused after disinfection. All operation and maintenance can be automated and processed biosolids may be composted and used for fertilizer.

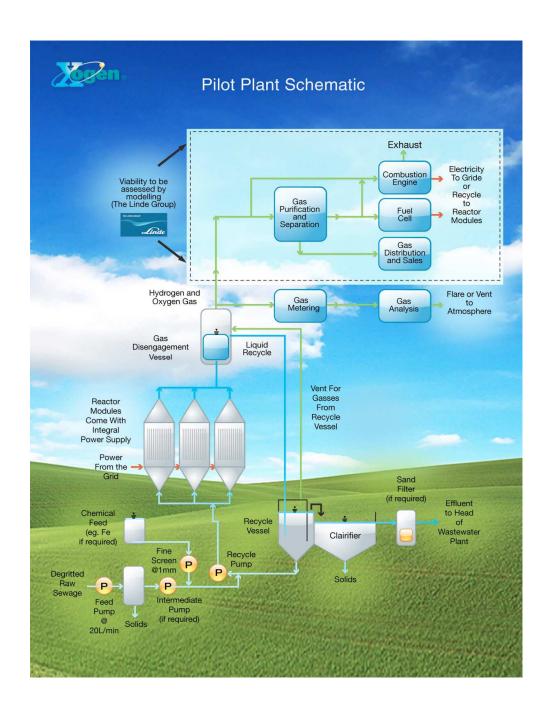




Option 3: Communal Technologies

E.g. <u>Xogen Technologies</u> – <u>Orangeville, Ontario</u>

Through electrolysis, Xogen can eliminate biosolids from the sewage treatment process and leave a much smaller footprint than conventional treatment methods. And the electrical process on average requires about 1 kWh to purify each cubic metre. Not only does this technology treat wastewater to regulatory requirement, it can also remove pharmaceuticals and personal care products, all without smell.



Appendix B: Landowners' stories

The Spira Family Story of Glenholm Drive

History of Ken & Carol Spira:

- Bought 10 acres of land at the end of Glenholm Drive in 1987.
- Built a new family home, constructed by Sloot Construction who lived around the corner on Watson Road. Moved in with 6-year-old son David and 2-year-old daughter Karyn in 1988. Became close friends with John Sloot and he remains a good friend as of this day.
- Built ice rinks in the winters and both children got very involved in hockey and played at many levels in Guelph.
- Developed a plan of subdivision with the township of Puslinch for five two acre lots, extended Glenholm Drive and sold two, two acre lots on the north side of the street in 1991.
- Constructed a bigger six bedroom, two story home built by Sloot Construction to the west of the first home on one of the two acre lots in 1992. This remains the home of Ken and Carol today known as 58 Glenholm Drive.
- Sold 46 Glenholm Drive in 1993 with two acres of land to Joe and Laura Marini. Joe and Laura started their family in the house and are currently still living there with three children who call us uncle Ken and Aunty Carol as we became very good friends and felt like part of their family. Joe and Laura provided us with fresh eggs from their chickens that were used to feed the many Guelph Storm players that we billeted over the years including Craig Anderson who currently plays for the NHL. Ten hockey players became a big part of our family and we became a big part of theirs as we attended their weddings as well as them attending the recent wedding of David and Kim in 2012.
- Sold the final two-acre building lot on Stone Road in 2000.
- Lost our eighteen-year-old daughter Karyn who passed away from a traffic accident at the corner of Watson expressway and York Road in 2004.
- Bought additional land with a property line adjustment in 2007 and built a hobby shop known as 80 Glenholm Drive, to create the Spira Racing program in memory of Karyn. Spira Racing is a program geared towards providing kids that would not normally have the opportunity to race or work on race cars the chance to do so. We provide a structured team complete with shop, tools, equipment, cars and haulers to those that have the desire to become a driver or crew member. Potential candidates are introduced to real time experience on how to drive, build, repair and set-up the cars in a structured team environment so they may eventually enjoy success in building their own team or work with other teams at a higher level.

Future Expectations Ken & Carol:

- Sever the home at 58 Glenholm Drive with a two acre parcel of land and sell it to a third party.
- Build a new smaller, three bedroom bungalow on 3.6 acres of land to the west utilizing the existing well and septic system. The home would be added to the existing hobby shop that would be converted to a garage for our use as part of the new home. Work with the University of Guelph to incorporate innovative technology for such things as solar power, heating, rain water harvesting, green technology in a self sustaining, low carbon footprint home that would be used to demonstrate some of the technology available to potential home owners in the balance of the Glenholm Development.
- Convert the existing storage building at the south west corner of the 3.6 acre lot to a hobby shop that would be used to continue the Spira Racing development program for children.
- Give David and Kim a 0.5 acre lot to the west as a wedding gift.
- Help David and Kim build a new home, learning from the technology put into our home so they can start their family as neighbors to us.

History of David & Kimberly Spira:

- Kimberly moved into the area in 1985 when she was 3 years old. She grew up in her mother's childhood home, which her grandfather had built in the early 1950's.
- Kimberly's extended family also live in the surrounding area and have been living in the same family homes since the early 50's.
- David and his family moved into the neighborhood in 1988 when his family built a four bedroom home at what is now 46 Glenholm Drive.
- In 1993 the Spira family sold their home and built a new home at 58 Glenholm Drive next door.
- David and Kimberly developed a friendship in elementary school and started dating in high school while riding the school bus together; Kimberly went to J.F. Ross and David went to Centennial C.V.I.
- David and Kimberly moved into the basement apartment at 58 Glenholm Drive in October 2008. This opportunity allowed both individuals to stay close to their families to be able to assist them in times of need.
- Kimberly and David were married in August of 2012 at Cutten Fields in Guelph. Keeping the ceremony and reception close to where they have lived for over 25 years.

Future Expectations David & Kimberly:

- To build a home of their own and work with the University of Guelph to incorporate new innovative technologies such as solar power, heating, rain water harvesting, green technology and learn from what their parents experienced with the construction of their new home.
- To raise their family in a safe, family oriented community where their children would be able to explore nature and learn from their surroundings all while staying close to their family roots.
- To live in the same community that they currently reside, staying closely situated to Kimberly's mother, sister and niece (who are still living in the family home nearby) along with staying close to the extended family.
- To live in the same community as Ken and Carol Spira

Guelph City Council City of Guelph, City Hall 59 Carden Street, Guelph, ON N1H 3A1

Re: Guelph Innovation District Secondary Plan

Dear Council:

Innovation is essential to adaptation and survival. As a professor of Environmental Engineering at the University of Guelph, I am keenly interested in developing innovative technologies and design processes that move us beyond the status quo and enable us to find new ways to adapt to changing environmental, economic and social conditions. My research projects take me around the country and the world where I participate in efforts to develop alternate approaches to providing and managing services such as water, wastewater and stormwater management systems. These efforts have one main thing in common – the recognition that to innovate we must go beyond our comfort zone. The quote attributed to Einstein puts it simply: "If you always do what you always did, you will always get what you always got."

Over the past five months, my PhD student (Jamie Miller) and I have been working with a group of landowners at the Glenholm Drive to develop not only alternative concepts of service provision but also new design methodologies. The process has been innovative and insightful and the concepts developed have incorporated social, historical, economic and ecological context of the place. I have been impressed with the desire of the landowners to "move beyond their comfort zone" and consider and contribute to new ideas for distributed water, wastewater and energy management. Concepts that are in full alignment with the Guelph's Community Energy Plan, Guelph's Water Conservation Plan and Guelph's Wastewater Master Plan. These landowners are willing to invest their own money and resources to help develop innovative models of land development that can provide significant insight for the City and the community. I believe this is an opportunity that should be fully explored and facilitated.

The concepts that are proposed for the Glenholm Drive wastewater and water services are not new. The means by which these concepts are integrated with the overall development plan is however, innovative and promising. The intention is not to set up an experimental station and test unproven technologies and approaches. The intent is to implement proven technologies in a way that is new and innovative for the city of Guelph. The risk of further developing and implementing these alternate concepts is minimal. This is not a proposal for a massive development with hundreds of dwellings. What is proposed is a small and gradual design and construction of just a few homes in a fully transparent manner that aims to engage the city of Guelph's engineers and planner at every step of the design process. Here is an opportunity for the city to evaluate alternate options, understand their

advantages and limitations and learn about and develop appropriate monitoring and management strategies. With the relatively small number of homes to be developed over the next few years, the design and development process promises to be well managed and controlled. All necessary measures for sound and scientific design can be put in place to ensure the protection of precious natural resources including our aquifer.

The city of Guelph has been committed to innovation and what better place to showcase this commitment than in the "Guelph Innovation District". I am hopeful that the Council consider favourably the wishes of the landowners at the Glenholm Drive to build an innovative and ecologically-sound community and grant them the opportunity to fully pursue this worthy endeavour.

Respectfully yours,

Dr. Khosrow Farahbakhsh, P.Eng. Associate Professor School of Engineering, University of Guelph khosrowf@uoguelph.ca Guelph City Council City of Guelph, City Hall 59 Carden Street, Guelph, ON N1H 3A1

Attention: City Clerk

Re: Guelph Innovation District Secondary Plan

Dear Council,

I am unable to attend the October 15th PBEE meeting and am writing to notify you of my objection to the wording and restrictions applying to the "Special Residential" designation to the lands south of Stone Road, west of Watson and east of the river.

We were annexed from the Township of Puslinch in 1992 with the promise from City staff that we would receive full municipal services and a residential designation. Despite installing the water main on Stone Road and building the Guelph Waste Innovation Centre with a sewage pumping station, the sanitary service was not extended the short distance to Stone Road where we could access it. In 2007, John Drolc and myself proposed a 16 estate lot plan of subdivision that would develop the vacant land to the south of Stone Road on full municipal services. We retained Gamsby and Mannerow Engineers to analyze the pumping sation at the waste transfer building as they did the original design and we were informed the system would handle our development. This proposal was rejected by City staff with the reason that it did not have enough density and that the estate lots were unacceptable. Within a year, we prepared another plan that consisted of 58 lots complete with a mix of townhouses to achieve the density requested, again on full municipal services. To our surprise, this plan was rejected as it had too many lots and were told that it was not compatible with the organics facility to the north.

Working with staff in the development of the Guelph Innovation District Secondary Plan, we proposed a compromise to work with the University of Guelph to develop the land as a "Special Residential": "A unique and innovative low density pilot project consisting of green homes within an innovative low carbon footprint housing development. New homes in this area are to be consistent with Guelph's Community Energy Initiative, minimize energy and water use while incorporating resource efficient materials with a Leed designation. The master plan is to focus on the investigation, implementation and applications of clean energy (e.g., solar power), energy conservation (e.g., energy star products, Leed), heat pumps, onsite waste and storm water treatment with the overall goal of making the development self contained and self sustaining with minimal impact on the environment. This pilot project will be performed in conjunction with the University of Guelph as a valuable study vehicle, giving students the opportunity to provide input into the site design, the design of the eco-homes, accessibility to energy usage data and to work with the people who live in this unique community. In direct support of the Vision of Principals of the Guelph Innovation District, this initiative shall become a showcase community inside of the GID, ultimately balancing a small carbon footprint with a green education study while at the same time providing a unique and meaningful place to live." We had the understanding at the conclusion of our discussions in January of this year that the "Special Residential" designation would be just that "Special" and we proceeded with the University of Guelph to develop the guiding principals of the development based on what was presented to committee and Council in January. Many hours and resources have been put into this project including a public meeting at the Italian Canadian Club on September 18th with adjacent land owners our ward Councilor's including invitations given to the Waste Resource Innovation Centre and Cargill.

We were contacted by City staff to attend a meeting with them on October 4th at City Hall as they wanted to discuss the Special Residential designation with the three land owners and the University of Guelph. We attended this meeting only to be shocked with the news that the GID Secondary Plan would now require both low density and full municipal services.

At this point, I must strongly object to accepting the plan and intend to appeal it at all levels. A low density residential development on full municipal services is not economical or feasible as a "Special Residential" development. If Municipal services are a requirement, the land designation of "Special Residential" should be removed and the land should be zoned R.1B "residential" in order to meet the places to grow legislation that is the City's focus for other residential areas throughout the city. Alternatively, the description of the low density, self sustaining pilot project as described, should replace the requirements for full municipal services and this is in-fact our preferred designation.

I feel that we are being grossly mistreated by staff with the low density/fully serviced restrictions as it does not fulfil what was promised in 1992 or throughout the development of the secondary plan with us since December of 2011. I urge you to accept the overall Draft Guelph Innovation District Secondary Plan only with an amendment to change the "Special Residential" designation to either an R.1B residential designation or as "A unique and innovative low density pilot project consisting of green homes within an innovative low carbon footprint housing development. New homes in this area are to be consistent with Guelph's Community Energy Initiative, minimize energy and water use while incorporating resource efficient materials with a Leed designation. The master plan is to focus on the investigation, implementation and applications of clean energy, energy conservation, onsite waste and storm water treatment with the overall goal of making the development self contained and self sustaining with minimal impact on the environment in direct support of the Vision of Principals of the Guelph Innovation District."

Hoping the above meets with your approval, we remain,

Yours Truly,

Ken Spira



ACT Project

INNOVATIVE WASTEWATER TREATMENT AND RESIDENTIAL DEVELOPMENT IN BRITISH COLUMBIA: INTERPRETING MUNICIPAL GOVERNMENT ATTITUDES TO THE MUNICIPAL SEWAGE REGULATION 1999

October 2004

PREPARED BY

GREGORY FINNEGAN, Ph.D. CENTRE FOR SUSTAINABLE COMMUNITIES CANADA

VANCOUVER, BRITISH COLUMBIA

Program Partners:









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PREFACE

The project documented in this report received a grant under the Affordability and Choice Today (ACT) program. ACT is a housing regulatory reform initiative sponsored by Canada Mortgage and Housing Corporation and jointly managed with the Federation of Canadian Municipalities (program administrator), the Canadian Home Builders' Association and the Canadian Housing and Renewal Association.

ACT, launched in 1990, encourages housing affordability and choice through regulatory reform. The United Nations Centre for Human Settlements recognized ACT in 1998 as one of the top global best practices for improving the living environment.

Over the years, ACT has created an impressive body of knowledge others can use to facilitate regulatory change in their communities. Projects range from innovative housing forms, secondary suites and streamlined approval procedures to NIMBY, alternative development and renovation standards, and more. ACT projects contribute in many ways to sustainable development. They have also served to enhance working relationships between local governments, the building industry and non-profit organizations.

In summary, ACT promotes regulatory reform through

- its database of solutions, which others may borrow and adapt freely to meet their needs (see Web site address below).
- grants to local governments, builders, developers, architects, non-profit organizations and others across Canada to help facilitate the development of innovative solutions;
- other means of promoting regulatory solutions, such as forums that are held from time to highlight ACT solutions and address specific regulatory barriers.

For more information, visit the ACT Web site at www.actprogram.com, or contact:

ACT Administration c/o The Federation of Canadian Municipalities 24 Clarence Street Ottawa, Ontario K1N 5P3

Phone: (613) 241-5221 ext. 242

Fax: (613) 244-1515 E-mail: info@actprogram.com

DISCLAIMER

This project was partially funded by the ACT Program. The contents, views and editorial quality of this report are the responsibility of the author(s), and the ACT Program and its partners accept no responsibility for them or any consequences arising from the reader's use of the information, materials or techniques described herein.

ACKNOWLEDGEMENTS

The new interrelated fields of innovative wastewater treatment, water reuse, and the alternative delivery of infrastructure services (innovative on-site, decentralized and distributed, with public and private ownership) are new and challenging subjects that are being introduced by sustainable planning advocates. Canada has the capacity to be in the forefront of this development taking the lead in the designing and implementation of alternative and innovative water and wastewater technologies that are more efficient, saving and even reusing limited energy and water resources.

This project has greatly benefited from ongoing work in the field of water reuse technologies and regulatory regimes being undertaken at NovaTec Consultants Inc. on behalf of clients ranging from the Federal Government of Canada, the Greater Vancouver Regional District the Capital Regional District to innovative land developers who are willing to explore new means by which to effectively solve the age old problem of sanitary management under new "green" approaches.

Financial support for this project has been provided by the *ACT Program*, Federation of Canadian Municipalities and by a VanCity Credit Union *Community Partnership Program -Community Project Grant* with assistance provided by the Ministry of Community, Aboriginal and Women's Services.

1. INTRODUCTION

This ACT research report explores the regulatory gap between The Province of British Columbia's new Municipal Sewer Regulation, 1999 (that allows developers to provide advanced on-site wastewater treatment systems for the purpose of servicing new land development sites, with, in this case, water reuse applications) and municipal attitudes, policies or legislation that may prohibit subdivision of property if the development is seen to be dependent upon a package treatment plant or a privately owned or managed wastewater utility for servicing.

As early as 1997, a Canada Mortgage and Housing Corporation report noted that although no absolute regulatory barriers to innovate water reuse technologies and applications could be identified the major obstacles appeared to be created largely by the attitudes and perceptions of decision-makers. This National level study supported the use of on-site wastewater treatment as a means of conserving water and reducing the need to expand infrastructure. The report also noted that BC was developing a new Municipal Sewage Regulation that would be the most comprehensive regulation of its kind in Canada, stating that it may serve as a guide to the future implementation of site water reuse.

This report reviews the ongoing barriers to the implementation of on-site wastewater treatment as supported by the MSR 1999 legislation based on the responses to the survey taken of municipal and provincial decision makers and makes recommendations that may help overcome these apparent barriers. It is expected that perceptions and attitudes regarding risk management at the municipal level continues to be the major barriers to the implementation of new residential land development projects that could be approved for *Registration To Discharge* under the MSR 1999. The present system has a major regulatory gap that is costing developers time and money as they proceed from the provincial regulation to the municipal level of subdivision and servicing approvals.

Resolving the problems expressed by Municipal decision-makers could speed-up the process of servicing new sites for housing developments, while reducing public servicing costs associated with extending existing sewer systems. With the option to provide advanced wastewater treatment with water reuse, these developments could also help extend the life of existing treatment plants with reclaimed water being used for a range of uses including toilet flushing to irrigation which account for a high percentage of all potable water usage.

³ CMHC (1997), pg. 11.

¹ CMHC (1997), Regulatory Barriers to On-Site Water Reuse, Prepared by Canadian Water and Wastewater Association, pg. iii

² CMHC (1997), ibid, pg. 1.

1.1 Innovative Wastewater Treatment and Sustainable Housing Developments

In July of 1999 the British Columbia government brought into existence a new Municipal Sewage Regulation that had as one of its goals to:

Encourage the use of innovative technologies to provide an alternative for the "big pipe", improved source control, water conservation, water reuse and reduced discharge of treated effluent to the receiving environment.

Examples of projects that could be built under this legislation include infrastructure services that provide decentralized and/or distributed wastewater services to new subdivisions taking them off the grid (big pipe solution). Secondly, MSR 1999 projects can be designed to provide water reuse⁵, allowing communities to reduce their consumption of potable water by using reclaimed effluent for a broad range of applications as allowed under the Regulation. These applications range from toilet flushing to irrigation, based on the level treatment and quality of the effluent being produced.

To date, the goal of this forward thinking regulation has remained almost unattainable, with few applications at the residential development level having been approved for sizable new community developments even 50 homes or larger. This is primarily due to:

- 1. Limited exposure and acceptance at the municipal government level;
- 2. Limited exposure and understanding of the legislation in the land development industry;
- 3. Challenges in interpreting the regulation among potential qualified professional practitioners
- Financial costs associated with meeting MSR requirements, which limits application to regions of BC with higher value property;
- 5. Financial costs for assuring the establishment of a privately-owned wastewater utility as well as approved private sector assurance programs;

Regardless of this long list of barriers, the **Registrations to Discharge** ⁶ issued to date indicate that the MSR 1999 is a tool that, with refinements, can be used to help create sustainable communities under specific land development conditions and in jurisdictions where water management is recognized as pressing concern. In other words, an effort needs to be made to target municipalities that are water deficit and under pressure for land development if we are going to be able to push the sustainable community initiative as it relates to water conservation through the MSR 1999.

⁴ R. D. Wetter, M.A.Sc., P.Eng., Municipal Sewage Regulation (MSR) Workshop, Speaking Notes. January 22, 2003, Richmond, BC

⁵ In this study wastewater that is treated to Regulatory Standards under the MSR 1999 for reuse as per the Regulation will be termed reuse water. Other terms include reclaimed water, effluent reuse, and in some cases gray water reuse.

⁶ A Registration to Discharge is the ultimate outcome of the process for the applicant, allowing them to build a wastewater treatment plant that meets the requirements of the MSR 1999 as approved under the Registration to Discharge.

The profile for successful projects indicates that the developer, who has to take the lead on sustainable projects, has a strong commercial and community-based motivation to find alternative servicing programs for the site. The developer, while working to placate strong community and/or municipal concerns over on site environmental issues also needs to ensure that the project is economically viable. Given the previously *uncharted* cost factors of delivering onsite and as such off-grid wastewater services this is another barrier that needs to be overcome. This decentralized wastewater treatment precludes normal DCC related to project service charges. In essence, in forgoing municipal services (*assuming they are available*) the developer is entering into a new realm of service costing that includes, environmental assessments, maintenance and operations plans, potentially setting up of a private wastewater utility with bonding and assurance programs, the management of the delivery of wastewater services to a community of users, including billings, and the environmental management of effluent discharge and potentially reuse. While many of these issues can be passed onto the Community as the ultimate owner of their own services, this does represent a new *uncharted* element of business planning (*pro forma*) for land developers.

Finally, the legislation has the potential to seriously challenge the normal operations of municipal planning and engineering departments as they work to regulate and manage urban growth through long-term infrastructure servicing agreements and planning, an issue that will be addressed more closely in the case studies.

1.2 The British Columbia Municipal Sewage Regulation

The Municipal Sewage Regulation (MSR), which came into effect in British Columbia on July 15, 1999, provides authorization with standards and requirements for the discharge or reuse of treated sewage effluent. The BC legislation is unique in Canada, in that it defines water reuse within a comprehensive Regulation dealing with both unrestricted public access (high risk) and restricted public access (low risk). Part of the process of complying with the regulation includes completing an environmental impact study and an operating plan prior to the submission of a registration form.

For residential developments where the discharger is not a government agency or municipality, the discharger must also comply with the applicable <u>financial security requirements</u> of the MSR⁸. As such, this legislation offers unique land development opportunities for developers who are willing to undertake the designing, building and operations, maintenance and management of a community's wastewater infrastructure as part of their development program. Under the Regulation, developers could provide centralized, decentralized or distributed wastewater treatment services to the communities they build or lease these facilities out to infrastructure management firms, without having to enter into site

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⁷ Vassos, Troy, D., P. Eng. Water Reuse Standards and Verification Protocol Report for CMHC, June, 2004, Six provinces in Canada permit some form of water reuse practices. British Columbia is the only one that defines water reuse within a comprehensive Regulation dealing with both unrestricted public access (high risk) and restricted public access (low risk). All three Prairie Provinces permit effluent irrigation of forage crops for disposal purposes, with over 5700 ha. being irrigated. Both Alberta and Saskatchewan have published Guidelines for municipal effluent irrigation practices. Ontario has no specific policy, regulations or guidelines, but issues Certificate of Approvals for disinfected secondary effluent irrigation on an individual basis. Finally, Prince Edward Island has issued Permits for water reuse irrigation for golf course application.

⁸ See http://www.qp.gov.bc.ca/statreq/req/W/WasteMgmt/129 99.htm#schedule1

servicing agreements with municipalities. Assuming the treatment technologies meet Regulatory standards they could also reuse the water for a variety of applications ranging from Restricted Public Access such as landscape waterfalls or impoundments to Unrestricted Public Access such as, toilet flushing, car washing, fire protection, golf course irrigation or stream augmentation.

1.3 The MSR 1999 in Review

The Regulation requires that qualified professionals (QPs) undertake the design, O&M plan, environmental impact assessment, and oversee the construction, commissioning and operation of the plant. Furthermore, the Regulation requires that the systems be supported by a stringent financial security plan with 100% replacement funding. As such, the MSR allows for private sector delivery of wastewater treatment services. Working within this legislation, private firms can deliver sewage treatment infrastructure to deliver new housing in the market place. In reality, few land development companies have attempted to navigate through this new legislation to supply services for new housing estates and those that have managed the regulatory challenge at the Provincial level have not necessarily been able to translate that success into development permits at the municipal level.

The BC Municipal Sewage Regulation, 1999 (MSR) sets new province-wide standards regulating the ownership, construction, management, security and effluent quality and application of wastewater treatment facilities including water reuse standards. It was established to:

- 1. Time Delays Replace the requirement for site-specific permits under the Waste Management Act with an authorization under a performance-based regulation that reduces the time for receiving the authorization from about two years to 3 months;
- 2. Protection Update discharge standards and security requirements to ensure that there is improved protection of the receiving environment; and
- 3. Innovation Encourage the use of innovative technologies to provide an alternative for the "big pipe", improved source control, water conservation, water reuse and reduced discharge of treated effluent to the receiving environment.9

Based on case studies the MSR 1999 has successfully delivered on the reduction of Time Delays, with reports from QPs being regularly moved through the review process and Registrations to Discharge being authorized by the Ministry. However, OPs note that delays and problems have occurred with review of the process for approving water reuse provisions by Health:

- (7) No person may provide for the use of reclaimed water unless specifically authorized
 - (a) in writing by the local health authority having jurisdiction, or
 - (b) under a local service area bylaw under which the municipality or a private corporation under contract to the municipality assumes the responsibility for ensuring compliance with this regulation and that proper operation and maintenance will be carried out.10

^{9 9} R. D. Wetter, M.A.Sc., P.Eng., Municipal Sewage Regulation (MSR) Workshop, Speaking Notes. January 22, 2003, Richmond, BC

MSR 1999, Part 2 — Exemption under Certain Conditions from Section 3 (2) and (3) of the Waste Management Act for Discharge Use of reclaimed water, 10,

As per environmental protection, the MSR 1999 has effectively placed Qualified Professionals in the drivers seat to deliver scientific and engineering reports that effectively respond to the issues raised by government project officers. However, on the financial protection side of the issue the regulation has proved to be complicated and even onerous. With the developer or community of users (i.e. a Strata Council) expected to put up 100% of the capital replacement costs of the treatment plant at the time of commissioning through a program that has been approved by the government and run by a financial institution there have been few successful programs financed to date. As such, innovation has not been an achievable goal either, given the high costs of starting up such a program.

Innovation is also difficult to achieve in an municipal services engineering environment that has to carefully select and approve technologies and treatment processes based long term community safety and also on a limited experience of systems outside of traditional municipal big-pipe solutions. Presently, BC municipal engineers and infrastructure planners have no local third party organization that they can turn to for advice on water or wastewater technologies to ensure that their communities can be both innovative, green, consumer smart and safe.11

The MSR 1999 has failed to deliver on two of its three goals over the first five years of its existence. This is partially due to problems with the legislation, some of which are being effectively worked out, and partially due to barriers to change at the municipal level and in the land development industry. However, these problems exemplify a much larger problem that green or innovative technologies face across the entire spectrum from bioproducts to renewable energies to water and wastewater treatment that is a lack of demonstration sites and an unusually high perception of risk that needs to be mitigated.

Problem Definition 1.4

Since the proclamation of the MSR in 1999 there have been very few discharges "registered" for private sector residential projects (Table 1), and as of the published 2002 data, only one confirmed with the potential for water reuse. 12 This suggests that regulatory and /or market condition barriers may be complicating the approval of projects under the new Regulation.

Water, Land and Air Protection (WLAP) is managed through seven regional offices, each of which handles local registrations to discharge under the MSR, 1999. Telephone interviews were held with district managers and most commonly with compliance officers in the regions. Compliance officers offered a wide range of opinions regarding the MSR and its application. The most common problems that they referred to include:

- Inability to interpret Assurance Plan Requirements to developers.
- 2 Inability of smaller developments to finance servicing under the MSR Assurance Plan Requirements program requirements.

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¹¹ They can turn to the National Sanitation Foundation for ETV US-EPA approved technology reports for water and wastewater technologies, assuming that the manufacturers have undertaken this voluntary verification

process.

12 The first registration in the Lower Mainland was for tertiary level wastewater treatment plant with an "unrestricted" water reuse application, for a residential project of 100 homes. WLAP has registered only three discharges that require security and capital replacement funds in their Lower Mainland Office from 1999 to 2002.

- 3 Costs incurred by Developers to follow through with the requirements of the MSR requirements (consulting fees) are too onerous on developers outside of higher land price regions.
- 4 Inability of regional engineering and environmental firms to work through the MSR; or basically a lack of QP in remoter parts of the Province.
- 5 Inability to meet compliance after the Discharge has been Registered has resulted in Registrations being withdrawn.
- 6 Lack of indexing and text-based assistance programs to help Regulatory (provincial and municipal) and development communities to work through the MSR.

TABLE 1							
Registrations	Under	MSR	1999	as	of June	2002	

WLAP Regional Office	Number of Registered Discharges	Residential Development (Excluding municipalities)	Proposed Water Reuse Options
Nanaimo	18	4	0
Surrey	15	I	l
Kamloops	25	4	0
Nelson	6	2	0
Williams Lake	2	0	0
Smithers	1		
Prince George	11	2	0
Total Number	79	10	

NB: Please note that the Ministry has not updated information on this information since June 17, 2002, over two years ago.

The MSR was designed to reduce the time required for approval by government to 90 days, compared to the previous permitting system that averaged up to two years. While Ministry processes have been streamlined, new barriers appear to have arisen at the municipal level that are impeding the application of the MSR legislation to residential land development projects. These barriers include, but are probably not limited to:

- The Section of the Regulation pertaining to financial security requirements (Assurance Plan)
 places an onerous burden on developers, is difficult to interpret and has a very limited acceptance
 in the market place with only two "Financial" firms having made the effort to have their
 Assurance Programs approved by the Province for use by developers.¹³
- 2. Experience with the Regulation at the municipal level are limited and impacts unknown, leaving overworked and understaffed engineering and planning departments, as well as municipal legal staff in a state of uncertainty regarding the implications of allowing the private delivery of wastewater services or water reuse. Uncertainty equals risk, risk equals rejection.
- 3. As applications are frequently for development properties outside, or beyond, the existing serviced region of the municipality there is a tendency for planning departments to see applications as leading to or creating urban sprawl even where the property may be designated for urban development.
- 4. Interpretation of the MSR 1999, the carrying out of Environmental Impact Assessments, selecting and acquiring on-site (frequently advanced) wastewater treatment plants and finding viable and appropriate discharge options require environmental and engineering services that demand that the developer recoup their return on researching the problem and designing the green solution. This means that projects designed under the MSR 1999 have a cost sensitivity.

¹³ The two firms referred are VanCity Credit Union through at the time their VanCity Insurance arm and Terasen Utility Service (formally bcgService).

In BC this means that projects are more likely to be viable in the Lower Mainland, in high growth areas of the Okanagan-Kelowna region and in the Victoria Capital Region, as well as in specific high-end ski-resort/golf resort locations that lack other options for treatment and disposal and which may require water reuse for irrigation.¹⁴

5. Finally, the level of Qualified Professional (QP) expertise and support required to manage an approval through the MSR 1999 legislation appears to indicate that remote and northern land developers (who are also generally receiving a lower return on land values) are unlikely to have access to local consultants who could feasibly explore this option for them.

The scope of the present research report focuses on the issue of municipal government response to the Provincial MSR 1999. Although WLAP held focus groups and workshops across the Province to introduce the legislation, it would appear that a number of the municipalities contacted in the run up to the questionnaire had a limited working knowledge of the Regulation (see Section 2.10). As such, we designed a questionnaire to send out to municipal engineers and planners that focused on how they would respond to a land development project that proposed on-site wastewater treatment delivered by a developer with water reuse. Their responses are supplemented by information gained from local WLAP officials in the regions that have authority over managing the MSR 1999¹⁵ and through case studies that the author has gleamed from local developments that successfully went through the MSR Registration to Discharge process.

1.5 Introduction and Questionnaire

This research project is premised on the responses to an extensive questionnaire that was completed by 17 participating communities across British Columbia. An attempt was made to provide a cross section of views and responses from larger urban centers close to the urban core area (Vancouver-Victoria) through to smaller, northern and interior communities. While a representative sample of 17 communities was acquired, a number of pre-selected innovative rural communities that are progressively dealing with septic systems problems and smaller northern and interior communities were unable to respond due to very limited staffing levels.¹⁶

The questionnaire was designed with input from Mr. Eric Bonham, P. Eng., Director of Municipal Engineering, MCAWS (retired 2004) and from Dr. Troy Vassos, P. Eng., NovaTec Consultants Inc. Each municipality in the dataset was contacted personally and provided with an overview of the project and the rationale for participating. The majority of the 35 municipalities contacted were interested in the topic and generally wished to know more about the potential impact of the MSR 1999 on urban development and planning. However, the reality of small town government meant that a number of municipalities in the end had to decline (See Appendix A – Contact List). The 17 participating

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¹⁴ Or as proven by one environmental engineering firm - snow-making.

¹⁵ Officers in each regional jurisdiction in BC were contacted by phone and by e-mail. These were not scribed interviews, although a few opening questions regarding number of applications and examples of projects were queried first. The WLAP officials were very forthcoming and added valuable regional context and case study opinions.

¹⁶ For example, the Milese of Assets BC (in the CMC).

¹⁶ For example, the Village of Anmore, B.C. (in the GVRD) was targeted for participation as a semi-rural communities close to Vancouver that has deliberately not connected to the GVRD's infrastructure having addressed the need for advanced septic systems at the household level, however they were unable to participate due to limited staff time.

municipalities are listed in Column One in Appendix C that provides an overview of all responses, with the questionnaire located in Appendix B.

The first part of the questionnaire asked participants to review a hypothetical application to subdivide a property that has been zoned for mixed residential/recreational development but which is beyond the present development "envelope" of the municipality. This was followed by a section that relates to their working experience and knowledge of the MSR 1999 or of water reuse projects in their municipality as well as municipal policy issues relating to on-site wastewater treatment, innovative technologies and water reuse. The questionnaire was prefaced by a series of land development assumptions based on a real case study and presented to municipal managers. The managers were then asked to judge how their municipality would respond to a similar site-servicing plan made by a land developer (See Appendix for example).

2. CASE STUDIES

Two case studies help define the issues facing residential land developers, and the municipalities that they are operating in, as they struggle to resolve their wastewater servicing problems by implementing on-site wastewater treatment options. Both projects are located in the Lower Mainland of British Columbia in communities that are increasingly dealing with population growth and increasing demands for new housing and services.

Caveat: As each of these private land developments are either still in municipal review or are under development we cannot presently disclose location or names.

2.1 A 100 Home Subdivision

2.1.1 Introduction to Site and Proposed Servicing Regime

The proposed residential development was originally designed as an onsite wastewater treatment project in 2000-2001 by a local land development firm. This 200-plus acre property has been the site of a number of land uses in the past with the most recent active use being a gravel pit. As such, on-site septic systems with disposal fields were not a viable option as the soils percolate too quickly.

The property has an existing zoning classification for 2-acre residential development. The developer at the time (the property has changed ownership since the research project began) proposed developing it as 90+ two-acre parcels with a tertiary wastewater treatment plant to serve the entire development. The site is surrounded by hobby farms ranging from 5 to 20+ acres with the majority being equestrian properties with easy access to riding trails and parks. Previous attempts to develop this property had failed due to a mixture of community activism and changing economics. At least one past proposal was for a golf course and some 150 homes in a series of higher density pods. 2However, the cost of wastewater servicing had always been a major contributing factor to land development decisions, with the golf course proponent having expected to cover the costs connecting to sewer (some 12kms away) through the commercial capacity of the golf course and clubhouse.

Water for the development has never been perceived as a problem with connection to the municipality being the accepted option. However, the developer felt that the distance to sewer connections and the cost of connecting were prohibitive. As such, an environmental engineering firm was hired to resolve the wastewater problem. They proposed that all sanitary wastewater would be collected in gravity sewers and conveyed to the water reclamation plant - a mechanical tertiary wastewater treatment plant (average day flow 113 m³/d). The resulting effluent was to meet the standards for reclaimed water use with unrestricted access as described in the Municipal Sewage Regulation (See Table 2). Operators certified to the same level as the facility were to operate and maintain the plant. The plant was to be designed with the level of equipment redundancy and effluent emergency storage required by the Municipal Sewage Regulation.

Innovative Wastewater	Trantmost and	Decidential	Davalormant	in RC
Innovative Wastewater	i realment and	Residential	Development	เกษ

October 2004

Insert Fold-out Diagram

Reclaimed water from the tertiary treatment plant was to be discharged to an existing pond on site. From the pond, overflow was directed to a new stream channel that would eventually discharge to a local water deficit salmoniod-bearing creek. The new channel will be designed as a non-fish-bearing permanent stream (Environmental Augmentation). Riparian vegetation was to be planted along the new channel. The pond and stream together would have supplied additional flow and nutrients, including fish food organisms, to the Creek. It was determined that the increase in flow (attributed to treated effluent) to the Creek as conveyed by the new stream channel to the drainage ditch would not hydraulically impact existing channels further downstream.

TABLE 2
British Columbia: Waste Management Act –
Municipal Sewage Regulation¹⁷

1000	Municipal Sewage	Effluent Quality Requirements						
Class	Reuse Application	Median FC (CFU/100ml)	BOD (mg/L)	TSS (mg/L)	рН (90%)	Turbidity (NTU)		
	Urban:			≤ 5	6-9	≤2		
Unrestricted public access	Parks, playgrounds, cemeteries, golf courses, road right of ways, school grounds, residential lawns, green belts, vehicle and driveway washing, landscaping, toilet flushing, outside fire protection, street cleaning	≤2.2	<10					
	Agricultural:							
	Aquaculture, food crops eaten raw, orchards and vineyards, pasture, frost protection, seed crops							
[] Inc	Recreational:							
	Stream augmentation, impoundments for boating and fishing, snow making							
Restricted Public Access	Urban/Recreational:	≤200	<u>≤</u> 45	≤45	6-9	-		
	Monitoring Requirements	daily (1)	weekly	daily	weekly	continuous		

Note: (1) Monitoring requirements for fecal coliform for restricted public access is weekly.

To mitigate environmental impact due to nutrient addition, the reclaimed water facility was designed to provide nitrogen and phosphorus removal in addition to the standards set for reclaimed water for unrestricted access in the Municipal Sewage Regulation (Table 2). It was recognized that there may still

¹⁷ Troy D. Vassos, 2004, *Water Reuse Standards and Verification Protocol*, Canada Mortgage and Housing Corporation, See Table 9.

have been some potential for undesirable algal growth in low gradient, poorly vegetated areas of the Creek, which occur immediately downstream of the residential development. With further dilution downstream, it is unlikely that the phosphorus loading from the reclaimed water would affect the lower reaches of the Creek or the river system into which it flowed (See Figure 1).

To mitigate environmental impacts from the dissolved copper levels in the domestic water system, it was determined that either plastic piping should be used in the development housing, or further treatment should be provided as part of the reclaimed water treatment process to remove copper from the reclaimed water before discharging to the pond. Given concerns over higher temperature water being discharged from the pond into the Creek, consideration was given to mixing the water exiting the pond with colder water pumped from the lower aquifer. Part of an open 0.5 ha space to the east of the existing pond could be used in the future for additional treatment should it become necessary based on monitoring of Creek temperatures.

Overall, the consulting Registered Biologist reported that effluent from the treatment plant had a positive impact on the discharge Creek. A point agreed with by both the Federal Department of Fisheries and Oceans (DFO) and by the Provincial Water Land and Air Protection (WLAP) officers assigned to the file. Base flows in the Creek were predicted to be enhanced through the construction of the new stream, which will be connected to the existing pond, with increased base flows improving summer rearing habitat. In addition, the new channel will provide an additional source of fish food organisms (benthic invertebrate drift).

With respect to groundwater conditions, the site is underlain by an irregular distribution of sediments of primarily glacial origin, with three separate aquifer horizons: the upper, middle and lower aquifer units. This Equestrian Residential Development site is located within a groundwater recharge zone, with groundwater flow downward and generally towards the north, predominantly within the upper aquifer, under prevailing hydraulic gradients. All wells but three within 300 m of the site are drilled, and appear to be completed within the middle aquifer, with two of the dug wells abandoned and the third dug well hydraulically-isolated from the site Creek. No measurable impacts from pond water quality are expected on the groundwater quality of the surrounding domestic wells as a result of the apparent degree of hydraulic isolation of the middle and lower aquifers from site recharge. As well, no measurable impacts from the proposed site re-development are expected on wells south of the international border, as groundwater flow beneath the site is primarily towards the north, with site recharge mostly retained within the upper aquifer.

2.1.2 The Planning Challenge

Although the original developer received a Registration to Discharge under the MSR 1999 in February of 2002 based on the Ministry's review of the Environmental Impact Study, Operating Plan and Financial Security program and submission of the Registration Form, they apparently could not convince City Hall to approve the development permits.

Planning staff first raised objection to the proposed wastewater treatment solution at the initial meeting with the developer at which all three levels of government were present, including WLAP and DFO. At this time staff noted that Municipal policy stated that land development permits would not be issued for sites that required package treatment plants for the servicing of wastewater. This policy was directly related to the local government's past experiences in having to extend sewer lines out to small trailer

park developments. These sites had been allowed to develop (circa 1960s) under earlier legislation using off-the-shelf treatment plants that failed, leaving the residents with serious sewage problems. While the engineering consultants clearly showed that the proposed wastewater treatment program was an engineered system designed specifically for this site and situation with an approved Assurance Plan under Provincial legislation, planning staff strongly believed that the local government would be ultimately responsible and be *left holding the bag*.

In discussions with planners and engineers involved with this project, there was the general perception that while a viable green solution was being proposed by the developer, a level of security with the concept of a privately owned and operated wastewater treatment system just did not exist. Furthermore, they wanted to know where in a suburban setting such a project had been proven out in the Province. Indeed, perception of risk continues to be one of the major barriers holding back the demonstration and implementation of innovative urban infrastructure solutions.

Planning staff also expressed concerns over what can be called the *floodgate* issue. In other words, if this project was approved and development permits issued, then a precedent was set which would allow other developers to propose similar on-site serviced developments.

Planning should follow servicing... If we said yes to this development where the services have followed the plans then "how could we say no again."

Director of Planning

These projects would in a similar vein be beyond projected growth areas of the municipality, leading to a potential *leapfrogging* of the designated urban development boundaries and in all likelihood, increased demand for other public services such as public transit, schools, libraries, water servicing, road improvements etc. In a region that is trying to advance Smart Growth, the MSR 1999 option appeared to them to create a major problem.

Taken as a single land development project, Equestrian Estates represented a green wastewater solution that did not unduly increase the demand for infrastructure services while delivering an opportunity to showcase innovative Canadian treatment technologies under a decentralized infrastructure program. As such, this project spoke to Regional government planning objectives to find green on-site solutions to infrastructure needs. But taken at the municipal context of local land development in a growing semi-rural municipality on the edge of a major city, this proposal had the potential to open the floodgates on new proposals scattered across the rural countryside.

Another option proposed by the developer was to build the treatment facility as designed and approved and turn it over to the municipality. However, this option also had long-term problems from the perspective of the municipal engineering staff, on two points:

- 1) Why take over a plant that you have not been involved in designing?
- 2) Why take on the operating and maintenance costs of a satellite plant that is far removed from all other wastewater treatment facilities in the region?

When last visited, the green wastewater solution for this site was still an option but not the preferred one, with the big-pipe connection to the municipal sewer system apparently providing a more secure risk-free option.

2.2 Residential Development and Golf Course

2.2.1 Introduction to Site and Proposed Servicing Regime

This proposed residential development and golf course covers an area of approximately 200 hectares located on an Island community that is increasingly being impacted by Lower Mainland population expansion. The developer is proposing to develop the property into over 150 residential lots, with a 20-bedroom inn, a pub/restaurant and limited commercial space and a small golf course.

About half of the site is underlain with fractured rock. Three creeks also traverse the property. The balance of the development (about 151 hectares) will be served by a gravity sanitary sewer system that will convey the wastewater to a treatment plant. The sewage from the eastern and southern parts of the serviced area will be conveyed to the treatment plant via pump stations. The balance will flow by gravity.

The development will be built over a period of several years, with the wastewater treatment plant being built in two phases. Phase 1, with a capacity of 186m³/d, will provide secondary treatment and will discharge the treated effluent through a marine outfall. Phase 2, with a total capacity of 391m³/d, will also provide secondary treatment and marine discharge. However, an advanced treatment component will be added as part of Phase 2 to allow the treatment of up to 239m³/d, for unrestricted public access.

An important and unique feature of this project is the reclaimed water component. Reclaimed water (239m³/d) will be pumped to an adjacent 47,000m³ irrigation reservoir and used for golf course irrigation in the summer months. This reservoir will also receive a portion of the runoff from the catchment area between two of the local creeks that traverse the property. Stormwater discharge works will be designed for the reservoir overflow. The advanced mode of treatment will only be used when reclaimed water is needed for golf course irrigation.

The treatment plant is fully enclosed and will be provided with an odour control system. The treatment plant will be located within the golf course and the closest residential home will be at least 125 metres away.

The terminus of the marine outfall is at 30 metres below mean sea level and, according to the environmental assessment; the effluent will be trapped at a depth of 19 m (i.e., it will not surface). The impact assessment has not identified any major environmental issues relating to the proposed wastewater treatment and disposal system. Recommendations for surface water sampling from the local creeks monitoring are provided.

2.2.2 The Planning Challenge

The green planning challenge on this island community was at a totally different level of discussion from the beginning of the process for a number of reasons. Not the least of which is the fact that being

an Island community it does not have does not have connection to an urban sewer system. Secondly, water is recognized as a scare resource on the gulf islands, creating an environment where innovation, water conservation and even reuse are almost considered the norm.

In this case, problems with outbreak, due to the rocky conditions of the site, plagued conventional septic system and disposal field logic. Communal disposal fields were also looked at as an option but considered too costly and disruptive to the benchland areas that are being designed as a golf course. A number of options, including a decentralized system, were proposed but in the end a centralized treatment plant with water reuse for the drier summer months and an ocean outfall during winter were approved.

A second consideration was the question of how to supply sufficient levels of water to the golf course in the summer months to provide irrigation for at least the greens and tee boxes. The solution was immediately available in the form of effluent from the housing, which needed to be treated and disposed of in any case.

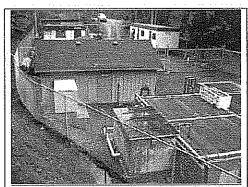


Figure 2, Ecofluid Systems at Snug Cove, Bowen Island http://www.ecofluid.com/ecofl/160.html

In this scenario, the housing estate's treated effluent is the golf course's precious water resource.

A number of scenarios, including a distributed/decentralized model with water reuse, met with acceptance. However, the rocky nature of the site does not allow the placing of over 100 individual units in ground. The developer's fallback position, a centralized wastewater treatment plant provided by Ecofluid Systems Inc., was a viable alternative for the community as the known commodity being in service in the region. (See Figure 2 above). Where in the previous case study the municipal government needed proof that innovative systems could work in place of GVRD sewer, on Gulf Island they already had a local working example, greatly reducing the risk factor. Finally, the land developer already has a strong track record of providing potable water as a private water utility in the area being serviced, helping to increase the Island municipality's level of security.

2.3 Comparisons and Lessons Learned

Typically at least two levels of governmental approvals are required at the project approvals stage. Discussions and negotiations with the Province regarding the discharge to the environment were relatively streamlined through the MSR process, even though this was the first project with a registered discharge under the Regulation. From initiating the first feasibility study and meetings with the Ministry to registration the process took about eight months. As this was the first project under the MSR, the Ministry requested an in-depth review all supporting documents.

In contrast, Municipal Departments of Engineering and Planning raised persistent questions regarding the project, citing concerns over financial liability, operations and maintenance and ownership, impacts on municipal planning projections and concerns that if approved it will open up a new market for land development. Some planners expressed the opinion that the MSR 1999 could effectively reduce their

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ability to plan extensions of wastewater servicing as a means of managing urban growth. The senior manager of the Municipal Engineering Branch in the Ministry of Community, Aboriginal and Women's Services, expressed this same opinion. If developers can apply under the MSR to register discharges, and as such provide wastewater services for properties beyond existing or projected urban boundaries, then the implicit planning control of timing the delivery of municipal wastewater services to correspond with approved urban growth has been threatened. To quote one urban planner:

... These green technologies represent a major paradigm shift from how we have traditionally planned infrastructure for our municipalities.

In both case studies the local developers faced considerable community challenges, needing to build public support for their development proposal as well as for their wastewater treatment solutions for the sites. Community concerns were addressed at well-attended public meetings, and for the most part the wastewater treatment solutions being proposed were not the paramount, or even secondary, issue raised by the public.

In both case studies the developer put in place an Assurance Plan that met WLAP's standards of approval as required in the MSR 1999. However, the Gulf Island developer had a number of practical variables supporting his position, which included:

- the inability to connect to existing municipal sewer lines.
- the municipality's experience and working knowledge of the treatment technology being recommended.
- · practical experience in managing a water utility.

Clearly, the municipal staff reviewing the 100 Lot project never developed the level of security with the Assurance Plan and the operations and maintenance elements of the proposed treatment plant required to allow them to fully support the project. A second problem that the 100-lot developer could not foresee was the municipality's long-term servicing program that required bringing the sewer line south towards the development to service a community that was on failing septic system disposal fields. Finally, planning staff acknowledged that they feared setting a precedent that would open the floodgates to similar proposals. In contrast on the Gulf Island, new developments will in all probability require advanced on-site systems in order to proceed.

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¹⁸ Personal communications Mr. Eric Bonham, P. Eng., Director of Municipal Engineering, MCAWS, Victoria. Although Mr. Bonham, now retired, was a strong advocate for innovative and decentralized infrastructure he recognized that Planners could interpret the MSR 1999 as a means of jumping urban planning boundaries that are commonly controlled and dictated by the planning of sewer and water extensions.

3. QUESTIONNAIRE RESULTS AND DISCUSSION

In this section of the report we look at the attitudes and responses of municipal engineers and planners to a sample application by a developer under the MSR 1999, asking them to respond to the application as if it was being brought forward for approval in their jurisdiction. The questionnaire is available for review in Appendix B.

3.1 Question 1

In question I we asked: From an Engineering perspective what are the three major complications or issues that would be raised by this project in your municipality? (See Table 3)

Although the responses requested a qualitative response the replies can be quantified, with the majority of respondents in order of magnitude recognizing the following issues as needing to be clearly addressed:

TABLE 3
Major Municipal Engineering Concerns over MSR 1999,

Primary Concerns	Frequency	Comments				
Assurance Plan & Liability	14	Issue of private sector bankruptcy				
Operations & Management	13	Continuity of ownership				
Effects on Urban Planning	4	Issues include urban containment				
Effluent Monitoring	3	Ability to respond to changing standards				
Technology Record	3	Who defines accepted technology, track record issue				
Inter-Jurisdictional Issues	3	Appears to be conflict within Provincial Ministries				
Local Environmental Concerns	2	Soils and cold climate issues				
Need for Local Legislation	2	Covenants on properties				
Confusion Public/Private	2					
Facility to Municipal Standards	2					

The twin concerns of liability and operations and management clearly speak to the municipal engineering communities ongoing need to ensure that risk is mitigated prior to the construction and operation of a privately owned wastewater treatment facility. In the Canadian context this is a realistic and accepted level of concern, one which the present MSR 1999 legislation does not appear to be overcoming and responding adequately to based on these well thought out responses. Decision makers from both Whistler and Campbell River stated that they would need to have separate municipal covenants against each property to ensure that perpetual service would be guaranteed and that connection to municipal sewers would not be demanded at some point in the future.

Another important issue raised by the municipal engineers was the perception that the MSR legislation as discussed here was not necessarily supported by Health or by Municipal affairs in Victoria. This bringing into question the *seamless ness* of the legislation between these three provincial ministries - WLAP, Ministry of Community, Aboriginal and Women's Services (MCAWS) which is responsible for municipal engineering policy issues and Health.

Part of this lack of acceptance of the MSR legislation as it pertains to the private delivery of on-site wastewater facilities has to do with the traditional role of the municipal engineering community in Canada as the gatekeeper to these *public goods and services*. The issue of confusion over the delivery of wastewater treatment services by the private sector was also mentioned as a serious problem. However, this model of wastewater or even water utility service delivery is not the only accepted one in the western economies. In France, the private sector delivery of these *utilities* has been ongoing for over 100 year. Companies such as Vivendi and Suez have built multinational enterprises on the expertise they have evolved in delivering municipal services. More recently, privatization in Great Britain has allowed Thames Water to become an international market player with, like its French competitors, a growing market presence in the American market for water services and technologies. Increasingly, American municipalities are looking to private sector firms to deliver water treatment services, a trend that is also active in Ontario.

A senior municipal engineer with extensive experience of the Regulation raised a final, and most telling response:

Impact of the proposal on the environment especially public perception as opposed to technical conclusions.

It appears that local public, and possibly political, perception outweighs the merit of technical reports that provide support for projects under the MSR 1999. So even if the engineering and environmental studies prove supportive, the perception of undue risk appears to be limiting the application of innovative wastewater solutions.

3.1 Question 2

The reactions to the proposed application presented in this scenario by the planning department covered some of the same ground as engineering but ranged into more policy related issues not addressed by the MSR 1999 nor discussions that addressed the legislation in workshops leading up to its proclamation. Specifically Planners brought forward issues addressing urban containment and taxation – the paying for municipal services. Given that extending water and sewer lines creates new market for these services under existing taxation the delivery of private sewer to such sites could reduce the expected and planned for municipal taxation base. This development would require other services, with municipalities rightly asking how are they to be paid for? One respondent suggested that tax rates must be restructured so these developments pay a premium for this lifestyle and not be subsidized.

Water and associated wastewater treatment are a primary source of revenue for municipalities. The advent of a mixed public/private system of delivery indicates that there is money to be made in the water utilities sector in Canada, a situation that will threaten already limited municipal financial revenue unless a new model of taxation is initiated.

However, the strongest worded and expressed replies to this question dealt with the potential loss of planning control. The creation of an *Ad Hoc development sequence* (Pitt Meadows), *this would be precedent setting, putting pressure* (on Council) *to open up areas not previously planned for*, and *thin*

edge of the wedge (Maple Ridge), inconsistent with OCP (Saanich), in contravention of OCP (Campbell River), greenfield development not sustainable (Gibsons).

In only one case did a municipality look at this in a positive light, with the City of Vernon that has a history of water reuse for irrigation dating back to 1997 asking,

Could provision be made to allow future development on adjacent properties connect to the system? How would this work?

The answer to this would unfortunately appear to be no, unless the registration to discharge with WLAP was revisited and a new process undertaken. The other to this question is that developers would be unlikely to size the original treatment plant for the purposes of expansion given the onerous assurance plan requirements, were:

security is calculated using the following formula and rounded up to the nearest \$1,000: security = \$1400Q, where "Q" is the maximum daily flow in m^3/d . ¹⁹

3.1 Question 3

In our first case study the municipality argued that on-site wastewater treatment was in violation of an existing municipal policy, that stated "Development will not be permitted on the basis of a private package sewage treatment plant" (*Municipality Subdivision and Development Control Policy*). This response by the municipality was premised on the assumption that the treatment plant and disposal mechanism being designed specifically for the site was some form of "off-the-shelf treatment system" an assumption that was directly questioned by the engineering consultants.

Does your Municipality have a comparable bylaw or policy? Yes 9/17

This response was in keeping with the responses of the slight majority of municipalities polled with 9 of 17 stating that they had similar legislation in place. In most cases the policy required connection to existing sanitary sewerage systems and in the case of the District of Mission stated that no subdivision of rural properties which are not suitable for conventional septic tank with disposal field systems will be permitted on a fee simple basis. On review of the policy and in light of the questionnaire Mission did note that the concept of rural strata area subdivision utilizing shared private disposal systems has some merit in that the security, operation, maintenance and replacement could be held under a Provincial authority (MSR 1999). Other municipalities stressed the role of the Ministry of Health Regulations or Health's on going testing of small wastewater treatment systems as responses to the question, noting a recognition of the division between municipal and provincial authority, but not between Health and WLAP's MSR 1999 legislation.

²⁰ Earlier interpretation of the MSR 1999 regarding land ownership in fee simple vs. strata suggested that for the purposes of the Assurance Plan and operation of the plant that the site would have to be held under strata conditions, this is no longer the case.

http://www.qp.gov.bc.ca/statreg/reg/W/WasteMgmt/schedule1

Question 3 C/D/E asked the municipalities to express an opinion about the adequacy of their existing legislation to stop the proposed land development project and specifically if they felt that they should change their legislation to:

Quest	ion	Responses
3с	Increase Barriers to MSR 1999 type Projects,	8
3d	Streamline to Increase Opportunities	0
3e	Status Quo sufficient	8
Also:	Need more information	1

No municipality considered streamlining legislation or procedures to facilitate MSR type land development projects. Half of municipalities responding felt that existing legislation was adequate to block a subdivision approval that met MSR 1999 regulatory requirements at the municipal level. However, a surprising number suggested that they might consider reviewing their legislation to increase barriers. Only two municipalities modified their responses by adding information into the response section of 3d indicating that they may look at options to streamline subdivision applications approved for registrations to discharge under the MSR 1999 if there was a guarantee that the municipality would have, in the words of Pitt Meadows, absolutely no obligation, and in the words of Mission, there was no implicit transfer of such risks (replacement, connection, maintenance) to local government.

Once again the voice of local government is implicit:

- · connection to the existing sewer systems is preferred if not demanded and
- risk to local government must be avoided.

When we review the conditions that developers need to meet under the MSR 1999 we see that these environmental risks, operations and maintenance risks and financial risks are all covered off with the Province. WALP has the authority to step in and take over management and control of a facility, in order to correct mechanical or building failures that may be occurring. Furthermore, the assurance plan requires that the full replacement cost of a facility be accessible from the day of commissioning. We must conclude then that the interpretation of MSR 1999 legislation is apparently not being clearly communicated to the Municipal level, or other factors such as control over municipal planning and ownership of buried assets are playing a role in local decision-making that had not been foreseen by the authors of the Regulation. Land planning, and specifically the timing and extension of services to new sites, is the prerogative of municipalities; it is a planning tool that controls and helps manage urban growth and the timely expansion of public services. In our case study, the developer brought forward not only a viable land development plan that fit within the community context but also infrastructure servicing for the site through a satellite wastewater treatment facility with approved disposal options. While this represented a green solution to one problem of wastewater treatment, it opened up a Pandora's Box of other complications for the municipality.

As one municipality replied:

A question for you: Do you believe that municipalities should have the authority to regulate development within their boundaries, particularly those areas that may be suitable for innovative sustainable water supply

and waste disposal practices and to define those areas that are not?...

and as another Municipal Director noted:

...planning should follow servicing.

3.1 Question 4

Based on the responses to questions 1 through 3 we were surprised to find that 7 of the 17 municipalities queried would, under qualified conditions, support a land development application that had a registration to discharge under the MSR 1999 and met similar conditions as those described in the case study. These seven positive responses represent a break in the discussion up to this point in time, with exception that their qualifications generally stress the need for the Province under WLAP to take responsibility for the risk involved (Assurance Plan) or that further studies be commissioned to meet the municipalities concerns. These seven communities (Vernon, Whistler, Prince Rupert, Mission, Langley, Maple Ridge and Richmond) also raised concerns over Fisheries approval re: discharges, or the nature of the specific project.

Another four communities also did not out reject the concept out-of-hand. In these cases (Prince George, Squamish, Pitt Meadows, and Gibsons) noted that a number of hurdles would have to be passed to acquire development permits, but that servicing under the MSR 1999 would not necessarily discount the project or that Council could grant a variance where the project was outside of the existing serviced development zone.

These leaves us with only 5 communities that rejected the proposed land development as presented (Chilliwack, Counrtney, Campbell River, Saanich, and Kelowna) with one not responding to the question. The majority of these communities stated that the proposal was not consistent with the OCP, with designated sewer area policies or not viable as being outside the urban containment area. Kelowna's response to this issue seems to be a considerable variance to that of Vernon, given that both share similar water management problems, these being the dry semi-desert region of the Interior and increasing urban populations. Kelowna has been a leader in water conservation programs, while Vernon has been actively reusing treated effluent for irrigation for decades. Reviewing Kelowna's responses we see that they are consistent with a concern over urban sprawl, a need to connect urban development to sewer services and a concern over liability, operations and management. The rapid growth of Kelowna, and the modern state of their treatment facilities, probably indicates that they have sized their facilities for the expected growth and would see little need for satellite type systems even if they took over operation and ownership. Vernon also appears to have had more direct experience with private sector delivery of wastewater facilities with the Predator Ridge golf course treatment plant having been built and paid for by the developer and then turned over to the city upon completion.21

Centre for Sustainable Communities Canada

²¹ see: http://www.vernon.ca/services/utilities/reclamation/ for more information on Vernon and water reclamation

3.1 Question 5

Based on our case studies we knew that liability, operations and management were anticipated to be ongoing issues that municipalities felt were not being adequately addressed by the MSR. To address these issues we asked municipal engineers if they would entertain taking on ownership of the treatment facility once the developer had built and paid for the plant, thus reducing the risk.

Once again, replies stressed risk mitigation as well as fiscal responsibility. Two municipalities willing to take over the facility if offered to them are Vernon, which has already managed a similar takeover from the developer of Predator Ridge Golf Course, and the City of Prince Rupert. However, the vast majority of the municipalities, 12 of 17, responded in the negative (unless 100% of costs recoverable). The three engineering departments that recognized a potential opportunity for their municipality (Gibsons, Central Kootenay and Langley) added the condition that it would be a policy decision and that design and construction would have to done in association with them. Other municipalities noted the higher costs of operating satellite facilities and limited staff as qualifiers to their answers.

3.1 Question 6

As part of our research program we wanted to know how familiar the respondents were with the MSR 1999 and the frequency with which developers have made applications or even enquiries under the Regulation. Of our 17 respondents only four (Chilliwack, Langley, Kelowna, and Central Kootenay) had received applications under the MSR for wastewater treatment facilities. The Chilliwack proponent found that connecting to municipal sewer was more cost effective and dropped the application. The Kelowna, application actually preceded the MSR 1999, while in Langley the Registration to Discharge was issued in February of 2002. However, the original developer has not acted it upon. Of these, only two examples of water reuse were listed:

- > Predator Ridge WWTP that discharges into MacKay Reservoir for reuse as irrigation and
- > Langley, which provided reuse water for stream augmentation.

Given the infrequency with which the regulation has been used in municipalities it was not surprising that many staff had only passing knowledge or recent knowledge of the legislation. A number of senior engineers noted that they had reviewed draft copies going back to 1997, but an equal number noted they had only recently (now) become aware of it.

Finally, we asked if the municipal staff might now be deciding to develop a policy framework with which to deal with potential applications under the Regulation, assuming that they felt that existing municipal legislation was inadequate. Here we found that six (6) municipalities had decided to start reviewing their policy to ensure that they were ready to deal with an application, while another was unsure if they should proceed.

3.1 Question 7

The questionnaire also explored the attitude of municipal staff to recommend that developers look at alternatives to conventional septic systems under the MSR 1999.

In this case a number of different responses occurred, but the majority of engineers just assumed that conventional septic systems would be cheaper and better than an alternative engineered system. This is not necessarily the case, especially if one factors in environmental sustainability factors such as water reuse and the frequency with which septic systems and disposal fields fail due to poor maintenance. Others noted that multiple approvals for septic systems under Health would be easier to get through the application process than going through the MSR process!

Five municipalities recognized the value of reviewing alternative systems under the MSR that offered the best long-term solution to wastewater issues from a technical and an environmental standpoint (Vernon). Whistler, although stating No on principle if the developer was proposing septic systems, felt that if the developer could not connect due to specific reasons, they would allow them to pursue alternative approaches.

3.1 Question 8

The idea of developing higher density sustainable communities that are off-the-grid, with their own water, wastewater, water reuse treatment and conservation technologies as well as energy technologies, are being proposed for communities across North America. The South East False Creek community plan in Vancouver is one that is attracting considerable attention. However, for sustainable communities of this nature to be developed, legislative changes to OCPs, legislation covering servicing and even parking

stall requirements will have to be reviewed to create a sustainable legislative framework for the community to build upon. Given the considerable barriers to implementation that the MSR 1999 has faced over its first five years of existence we expected a very weak response to Question 8. In this case 5 communities expressed a willingness to explore the design of an off-the-grid community, these being Richmond, Vernon, Central Kootenay, Whistler and Gibsons. Whistler noted that they are very interested in considering sustainable applications, particularly off-the-grid approaches to municipal servicing as demonstration projects for sustainable communities.

3.1 Question 9

In regards to bonusing for green buildings that conserved water and limited wastewater flows, six of our participating communities—Vernon, Squamish, Kelowna, Langley Township, Central Kootenay and Gibsons—provided outright support for the proposition. Whistler, Chilliwack and Prince George provided conditional support for such an idea at least in principle. Whistler noted that bonusing as described here would not be viable in their Resort Community, but might be viable in other communities. One smaller community felt that the administrative costs would not be worth the benefits, again bringing into play the role of scale when interpreting the impact of this new legislation on smaller municipalities.

3.1 Ouestion 10

The final question stepped away from the MSR 1999 to ask municipal participants if they had engaged in a Demand side management (DSM) approach to reducing water consumption through the education

²² See: http://www.city.vancouver.bc.ca/commsvcs/southeast/

of their resident about "Smart Water" use around their homes and work places. In 14 of 17 cases the municipalities were actively communicating Smart-Water ideas and suggestions to their water users or were in the process of developing or moving water smart programs through Council. In Prince George this includes a school program. In Richmond, Project Wet provides an educational model for DSM that has been well designed and accepted by the public. In Vernon, Kelowna and Maple Ridge, water metering allows household consumers to directly link water use to billing rates, generally seen as the most efficient way to reduce consumption. In Vernon this is coupled with a successful rebate program for water conserving toilets.

3.2 Conclusions

The present system of sewer planning, whereby municipal governments' request the extension of sewer pipelines to meet the needs of individual land development projects ranging from a house to hundreds of acres, has been described by one senior GVRD infrastructure planner as *death by a thousand cuts*. ²³ Meeting the needs of the GVRD's growing urban population has required considerable expansion of the boundaries of the GVRD wastewater collection system (See GVRD LWMP). ²⁴ The GVRD planner concluded that *the MSR should be a viable alternative to these extensions allowing for onsite treatment and disposal,* noting that the LWMP required that an assurance plan be in place that meets the requirements of the MSR 1999, prior to any innovative treatment system being installed in the GVRD. ²⁵ In theory, innovative, engineered on-site systems that can provide water reuse or discharge treated residential effluent to water deficit streams may actually represent augmentation to the local environment, assuming that they meet the conditions of the MSR as pertains to the parameters for their discharges (BOD, TSS, etc). However, from the findings of this study it is the obligation of the proponents of these systems to ensure that:

no liability is carried by the local municipality for maintenance, operations, replacement or future connection.

Given that the perception of immediate risk to the environment and to health and long-term risk to the municipalities' finances are at the center of many of the responses that we have documented in this study, the barriers to the MSR 1999 appear today to be as high as they were in 1995 when CMHC first addressed this issue.

The responses of the 17 participating municipalities have been reviewed and added to information on barriers from other sustainable planning initiatives in Table 4. Barriers fall into five categories, but clearly overlap and are interdependent. Financial barriers include both risk factors as well as limited budgets that reduce the amount of time and energy staff can put into research versus responding to immediate problems arising. One way to reduce the impact of financial risk is through progressive or green legislation. This requires champions on City Council who can support the efforts of municipal staff. Regardless of the logic or value of green infrastructure, permitting and construction codes already

²³ Toivo Allas: Policy and Planning, Innovative Systems, Greater Vancouver Regional District, March 31, 2003

²⁴ The Greater Vancouver Regional District, Liquid Waste Management Plan, can be viewed at: http://www.gvrd.bc.ca/sewerage/lwmp_feb2001/lwmp_plan_feb2001.pdf

²⁵ GVRD, LWMP, February 2001, Policy 29 – Assurance Plans, page 50.

exist. Changing codes, policies and getting overlapping legislative authorities and regulations to work seamlessly is both time consuming and problematic. Finally, educational barriers exist on numerous levels. Given the time constraints faced by most municipal staff, who may only be asked to review one wastewater treatment application in a year, the ability to have access to a Centre of Excellence on Sustainable Technologies would greatly improve their ability to make well-informed decisions. However, no facility of this nature presently exists in Canada.

 ${\bf TABLE~4} \\ {\bf Common~Barriers~to~Green~Infrastructure^{26}}$

Financial	Legislative &	Permitting &	Construction &	Educational
Barriers	Political Barriers	Code Barriers	Building Barriers	Barriers
1. Fiscal impact unknown 2. Higher upfront costs – Entire plant may need to be constructed prior to residential development 3. Reuse water may be too costly given subsidized municipal water rates 4. Lack of Incentives 5. Lenders Risk & Security	1. Lack of Political Will to support Sustainability 2. Local vs. Regional impact Inter-jurisdictional Conflicts 3. Caution/Risk Avoidance on using "new" technology versus accepted "old" ways 4. Lack of Policies to Encourage Green Building Investment Municipal Bonusing	1. Code issues & Permitting Requirements. 2. Lack of Guidelines for Green Building 3. Variances to Building Code may be required 4. Rigidity of permitting	Safety concerns Competition — bottom line issues in competitive land development Availability and/or knowledge of products and services at competitive rates Time issues to work through new approaches and Regulations	1. Lack of City Staff, Time & Funding for R&D 2. Different Knowledge Levels Architects, Engineers, Builders and Trades & the Public as end-users of green buildings 3. Community Fears especially related to Water & Environmental Issues 4. Intergovernmental. Agency Problems lack of Seamlessness between Departments and Regulations 5. Lack of third party, impartial Board or Centre of Expertise to go to fo advice

A variety of barriers to green building were originally identified by the Green Building Dialogue/Workshop and the meetings with the Green Building Work Group in San Jose. Solutions to these barriers were identified as part of the recommendations prepared by the Green Building Work Group. The author has supplemented these through research and case studies in British Columbia.

The questionnaire has allowed us to gain a greater understanding of municipal legislative barriers that may exist to the application of the MSR 1999 to residential development projects. Secondly, based on the often well thought-out and argued positions of municipal managers we are in a stronger position to make recommendations regarding revisions to the MSR 1999 while building a stronger understanding of the applicability and acceptance of green technologies in wastewater treatment at the municipal level.

3.3 Recommendations

Planning and infrastructure outcomes under the MSR 1999 represent in the words of one municipal planner a paradigm shift, in the way we think about the delivery of municipal services. Coupled with the delivery and development of new technologies, the MSR 1999 demands that a new dialogue be opened to discuss and question existing ways of planning and servicing our urban developments and the means by which to more effectively provide cost efficient infrastructure services. Crucial regulatory changes being proposed at senior levels of government, especially those discussed in this report on the BC Municipal Sewage Regulation, need to be clearly communicated and envisioned through workshops and briefing sessions that explore scenario building and critical deconstruction of potential outcomes.

Risk, the perception of risk and risk avoidance are common themes associated with innovative or alternative wastewater treatment at the municipal level of government. This issue of risk reduction needs to be addressed either through legislation which allows municipal engineers and planners to take on environmentally sustainable technology based projects or through improved third party verification of these technologies that would provide support to these decision makers. To some extent, municipal governments in BC are being asked to demonstrate new technologies and approaches to infrastructure servicing without the type of third party decision-making support that they require. Even though the MSR 1999 specifically includes the requirements for private companies to comply with the Assurance Plan this information is not commonly understood and is open to interpretation. On the private or corporate side of the equation, few land development firms are cognizant of the MSR 1999 options relating to the onsite servicing of properties or of the opportunities to reuse water for environmental and social benefits.

Again, it would appear that many of the target audiences for the MSR 1999 legislation as pertains to onsite servicing and for water reuse have not been reached, nor have the benefits for reduced infrastructure servicing and environmental benefits been adequately demonstrated. Educational programs directed at both municipal and corporate organizations may help make onsite wastewater and water reuse feasible for targeted markets where new infrastructure is required and where water resources are limited. The British Columbia MSR 1999 represents a strong foundation documents upon which to develop unique and innovative solutions for treating and potentially reusing wastewater in residential areas, however, it has not yet been adequately accepted nor applied to have made an impact upon the traditional *big-pipe* solution. City of Guelph Background Report Land Use and Servicing Study

Non-Core Greenlands – overlay may contain natural heritage features, natural feature adjacent lands and natural hazard lands that should be afforded protection from development. The following natural features and their associated adjacent lands are found within the Non-Core Greenlands area: fish habitat, locally significant wetlands, significant woodlands, significant environmental corridors and ecological linkages, significant wildlife habitat.

Development may occur on lands associated with the Non-Core Greenlands overlay, consistent with the underlying land use designation, and where an environmental impact study has been completed.

4.2 Zoning

Consistent with the City of Guelph's *Zoning By-law*, additional land use designations for the York District site include (See **Figure 8** – Zoning):

Flood Plains (FP)

These designated areas are zoned to minimize conditions that may be hazardous to human life or may cause significant property damage due to flooding. This designation also recognizes existing development within the flood plain, and where flood problems are not aggravated, provide for infill and redevelopment in existing built-up areas of the City.

Aggregate Extraction (EX)

There are three aggregate parcels in the Study Area vicinity; one is in the Study Area near the SE corner of Stone Road and Victoria Road (see **Figure 8**). Another is located immediately south of the Study Area, and a third immediately east of the Study Area. The aggregate operation south of Stone Road has ceased operations and requires a new land use designation.

Urban Reserve (UR)

There are several Urban Reserve zoning areas in the vicinity of the Study Area. These are generally south of Stone Road and may and either vacant or used as a Conservation Area. The permitted uses in the Urban Reserve are the following under section 11.1 of the Zoning By-Law:

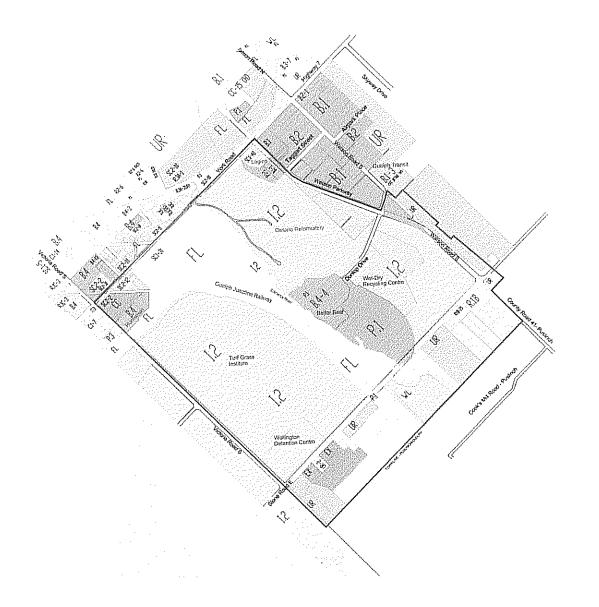
- a) Agriculture, Livestock
- b) Agriculture, Vegetation Based
- c) Conservation Area
- d) Flood Control Facility
- e) Outdoor Sportsfield Facility
- f) Recreation Trail
- g) Wildlife Management Area
- h) Accesory uses in accordance with Sec 4.23
- Another parcel zoned UR2 under section 11.3.2 of the By-Law also includes group home as a permitted use.
- The regulations for Urban Reserve can be found in the City's *By-Law* under section 11.2 and 11.3.2.1.

Residential (R)

There is one residential zone parcel in the York District as a:

- R. 1B Residential Single Detached
 - The zoning regulations are set out in Table 5.1.2 of the City of Guelph Zoning By-Law.

March 17, 2005 planningAlliance / page 22



Legend Site Boundary Other Urban Use Environmental Commercial Other Urban Use Service Commercial Residential Institutional Industrial Utility Aggregate Extract Park

Figure 8

York District Land Use Study Zoning

phonografika area com

HAND DELIVERED

August 27, 2008

Katie Nasswetter Senior Development Planner City Hall l Carden Street Guelph, Ontario NlH 3Al

Re: Development Priorities Plan (DPP)

Re: Properties : 58 Glenholm Drive Ken Spira

745 Stone Road East John Drolc

Further to our meeting of Monday August 18, 2008 where I discussed 4 properties with yourself, this submission will deal with the above noted properties.

As discussed with you the 1993 Annexation of the above noted properties was specifically done in order to plan this area and these 2 properties for Residential Land Uses.

The intent was to recognize the existing and establised Residential Neighborhood of the GlenholmDrive area and abutting lands for future Residential Development.

In 1994 and 1995, the City had numerous meetings with the land owners as part of the Annexation proceedings, and the landowners were told that this area would always be designated for Residential Land Uses.

This Submission is a Joint Submission on behalf of the 2 landowners.

When I met with you, I submitted a concept draft plan which outlines the residential lot layout with proposed lots, blocks for townhouses, and a road layout.

The Plan Title is Glenholm Drive Expansion Phase 3, and is dated August 14, 2008. This is a concept draft plan at this time.

A Development Draft Plan will be prepared when the York District Plan is approved with a Residential Designation.

We intend to proceed with development plans early in 2009.

Please keep me informed on the DPP plan and process, and add me to your mailing list.

Please also inform me of any Committee Meetings that deal with the DPP.

cc Ken Spira
John Drolc
Joan Jylanne

Mario Venditti HBA MA

Morio Venditti

September 10, 2008

Joan Jylanne MCIP,RPP Senior Policy Planner City Hall, City of Guelph 59 Carden Street Guelph, Ontario NlH 3Al

Re: York District Land Use and Servicing Study
Phase 2 Report and
Phase 3 Update Report

Re: All LANDS located in the South East Quadrant South of Stone Road from the Eramosa River to Watson Road as shown in Figure # 12 of the Phase 2 Report, and as numbered Parcels 9 - 12.

As discussed with you by our Planner Mario Venditti at the Meeting on Friday August 8, 2008, the above noted Lands were Annexed into the City of Guelph from the Township of Puslinch in 1993.

These lands were annexed with the Consent of the Land Owners.

These Lands were annexed to both recognize the Existing Residential area, and the Existing and Established Neighbourhood Structure.

It was also the intent to allow further Residential Development in these areas.

In the years 1994 to 1995, the City Planning Staff, and the Consultants had numerous meetings with all the Land Owners in this area, and at all times conveyed to the Land Owners that this Area would be designated RESIDENTIAL.

That is the reason that there were NO OBJECTIONS to the 1993 ANNEXATION.

As discussed with you by our Planner Mario Venditti at the Meeting on February 26, 2007 that the Phase 2 Consultants Report dated November 24, 2005, recommended that the Area south of Stone Road from the Eramosa River to Watson Road be RESIDENTIAL in terms of Land Use.

This is also shown in Figure 12 of the Phase 2 Report Existing Parcels, and Residential Land Uses under the Section Labelled Residential, and as shown as Parcels 9 to 12.

Figure 1. The Land Use Scenario of the Phase 2 Report also shows this area as RESIDENTIAL.

This <u>SUBMISSION</u> and <u>PETITION</u> as signed by the Land Owners and attached hereto, is that the only <u>DESIGNATION</u> for this Area is <u>RESIDENTIAL</u>.

Any other form of designation is Not ACCEPTABLE and will be OBJECTED to and OPPOSED by the Land Owners in this PETITION.

We the Land Owners are prepared to meet with you, and Committee, or City Council on this matter at anytime.

In closing, we the Land Owners will only accept the RESIDENTIAL DESIGNATION as any other designation would Specifically Affect our RESIDENTIAL PROPERTIES and RESIDENTIAL ASSETS.

In closing, WE THE LAND OWNERS will only accept the RESIDENTIAL DESIGNATION. Any other designation would make our LANDS $\underline{\text{NON CONFORMING}}$.

If a Tornado came through this area and damaged our Residential Structures, we would not be able to build our Residential Structures as we can only build what the designation would permit.

This would render our properties as $\underline{\text{WORTHLESS}}$.

Again, we will only accept a <u>RESIDENTIAL DESIGNATION</u> as <u>PROMISED</u> to us since 1993, and as recommended in Pigure 1, York District Land Use as RESIDENTIAL.

'cc Mayor and Members of Guelph City Council Chief Administrative Officer City Clerk

19 signatures received



JAN 1 3 2003

October 23, 2008

FIRE PROTECTION

RE: Development Priorities Plan 2009 Request for Comments on Draft Schedules and Mapping

Enclosed are the draft schedules and mapping for the 2009 Development Priorities Plan. This information is based on City priorities together with timing expectations provided by land owners and planning consultants for the development of lands within the City of Guelph for 2009, 2010 and beyond 2010. These schedules include plans of subdivision that have been formally submitted to the City for review and display the anticipated timing associated with development approvals and subdivision registration.

Please review the attached schedules and mapping and provide any comments to me by November 14, 2008.

Please note changes to the schedules of the 2009 Development Priorities Plan including:

- o Identification of lands within the built boundary and greenfield areas
- o Addition of potential residential units created by Zoning By-law Amendments and Plans of Condiminium approved in 2008
- O Inclusion of proposed densities (people and jobs per hectare) of potential Draft Plans of Subdivision

The report is expected to be finalized and presented to the Community Development and Environmental Services (CDES) Committee and considered for approval by City Council in January 2009. You will be notified of the date when the CDES Committee will consider the 2009 Development Priorities Plan.

If you have any questions or require further information, please contact me at 519-837-5616, ext. 2283 or by email at katie.nasswetter@guelph.ca.

Katie Nasswetter

Senior Development Planner

Community Design and Development Services

DPP Team Guelph Wellington Development Association Mayor Karen Farbridge Hans Loewig, CAO

City Hall 1 Carden St Guelph, ON Canada N1H 3A1

T 519-822-1260 TTY 519-826-9771



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DRAFT SCHEDULE 4 Continued

Development Priorities Plan: Draft Approved and Preliminary Plans

Sector

		Residential							Draft Plan	Expected	
File # (Description)	Status	D	SD	ТН	APT	Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Approval Date	Development
23T-08503 Dallan	Preliminary	148		58	97			•	0.868	part 2009	Phase 1 - Post 2010
Servicing Comments:	May require servicing to servicing to		pola/adjace	nt lands. D	eveloping	part of land	s may requ	uire water p	ressure booste	er system. Detailed	
fiming Comments:	Requires Draft Plan Ap	provał.									
23T-77 /ictoria Park West	Preliminary	99	16	• 59	266				TBD	Part 2010	Phase 1 - Post 2010
Servicing Comments:	Detailed servicing repo	rt required.	•		•						
Fiming Comments:	Requires Draft Plan ap	oroval. Victo	oria Road fo	precasted (or 2010 in	2007 Capit	al Budget ((RD0078),			
CO306 897 Gordon St Krizsan-Bird	Preliminary	33		36	67				. 0,26	Post 2010	Post 2010
Servicing Comments:	Gordon St services and pressure zone or a wat)evelopme	nt of a por	tion of the la	ınds will re	quire the co	nstruction of e	ither a new water	
	5	nemA pning	dment and						orecasted for	2009 in 2006	
Timing Comments:	Requires approval of 20 Capital Budget (RD011			nd Storage	forecaste	a tor 2008 in	2009 Cap	ntal Budget	(٧٧٧٧٥٥45).		
P0802				nd Storage	forecaste 0	d for 2008 in	2009 Cap	oltal Budget	TBD	Post 2010	Post 2010
A second	Capital Budget (RD011	4). South en			·	d for 2008 in	2009 Cap	ottal Budget	e para de la company de la com	Post 2010	Post 2010

Development Priorities Plan 2009 Proposed Registration Timing WOOD AND IN THE STREET OF THE STREET	Guelph Asimptedween Community Services Development Services Planning Services October 2008
VILLOW RD AND STOLE FOR WE STO	39 28 "ALLICETAMY TO ST. MILES
16 16 23 33 23 23 23 23 23 2	ritation Timing Chart PLAN DPA REGDATE TE6004 post 2010 TE8009 / 23704503 2009 TE8009 / 23704503 2010 TE8009 / 23704503 post 2010 TE8009 / 2010 post 2010 TERSENOR /
Registration Timing Built-Up Area 36 Z 36 Z 36 Z 32 Z 32 Z 32 Z 32 Z 32 Z	1704501 2009 1710501 2008 1710501 2008 2010

COMMITTEE REPORT



TO Planning, Building, Engineering and Environment

Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE October 15, 2012

SUBJECT Sustainable Infrastructure Report

REPORT NUMBER

SUMMARY

Engineering Services has completed a Sustainable Infrastructure Report covering the asset groups of water, wastewater, storm and transportation systems. The report highlights the full lifecycle costs of sustaining these components of the City's infrastructure in perpetuity. An annual infrastructure spending gap of \$25.4 million was determined based on calculating the difference between the equivalent annual cost to sustain these infrastructure asset groups and the current 2012 operating and capital budget amounts approved for these assets. An infrastructure scorecard was also developed as part of this project which indicates the relative reinvestment grade for the water, wastewater, storm and transportation systems and the funding trend for each asset group.

Purpose of Report

To update Council on the status of sustainable funding for water, wastewater, storm and transportation system assets and to advise Council on actions to be undertaken to address funding gaps.

Committee Action

To receive the report as information.

RECOMMENDATION

"THAT the Sustainable Infrastructure Report dated October 15, 2012 from Planning, Building, Engineering and Environment be received for information."

BACKGROUND

During the period of 2001 to 2003, Engineering Services completed assessments on the water, wastewater, storm and transportation systems and the cost of sustainable services. Reports and presentations were made to Council in 2004 with recommendations on possible funding scenarios. An update of the sustainable costs was developed in 2007 as part of the City's undertaking of the Public Sector Accounting Board 3150 requirements. The City through its engineering consultant,

AECOM, worked with a staff team to produce the current report which provides the City with a further update on sustainable infrastructure funding for water, wastewater, storm and transportation system assets.

REPORT

The summary table below indicates that the current value of water, wastewater, storm and transportation infrastructure is estimated at \$2,159,400,000. As a comparison to other corporate assets, the asset groups of water, wastewater, storm and transportation systems account for approximately 66% of the City's total asset value.

The table also summarizes an estimated backlog of \$136,600,000 which is the value of assets that have theoretically reached the end of their lifecycle. This estimated value is dependent on the accuracy of data and theoretical infrastructure service life. The report recommends further asset condition assessment to better determine the true backlog for lifecycle investment.

Finally, the summary table indicates a current annual infrastructure spending gap of \$25,400,000 that was determined based on calculating the difference between the equivalent annual cost to sustain these infrastructure asset groups and the current 2012 operating and capital budget amounts approved for these assets.

The infrastructure spending gap is a challenge that is not unique to the City and is difficult to identify in a consistent manner. In reporting on the infrastructure gap for Ontario municipalities, the 2008 Provincial-Municipal Fiscal and Service Delivery Review (PMFSDR) tabulated the total funding necessary for life cycle investment, as well as to eliminate the deficit in the next ten years, and to accommodate growth. These estimates were added together from which the average annual infrastructure spending over the past five years was subtracted to determine that Ontario municipalities had a \$5.9 billion investment gap. Of this provincial gap, \$4.7 billion related to the water, wastewater, stormwater and transportation system asset groups.

Assets	Replacement Value	Estimated Backlog	Annual Cost to Sustain Assets	2012 Operating and Capital Budget	Infrastructure Gap
Water, Wastewater, Storm and Transportation Systems	\$2,159,400,000	\$136,600,000	\$90,100,000	\$64,700,000	\$25,400,000

The report findings and the values generated were based on industry standards and available City information. Since the original studies done in the early 2000's, staff have implemented a number of measures to improve the City's asset management practices in the areas of infrastructure data management and condition assessment and have implemented new technology to assist in the management of these assets. Therefore, the current report findings were based on higher level of detail and accuracy than the initial reports.

In addition to the lifecycle investment cost and infrastructure spending gap analysis, the City's consultant also completed an Infrastructure Scorecard that highlights the City's grade with respect to water, wastewater, storm and transportation system assets. The intent of the scorecard was to show the City's reinvestment grade for the City's historical five year average funding, 2011 budget and current 2012 budget based on a traditional letter grade scale. Overall, the City receives a "C" grade with a positive reinvestment trend grade that indicates that while the total funding in 2012 is insufficient to fully maintain the asset systems in perpetuity, there has been an overall improvement in funding over historic budget levels in moving towards a totally sustainable funding level.

Specifically, the water and wastewater systems received "A" and "C" grades respectively, and funding for both asset groups indicated positive reinvestment trends since funding for these asset groups is increasing toward sustainable funding levels. However, the storm and transportation systems both receive "F" grades and neutral and negative reinvestment funding trends, respectively. Based on these scorecard measures, the funding levels for both the storm and transportation systems needs improvement and staff are considering actions to address these funding matters.

As a result of these report findings, a number of actions are being considered by staff to address the sustainable funding levels for City infrastructure and to advance asset management practices on a corporate level. The following is a list of some of the actions being considered:

 Develop a financial plan to address the infrastructure gap as part of the 2014 budget process

The Sustainable Infrastructure Report findings will inform staff in developing a long term financial plan.

• Initiate a Storm Water Funding review to address the sustainable funding level for storm water assets

The report findings with respect to the funding level status for storm system assets supports the recommendation from the approved Storm Water Management Master Plan for staff to prepare a Terms of Reference to undertake a Storm Water Area Rates Study to review possible funding sources.

- Continue to dedicate Gas Tax Funding to support transportation assets
 The current source of the majority of funding for the renewal of existing transportation infrastructure is through Gas Tax Funding and this funding source should continue. In addition, staff will continue to explore the opportunity to create an infrastructure renewal reserve fund, as originally proposed in the 2012 capital budget.
- Develop a corporate asset management plan to include all City assets
 Expanding future work on asset management practices to include all
 corporate assets will enable the City to develop budgets based on
 asset lifecycle and service levels and to provide funding for on-going
 maintenance of existing assets and future growth of the City's asset
 inventory.

• Update the infrastructure scorecard and include other corporate assets on a Council term basis

Regular reporting on the status of the City's assets and funding levels will provide the City with valuable information in meeting Corporate Strategic Plan focus areas and directions.

CORPORATE STRATEGIC PLAN

- 3. 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.

FINANCIAL IMPLICATIONS

Staff will be developing a multi-year financial plan as part of the 2014 Capital Budget process.

DEPARTMENTAL CONSULTATION/CONCURRENCE

Public Works, Water Services, Wastewater Services and Finance were part of the project team in completing the Sustainable Infrastructure Report.

COMMUNICATIONS

N/A

ATTACHMENTS

Sustainable Infrastructure Report – Executive Summary Link to Sustainable Infrastructure Report and Appendices - http://www.quelph.ca/living.cfm?subCatID=2395&smocid=2963

Prepared By:

Don Kudo, P.Eng. Manager, Infrastructure Planning Design and Construction Engineering Services (519) 822-1260, ext. 2490 don.kudo@guelph.ca

Original Signed by

Recommended By:

Richard Henry, P.Eng. General Manager/City Engineer Engineering Services (519) 822-1260, ext. 2248 richard.henry@guelph.ca Original Signed by

Recommended By:

Janet L. Laird, Ph.D. Executive Director Planning, Building, Engineering and Environment (519) 822-1260, ext. 2237 janet.laird@quelph.ca

Sustainable Infrastructure Report

Water, Wastewater, Storm Water and Transportation Assets

Summary of Findings | Planning, Building, Engineering and Environment Committee Presentation

Don Kudo, P.Eng.

Manager, Infrastructure Planning, Design and Construction City of Guelph





Overview of Project

Background

- Project Team: AECOM, Engineering Services, Finance, Public Works, Water Services and Wastewater Services
- Previous Infrastructure Sustainability Gap:
 - o 2004 \$15.8 million
 - o 2007 \$18.2 million

Making a Difference





Overview of Project Findings Asset Value: \$2.16 billion • Lifecycle Backlog: \$136.6 million Infrastructure Gap: \$25.4 million • Infrastructure Scorecard: "C" Grade-positive trend





Findings: Infrastructure Scorecard

Asset Group	2006 – 2010 Avg. Grade		2011 Grade		2012 Grade		6 Year Trend
Water	D	66%	В	81%	A	90%	1
Wastewater	D	63%	С	71%	С	79%	
Storm	F	32%	F	36%	F	41%	⇒
Transportation	D	60%	D	62%	F	57%	♣
Overall	D	61%	D	68%	С	72%	1





What's Next?

- Financial plan to address infrastructure gap 2014 budget process
- Storm Water funding review sustainable funding level
- Gas Tax Funding for transportation assets
- Corporate Asset Management Plan

Corporate Infrastructure Scorecard on a Council term basis











COMMITTEE REPORT



TO Planning & Building, Engineering and Environment

Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE October 15, 2012

SUBJECT Municipal Property and Building Commemorative

Naming Annual Report

REPORT NUMBER 12-90

SUMMARY

Purpose of Report:

• To provide a report from the Commemorative Naming Policy Committee (Naming Committee) recommending names for new City owned assets.

Council Action:

Council is being asked to approve the report recommendations.

RECOMMENDATION

"THAT Report 12-90, dated October 15, 2012 from Planning, Building, Engineering and Environment, regarding the Commemorative Naming Policy Committee's (Naming Committee) recommendations on naming City assets be received;

AND THAT the names and recommendations proposed by the Naming Committee for assets listed in Appendix 1, be approved."

BACKGROUND

This report provides recommendations from the Naming Committee on naming particular City owned assets, per the Council approved Naming Policy. As an annual report, all procedures, financial implications and operating support have been established through interdepartmental consultation.

REPORT

For 2012, the Naming Committee has prepared an Asset Naming List of recommended names for two new City owned assets (Attachment 1).

They have also prepared an update regarding two previous Council Resolutions:

1. Council resolution, dated June 28, 2010, regarding asset naming for Edward Johnson and the relocation of the Edward Johnson plaque;

2. Council resolution, dated September 26, 2011, regarding asset naming for the Jessica's Footprint Foundation.

New City Owned Assets

The two new assets to be named were made public in early 2012 as part of the required public process of the Naming Policy. The two new assets to be named in 2012 are located in (1) Kortright East Subdivision (park), (2) Mitchell Farm – Chillico Glen Phase 2 Subdivision (park).

Along with the Proposed Asset Naming List, the Naming Committee has a Name Reserve List (Attachment 2) for submitted names that qualify but were not recommended for one of the 2012 assets to be named. The Reserve List is for the use by the Naming Committee in instances where assets to be named in any given year receive no submissions or any appropriate submissions from the public. If a name is not chosen by the Committee from the Reserve List, the Committee will recommend a proposed name based on their own research.

Public Process: In March 2012, the Committee identified to the public two new assets to be named, via the City of Guelph website and Tribune advertisements (Attachment 3) and invited submissions from the public to name them or any other City owned asset yet to be named, per the Naming Policy Submission requirements.

The Committee received zero (0) new submissions and in response, Planning staff sent a mail-out to both communities to seek greater participation in the process (Attachment 4). Recognizing the subject neighbourhoods are still under construction, with many new residents moving in on a weekly basis, staff considered the possibility that these areas may have not been aware of the Naming Policy and the Request for Naming advertisements placed in the Tribune and on the City website. Consequently, 215 mailings went to the Chillico Glen area and 165 mailings went to the Kortright East area. The results were as follows:

- **Kortright East Subdivision** 16 suggested names from 8 residents
- Chillico Glen Phase 2 Subdivision 5 suggested names from 3 residents
- Miscellaneous (no asset suggested) 3 suggested names from 3 residents

All naming submissions have been listed (Attachment 5).

Conclusion:

The following names are recommended by the Naming Committee for approval (Attachment 1):

Asset 1# - Kortright East Subdivision Park – **JUBILEE PARK**

Asset 2# - Mitchell Farm_Chillico Glen Phase 2 Subdivision Park - **ELLIS CREEK PARK**

Approved names shall be implemented immediately on official documents, construction and permanent signage. Planning for the appropriate protocols (e.g. dedication ceremony) will also be implemented.

Council Resolution Updates

Edward Johnson

Per the Council resolution dated June 28, 2010:

"...AND THAT staff be directed to proceed with finding an alternative asset to recognize Edward Johnson and work with Parks Canada and the Edward Johnson Music Foundation to appropriately locate the existing Edward Johnson plaque; Working with Parks Canada."

The Naming Committee discussed the opportunity of naming an existing City asset after Edward Johnson and concluded that at this time his name would best serve on the Reserve List (Appendix 2) where it could be used at a later date.

The Committee was able to move forward with a new location for the Edward Johnson plaque that once stood between old City Hall (now the POA) and Memorial Gardens (now City Hall). Staff made contact with Parks Canada early on in the process. Unfortunately, shortly after the adoption of this Council resolution, the Edward Johnson Music Foundation dissolved and staff were not able to seek their input. Knowing that part of the Edward Johnson Music Foundation had moved to the Guelph Youth Music Centre, staff pursued input from the GYMC, and along with Parks Canada, were able to agree on a location for the Edward Johnson plaque within the Volunteers' Garden located along the front façade of the GYMC building (Appendix 6). The Naming Committee felt this was a fitting location - one that would be appreciated by those visiting and attending the Centre.

Jessica's Footprint Foundation

Per the Council resolution date September 26, 2011:

"THAT the proposed renaming of York Road Park be referred back to the Planning & Building, Engineering and Environment Committee;

AND THAT the Committee give consideration to alternative opportunities for recognizing the legacy of Jessica's Footprint in our community including the possibility of renaming a portion of York Road Park."

Shortly after the adoption of this resolution, Planning staff met with members of the Jessica's Footprint Foundation in York Road Park. A number of ideas were discussed and the members of the Foundation were requested to take these ideas to the rest of the Foundation members and to contact Planning staff once they were ready to discuss further. Staff recently contacted the Foundation, but no decisions had been made at this time. The Foundation looks forward to meeting with the City in the near future to table some proposed options. Staff will report back to PBEE once a resolution is agreed upon by all parties.

Reserve List Additions

The Naming Committee will be adding the following names to the Reserve List in 2012:

- Edward Johnson World renowned tenor (singer) and founder of the Edward Johnson Music Foundation.
- John Lammer Developer, specialist in the restoration of heritage buildings in Guelph. Recipient of the Heritage Community Recognition Award.

CORPORATE STRATEGIC PLAN

Innovation in Local Government – Strategic Direction 2.3: Ensure Accountability, Transparency and Engagement.

City Building - Strategic Direction 3.3: Strengthen Citizen and Stakeholder Engagement and Communications.

FINANCIAL IMPLICATIONS

Any financial implications associated with the two named assets for 2012 (e.g. signage) will be accounted for by the applicable approved capital budget.

DEPARTMENTAL CONSULTATION

Corporate Communications Community Services – Parks and Recreation

COMMUNICATIONS

Individuals who have made formal naming submissions that are being recommended by the Naming Committee have been notified of the date when this report will be considered by the Planning, Building, Engineering and Environment Committee.

ATTACHMENTS

Attachment 1 – Proposed Asset Names List by the Naming Committee

Attachment 2 – Name Reserve List

Attachment 3 – Public Process (Website and Tribune Advertisement)

Attachment 4 – Public Survey Mail Out (Kortright and Chillico Glen Subdivisions)

Attachment 5 - Naming Submissions List

Attachment 6 – Edward Johnson Plaque Photo

Prepared By:

Rory Barr Templeton Landscape Planner 519 822 1260, ext 2436 rory.templeton@guelph.ca

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Recommended By:

Todd Salter General Manager Planning Services 519 822 1260, ext 2395 todd.salter@guelph.ca

Recommended By:

Sylvia Kirkwood Manager of Development Planning Planning Services 519 822 1260, ext 2359 sylvia.kirkwood@guelph.ca

Original Signed by

Recommended By:

Janet L. Laird, Ph.D. Executive Director Planning, Building, Engineering and Environment 519-822-1260, ext 2237 janet.laird@guelph.ca

Attachment 1 - Proposed Asset Names List by the Naming Committee

ASSET NAMING LIST



Asset 1#

Kortright East Subdivision Park - 11 Sweeney Drive

PROPOSED NAME: JUBILEE PARK (submitted by the Public)

RECOMMENDED

RATIONALE: 2012 is the year of Queen Elizabeth II Diamond Jubilee. In recognition of this momentous and historic occasion, and the fact that Guelph is the 'Royal City', this park will be a reminder of our homage to her Majesty.

Asset 2#

Mitchell Farm - Chillico Glen Phase 2 Subdivision Park - 59 Westra Drive

PROPOSED NAME: **ELLIS CREEK PARK** (submitted by the Naming Committee)

RECOMMENDED

RATIONALE: The park block backs directly onto the Ellis Creek Wetland. Characterized as a Silver Maple Swamp, the area is Provincially Significant and part of our Natural Heritage System. The public will have access from the park into the wetland, via a formalized trail system, to explore and enjoy this important geographic landform.

Still to be confirmed by the Naming Committee the name Ellis could be associated with the pioneer settlers Mary and Edward Ellis who once owned lands in the area back in the mid 1800's (Mary and Edward Ellis). There is also a church in Puslinch Township named after the family – Ellis Chapel.

Attachment 2 - Name Reserve List

RESERVE LIST

#	Submitted Name	Year Submitted	Asset Request (if any)
1	Clifford Ian Chappel	2010	Miscellaneous
2	Tiger Dunlop Park	2010	Eastview Landfill
9	Admiral Kingsmill Park	2010	Eastview Landfill
7	John Smith Park	2010	Eastview Landfill
∞	Callander Family Park	2010	Eastview Landfill
6	John Sanvido H20 Park	2010	City Hall/POA
10	Sister Christine Leyser Square	2010	City Hall/POA
11	Robert Munsch Story Time Park	2010	Miscellaneous
12	Anne-Marie Zajdik Park	2010	Miscellaneous
13	Jim Garrow Park	2010	Miscellaneous
14	Larry Kelly Hall	2010	Hall in the New Museum
16	Gil Stelter Park	2010	Miscellaneous
18	Edward Johnson	2010	59 Carden St. Entrance P
19	Edward Johnson	2012	Miscellaneous
20	John Lammer	2012	Miscellaneous

Attachment 3 – Public Process (Website and Tribune Advertisement)

CALL FOR SUBMISSIONS



Don't miss your chance to suggest names for some of Guelph's new and existing facilities.

As part of the City's Municipal Property and Building Commemorative Naming Policy, residents are invited to suggest names for new and existing assets.

Submissions are due by Friday, March 9.

This year, the Naming Committee will consider new names for Kortright East Subdivision Park (11 Sweeney Drive) and Mitchell Farm – Chillico Glen Phase 2 Park (59 Westra Drive). For naming requirements and submission guidelines, please visit **guelph.ca/parks.**

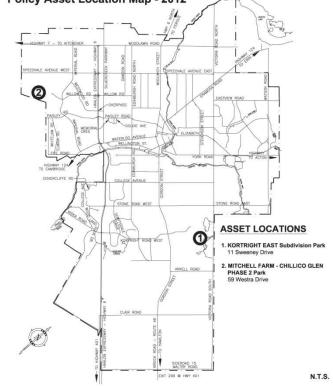
For more information

Rory Barr Templeton, Landscape Planner Development Planning

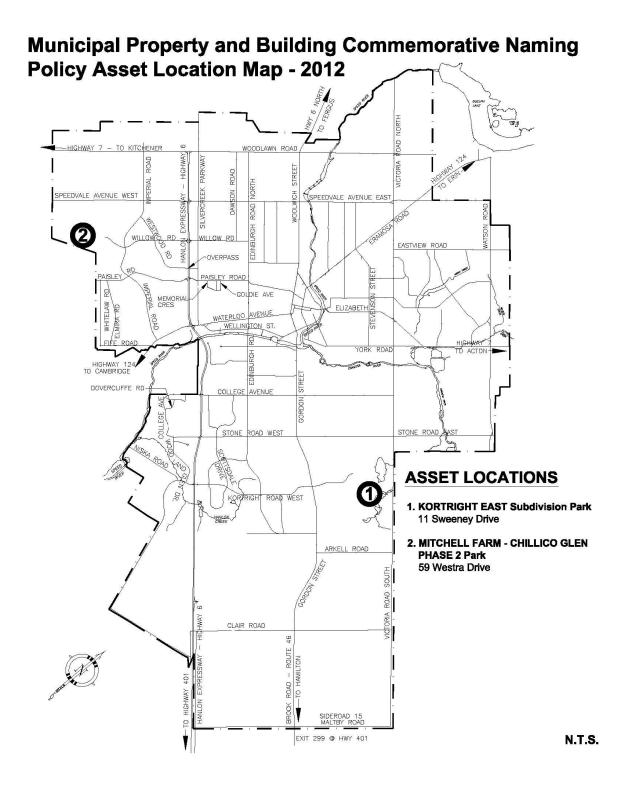
Planning & Building, Engineering and Environment \top 519-822-1260 x 2436

E rory.templeton@guelph.ca

Municipal Property and Building Commemorative Naming Policy Asset Location Map - 2012



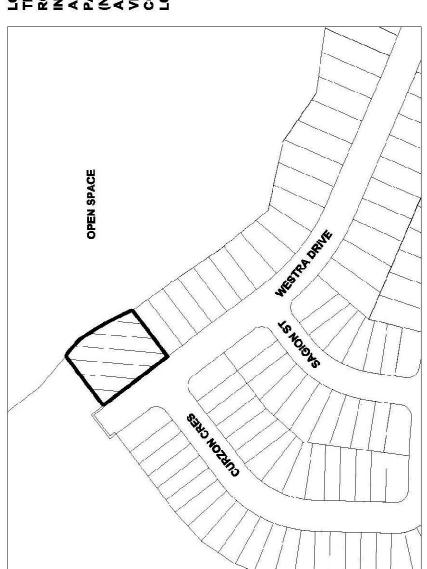
Attachment 3 - Public Process (Website and Tribune Advertisement) cont'd



Attachment 3 - Public Process (Website and Tribune Advertisement) cont'd

MITCHELL FARM - CHILLICO GLEN PHASE 2 PARK **59 WESTRA DRIVE**

LOCATED IN THE FAR WEST SIDE OF
THE CITY, CLOSE TO THE ELMIRA
ROAD AND TOVELL DRIVE
INTERSECTION (WARD 4), WITH
ACCESS FROM WESTRA DRIVE, THE
PARK HAS A P2 ZONING
(NEIGHBOURHOOD PARK),
APPROXIMATELY 0.54 ACRES, IT HAS
VIEWS AND WILL HAVE A TRAIL
CONNECTION INTO THE OPEN SPACE
LOCATED TO THE NORTH.

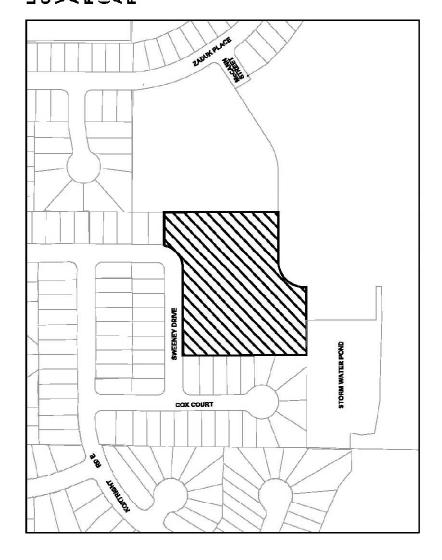


Attachment 3 - Public Process (Website and Tribune Advertisement) cont'd

KORTRIGHT EAST SUBDIVISION PARK 11 SWEENEY DRIVE

MICTORIA ROAD AREA (WARD 6), WITH LOCATED IN THE SOUTH END OF THE ACCESS FROM VICTORIA ROAD, THE CITY, IN THE KORTRIGHT ROAD AND PARK HAS A P2 ZONING

APPROXIMATELY 4.92 ACRES, IT HAS FRONTAGE ALONG SWEENEY DRIVE. (NEIGHBOURHOOD PARK).



N.T.S.

Attachment 4 - Public Process (Survey)

PARK NAMING



MITCHELL FARM_CHILLICO GLEN PHASE 2 SUBDIVISION PARK

The Municipal Property and Building Commemorative Naming Committee is seeking public input for the naming of Mitchell Farm_Chillico Glen Phase 2 Subdivision Park - a future park in your neighbourhood! The purpose of this request is to engage residents and get them involved with the naming of their local public facilities.

Mitchell Farm_Chillico Glen Phase 2 Subdivision Park fronts Westra Drive, near the Elmira Road and Tovell Drive intersection, is 0.54 acres in size and is zoned P.2 (neighbourhood park) in the City Zoning Bylaw. Attached is a location map of the park.

In the future you will receive a survey regarding what type of facilities you'd like within the park, but first we're asking you to help us name the park.

Suggested names should be in keeping with the Naming Considerations outlined in The Municipal Property and Building Commemorative Naming Policy, found at www.guelph.ca

(http://www.guelph.ca/living.cfm?itemid=77995&smocid=2142)

Thank you and we look forward to receiving your submission.

Please submit your naming ideas by Friday August 3, 2012

Mail: Planning & Building, Engineering and Environment, Planning Services,

1 Carden St., Guelph, ON, N1H 3A1 Attention: Rory Templeton

Drop by Planning & Building, Engineering and Environment, Planning Services,

3rd Floor, 1 Carden St., Guelph, ON, N1H 3A1

Email: rory.templeton@guelph.ca

FOR MORE INFORMATION PLEASE CONTACT

Rory Barr Templeton, Landscape Planner 519-822-1260 ext. 2436

Operations and Transit Parks Planning and Development T 519-837-5626 F 519-822-4632 E operations@quelph.ca

Page 1

Attachment 4 – Public Process (Survey) cont'd

PARK NAMING



KORTRIGHT EAST SUBDIVISION PARK

The Municipal Property and Building Commemorative Naming Committee is seeking public input for the naming of Kortright East Subdivision Park - a future park in your neighbourhood! The purpose of this request is to engage residents and get them involved with the naming of their local public facilities.

Kortright East Subdivision Park fronts Sweeny Drive and McCain Street, is 4.92 acres in size and is zoned P.2 (neighbourhood park) in the City Zoning Bylaw. Attached is a location map of the park.

In the future you will receive a survey regarding what type of facilities you'd like within the park, but first we're asking you to help us name the park.

Suggested names should be in keeping with the Naming Considerations outlined in The Municipal Property and Building Commemorative Naming Policy, found at www.guelph.ca

(http://www.guelph.ca/living.cfm?itemid=77995&smocid=2142)

Thank you and we look forward to receiving your submission.

Please submit your naming ideas by Friday August 3, 2012

Mail: Planning & Building, Engineering and Environment, Planning Services,

1 Carden St., Guelph, ON, N1H 3A1 Attention: Rory Templeton

Drop by Planning & Building, Engineering and Environment, Planning Services,

3rd Floor, 1 Carden St., Guelph, ON, N1H 3A1

Email: rory.templeton@guelph.ca

FOR MORE INFORMATION PLEASE CONTACT

Rory Barr Templeton, Landscape Planner 519-822-1260 ext. 2436

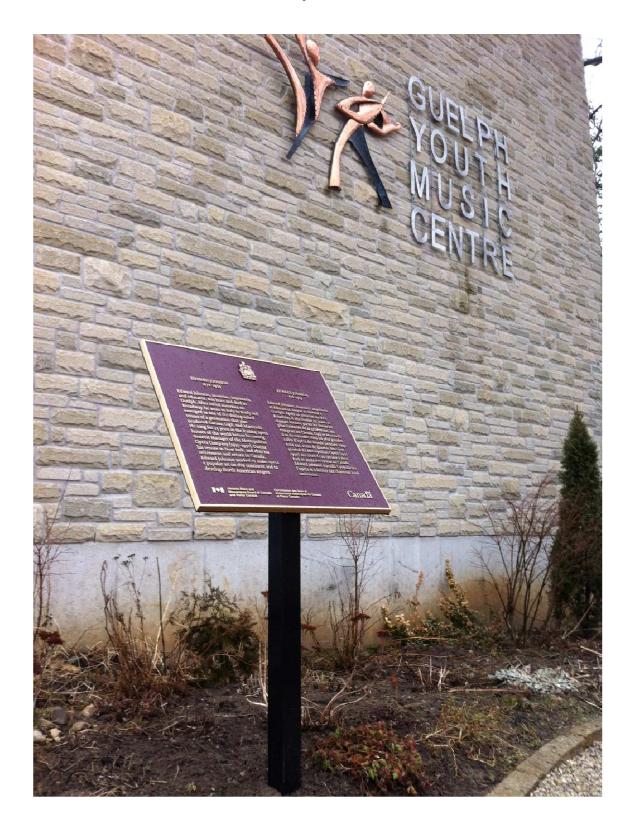
Operations and Transit Parks Planning and Development T 519-837-5628 F 519-822-4632 E operations@guelph.ca

Page 1

Attachment 5 - Naming Submissions List

sset #	#	Suggested Name	Location
1	1	Conservation Park	Kortright East Subdivision
	2	Accessibility Park	Kortright East Subdivision
	3	Community Park	Kortright East Subdivision
	4	Imagination Park	Kortright East Subdivision
5 6 7 8 9 10 11		Active Guelph Park	Kortright East Subdivision
		Kortright East Subdivision Park	Kortright East Subdivision
		Flander's Field	Kortright East Subdivision
		Sweeney Park	Kortright East Subdivision
		Royal Poppy Park	Kortright East Subdivision
		Kortright East Poppy Park	Kortright East Subdivision
		Poppy Fields Park	Kortright East Subdivision
	12	Jubilee Park	Kortright East Subdivision
	13	Queen Elizabeth II Jubilee Park	Kortright East Subdivision
	14	Hale's Manor Park	Kortright East Subdivision
	15	Sunrise Park	Kortright East Subdivision
	16	Veterans Way Park	Kortright East Subdivision
2	17	Super Park	Mitchell Farm - Chillico Glen Phase 2 Subdivision
2	18	Willow Woods	Mitchell Farm - Chillico Glen Phase 2 Subdivision
2	19	Curzon Park	Mitchell Farm - Chillico Glen Phase 2 Subdivision Mitchell Farm - Chillico Glen
2	20	Mary E. Mitchell Park	Phase 2 Subdivision
2	21	Richard Peverley Park	Mitchell Farm - Chillico Glen Phase 2 Subdivision
Misc	22	Clara Hughes Park	N/A
Misc	23	John Lammer	N/A
Misc	24	MacPherson Park	N/A

Attachment 6 – Edward Johnson Plaque Photo



CONSENT REPORT OF THE GOVERNANCE COMMITTEE

October 22, 2012

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

Your Governance Committee beg leave to present their FOURTH CONSENT REPORT as recommended at its meetings of October 9 and 16, 2012.

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-18 Measuring Our Success: Corporate Strategic Plan Key Performance Indicators

That the report dated October 9, 2012 entitled 'Measuring our Success: Corporate Strategic Plan Key Performance Indicators' be approved.

GOV-20 Audit-Review – New Rating System and Methodology

THAT the proposed new rating system and methodology for future audit-reviews be approved in principle;

AND THAT staff be directed to prepare a complete list of ranked and rated services with recommendations for selected audits for 2013 by the end of November 2012, at which time they will be presented to Committee for approval.

AND THAT staff bring forward a draft service rationalization/assessment project to the next governance committee meeting.

GOV-21 Enterprise Risk Management Framework

THAT the proposed Enterprise Risk Management Framework be approved for implementation.

All of which is respectfully submitted.

Please bring the material that was distributed with the Agenda for the October 9 and 16, 2012 meetings.

COMMITTEE REPORT



TO Governance Committee

SERVICE AREA Corporate Administration

DATE October 9, 2012

SUBJECT Measuring Our Success: Corporate Strategic Plan Key

Performance Indicators

REPORT NUMBER CAO-S-1201

SUMMARY

Purpose of Report: To recommend key performance indicators for tracking progress on the Council approved Corporate Strategic Plan Framework. Indicators will help to focus achievement efforts and provide a basis from which to monitor and report annually on achievements. Going forward, staff will continue to evaluate the most appropriate indicators to incorporate.

Committee Action: To receive the proposed Corporate Strategic Plan key performance indicators for review, comment and Council consideration.

RECOMMENDATION

THAT the report dated October 9, 2012 entitled "Measuring our Success: Corporate Strategic Plan Key Performance Indicators" be approved.

BACKGROUND

On May 22, 2012 the Governance Committee received the report entitled "Implementing the Corporate Strategic Plan Framework - 2012 Initiatives". In that report, staff committed to bringing forward indicators and targets to measure implementation progress.

The new framework is designed to bring about strategic transformation of the corporation. It provides a foundation for doing business differently and ensuring that the City is well positioned to meet current and emerging challenges and opportunities. It is within this context of driving enhanced value and benefit to the community that the key performance indicators are positioned.

Glossary of Terms:

Term	Definition	Section Cited
Key Performance Indicator	A measurement of the degree of progress towards goals and objectives; a critical success factor.	Summary, Background, Report, Next Steps
Measure	A measure is an agreed upon concept of quantification.	Summary, Background, Report
Target	A goal to be reached.	Summary, Background, Report
Dashboard	A visual display of performance information - graphs, charts, gauges, stop light colours.	Report
Scorecard	Strategic performance management tool to track, monitor and control progress.	Report

REPORT

I. Measuring and Monitoring Progress

Key Performance Indicators (KPIs) help organizations understand how well they are performing in direct relation to their strategic goals and objectives and therefore help to monitor the execution of strategy. Indicators do not necessarily measure actions or outcomes directly or in totality but instead provide an 'indication' of levels of performance.

At the City of Guelph, key performance indicators that can be directly influenced by improvement efforts have been collaboratively identified for each of the nine strategic directions of the Corporate Strategic Plan Framework. The indicators now require Council review and approval. Additional indicator options have also been identified from a review of best practice and high performing organizations that staff will continue to consider for possible use.

The recommended key performance indicators are directly linked to identified strategic initiatives and will be at the heart of a continuously improving, monitored and comprehensive performance management system. On a regular basis, the Direct Report Leadership Team Subcommittee for the Corporate Strategic Plan will review progress and provide reports to the Executive Team for review and any recommended intervention to support progress as required.

II. Proposed Key Performance Indicators

CSP Dashboard Overview

Metrics under consideration

Organizational Excellence	Innovation in Local Government	
Employee Engagement	Innovation Recognition	
Creative Capacity	Enterprise Agility	
Effective Work Processes	Service Satisfaction	
Leadership Development	Service Affordability	
Collaboration Results	Value Audit Focus	
Integrated Management Systems	Performance and Results	
	Strategic Partnering and Outreach	
	Service Responsiveness	
	Open Government	
City Building		
Quality of Life		
Safety		
Economic Vitality		
Engagement and Communications		
Community Wellbeing		
Image and Quality Recognition		
Engagement Innovations		

CSP Scorecard

ORGANIZATIONAL EXCELLENCE

1.1 Engage employees through excellence in leadership

Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
Employee Engagement	Level of employee engagement	41% (2012)	47% by 2016	Action plan development and implementation; stable environment
	Percentage of employees achieving above and beyond what is expected	36% Inspiration to excel (2012)	42% by 2016	Action plan development and implementation; stable environment

Metrics under consideration

Leadership Development	Presence of opportunities through job rotation, mentoring and enrichment
	and programs.

Cultivating a corporate culture of engaged employees results in numerous benefits. Typically, engaged employees create a more productive, accountable working environment and improved levels of customer service. Statistically, they stay in their organization longer and are more committed to quality results and growth.

One additional indicator that will be evaluated for appropriateness is "Leadership Development" which calls for the availability of innovative opportunities for learning that are possible through such programs as job rotation and peer mentoring.

1.2 Develop collaborative work teams and apply whole systems thinking to build creative solutions

Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
Creative Capacity	Training and learning achieved vs. targeted	Development Phase (2012)	100% completion rate in 2014	Realignment of core competencies; Learning and training model developed and approved

	Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
		Number of task forces required vs. implemented	To be established (2012)	100% implementation rate in 2013	Identification and establishment of required task forces
		Success rate of task forces achieving actual vs. targeted whole systems solutions for application	To be established (2012)	100% achievement of stated objectives in 2014	Clarification of objectives and intended outcomes

Collaboration Results	Impact (speed/quality) of solutions generated and the extent to which a
	whole city/systems lens is applied to decision making across the
	corporation to ensure valued outcomes.

Current management research reveals significant consensus on the positive correlation between collaboration and innovation. Also, the greater the range of diversity (opinions, perspectives, experience) on collaborative work teams, the stronger the capacity for creative problem solving. Collaborative work teams require specific skill sets to be effective and will require targeted training. As we move forward, it will be valuable to understand the link between increased collaboration, whole systems thinking and how decision making is impacted in terms of speed and quality of results.

1.3 Build robust systems, structures and frameworks that are aligned to strategy

Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
Effective Work Processes	Employee perception of processes in place to enable high levels of productivity as measured through the engagement survey	35% (2012)	41% by 2016	Action plan development and implementation within agreed upon timeframes

Integrated Management		Degree of coherence and alignment between key management systems		
	Systems	and processes to support overall objectives (budget, strategic plan,		
master plans, performance plans).		master plans, performance plans).		

In high performing organizations, effective work processes underpin the success of operations and positively impact productivity levels so it is important to focus improvement efforts in this area. It is also thought that "Integrated Management Systems" or degree of coherence and alignment between key management systems (i.e. budget, strategic planning, master planning) also directly supports achievement of organizational strategy. Within each system, there are a series of processes that require refinement and continuous improvement in order to best serve the needs of the organization and community. Measures with respect to how the processes are strengthened and the engagement of all users in the review and co-creation of processes will be explored.

INNOVATION IN LOCAL GOVERNMENT

2.1 Create an environment for government innovation to ensure fiscal and service sustainability

	Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
	Innovation Recognition	Number of employee generated innovations that create enhanced value for residents/stakeholders	To be established (2012)	Year over year increases	Development and implementation of a recognition approach for innovation
	Enterprise Agility	Targeted learning and training vs. actual for identified employees	Development Phase (2012)	100% targeted training completion rate by 2014	Determination of target group; realignment of core competencies; development of innovation learning program
		Number of innovation pilot teams implemented vs. targeted	To be established (2012)	100% implementation rate (2013)	Identification of pilot teams and project scope

Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
	Achievement of key performance indicators in Joint Operational Review of Development Application Review process	To be established (2012)	key performance	Strategic Implementation Framework to be developed within 3 to 4 months and setting of key performance indicators

	Strategic Partnering	Linkages and alliances with community service organizations,
	and Outreach	intergovernmental and cross sectoral entities to diversify revenue streams and
improve service delivery and/or resource allocation. Number of new b		improve service delivery and/or resource allocation. Number of new business,
	agency, and government partnerships established annually vs. targeted	

The current recognition program at the City focuses on our Core Values of Integrity, Excellence and Wellness. An identified behavior in 'Excellence' is innovation. An opportunity now exists to consider how innovation could be recognized differently across the corporation to continue supporting and encouraging improvement efforts that deliver high levels of community value.

"Enterprise Agility" calls for focusing available corporate learning resources on those skills that will build agility throughout the corporation such as new ideation techniques, integrative thinking, effective group decision making and 'lean' concepts as they apply to both operational and knowledge work. Agility or flexibility will enable enhanced levels of customer service, service responsiveness and help to build internal capacity to effectively address not only challenges but opportunities that arise consistent with the principles of 'doing business differently'.

One additional indicator for further assessment includes "Strategic Partnering and Outreach". Linkages and alliances with community service organizations, business and other levels of government can open possibilities to diversify revenue streams and improve service delivery and/or resource allocation.

2.2 Deliver better public service

Indicator	Measure	Current Performance	_	Assumptions/Risk Variables
Service Satisfaction	Perceived level of satisfaction with services provided by the City	(- /	Sustain or exceed 83% in 2015	

Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
Service Affordability	The ability to pay for municipal services: water + waste water + taxes as a % of average household income	5% (2011)	<5.5% annually	
Value Audit Focus	Number of Internal Auditor led value for money audits and recommendation implementation rate	1 (2012)	100% implementation rate within approved timeframes	Internal Audit determination of annual target number of value for money audits

	Service Responsiveness	The speed and quality of response with agreed upon standards and timeframes
		across the corporation; percentage of issues resolved consistent with confirmed
corporate wide standards and/or agreed upon timeframes.		corporate wide standards and/or agreed upon timeframes.

The City has queried the public on service satisfaction in 2008 and 2011. In both Citizen Surveys, high levels of satisfaction with customer service were reported. Despite this fact, there is always room for continuous improvement in *what* services are provided and *how* they are provided to ensure the continuation of relevant, accessible and affordable services. To that end, "Service Satisfaction" will serve as a key performance indicator along with "Service Affordability". Internally led audits and the implementation of resultant recommendations focused on ensuring value for tax dollars will also be tracked to ensure the delivery of better public service that is relevant and value driven. Measures of "Service Responsiveness,"- or the speed and quality of response times will be examined to ensure consistency with emerging corporate wide standards and practices.

2.3 Provide accountability, transparency and engagement

Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
Performance and Results	Targeted vs. actual implementation of approved audit recommendations focused on operations/ performance	To be established (2012)	100% implementation rate within confirmed timeframe	

Metrics under consideration

Open Government	Practices, policies and procedures in place to further openness and transparency
	in the business of local government.

The City of Guelph is committed to conducting business in an open, transparent and accountable manner evident through a number of current practices, policies and procedures. Audits and the resultant recommendations that stem from them serve as an important tool for ensuring continuous improvement and the cost effective delivery of City services. For that reason, audit results implementation will be measured. A primary indicator under consideration focuses on "Open Government". As the City's intended Open Government Strategy and related initiatives are implemented to support increased information sharing and transparency, additional metrics will be developed and assessed.

CITY BUILDING

3.1 Ensure a well-designed, safe, appealing and sustainable city

Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
Quality of Life	Perception of quality of life in Guelph – percentage of residents citing positive change over preceding three years	22% (2011)	>25% in 2015	
Safety	Guelph rating on the Annual Crime severity index as measured by Statistics Canada	47 (2012)	Maintain current standing; <all census metropolitan areas (2013)</all 	
	Guelph Fire Response Time GWEMS avg. response time - percentile	To be established (2012) To be established (2012)	To be established (2013) To be established (2013)	

Metrics under consideration

Community	Measures and indicators to understand and enhance Guelph's overall wellbeing.
Wellbeing	Relevant domains may include living standards, healthy populations, community
	vitality, environment, democratic engagement, time use, education, leisure and
	recreation.

"Quality of Life" has been measured in two Citizen Surveys delivering excellent base line information from which to chart improvements and changes over time. Quality of life is an indicator the City can influence through a variety of ways and means from strong live, work, play and learn connections to design standards that exceed

established targets. "Safety" can be measured through the City's crime severity index rating as well as response times for emergency situations. The City has an outstanding and well recognized record for safety. One additional indicator to be considered going forward includes "Community Wellbeing" which focuses on understanding wellbeing in the city and collaborative opportunities for measuring and supporting continued success across of broad spectrum of domains.

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

Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
Economic Vitality	Guelph Job Rate	69.6% (August, 2012)	>67% 2013	Economic forces
	City of Guelph Credit Rating	AA+ (2012)	Maintain or exceed AA+ rating (2013)	
	Number of building permits issued for commercial construction	288 (2011)	Annual growth	Economic forces
	Percentage of immigrants settling in Guelph of the total coming to Guelph-Wellington	82% (2010)	Annual growth	

Metrics under consideration

Image and Quality		Image and Quality	Consistently meets or exceeds standards relative to other municipalities; high
		Recognition	value/image/confidence ratings.

Current and future "Economic Vitality" continues to be a clear direction in Guelph evident through a number of measures. Guelph continues to lead in its job rate and was recently upgraded to AA+ rating by Standard & Poor's Ratings Services who perceive Guelph to have a stable economy, strong liquidity and a debt burden that is expected to moderate over the next several years. The number of building permits issued for commercial construction reached its highest level in 2011 since 2007 and despite a drop in new home construction, the number of building permits for home renovations continued to climb. A high credit rating directly contributes positively to the overall attractiveness of the city as a destination for current and new businesses as well as residents. In 2010, the Local Immigration Partnership Project Phase 1 report stated that the City of Guelph is the settlement destination for the majority of immigrants in Guelph Wellington. This bodes well for Guelph. In 2008 Citizenship and Immigration Canada reported that within a decade immigration is projected to be the sole source of Canada's labour force growth. By 2015 immigration will contribute to 67.5% of all the population growth and 100% of population growth after 2025. All of these as well as other factors contribute to

Guelph's excellent reputation. Measuring how to celebrate and market Guelph's success will be further considered.

3.3 Strengthen citizen and stakeholder engagement and communications

	Indicator	Measure	Current Performance	Target	Assumptions/Risk Variables
	Engagement and Communications	Level of advanced use of technology to meet the demands of an agile work force	Level 4 (Model for Workforce Maturity. Carnegie Melon University PCMM) (2012)	Level 3 by 2014	Funding requirements for the Corporate Technology Strategic Plan
		Appropriate level of engagement objectives and commitments consistent with the IAP2* Spectrum of Engagement	To be established (2012)	100% in 2014	Council approval of the Community Engagement Framework; Staff awareness and training
		Information sharing and participant input at community workshops	To be established (2012)	<25% of workshop time dedicated to providing information and 75% dedicated to participant input in 2014	Council approval of the Community Engagement Framework

^{*} International Association for Public Participation

Metrics under consideration

Engagement	New tools and techniques (i.e. crowd-sourcing) to test new ideas, concepts and
Innovations	approaches whether the goal is information sharing, consultation, involvement,
	collaboration or empowerment. This is directly linked with Open Government.

Efforts to strengthen "Engagement and Communications" can be implemented and will work towards ongoing enhancements in policy development and decision making. Emerging strategic directions in the Corporate Technology Strategic Plan as well as the Community Engagement Framework and Open Government Strategy currently under development will position the corporation well to seize available opportunities for advancement and innovations.

Next Steps

Over the coming months staff will continue to evaluate the most appropriate indicators to incorporate – those that will focus the corporation on the transformational goals and objectives of the Corporate Strategic Plan Framework.

Progress reporting in relation to the key performance indicators will take place on an annual basis. Communicating the indicators and related progress is part of the Council approved Communications Strategy for the Corporate Strategic Plan initiative.

CORPORATE STRATEGIC PLAN

This effort relates comprehensively to all the strategic directions. It serves to demonstrate the ongoing commitment to administrative excellence and accountability for results.

FINANCIAL IMPLICATIONS

Progress tracking mechanisms and reporting will be achieved within existing budgets.

DEPARTMENTAL CONSULTATION

The Executive Team and Direct Report Leadership Team members were consulted in the development of this report content.

COMMUNICATIONS

Progress reporting will take place every six months to Council, the community and employees. Results achieved will be a complement to additional communications tactics outlined in the Communications Strategy for the Corporate Strategic Plan Framework.

ATTACHMENTS

n/a

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Measuring Our Success: Corporate Strategic Plan (CSP) Key Performance Indicators

Governance Committee
October 9, 2012



Key Performance Indicators

- Monitor performance
- Track progress
- Link and align
- Reported to Council annually
- Include recommended and 'under assessment' indicators

Vision, Mission, Values
Strategic Focus Areas and
Strategic Directions

Key Performance Indicators

Strategic Initiatives

Service Area and
Departmental Objectives

Divisional Performance Plan

Individual Performance Plan



CSP Dashboard

ORGANIZATIONAL EXCELLENCE

Employee Engagement

Creative Capability

Effective Work Processes







INNOVATION IN LOCAL GOVERNMENT

Innovation Recognition

Enterprise Agility

Service Satisfaction

Service Affordability

Value Audit Focus

Performance and Results



Quality of Life

Safety

Economic Vitality

Engagement and Communications















CSP Scorecard: Organizational Excellence

- Employee Engagement
- **≻**Creative Capability
- ➤ Effective Work Processes



1.1 Engage employees through excellence in leadership

Indicator	Measure	Current Performance	Target
Employee Engagement	Level of employee engagement	41% (2012)	47% by 2016
	Percentage of employees achieving above and beyond what is expected	36% inspiration to excel (2012)	42% by 2016

Metrics under consideration – Corporate Strategic Focus and Leadership Development

1.2 Develop collaborative work teams and apply whole systems thinking to build creative solutions

Indicator	Measure	Current Performance	Target
Creative Capacity	Training and learning achieved vs. targeted	Development phase (2012)	100% completion rate in 2014
	Number of task forces required vs. implemented	To be established (2012)	100% implementation rate in 2013
	Success rate of task forces achieving actual vs. targeted whole systems solutions for application	To be established (2012)	100% achievement of stated objectives in 2014



1.3 Build robust systems, structures and frameworks that are aligned to strategy

Indicator	Measure	Current Performance	Target
Effective Work Processes	Employee perception of processes in place to enable high levels of productivity as measured through the engagement survey	35% (2012)	41% by 2016

Metric under consideration – Integrated Management Systems



CSP Scorecard: Innovation in Local Government

- ➤Innovation Recognition
- ➤ Enterprise Agility
- ➤ Service Satisfaction
- ➤ Service Affordability
- ➤ Value Audit Focus
- ▶ Performance and Results



2.1 Create an environment for government innovation to ensure fiscal and service sustainability

Indicator	Measure	Current Performance	Target
Innovation Recognition	Number of employee generated innovations that create enhanced value for residents/stakeholders	To be established (2012)	Year over year increases
Enterprise Agility	Targeted learning and training vs. actual for identified employees	Development Phase (2012)	100% targeted training completion rate by 2014
	Number of innovation pilot teams implemented vs. targeted	To be established (2012)	100% implementation rate (2013)
	Achievement of key performance indicators in Joint Operational Review of Development Application Review process	To be established (2012)	100% achievement of key performance indicators within established timeframes

Metric under consideration – Strategic Partnering and Outreach



2.2 Deliver better public service

Indicator	Measure	Current Performance	Target
Service Satisfaction	Perceived level of satisfaction with services provided by the City	83% (2011)	Sustain or exceed 83% in 2015
Service Affordability	The ability to pay for municipal services: water + waste water + taxes as a % of average household income	5% (2011)	<5.5% annually
Value Audit Focus	Number of Internal Auditor led value for money audits and recommendation implementation rate	1 (2012)	100% implementation rate within approved timeframes

Metrics under consideration – Service Responsiveness

2.3 Provide accountability, transparency and engagement

Indicator	Measure	Current Performance	Target
Performance and Results	Targeted vs. actual implementation of approved audit recommendations focused on operations performance or compliance	TO DE ESTABIISMEN (2012)	100% implementation rate within confirmed timeframe

Metrics under consideration - Open Government



CSP Scorecard: City Building

- ➤ Quality of Life
- **≻**Safety
- **≻**Economic Vitality
- ➤ Engagement and Communications



3.1 Ensure a well-designed, safe, appealing and sustainable city

Indicator	Measure	Current Performance	Target
Quality of Life	Perception of quality of life in Guelph - % of residents citing positive change over preceding three years.	22% (2011)	>25% in 2015
Safety	Guelph rating on the Annual Crime severity index as measured by Statistics Canada	47 (2012)	Maintain current standing; <all (2013)<="" areas="" census="" metropolitan="" td=""></all>
	Guelph Fire Response Time GWEMS avg. response time - percentile	To be established (2012) To be established (2012)	To be established (2013) To be established (2013)

Metric under consideration - Community Wellbeing

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

Indicator	Measure	Current Performance	Target
Economic Vitality	Guelph Job Rate	69.6% (August, 2012)	>67% (2013)
	City of Guelph Credit Rating	AA+ (2012)	Maintain or exceed AA+ rating (2013)
	Number of building permits issued for commercial construction	288 (2011)	Annual growth
	Percentage of immigrants settling in Guelph of the total coming to Guelph-Wellington	82% (2010)	Annual growth

Metric under consideration – Image and Quality Recognition

Assumptions and Risk Variables included in Council report.



3.3 Strengthen citizen and stakeholder engagement and communications

Indicator	Measure	Current Performance	Target
Engagement and Communications	Level of advanced use of technology to meet the demands of an agile work force	Level 4 (Model for Workforce Maturity. Carnegie Melon University PCMM) (2012)	Level 3 by 2014
	Appropriate level of engagement objectives and commitments consistent with the IAP2* Spectrum of Engagement	To be established (2012)	100% in 2014
	Information sharing and participant input at community workshops	To be established (2012)	<25% of workshop time dedicated to providing information and 75% dedicated to participant input in 2014

Metric under consideration – Engagement Innovations



Next Steps

- Staff evaluation of metrics under consideration
- Annual reporting on progress achieved in relation to targets
- Information sharing and communications

INTERNAL MEMO



DATE October 12, 2012

TO **Governance Committee**

FROM Corporate Administration

DIVISION

DEPARTMENT Office of the CAO

SUBJECT Committee Requests for Additional Information - Measuring

our Success: Corporate Strategic Plan Key Performance

Indicators

Governance Committee Members,

The following information is provided in response to inquiries raised at the Tuesday, October 9, 2012 Governance Committee meeting:

I. Information Requests

- a) The link between key performance indicators and strategic initiatives;
- b) Guelph's Crime Severity Index Rating context;
- c) Guelph employment rate trend information;
- d) Service Affordability rates in comparator municipalities;
- e) Engagement metric context

II. Next Steps

I. Information Request

a) THE LINK BETWEEN KEY PERFORMANCE INDICATORS (KPI) AND STRATEGIC INITIATIVES

Each KPI will have strategic work and/or Council approved strategic initiatives associated with it to ensure progress is made on the strategic plan. On an annual basis, staff will identify strategic initiatives which may require funding. Any such funding would be subject to regular Council budgetary deliberations. As an example, advancement on employee engagement will be made through the Employee Engagement Implementation Strategy currently funded through the Strategic Initiatives Reserve. It is intended that the strategy will positively impact employee engagement as measured by the level of employee engagement and the percentage of employees achieving above and beyond what is expected.

As a second example, the Performance and Results KPI is associated with strategic work that includes the new Audit Review rating system and methodology as well as the 2012 service and operational review work completed.

RE: Committee Requests for Additional Information

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A third example is the Quality of Life key performance indicator and the Council approved Community Wellbeing Strategy. This strategic initiative is currently funded through the Strategic Initiatives Reserve. It will help create a baseline measure of community well being from which to plan and measure targeted improvements that can impact the Quality of Life indicator.

ORGANIZATIONAL EXCELLENCE - 1.1 Engage employees through excellence in leadership

Indicator	Measure	Current Performance	Target	Strategic Initiative(s)/Strategic Work
Employee Engagement	Level of employee engagement	41% (2012)	47% by 2016	Employee Engagement Implementation Strategy
	Percentage of employees achieving above and beyond what is expected	36% Inspiration to excel (2012)	42% by 2016	

INNOVATION IN LOCAL GOVERNMENT – 2.3 Provide accountability, transparency and engagement

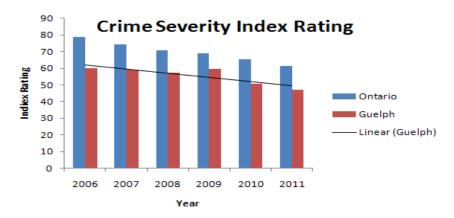
Indicator	Measure	Current Performance	_	Strategic Initiative(s)/Strategic Work
Performance and Results	Targeted vs. actual implementation of approved audit recommendations focused on operations/performance	To be established (2012)	100% implementation rate within confirmed timeframe	 2012 Service and Operational Reviews (Legal and Business Information Systems) Audit Review Framework

CITY BUILDING - 3.1 Ensure a well-designed, safe, appealing and sustainable city

Indicator	Measure	Current Performance	Target	Strategic Initiative(s)/Strategic Work
Quality of Life	Perception of quality of life in Guelph – percentage of residents citing positive change over preceding three years	22% (2011)	>25% in 2015	Community Well Being Strategy

b) Guelph's Crime Severity Index Rating Context

Guelph continues to be well recognized as a safe community. For the past five years, the City has appeared at the bottom of Statistics Canada's crime severity rating index for census metropolitan areas (CMAs) across the province and the country. For 2011, Guelph's crime severity index was 46.99%, the overall Canadawide ranking was 77.6 % and Ontario stood at 61.12%. This rating will help directly inform the Safety key performance indicator.

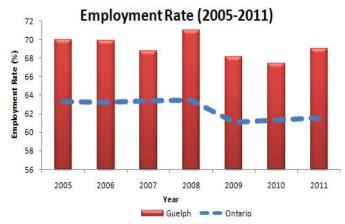


Source: Statistics Canada, Table 252-0052. Uniform Crime Reporting Survey-3302.

c) Guelph Employment Rate Trend Information

Guelph continues to experience a high employment rate in comparison to the province of Ontario as measured by Statistics Canada. The employment rate reflects Economic Vitality and refers to the number of persons employed expressed as a percentage of the total population 15 years of age and over. It is interesting to

note that this fact continued throughout the 2008-12 time period of global economic recession.



Source: Statistics Canada, Table 282-0110. Labour Force Survey Survey-3701.

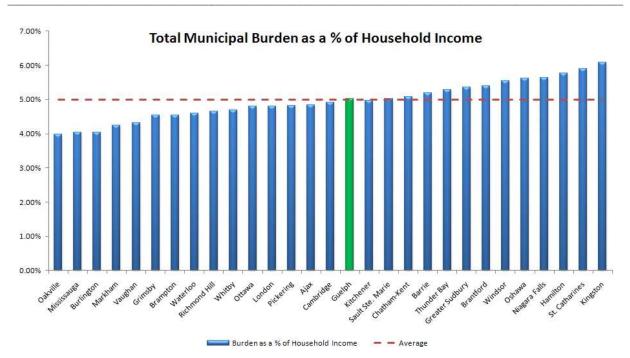
D) SERVICE AFFORDABILITY RATES IN COMPARATOR MUNICIPALITIES

One possible way to express municipal service affordability is to show the cost of water, waste water and municipal taxes as a percentage of average household income. This data is captured annually in the BMA Management Consulting Inc. annual Municipal Study. As reflected in the table below, when compared with the Council approved municipal comparator group, Guelph stands at 5.0% (2011) which is comparable to the group average.

It is important to note that upon further reflection, the target currently being recommended for Guelph should not be 'less than 5.5% annually' - the average of all municipalities in the full BMA data set, rather it should be to 'fall within or below the average of the comparator group' as the actual percentages will fluctuate over time.

RE: Committee Requests for Additional Information

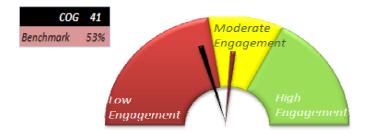
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Source: BMA Municipal Study - 2011, pgs. 330-331. Total Municipal and Property Tax Burden as a Percentage of Income.

E) ENGAGEMENT METRIC CONTEXT

Research from consulting firm Aon Hewitt who assisted the City with its recent employee engagement survey work, indicates that on average, public sector engagement ratings are typically lower than the private sector for a number of reasons such as different operating environments, pay structures, stakeholder complexity and budgetary constraints. Currently, the corporation has an overall engagement rating of 41%. The engagement benchmark from the firm's data set of 32 public sector organizations is 53%. Aon Hewitt confirmed that a rating increase of 2-3% annually is considered as good improvement that is achievable with focused action and attention on the results received. An open report will be provided to Council in the fourth quarter of 2012 to provide further context and information on this important metric.



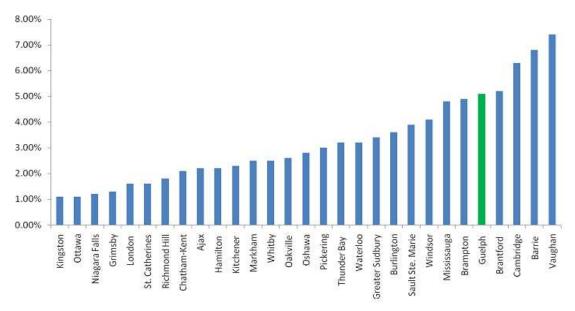
Source: Aon Hewitt. September, 2012. Best Employers Employee Opinion Survey Results. City of Guelph.

II. Next Steps

As agreed at the Governance Committee meeting, a follow up information report will be provided to Committee members with full metric information and sample graphic representations of the KPIs. Staff will continue to assess the metrics listed as 'under consideration' and also investigate changes in the industrial assessment base in relation to approved comparator municipalities as a potential measure of Economic Vitality. Further, consistent with Committee input provided, staff will explore not only the ratio of immigrants settling in Guelph in comparison to Guelph/Wellington, but the number settling in Guelph in comparison to the Waterloo Region.

As a final note, staff will amend the City of Guelph credit rating current performance and target associated with the Economic Vitality indicator. The current Guelph credit rating by Standard and Poor's Rating Services AA 'positive', expressed as such, not AA 'plus' expressed as 'AA+'. The corresponding target will be to maintain or exceed the AA positive rating achieved in 2012.





Source: BMA Municipal Study - 2011, pgs. 35-36. Unweighted Assessment Composition.

Governance Committee October 12, 2012

RE: Committee Requests for Additional Information

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COMMITTEE REPORT



TO Governance Committee

SERVICE AREA CAO - Administration October 9, 2012

SUBJECT Audit-Review – New Rating System and Methodology

REPORT NUMBER CAO-A-1202

SUMMARY

Purpose of Report:

To provide the Committee with a report outlining proposed changes to the selection process for future audits/reviews. The new methodology is proposed "in principle" with additional input and refinement from Council and management through a workshop on October 16, 2012 and meetings with management over the next several weeks.

Committee Action:

To recommend report CAO-A-1202 to Council approval.

RECOMMENDATION

That the proposed new rating system and methodology for future audits-reviews be approved in principle, and;

That staff be directed to prepare a complete list of ranked and rated services with recommendations for selected audits for 2013 by the end of November 2012, at which time they will be presented to Committee for approval.

BACKGROUND

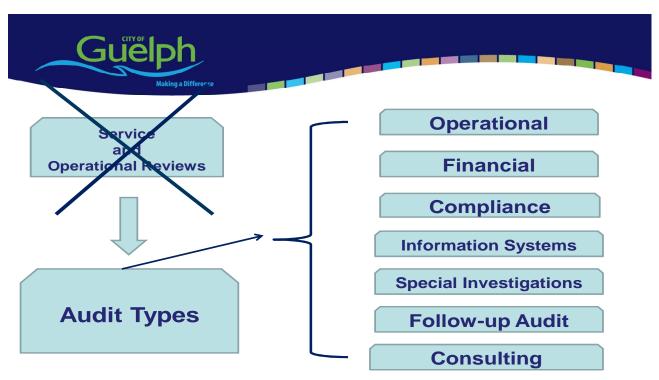
In Committee Report CAO-A-1201, "Status Report – Service and Operational Reviews", staff defined a number of issues and barriers to the completion of selected service and operational reviews for 2012. Lessons learned from this pilot project were also presented in the report.

As part of the City's new Internal Audit function, a new approach to audits-reviews has been proposed applying best practice audit methodology and standards established by the Institute of Internal Auditors (I.I.A.), the governing body for the audit profession. The principles or framework for this approach are outlined in this report.

REPORT

In order to benefit from the lessons learned in phase one of the service and operational review project and to improve the process for all future reviews, staff have developed an new approach that builds on experience and addresses the issues identified in the previous review process.

Using a risk-based audit approach is considered a universal best practice and this methodology can be applied to all forms of internal audits or reviews. The concept of "service review" is essentially an audit and the terms "review" and "audit" are interchangeable. Some confusion arises when using the term "service review" as this is *not* an audit term but rather a phrase coined by government organizations to vaguely describe a process of service evaluation. Further compounding the confusion is the fact that the term "operational review" is *actually* an official audit term used to describe a specific type of audit.



Types of Audits or Reviews that may be conducted by Internal Audit

In keeping with the use of standard audit terminology, the following types of audits may be performed by an auditor:

<u>Operational Audits</u> – (a.k.a. Performance Audit, Value for Money Audit, Management Audit)

Operational audits objectively and systematically examine the City's programs, functions and activities. They may include analyses and recommendations with

respect to continuing or discontinuing the service. These audits include measuring and assessing the ongoing performance and operation of management while focusing on the business unit's key objectives. Operational audit recommendations encourage the use of best practices while promoting public accountability, efficiency, and effectiveness. The scope of these audits can include some or all of efficiency, effectiveness, accountability relationships, protection of assets, compliance with legislative and corporate policies, culture, organizational structure, staffing levels, technology, or span of control evaluation. Operational audits are comprehensive, end-to-end audits requiring significant resources to complete.

Financial Audits

Financial audits include the review of financial processes. Cash control, accounts payable, accounts receivable, payroll, inventory controls, and investment compliance are all examples of areas that may be reviewed in a financial audit. Financial audits are designed to provide Council and departmental management with the assurance that adequate and effective financial controls are in place in order to safeguard City assets. Financial audits may be performed by the Internal Auditor in conjunction with the External Auditors. Control reviews or audits are also within the scope of financial audits.

Compliance Audits

Compliance audits are smaller in scope than operational audits and are designed to review and evaluate compliance with established policies and procedures as well as any relevant statutory and/or legal requirements.

Information System Audits

Information System audits provide assurance that the City's information technology infrastructure and computer applications contain adequate controls and security to safeguard assets and mitigate risk. These audits provide assessments on overall security, controls, business continuity, and disaster recovery plans after system implementation. Control advice may also be provided during major system implementations to ensure controls and security issues are addressed and considered. Post implementation audits may also be conducted by the auditor once a new computer application has migrated to production.

Fraud, Theft, or Special Investigations (a.k.a. forensic accounting or auditing) Fraud Investigations are audits that usually involve an examination of specific components of an operation or a program. These audits may result from requests from Audit Committee, Council, CAO, Managers or from information received from employees, vendors or citizens. Other types of investigations may include reports of inappropriate conduct or other activities by a City employee.

Follow-up Audits

Standard 2500 of the Professional Practice of Internal Auditing states that one of the primary responsibilities of professional auditors is to ensure that proposed management action plans have been effectively implemented. Thus, the primary purpose of a follow-up audit is to provide assurance that the recommendations made in previous audit reports have been addressed and implemented.

Consulting Services

Consulting services are advisory in nature, and are generally performed at the specific request of an engagement client. The nature and scope of the consulting engagement are subject to agreement with the client and are intended to add value by improving governance, risk management, and control processes. Some examples include business process improvement, process mapping, advice and counsel, facilitation and training.

In this context, ongoing reviews of City services, programs, and business activities are all considered "Operational Audits" wherein the scope of the review can be limited to a narrow focus or expanded to include all elements of the business unit.

The process of selecting <u>which services</u>, <u>programs</u>, <u>or activities to review</u> is most effective when viewed through a "risk-based" audit methodology.

Staff propose to implement a rating system which would prioritize audits using a scoring system based on the criteria illustrated in the following chart:

Audit Prioritization Model

Factor	Suggested Weight	Range of Scores					
Known risks	40 - 60%	Rating	1	2	3	4	5
		Total risk score	0-4	5-8	9-12	13-16	17-20
Budget	20 - 40%	Rating	1	2	3	4	5
		Budget	0 - 50K	50K - 250K	250 K - 500 K	500K - 1M	1M+
Date of last review	10 - 20%	Rating	1	2	3	4	5
		Date of last review	< 1 year	1-3 years	3-5 years	5+ years	Never
Potential Savings Opportunities	+ / -5%	Rating	0				5

The rationale for this scoring system is as follows:

<u>Known Risks</u>: The primary factor in this model should be the degree of risk that is inherent in the service or business activity. This insures that priority is not placed on low risk services and that there is adequate oversight of high risk activities.

<u>Budget:</u> The amount of budget expended on the service should be a heavily weighted factor to insure that those services which have the greatest impact on the organization's financial condition are given higher priority.

<u>Date of last review</u>: This insures we are not repeating reviews that were done recently. It carries less scoring weight but still ensures that we do not overlook high risk services that warrant more frequent reviews.

<u>Potential Savings Opportunities</u>: This is an optional factor as well. It acknowledges that some business units have greater potential savings opportunities and prioritizes them for review.

Once all services are rated using this system, they can be prioritized by their total score. Staff will then recommend the list of business units, programs or activities that should be reviewed for the next year as well as suggesting the type of audit and scope that would be most appropriate for each area.

It is important to note that the services selected in 2012 for review may not be identified as priorities using the new rating system and therefore, may not be recommended for review in 2013.

Should the proposed rating system be approved, next steps will be as follows:

- 1. With management input, determine level of business unit categorization (Auditable Entities). Staff recommends taking a higher level approach to service definition that links to the current budget system and provides for relevant financial analysis. A list of "sub-services" could be developed under these broader categories to assist with review selection within a business unit. An audit may be conducted on any service or sub-service and is not precluded by using broader categories of auditable entities.
 To be completed by October 23, 2012.
- Present "Auditable Entities" categorization to Executive Team for final approval.

To be completed by October 31, 2012

 Gather data related to each service – budget, risk score, date of last review, potential savings opportunities.
 To be completed by November 15, 2012.

- 4. Synthesize data and create draft ratings and prioritization list of ranked entities for Committee approval. Indicate what type of audit-review might be appropriate and whether external consultants will be required for specialized or highly technical services.
 - To be completed by November 15, 2012.
- Recommend, with Council and management input, the number of reviews that will be completed in the remaining term of Council, overlaying these with the capacity of internal audit, available staff support and options for outsourcing specific reviews.
 - To be completed by November 30, 2012.
- 6. Draft multi-year work plan, to be revisited and assessed annually for modifications or shifting priorities and present to Committee for approval. To be completed by December 15, 2012.

As further information and to provide the Committee of an example of how services are currently grouped by Finance in the existing Budget system, **Appendix "A"** is the proposed categorization of "Auditable Entities" taken directly from the budget system. Refining the criteria for this proposed rating system such as factors and weighting will be further informed through discussions with management of each business area as well as discussion at a Council Training Session on October 16th, 2012.

CORPORATE STRATEGIC PLAN

Organizational Excellence – 1.3 Build robust structures and frameworks aligned to strategy.

Innovation in Local Government - 2.3 Ensure accountability, transparency and engagement.

FINANCIAL IMPLICATIONS

A budget expansion request will be presented to Council for the purpose of creating an operating line for future audits that may require third-party expertise and / or public consultation.

DEPARTMENTAL CONSULTATION

The Executive Team has been consulted in the development of this report.

COMMUNICATIONS

Approved changes will require full communication plan through Corporate Communications to reach all employees.

ATTACHMENTS

Appendix "A" -List of Proposed "Auditable Entities" Categorized by Budget System

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Prepared By:

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Appendix "A"

Service Governance Committee Report # CAO-A-1202
Count Proposed List of "AUDITABLE ENTITIES" or "Audit Universe"

		2012 BUDGET
1	CAO Administration	564,390
2	11 Mayor & Council	865,958
3	Strategic Planning & Corporate Initiatives	189,940
4	Operations and Transit Administration	405,540
5	Transit Administration	642,940
6	Planning & Scheduling	280,290
7	Transit Operations	17,144,470
8	Transit Facility	780,850
9	Transit Terminal	469,600
10	Conventional Transit Revenue	-10,149,200
11	Mobility - Transportation	966,550
12	Mobility - Prov. Subsidized Ops.	76,810
13	Mobility - Dispatching	146,550
14	Mobility Transit Revenue	-72,400
15	By-Law Compliance and Security	1,333,232
16	Public Works Administration	3,014,544
17	Roads & Right of Way	6,593,858
18	Traffic	2,338,560
19	Parking	(885,736)
20	Fleet Maintenance	27,100
21	Forestry Services	1,000,350
22	Fire	20,828,670
23	Land Ambulance	3,855,713
24	Planning, Building, Engineering, Environment Administration	344,000
25	Planning	1,749,860
26	Building	955,622
27	Engineering	819,965
28	Solid Waste Admin & Program Devt	(4,870,529)
29	Residential Waste Collection	4,314,154
30	Plant Operations & Maintenance	5,108,350
31	Transfer Station Operations	249,789
32	Haul / Dispose Contract	3,129,700
33	H.H.W. Operations	(49,440)
34	H.H.W. Building Maintenance	-
35	W-D Public Drop Off Operations	1,661,100
36	W-D Scale Operation / Maintenance	207,400

37	W-D Grounds Maintenance	48,900
38	W-D Winter Operations	6,500
39	CSS Administration	972,357
40	Victoria Road Rec Centre	716,519
41	Centennial	298,528
42	Exhibition	(9,542)
43	West End Community Centre	694,330
44	Evergreen Community Centre	386,988
45	Neighbourhood Groups	305,100
46	Local Immagration Partnership	900
47	Disability Services	112,320
48	Program Quality and Evaluation	91,320
49	Program Development and Admin	-
50	Youth Services	84,830
51	Inclusion Services	136,276
52	Community Development	247,815
53	Affordable Bus Pass	243,350
54	Youth Shelter	482,700
55	River Run Centre	494,106
56	Museum	822,677
57	Cultural Development	99,630
58	Market Square Programs	69,800
59	Sleeman Centre	239,443
60	Tourism	372,128
61	Corporate Building Maintenance	2,677,419
62	Business Services	1,287,440
63	Parks	4,547,654
64	HR Administration	2,202,513
65	Human Resources	773,490
66	Legal Services	843,580
67	Information Technology	3,550,325
68	Clerk Services	744,339
69	Corporate Communications	546,713
70	Library	7,781,370
71	Guelph Municipal Holding Company	-
72	General Administration	293,700
73	Insurance	383,201
74	Taxes - Written Off	1,012,500
75	Property Tax Rebates	681,000
76	Property Assessment (MPAC)	1,605,450
77	School Safety Patrol - Administration	75,800
78	Emergency	248,300

79	General Revenues	(190,996,044)
80	Grants	1,183,260
81	Finance Administration	317,120
82	Financial Services	344,755
83	Taxation and Revenue	555,869
84	Tax Certificate Revenue	-
85	Budget Services Division	1,008,185
86	Purchasing / Procurement	332,774
87	Risk Management	101,400
88	Downtown Renewal	474,224
89	Community Energy	333,902
90	Economic Development	783,602
91	Water	-
92	Wastewater	-
93	Court Services	-

COMMITTEE REPORT



TO Governance Committee

SERVICE AREA CAO - Administration October 9, 2012

SUBJECT Enterprise Risk Management Framework

REPORT NUMBER CAO-A-1203

SUMMARY

Purpose of Report:

To present an Enterprise Risk Management (ERM) Framework for implementation across the Corporation. The ERM strategy will be implemented in two phases over a period of two years.

Phase 1 will be Corporate-level risk management and Phase 2 will expand to project risk management.

Committee Action:

To recommend Council approval of the ERM Framework.

RECOMMENDATION

That the proposed Enterprise Risk Management framework be approved for implementation.

BACKGROUND

The City of Guelph is committed to identifying, assessing, and mitigating risks to ensure that corporate objectives are achieved. To this end, the Corporation will maintain a long-term, robust Enterprise Risk Management (ERM) program based on an established framework. The overall risk strategy is part of an Enterprise Risk Management implementation which will be introduced in phases throughout the Corporation over the next two years. Phase 1 will be Corporate-level risk management and Phase 2 will expand to project risk management.

Implementation of an ERM program has been identified by Council and Management as a priority for 2012-2013. The City's Internal Auditor has been directed to develop and implement an ERM program as part of the mandate for this function.

REPORT

Enterprise risk management (ERM) is a method or process used by an organization to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying particular risks and opportunities, assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress. By identifying and proactively addressing risks and opportunities the City of Guelph will protect the interests of the public and create value for all stakeholders.

Risk management is an integral part of management across the Corporation. It forms part of strategic planning, business planning and project approval procedures. In addition, ERM assists in decision-making processes that will allocate resources to areas of highest risk. Identifying and managing risk is everyone's responsibility and is one component of good corporate governance.

Enterprise Risk Management is part of the Internal Audit mandate which is consistent with best practice and audit standards.

Staff have adopted a risk rating matrix that quantifies the impact and likelihood criteria and assigns a numerical value to the resulting score.

The ERM Framework consists of the following components:

- 1. Risk Categories
- 2. Risk Matrix Impact/Likelihood Scale
- 3. Risk Impact Criteria

Risk Categories

- <u>Service delivery</u> Risk of not meeting customer expectations
- <u>Employees</u> Risk that employees, contractors or other people at the City will be negatively impacted by a policy, program, process or project including physical harm
- <u>Public</u> Risk that the policy, program or action will have a negative impact on the citizens of Guelph
- Physical Environment Risk that natural capital will be damaged
- <u>Reputation</u> Risk associated with anything that can damage the reputation of the City or undermine confidence in the City of Guelph

- <u>Financial</u> Risk related to decisions about assets, liabilities, income and expenses including asset management, capital and operational funding, economic development, theft or fraud
- <u>Regulatory</u> Risk related to the consequences of non-compliance with laws, regulations, policies or other rules

Risk Matrix - Impact/Likelihood Scale:

<u>Impact is quantified as:</u> <u>Likelihood is quantified as:</u>

Scale 4: Catastrophic Scale 5: Almost Certain

Scale 3: Major Scale 4: Likely

Scale 2: Moderate Scale 3: Somewhat likely

Scale 1: Minor Scale 2: Unlikely Scale 1: Rare

When impact and likelihood are assessed, a risk rating is calculated by multiplying the impact scale times the likelihood scale.

The current City of Guelph **Risk Matrix** below assigns colours to the resulting score based on the City's risk tolerance as set out below.

Impact Scale					
4 Catastrophic	4	8	12	16	20
3 Major	3	6	9	12	15
2 Moderate	2	4	6	8	10
1 Minor	1	2	3	4	5
Likelihood Scale	1	2	3	4	5
	Rare	Unlikely	Somewhat Likely	Likely	Almost Certain

Risk Tolerance is defined as the level of risk the City is willing to accept in pursuit of its objectives. This can be measured qualitatively with categories such as major, moderate, or minor. The level of risk acceptable is directly related to the nature and scope of the project or work.

To allow us to quantify the degree of risk inherent in any activity, we have developed a "Risk Matrix Impact Criteria" in Appendix "A" of this report. The Matrix provides quantitative examples of impact criteria for each of the risk

categories and is used as a guideline to measure impacts. This matrix will be further refined through staff input and will be finalized before implementation begins.

The proposed program sets out the following guidelines for the Corporation's risk tolerance level.

- As a general guideline any identified risk rated as a ten (10) or higher and in the red grid of the matrix <u>must</u> have a mitigation plan and the ongoing status will be monitored in a risk register.
- A risk rating falling within the yellow grid of the matrix will require an action but resolution may be deferred until more urgent risks have been dealt with.
- A risk rating falling within the green grid of the matrix should be noted but no action plan is required.

A **Corporate Risk Register** is maintained by the Internal Auditor identifying risks that could potentially affect the entire Corporation. It should include risks affecting all high-level objectives in the City's strategic plan. The risk register will be reviewed with the Executive Team on a monthly basis.

The ERM program is intended to formalize our current risk management practices and provide the foundation for increased risk awareness throughout the Corporation. We propose to expand our Enterprise Risk Management initiative over the next two years.

The Internal Auditor will deliver risk management workshops for staff in areas where risk assessments (corporate, project or operations based) will be most relevant to increase risk awareness and enhance risk management skill levels for staff. This is planned from November 2012 through December 2013.

CORPORATE STRATEGIC PLAN

Innovation in Local Government by ensuring accountability, transparency and engagement.

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

All Executive Team members have been consulted in the development of this framework.

COMMUNICATIONS

Corporate Communications will be consulted to develop a communication plan to introduce the program to all staff.

ATTACHMENTS

APPENDIX "A" – Risk Matrix Impact Criteria APPENDIX "B" – Risk Management Presentation

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APPENDIX "A" - Governance Committee Report - CAO-A-1203 <u>CITY OF GUELPH - RISK IMPACT CRITERIA</u>

	Risk Category	Service Delivery	Employees	Public	Physical Environment	Reputation	Financial	Regulatory
Scale	Impact Scale	Risk of not meeting customer expectations	Risk that employees, contractors or other people at the City will be negatively impacted by a policy, program, process or project including physical harm.	Risk that the policy program or action has a negative result on specified target groups of citizens in Guelph.	Risk that natural capital will be damaged.	Risk associated with anything that can damage the reputation of the City or undermine public confidence in it.	Risk related to decisions about assets, liabilities, income, expenses including asset management, capital and operational funding, economic development, theft and fraud	Risk related to the consequences of non-compliance with laws, regulations, policies, or other rules.
1	Minor	- Some business unit goals not met (75 - 90% achieved) - Project scope: scope change is barely noticeable >Project deadlines overrun >5%<25%.	Minor reportable employee injury Short term additional effort required by existing staff to fix the situation.	- Minor decrease in social programs (<5%)	Potential to cause non- lasting damage to environmental assets	Small amount of negative medial coverage or complaints to the City 1 Negative media story from 1 - 2 local media outlets.	- Loss of replaceable asset - Project cost >5<10% overrun	- Isolated non-compliance to policy or rules by few employees
2	Moderate	 Underachievement of business unit goals (50-7% achieved) Unable to perform non-essential services Disclosure of non-confidential but embarrassing information Project scope: moderate changes required Project deadlines overrun >25%<50%. 	- Employee injury, non-life-threatening - Significant increase in number of errors (>10%) - Increase in the number of union grievances (>5%) - Short term extra resources required to fix the situation	Non-life Threatening injury to members of the public because of City action/inaction Loss of privacy, safety or quiet in neighborhood Moderate decrease in social programs (<20%)	Potential to cause short term repairable environmental damage impacting a small area	- Complaints elevated to Director / GM level - Moderate media coverage or editorial comment - 3 - 4 negative media stories and/or editorials spanning multiple days, from 2+ local media outlets	Some decreased usefulness of infrastructure Fines <\$100K Reduced revenues for some businesses Some reduced economic development Project cost >10<50% overrun	1st warning from regulatory bodies Internal compliance reporting deficiencies in one division
3	Major	- Underachievement of business unit goals (<50% achieved) - Unable to perform non-essential service - Disclosure of non-confidential but embarrassing information - Project scope: major changes required - Project deadlines overrun >50% <75%.	- Employee injury, critical No improvement in employee satisfaction - Increase in the number union grievances (>10%) - Short term additional resources required to fix the situation.	- Critical injury to member of the public because of City action/inaction - Major decrease in social programs (<50%).	- Potential to cause short term repairable environmental damage impacting a large area	- Complaints elevated to CAO/City Council level - Public outcry for removal of employee - Significant negative media coverage or editorial comment - 5+ negative media stories and / or editorials spanning multiple days, from local media - Negative media coverage on provincial or national stage	- Significantly decreased usefulness of infrastructure - Fines < \$1M - Inefficient processes Reduced revenue for many businesses Significantly reduced economic development - Project cost >50<100% overrun	- 2nd warning from regulatory bodies - Internal compliance reporting deficiencies in multiple divisions or depts.
4	Catastrophic	- Unable to perform one or more essential services and no alternatives exist Unrecoverable loss of information from critical systems - Unrecoverable facility loss - External exposure of critical confidential information - Project end product is essentially useless - Project cancellation - Project deadlines overrun > 75%.	- Death in the workplace - Significant loss of employee knowledge - External exposure of confidential employee information - Strike - No amount of existing or additional resources can address the event.	Death of member of the public due to City actions or inactions Cancellation of a program that supports equitable access, social justice, quality of life and no alternatives are available	- Potential to cause long term environmental damage with lasting consequences Consequences of not including environmental considerations has potential to create long environmental damage.	Public/media outcry for change in administration or Council. Public or senior officials criminally charged or convicted Fraud > \$500,000 Integrity breach resulting in decreased trust in City Council or Administration Recurring negative media coverage on national and/or international stage	- Uninsured loss > \$10M - Insured loss > \$10M - Fines or loss > \$10M - File for bankruptcy - Failure to maintain financial capacity to support current demands Decrease in Guelph economic condition greater than a 20% decrease in assessment base - Project cost > 100% overrun	- Legal judgment against the City - Loss of license to operate (CVOR, other) - Imprisonment of staff - Other sanctions imposed by regulatory bodies

LIKELIHOOD SCALE

Scale	Rating	Description	Numeric Probability
5	Almost Certain	Extreme likely to occur at the City of Guelph	> 90%
4	Likely	Occurs frequently in municipal environments and has occurred or is likely to occur at the City of Guelph	50 - 90%
3	Somewhat likely	Occurs periodically in municipal environments and could happen at the City of Guelph	20 - 50%
2	Unlikely	Occurs infrequently in municipal environments but is not impossible	5 - 20%
1	Rare	No material likelihood; not considered further in risk assessment	< 5%
		Page 1 of 1	



Enterprise Risk Management Framework October 9, 2012



What is Enterprise Risk Management? (ERM)

Enterprise risk management (ERM) is a method or process used by an organization to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying specific risks and opportunities, assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress. By identifying and proactively addressing risks and opportunities the City of Guelph will protect the interests of the public and create value for all stakeholders.



What is the purpose of ERM?

- Provide guidance to advance the use of a more corporate and systematic approach to risk management
- Contribute to building a risk-smart workforce and environment that allows for responsible risk-taking while ensuring legitimate precautions are taken to protect the Corporation, ensure due diligence and maintain the public trust
- Establish a set of risk management practices that departments can adopt to their specific circumstances or mandate



What is the ERM Framework?

The ERM Framework consists of the following components:

- 1. Risk categories
- 2. Risk Matrix Impact/Likelihood Scale
- 3. Risk Impact Criteria



Categories of Risk

Service delivery – Risk of not meeting customer expectations **Employees** – Risk that employees, contractors or other people at the corporation will be negatively impacted by a policy, program, process or project including physical harm

Public – Risk that the policy, program or action will have a negative impact on citizens

Physical Environment – Risk that natural capital will be damaged **Reputation** – Risk associated with anything that can damage the reputation of the corporation

Financial – Risk related to decisions about assets, liabilities, income and expenses including asset management, capital and operational funding, economic development, theft or fraud

Regulatory – Risk related to the consequences of non-compliance with laws, regulations, policies or other rules



Risk Matrix – Impact/Likelihood Scale

Impact is quantified as: Likelihood is quantified as:

Scale 4: Catastrophic Scale 5: Almost Certain

Scale 3: Major Scale 4: Likely

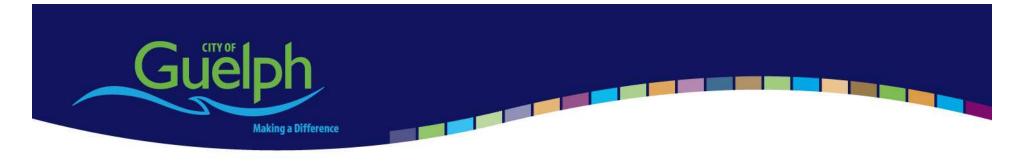
Scale 2: Moderate Scale 3: Somewhat likely

Scale 1: Minor Scale 2: Unlikely

Scale 1: Rare

When impact and likelihood are assessed, a risk rating is calculated by multiplying the impact scale X the likelihood scale.

For example: A specific risk has been assessed as having an **impact** described as "Major", with a scale of 3. The likelihood of this risk occurring has been assessed as "somewhat likely", with a scale of 3. The risk rating total is impact multiplied by likelihood, or a <u>total score of 9</u>.



Risk Matrix – Impact/Likelihood Scale

When the Category, Impact, and Likelihood are presented in a chart format, they create a chart referred to as the "Risk Matrix".

The risk matrix assigns colours to the resulting score based on the corporation's risk tolerance as set out below

Impact					
4 Catastrophic	4	8	12	16	20
3 Major	3	6	9	12	15
2 Moderate	2	4	6	8	10
1 Minor	1	2	3	4	5
Likelihood	1 Rare	2 Unlikely	3 Somewhat Likely	4 Likely	5 Almost Certain



Sample Risk Impact Criteria

Scale	Impact	Service Delivery	Employees
4	Catastrophic	Unable to perform one or more essential services and no alternatives exist. Unrecoverable loss of information from critical systems Unrecoverable facility loss External exposure of critical confidential information Project end product is essentially useless Project cancellation Project deadlines overrun > 75%.	Death in the workplace Significant loss of employee knowledge External exposure of confidential employee information Strike
3	Major	Underachievement of business unit goals (<50% achieved) Unable to perform non-essential service Disclosure of non-confidential but embarrassing information Project scope: major changes required Project deadlines overrun >50% <75%.	Employee injury, critical No improvement in employee satisfaction Increase in the number union grievances (>10%) -



Sample Risk Register

Risk Factor (Issue and Risk)	Initial Impact	Likelihood	Overall Rating
Risk that a lack of a detailed budget baseline and formal monitoring process may result in cost overruns through unauthorized expenditures and/or scope creep.	3.00	3.00	9.00
Risk that landowners are unwilling to sell.	3.00	4.00	12.00
Risk that stakeholders are not involved in the design which may result in the project objectives not being met and criticism will be a political challenge	1.00	4.00	4.00
Risk that project budget estimates have been underestimated leading to either a decrease in scope or requests for more funding.	3.00	2.00	6.00



How do we start?

Step 1

Define the objectives

What are the primary objectives of the project or work being undertaken?

Step 4

Create the Risk Register

Step 2

Identify the risks

Review the risk categories and ask the question "What things could happen that might affect our objectives?

Step 3

Analyze the risks

(Likelihood and Impact)
Ask "How likely is this to happen and what are the consequences?

Step 5

Accept, manage or mitigate the risks

Identify actions to minimize the effect of the risk or to avoid the risk entirely

Step 6

Monitor, update, report

Continuously monitor the status of risks and adjust the risk ratings as situations change



Questions?

CONSENT AGENDA

October 22, 2012

Her 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
A-1)	LEASE WITH THE COUNTY OF WELLINGTON – 95 WILLOW ROAD – WILLOWDALE CHILD CARE CENTRE	Approve
	THAT the Mayor and Clerk be authorize to execute a Lease between the City and the County of Wellington for a Child Care Center at 95 Willow Road.	
В	ITEMS FOR DIRECTION OF COUNCIL	
B-1)	"HEADS AND BEDS" PAYMENTS	Approve
	WHEREAS post-secondary institutions, hospitals and provincial institutions are exempt from paying property taxes to municipalities under provincial law and instead pay a fixed amount set by the provincial government;	
	AND WHEREAS the amount of the "heads and beds" payment is \$75 per head or bed and this amount has not been changed by the province since 1987;	
	AND WHEREAS Guelph City Council passed a motion on March 3, 2011 with respect to the "heads and beds" payments;	
	AND WHEREAS communities across Ontario have come together to advocate for this important provincial policy change and efforts to have the provincial government review the "heads and beds"	

amount have not been met with a positive response to date;

THEREFORE BE IT RESOLVED THAT Guelph City Council to:

- Authorize staff to pursue changes to the heads and beds legislation with coordination determined by the group of Mayors, and
- To collaborate with other interested municipalities on a legal perspective, around the "heads and beds" payment amount;

AND THAT this motion be circulated to all municipalities in Ontario that have universities, colleges, hospitals and provincial correctional facilities requesting their councils to show their support for this important policy change.

attach.

COUNCIL REPORT



TO Guelph City Council

SERVICE AREA Corporate and Human Resources

Community and Social Services

DATE October 22, 2012

SUBJECT Lease with The County of Wellington

95 Willow Road - Willowdale Child Care Centre

REPORT NUMBER CHR - 2012 - 56

SUMMARY

The Willowdale Child Care Centre is relocating back to the City's property at 95 Willow Road. Remedial work to deal with asbestos-containing materials and renovations, at a total cost of approximately \$236,000, were undertaken over the last four months and is now complete.

The Willowdale Child Care Centre is operated by the County of Wellington. In order for the County to use the City's property, a Lease agreement is proposed. The proposed lease will have a term of ten years, be at a nominal rate, and will set out maintenance and other obligations.

Purpose of Report:

Seeking approval of a Lease agreement.

Council Action:

Consider approving a Lease agreement.

RECOMMENDATION

THAT the Mayor and Clerk be authorized to execute a Lease between the City and The County of Wellington for a Child Care Centre at 95 Willow Road.

BACKGROUND

The following provides a chronology of events at the City's property located at 95 Willow Road which had been used since 1975 as the Willowdale Child Care Centre under the control of The County of Wellington:

November 1, 2011	Property evacuated due to confirmation of the presence of airborne asbestos-containing materials

November 14, 2011	Temporary Child Care Centre, with 43 children, established and operating at leased premises located at 58 Dawson Road.
November 15, 2011	Preliminary clean-up completed at 95 Willow. City staff resumed control of, and access to, the property.
December 1, 2011	Consultant's report recommending remedial work to be completed.
June 14, 2012	Tender for remedial work closed and contract awarded to KSAL General Contracting Ltd.
July 3, 2012	Construction started at 95 Willow Road (See Attachment 1 for details)
October 17, 2012	Construction complete.

REPORT

Proposed Re-Opening at 95 Willow Road

With the remedial work complete, the Willowdale Child Care Centre operation will close at the end of the day on Friday October 26th at 58 Dawson Road and will be re-opening at 95 Willow Road on the morning of Monday October 29th.

Proposed Lease

City staff have negotiated a form of Lease with County staff and are recommending approval. Key attributes of the Lease are outlined below:

Landlord:	The Corporation of the City of Guelph	
Tenant:	The Corporation of the County of Wellington	
Premises:	95 Willow Road	
Term:	Ten (10) years, October 25, 2012 to October 24, 2022	
Permitted Use:	Municipal Early Learning and Child Care Centre	
Basic Rent:	\$2.00 for the Term (i.e. 10 years)	
Additional Rent:	Tenant to pay all operating costs, realty taxes, and other applicable	
	taxes.	
Landlord	Landlord shall maintain and repair in regard to lifecycle	
Maintenance:	maintenance, structural issues, and oversee the implementation and	
	adherence to the Asbestos Management Plan.	
Tenant Maintenance:	Tenant shall maintain and repair non-lifecycle and non-structural	
	matters, site maintenance, training in respect of Asbestos	
	Management Plan, completing annual inspections. Completing all	
	maintenance and repair with a cost of \$5,000 or less.	
Rights of	Either party can terminate on three (3) months written notice.	
Termination:		

CORPORATE STRATEGIC PLAN

This initiative supports the following Strategic Directions:

- 2.2 Deliver Public Service better.
- 2.3 Ensure accountability, transparency and engagement.
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.

FINANCIAL IMPLICATIONS

Willowdale Child Care Centre is a Child Care facility operated by the County on behalf of the City and is governed by the Day Nurseries Act. According to the County's 2012 Social Services budget, the total annual operating cost for the Willowdale Centre are \$901,000. After Provincial Funding (estimated at \$671,000) and program revenue fees (estimated at \$80,000), the net cost to the City is approximately \$150,000. As such, although there are financial obligations on the County identified in the Lease, some of this is ultimately funded by the City.

Remedial work at 95 Willow Road was funded from GG0224. Ongoing Lease costs at 58 Dawson Road will be funded from 756-0200.

DEPARTMENTAL CONSULTATION

Corporate and Human Resources and Community and Social Services have been involved in this matter. City staff and staff from the County of Wellington have collaborated and cooperated in resolving this issue.

COMMUNICATIONS

County staff are ensuring appropriate communications with regard to the relocation and will be:

- 1. Issuing a letter advising parents of the upcoming relocation;
- 2. Sharing a transition plan with families; and
- 3. Jointly issuing a media release with the City during the week of October 22.

ATTACHMENTS

Attachment 1 - Construction Details

Prepared By:

Jim Stokes Manager of Realty Services 519-822-1260 Ext. 2279 jim.stokes@guelph.ca

Reviewed By:

Donna Jaques General Manager of Legal and Realty Services / City Solicitor 519-822-1260 Ext. 2288 donna.jaques@guelph.ca

"original signed by Mark Amorosi"

Recommended By:

Mark Amorosi
Executive Director of
Corporate and Human Resources
519-822-1260 Ext. 2281
mark.amorosi@quelph.ca

Reviewed By:

Barbara Powell General Manager of Social Services 519-822-1260 Ext. 2675 barbara.powell@guelph.ca

"original signed by Colleen Bell"

Recommended By:

Colleen Bell
Executive Director of
Community and Social Services
519-822-1260 Ext. 2665
colleen.bell@quelph.ca

ATTACHMENT 1 – CONSTRUCTION DETAILS

Vermiculite Encapsulation Work

(as per a report of December 1, 2011 by LEX Scientific Inc)

- The removal of all of the interior trim for the exterior windows and doors, the sealing of any voids and the reinstallation of the trim
- The removal of all exterior penetrating HVAC equipment (split unit air conditioners, electric heaters and exhaust fans). These holes were sealed and then filled during installation of ducted HVAC system
- The removal of all shelving, bulletin boards, hooks, etc on the exterior walls and the sealing of all holes
- The removal of all shelving units on exterior walls and the sealing of all of the holes
- The removal of all of the exterior flashing and trim on windows and doors, the sealing of those voids and the installation of new flashing on all windows and doors.
- The removal of ceiling finishes and the sealing of the voids between the block walls and the decking for exterior walls

Other Renovations

- Removal of electrical and hydronic heating systems, removal of split unit air conditioners and the installation of a centralized HVAC system with ducted tempered air
- Replacement of all interior lighting including exit lights and emergency lighting
- Replacement of the entrance doors to comply with barrier free requirements
- Replacement of older windows and exterior doors
- Replacement of various flooring throughout
- New paint throughout
- Upgrades to the security system (County cost))

Total Cost: \$236,540.81

Less: \$40,000 for security system upgrades, at County's cost

Net Cost: \$196,540.81

INTERNAL MEMO



DATE October 10, 2012

TO All Councillors

FROM Mayor Farbridge

SUBJECT Background for the October 22 Council Meeting

This memo provides background to the following resolution on the Consent Agenda for the October 22nd, Council meeting:

WHEREAS post-secondary institutions, hospitals and provincial institutions are exempt from paying property taxes to municipalities under provincial law and instead pay a fixed amount set by the provincial government; and

WHEREAS the amount of the "heads and beds" payment is \$75 per head or bed and this amount has not been changed by the province since 1987; and

WHEREAS Guelph City Council passed a motion on March 3, 2011 with respect to the "heads and beds" payments; and

WHEREAS communities across Ontario have come together to advocate for this important provincial policy change and efforts to have the provincial government review the "heads and beds" amount have not been met with a positive response to date; and

THEREFORE BE IT RESOLVED THAT Guelph City Council to:

- Authorize staff to pursue changes to the heads and beds legislation with coordination determined by the group of Mayors, and
- To collaborate with other interested municipalities on a legal perspective, around the "heads and beds" payment amount.

AND THAT this motion be circulated to all municipalities in Ontario that have universities, colleges, hospitals and provincial correctional facilities requesting their councils to show their support for this important policy change.

Mayor Gerretson, of the City of Kingston, has led an informal coalition of Mayors, from communities across Ontario that are home to post-secondary institutions, hospitals and provincial correctional facilities. I participated in a joint delegation to meet with the Minister of Finance, Dwight Duncan, in 2011 and again in 2012 with Ministry of Finance staff to discuss our concerns.

We have previously provided data to the City of Kingston regarding Guelph's "heads and beds" payment to assist them in preparing material for the Ministry of Finance.

At the 2012 AMO conference, Mayor Gerretson called a meeting of interested Mayors. I attended on behalf of the City of Guelph. Interest in the campaign to increase the "heads and beds" payment is growing. There was agreement at this meeting to formalize the coalition as well as seek the support of our respective Councils to continue to advocate for an increase to the "heads and beds" payment including obtaining a legal perspective on the matter.

The City of Guelph will receive \$1,614,225 in 2012 as a "heads and beds" payment from the Province. If the request from the Coalition of Mayors was supported, Guelph would receive a heads and beds payment of \$2,945,638 in 2012.

Guelph City Council previously passed a motion in support of the goals of the Coalition on March 3, 2011:

"THAT the City pursues with the province, together with other municipalities, an increase in the "heads and beds" payment.

The burden for providing municipal services to these provincial facilities is unfairly being subsidized by municipal taxpayers in communities where these facilities reside.

"original signed by Karen Farbridge"

Karen Farbridge Mayor

T 519-837-5643 F 519-822-8277 E mayor@guelph.ca

- BYLAWS -

- October 22, 2012 -		
By-law Number (2012)-19474 A by-law to amend By-law Number (1995)-14864, as amended, known as the Zoning By-law for the City of Guelph as it affects property known municipally as 1274, 1280 and 1288 Gordon Street.	To amend the Zoning By-law as approved by Council October 1, 2012.	
By-law Number (2012)-19475 A by-law to amend By-law Number (1995)-14864, as amended, known as the Zoning By-law for the City of Guelph, to implement Phase 3 of the Kortright East Subdivision on property known municipally as 927 and 1023 Victoria Road South.	To amend the Zoning By-law as approved by Council October 1, 2012.	
By-law Number (2012)-19476 A by-law to amend By-law Number (1995)-14864, as amended, known as the Zoning By-law for the City of Guelph as it affects property described as Southwest Part Lot 11, Concession 8, Township of Puslinch. (161, 205 and 253 Clair Road East (Dallan) File 23T-08503/ZC0803).	To amend the Zoning By-law as approved by Council October 1, 2012.	
By-law Number (2012)-19477 A by-law to amend By-law Number (1995)-14864, as amended, known as the Zoning By-law for the City of Guelph as it affects property known municipally as 213-223 Fleming Road, 3-33 Severn Drive and 64-117 Marshall Drive and legally described as Lots 24-82 and Block 83, Registered Plan 61M-166 in the City of Guelph.	To amend the Zoning By-law by removing the Holding sysmbols.	
By-law Number (2012)-19478 A by-law to amend By-law Number (2002)-17017 and to adopt Municipal Code Amendment #475, amending Chapter 301 of the Corporation of the City of Guelph's Municipal Code.	To amend the Traffic By-law.	

(adding a no parking zone on Metcalfe St. both sides Lemon St. to 22m north thereof, adding a no parking zone on Metcalfe St. from Lemon St. to 34m south thereof, adding a no parking zone on Metcalfe St. east side from Lemon St. to 30m south thereof, adding a no parking zone on Lemon St. both sides from Metcalfe St. to 22m east thereof, adding a no parking zone on Lemon St. north side from Metcalfe St. to 20m west thereof, adding a no parking zone on Lemon St. south side from Metcalfe St. to 27m west thereof, adding a no parking zone on Lemon St. north side from St. Catherine St. to 15m east thereof, adding a no parking zone on St. Catherine St. west side from Lemon St. to 24m north thereof, adding a no parking zone on St. Catherine St. east side from Lemon St. to 21m north thereof, and adding a no parking zone on Hales Cres. south side from Borden St. to 31m east thereof in the Nor Parking Schedule X; adding a no stopping zone on Metcalfe St. west side from Lemon St. to 34m south thereof, adding a no stopping zone on Metcalfe St. east side from Lemon St. to 30m south thereof, adding a no stopping zone on Lemon St. both sides from Metcalfe St. to 22m east thereof, adding a no stopping zone on Lemon St. north side from Metcalfe St. to 2m west thereof, adding a no stopping zone on Lemon St. south side from Metcalfe St. to 27m west thereof, adding a no stopping zone on Lemon St. from St. Catherine St. to 15m east thereof, adding a no stopping zone from St. Catherine St. west side from Lemon St. to 24m north thereof, adding a no stopping zone on St. Catherine St. east side from Lemon St. to 21m north thereof in the No Stopping Schedule XVI; removing St. Catherine St. at Lemon St. in the Yield Signs Schedule VIII; adding St. Catherine St. from Eramosa Rd. to Lemon St. in the Through Highways Schedule V)

By-law Number (2012)-19479

A by-law to authorize the execution of an agreement between The Corporation of the City of Guelph and Drexler Construction Limited. (Contract No. 12-137 for site services – 587 Victoria Road North) To execute Contract No. 12-137 for site services – 587 Victoria Road North.