

COMMITTEE AGENDA



TO **Governance Committee**

DATE Thursday, April 7, 2016

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 4:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – February 11, 2016 closed meeting minutes and the March 1, 2016 open and closed meeting minutes

PRESENTATIONS (Items with no accompanying report)

a) None

CONSENT AGENDA

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

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
GOV-2016.2 Corporate Strategic Plan (2012-16) Priority Project Update	Ann Pappert, Chief Administrative Officer		✓
GOV-2016.3 Council Committee Structure – Committee-of-the-Whole	Stephen O'Brien, City Clerk		✓
GOV-2016.4 Community Energy Initiative Update – Proposed Scope	Rob Kerr, Corporate Manager, Community Energy Initiative		✓

Resolution to adopt the balance of the Governance Committee Consent Agenda.

ITEMS EXTRACTED FROM CONSENT AGENDA

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.

STAFF UPDATES AND ANNOUNCEMENTS

ADJOURNMENT

NEXT MEETING – May 3, 2016



**The Corporation of the City of Guelph
Governance Committee
Tuesday, March 1, 2016 at 2:00 p.m.**

Attendance

Members: Chair Guthrie Councillor Hofland
Councillor Bell Councillor Wettstein
Councillor Downer

Councillors: Councillor Van Hellemond Councillor Salisbury

Staff: Mr. M. Amorosi, Deputy CAO, Corporate Services
Mr. S. Stewart, Deputy CAO, Infrastructure, Development & Enterprise
Ms. B. Swartzentruber, Executive Director, Intergovernmental Relations, Policy & Open Government
Ms. C. Kennedy, Policy Advisor, Intergovernmental Affairs & Planning
Mr. S. O'Brien, City Clerk
Mr. D. McMahon, Council Committee Coordinator

Call to Order (2:00 p.m.)

Chair Guthrie called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Downer
Seconded by Councillor Bell

That the open meeting minutes of the Governance Committee held on October 6 and November 9, 2015 and the closed meeting minutes of August 4, October 6 and November 9, 2015 be confirmed as recorded.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

Open Agenda

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

2. Moved by Councillor Bell
Seconded by Councillor Hofland

That Governance Committee recommend to Council:

Reconstitute a Strategic Partnership between the City and the County.

Components to include:

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

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

Authority to Resolve into a Closed Meeting

3. Moved by Councillor Bell
Seconded by Councillor Downer

That the Governance Committee now hold a meeting that is closed to the public with respect to Sec. 239(2) (b) of the *Municipal Act* with respect to personal matters about identifiable individuals.

CARRIED

Closed Meeting (2:45 p.m.)

The following matters were considered:

GOV-C-2016.1 CAO Contract

Rise from Closed Meeting (4:26 p.m.)

Open Meeting (4:27 p.m.)

Mayor Guthrie called the meeting to order.

Mayor Guthrie reported that Council received information with regard to closed item GOV-C-2016.1 - CAO Contract.

Adjournment (4:27 p.m.)

4. Moved by Councillor Bell
Seconded by Councillor Wettstein

That the meeting be adjourned.

CARRIED

Dylan McMahon
Council Committee Coordinator

**GOVERNANCE COMMITTEE
CONSENT AGENDA**

April 7, 2016

Members of the Governance Committee.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee 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 Governance Committee Consent Agenda will be approved in one resolution.

Reports from Administrative Staff

REPORT	DIRECTION
<p>GOV-2016.2 CORPORATE STRATEGIC PLAN (2012-16) PRIORITY PROJECT UPDATE</p> <p>1. That report CAO-S-1601 "Corporate Strategic Plan (2012-16) Priority Project Update' be received; and</p> <p>2. That report CAO-S-1601 "Corporate Strategic Plan (2012-16) Priority Project Update' be approved.</p>	Approve
<p>GOV-2016.3 COUNCIL COMMITTEE STRUCTURE – COMMITTEE- OF-THE-WHOLE</p> <p>1. That a Committee-of-the-Whole governance structure, as outlined in this report and effective on September 1, 2016, be approved; and</p> <p>2. That City Clerk's Office staff report back to Council in June with a Meeting Management Review report based on the adoption of a Committee-of-the-Whole governance structure.</p>	Approve

1. That Council receive Report IDE-BDE-1604 for information; and
2. THAT Council direct staff to provide a stand-alone, detailed formal report on the progress of the Community Energy Initiative (CEI) from inception in April 2007 to date that is consistent with format of previous and current (as described in this report IDE-BDE-1604) CEI reports; and
3. That Council approve the establishment of a Community Energy Initiative update process that includes the following key principles as described in report IDE-BDE- 1604:
 - Establishing a **community-based advisory committee** which will provide governance, oversight and reporting to the community and to Council;
 - A reference to the most recent Community Energy Initiative activity, status and gap analysis report;
 - Improved community engagement with a strong interaction with local stakeholders;
 - Clarity on roles of Local Government, Local Government Agencies, and local stakeholders;
 - Improved understanding of the local, regional and global transforming energy market;
 - Reconfirmation of policy, program and regulation framework;
 - Partnering with external third party advocacy and support groups such as, but not limited to Ontario Sustainable Energy Association and QUEST (Quality Urban Energy Systems of Tomorrow);
 - Initiating rigorous analysis, reporting and oversight in support of developing acceptable baseline and targets and communicating measurable results; and
 - Update performance metrics which measure annual local performance, and measures such performance against benchmark communities; and
4. That staff report back to Council with the results of the CEI update process described at key milestones as described in this report with a final report on the overall CEI process to be delivered no later than Q1 2017; and
5. That Council delegate authority to staff to make funding applications, subject to the joint approval of the Deputy CAO of Infrastructure, Development and Enterprise Services and the Deputy CAP of Corporate Service, to the Ontario Ministry of Energy's Municipal Energy Plan Program, and the Federation of Canadian Municipalities' Green Municipal Funds for supporting funds and other resources in support of the CEI Update process.

STAFF REPORT



TO Governance Committee

SERVICE AREA Office of the CAO

DATE April 7, 2016

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

REPORT NUMBER CAO-S-1601

EXECUTIVE SUMMARY

PURPOSE OF REPORT

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

KEY FINDINGS

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

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

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

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

FINANCIAL IMPLICATIONS

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

STAFF REPORT

ACTION REQUIRED

That the staff report be received and approved.

RECOMMENDATION

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

BACKGROUND

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

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

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

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

- Mission, vision and values
 - 3 Strategic focus areas
 - 9 Strategic directions
- } Council approved
- Measures and targets
 - Strategic initiatives
- } Administration development in collaboration with Council

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

Figure 1



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

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

STAFF REPORT



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

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

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

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

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

REPORT

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

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

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

Progress Highlights

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

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

1. Shifting Demographics and Diversity

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

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

2. Transparency, Accountability and Engagement

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

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

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

3. Strategic Partnerships, Alliances and Networks

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

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

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

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

4. **Affordability and Improvement**

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

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

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

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

5. Our People and leadership

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

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

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

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

6. Innovation and Technology

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

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

STAFF REPORT



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

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

Areas of Focus for 2016

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

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

Focus Area 3: City Building

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

Focus Area 2: Innovation in Local Government

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

Focus Area 1: Organizational Excellence

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

Development of Guelph's Corporate Planning Cycle

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

STAFF REPORT



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

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

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

Conclusion

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

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

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

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

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

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

STAFF REPORT



CORPORATE STRATEGIC PLAN

Organizational Excellence

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

Innovation in Local Government

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

City Building

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

DEPARTMENTAL CONSULTATION

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

COMMUNICATIONS

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

ATTACHMENTS

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

STAFF REPORT



Report Authors

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

A handwritten signature in blue ink that reads "B Swartzentruber".

Recommended by

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

A handwritten signature in blue ink that reads "Ann Pappert".

Approved By

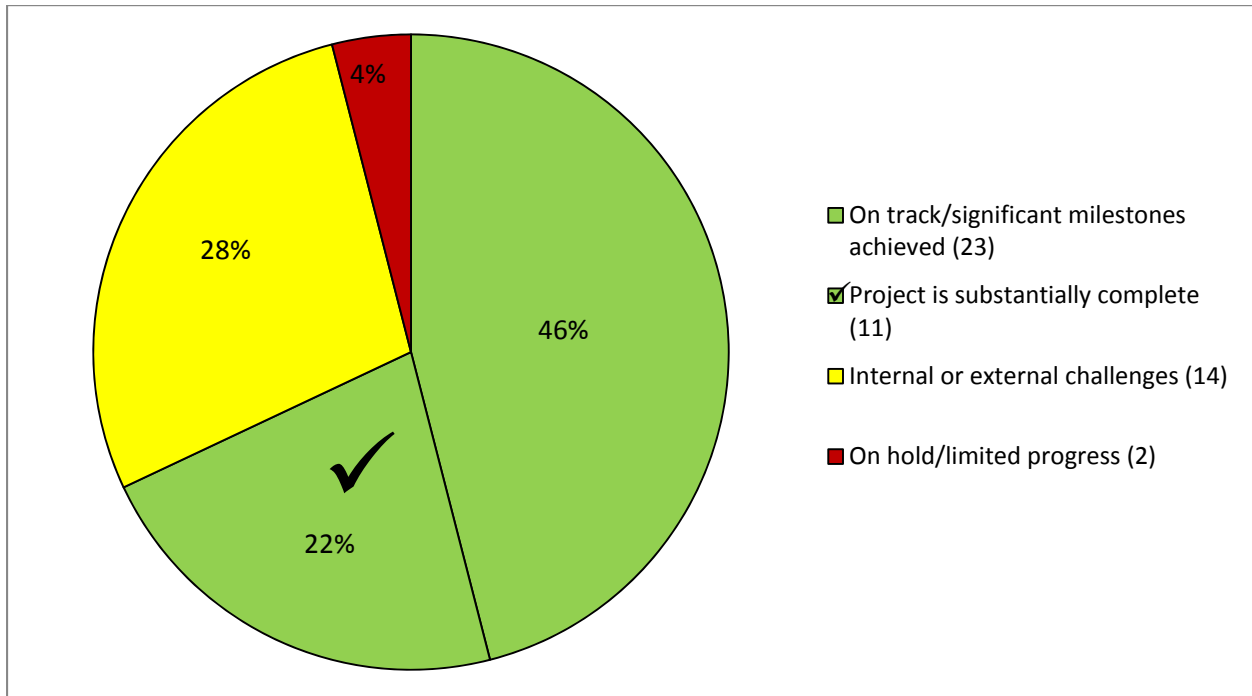
Ann Pappert
Chief Administrative Officer
519-837-5602
cao@guelph.ca

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

Spreadsheet Legend

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

Project Status Analysis - 50 Priority Projects



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

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

Council		Administration				
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original	
<p>Organizational Excellence</p> <p>A streamlined, agile and recognized top employer.</p> <p>Critical Issues:</p> <ul style="list-style-type: none"> - Complexity - Competition for talent - Technological opportunities <p>Business Imperatives:</p> <ul style="list-style-type: none"> - Administrative Excellence - Build Capacity to deal with complexity - Foster and integrate whole systems thinking - Demonstrating value for tax dollars 	1.1 Engage Employees through excellence in leadership.	Leadership and Development Training for Council and Employees	Focused training designed to enhance administrative leadership capacity.	Completed leadership workshop and training for employees, developed City Leadership Charter and drafted Council Leadership Charter. Next steps include Council Leadership Charter refinements and additional training.	✓ CSA	
			Decision Making Excellence - Accountability and Delegated Authority	Focused training designed to enhance administrative leadership capacity.	Delegated Authority Bylaw approved by Council in 2013 to contribute to the efficient management of the City while still adhering to the principles of accountability and transparency.	CSA
			Talent Management/Employee Engagement Plan	A framework to support employee engagement and talent management efforts.	Talent management framework developed, completed employee engagement surveys in 2012 and 2014. Progress made in 19 of 21 engagement drivers. Implemented departmental and corporate action plans to act on opportunities, implement changes and embed the Leadership Charter in City systems and processes. Next step to resurvey in 2016.	✓
	1.2 Develop collaborative work teams and apply whole systems thinking.	Direct Report Leadership Team and Executive Team Development	To elevate the skill sets of these leadership groups at the individual, group and inter group level.	Streamlined the organization from 5 service areas to 3. Executive Team, Corporate Management Team and a Corporate Round Table are formed and meet regularly to guide decision making and problem-solving in the organization. Tools including meeting agenda management process, issues watch and the agenda forecast have been developed to track, manage and prioritize issues.	✓	
1.3 Build robust systems, structures and frameworks aligned to strategy.	Strategic Plan Implementation planning 2013-16	Determination of strategic initiatives for the 2013-16 time period with employee input.	Council approved. Council Shared Agenda developed. Piloted annual approach to strategic planning and priority setting.	✓		

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

Intergovernmental Service Coordination

A strategy to better coordinate services and communications with other municipalities, provincial government and provincial crown agencies.

Established an Intergovernmental Office. Developed intergovernmental relations strategic framework and action plan, strategic partnerships to implement two way go service from Toronto to Kitchener and adoption of Guelph specific Blue Dot resolution.



Emergency Management Preparedness

To elevate the organization's ability to respond to emergency situations.

Operating in compliance with EMO regulations for Community Emergency Management. Established a dedicated Community Emergency Management Coordinator. Representatives from all departments have received training. Next steps include evaluation of the EOCG structure.



Corporate Calendar Coordination with Service Area Work Plans

To better manage and co-ordinate the presentation of information to Council.

Agenda forecast management tool and preview meetings have been implemented to coordinate the presentation of information to Council.

<p><i>Phase 2 Operational Review Business Services</i></p>	<p>Final report with recommendations to be completed by the end of June. Implementation of recommendations to start mid 2012.</p>	<p>The City has made great progress so far, and will continue improving development approval processes and customer service. Overall, the City is becoming more efficient, accessible and responsive by:</p> <ul style="list-style-type: none"> • Mapping all of the City's current Development Approval Processes (DAPs) to identify and begin implementing improvements. • Implementing a mandatory pre-consultation process and Development Review Committee. • Developing and implementing the Interim Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities. • Piloting performance measurement systems and targets in the development approval process to monitor and track effectiveness of the process. • Improving the City's webpage to ensure it is user-friendly and intuitive for those looking to develop, invest or do-business in Guelph. 	<p>✓ CSA</p>
--	---	--	------------------

Council		Administration			
Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original
<p>Innovation in Local Government</p>	<p>2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.</p>	<p>Intergovernmental relations focus</p>	<p>A strategy to build a positive relationship with the provincial government for the purpose of advocating and promotion of the City.</p>	<p>Established an Intergovernmental Office supporting Council, ET and departments to foster and support critical relationships with the Provincial and Federal governments.</p>	<p>✓</p>

Improved program and service delivery methods and practices.

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

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

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

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

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

	<i>Public Health Strategy</i>	A strategy to positively reset the relationship with the Board of Health.	Meeting and strategy discussions with elected officials.	✓
	<i>Financial Reporting and Communications Framework</i>	A framework to support clarity of communication with respect to municipal financial information for both internal and external audiences.	The principles of Open Government have laid the foundation of transparency, accountability, participation and innovation to improve how we communicate and engage with the community. We have piloted a budget simulator and invited community input into the budget process. Work will continue in 2016 to provide more user-friendly information to the public.	

Council Administration

Strategic Focus	Strategic Directions	New and Ongoing Strategic Initiatives (Ongoing Initiatives Italicized)	Description	2016 Update	Status Against Original
-----------------	----------------------	--	-------------	-------------	-------------------------

City Building A resilient, safe, connected, sustainable and whole City.	3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.	<i>Community Improvement Plans</i>	Community has adopted CIPs for Brownfield remediation and Downtown development.	Major updates to both plans with significant financial support (2012). Significant uptake of major programs in coordination with Downtown Secondary Plan (2012-14). Running of minor Downtown programs (2012-2016). Evaluation and Renewal of program suite 2016/17	✓ CSA
--	--	------------------------------------	---	---	----------

Critical Issues:

- Demographic shifts
- Environmental change
- Wellness
- Global competitiveness
- Public trust and confidence in government

Business Imperatives:

- Defining what distinguishes the City
- Knowledge sharing
- Providing community value

	<i>Baker Street Plan/Library Project</i>	City-initiated land development in Downtown Guelph including library and public parking components.	Undertook Downtown Strategic Assessment to create framework to evaluate highest and best use of Baker Street (2013/14). Partnership and Market Sounding to inform 'Decision Level Proforma' (2014). Council direction to continue to pursue public anchor tenants (2014). Council adoption of Downtown Streetscape Manual to inform adjacent street reconstructions (2014). Council adoption of Parking Master Plan providing business plan for long-term investments and financial modelling of downtown parking system (2015).	CSA
--	--	---	--	-----

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

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

STAFF REPORT



TO Governance Committee

SERVICE AREA Corporate Services

DATE April 7, 2016

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

REPORT NUMBER CS-2015.21

EXECUTIVE SUMMARY

PURPOSE OF REPORT

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

KEY FINDINGS

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

FINANCIAL IMPLICATIONS

None.

ACTION REQUIRED

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

RECOMMENDATION

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

STAFF REPORT

BACKGROUND

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

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

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

REPORT

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

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

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

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

STAFF REPORT



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

Committee-of-the-Whole

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

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

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

Non-Committee Member Attendance at Standing Committees

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

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

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

Comparator Research

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

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

STAFF REPORT



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

Procedural Considerations

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

Items for Receipt

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

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

Delegations in Committee-of-the-Whole

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

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

STAFF REPORT



Council and Committee-of-the-Whole Starting Times

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

General Benefits of the Committee-of-the-Whole

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

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

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

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

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

Implementation

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

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

STAFF REPORT

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

CORPORATE STRATEGIC PLAN

This report supports the following strategic directives:

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

3.3 Strengthen citizen and stakeholder engagement and communications.

DEPARTMENTAL CONSULTATION

Mayor's Office & City Council
Executive Team
Corporate Management Team
Corporate Communications and Customer Service

FINANCIAL IMPLICATIONS

None.

COMMUNICATIONS

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

ATTACHMENTS

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

Dylan McMahan
Report Author



Approved By

Stephen O'Brien
City Clerk
(519) 822-1260 x5644
Stephen.O'Brien@guelph.ca

Recommended By

Mark Amorosi
Deputy CAO, Corporate Services
(519) 822-1260 x2281
Mark.Amorosi@guelph.ca

2016 COUNCIL AND COMMITTEE MEETING SCHEDULE – Committee of the Whole

AUD - Audit Committee

CS – Corporate Services Committee

GOV - Governance Committee

IDE – Infrastructure Development & Enterprise Committee

PS – Public Services Committee

**SEPTEMBER**

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

OCTOBER

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

NOVEMBER

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

DECEMBER

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

Proposed Committee of the Whole Meeting Schedule

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

Community Energy Initiative Update – Proposed Scope

Governance Committee

April 7, 2016

IDE – BDE - 1604

1

Introduction

Response to council direction:

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

Key findings. The need to:

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

2

Recommendations

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

3

Principles of a CEI Update

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

4

Presentation Summary

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

5

Objectives of the 2007 Community Energy Plan

Seven Key Categories:

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

6

Assessment Summary CEI 2007 - 2016

1. Per Capita Energy and Greenhouse Gas Emissions	-	2. Energy Efficiency	+						
3. Heat Recovery	-	4. Renewable Energy	+						
5. System Integration	+	6. Local Government Leadership	-						
7. Community Leadership	-	<table border="0"> <tr> <td style="background-color: #90EE90; width: 20px; height: 15px;"></td> <td>Progressing well or achieved</td> </tr> <tr> <td style="background-color: #FFFF00; width: 20px; height: 15px;"></td> <td>Progressing well but slowly or stalled</td> </tr> <tr> <td style="background-color: #FF0000; width: 20px; height: 15px;"></td> <td>Not progressing well, action required</td> </tr> </table>			Progressing well or achieved		Progressing well but slowly or stalled		Not progressing well, action required
	Progressing well or achieved								
	Progressing well but slowly or stalled								
	Not progressing well, action required								

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

7

Gaps 2007 to 2016

Two Major High-Level Themes:

Metrics

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

Governance

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

Gap Summary 2007 to 2016

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

Excerpt from Attachment B of CEI Update Report

CEI Update

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

Structure:

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

Major Components of a CEI Update

1. Metrics and Analysis

a) Quantitative

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

b) Qualitative

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

11

Major Components of a CEI Update

2. Community Engagement

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

12

Major Components of a CEI Update

3. Reporting Protocols

A. What

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

B. Who

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

13

Key Deliverables

A final report to Council including:

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

14

Timelines and Costs

Timeline

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

Costs

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

15

Thank You

16

STAFF REPORT



TO Governance Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE April 7, 2016

SUBJECT Community Energy Initiative Update - Proposed Scope

REPORT NUMBER IDE – BDE - 1604

EXECUTIVE SUMMARY

PURPOSE OF REPORT

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

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

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

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

NOTE: The report can be found at:

http://guelph.ca/wp-content/uploads/cape_agenda_061013.pdf

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

KEY FINDINGS

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

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

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

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

FINANCIAL IMPLICATIONS

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

ACTION REQUIRED

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

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

STAFF REPORT

and the DCAO of Corporate Services, to the Ontario Ministry of Energy's Municipal Energy Plan Program, and the Federation of Canadian Municipalities Green Municipal Funds for supporting funds and other resources in support of the CEI Update process.

RECOMMENDATION

1. THAT Council receive Report IDE – BDE - 1604 for information.
2. THAT Council direct staff to provide a stand-alone, detailed formal report on the progress of the community Energy Initiative from inception in April 2007 to date that is consistent with format of previous and current (as described in this report IDE – BDE - 1604) CEI reports.
3. That Council approve the establishment of a Community Energy Initiative update process that includes the following key principles as described in report IDE – BDE - 1604:
 - Establishing a **community-based advisory committee** which will provide governance, oversight and reporting to the community and to Council;
 - A reference to the most recent Community Energy Initiative activity, status and gap analysis report.
 - Improved community engagement with a strong interaction with local stakeholders;
 - Clarity on the roles of Local Government, Local Government Agencies and local stakeholders;
 - Improved understanding of the local, regional and global transforming energy market;
 - Reconfirmation of policy, program and regulation framework;
 - Partnering with external third party advocacy and support groups such as, but not limited to Ontario Sustainable Energy Association and QUEST (Quality Urban Energy Systems of Tomorrow);
 - Initiating rigorous analysis, reporting and oversight in support of developing acceptable baseline and targets and communicating measurable results and
 - Update performance metrics which measure annual local performance, and measures such performance against benchmark communities.
4. That staff report back to Council with the results of the CEI update process described at key milestones as described in this report with a final report on the overall CEI process to be delivered no later than the end of Q1 2017.
5. And that Council delegate authority to staff to make funding applications, subject to the joint approval of the DCAO of Infrastructure, Development and Enterprise Services and the DCAO of Corporate Service, to the Ontario Ministry of Energy's Municipal Energy Plan Program, and the Federation of Canadian

STAFF REPORT



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

BACKGROUND

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

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

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

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

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

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

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

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

REPORT

1. Review

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

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

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

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

The original CEP had a singular high-level vision:

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

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

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

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

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

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

I. Per-Capita Energy and GHG Targets

II. Energy Efficiency

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

III. Heat Recovery

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

IV. Renewable Energy

Incorporate as many renewable energy sources as feasible

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

V. System Integration

Integrate conventional energy networks

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

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

VI. Local Government Leadership

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

VII. Community Leadership

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

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

STAFF REPORT

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

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

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

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

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

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

STAFF REPORT



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

Legend

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

C. WHAT ARE THE GAPS?

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

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

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

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

Progressing Well

- Energy efficiency retrofit programs and peak demand programs

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

Progressing But Slow or Stalled

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

Not Progressing Well, Action Required

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

2. Going Forward – CEI Update

FRAMEWORK

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

- A reference to the most recent Community Energy Initiative activity, status and gap analysis report.
- Improved community engagement with a strong interaction with local stakeholders;
- Clarity on the roles of Local Government, Local Government Agencies and local stakeholders;
- Improved understanding of the local, regional and global transforming energy market;
- Reconfirmation of policy, program and regulation framework;
- Partnering with external third party advocacy and support groups such as, but not limited to Ontario Sustainable Energy Association and QUEST (Quality Urban Energy Systems of Tomorrow);
- Initiating rigorous analysis, reporting and oversight in support of setting acceptable baselines and targets and communicating measurable results;
- Establishing a community-based advisory committee which will provide governance, oversight and reporting to the community and to Council.

STRUCTURE

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

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

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

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

a. Metrics and Analysis

Principles:

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

i. Quantitative

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

STAFF REPORT

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

ii. Qualitative

Mostly Environmental Scan including the following:

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

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

B. Community Engagement

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

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

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

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

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

- Improve community engagement with a strong interaction with local stakeholders;
- Provide clarity on the roles of Local Government, Local Government Agencies and local stakeholders;
- Improve understanding of the local, regional and global transforming energy market;
- Reconfirm policy, program and regulation framework;
- Partner with external third party advocacy and support groups such as, but not limited to Ontario Sustainable Energy Association and QUEST (Quality Urban Energy Systems of Tomorrow);
- Initiate rigorous analysis, reporting and oversight in support of setting acceptable baselines and targets and communicating measurable results;
- Establish a community-based advisory committee which will provide governance, oversight and reporting to the community and to Council.

STAFF REPORT



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

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

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

Reporting Protocols

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

What

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

Who

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

- City Council;
-

STAFF REPORT



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

KEY DELIVERABLES

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

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

TIMELINE

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

End July 2016

Report on:

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

End September 2016

Report on:

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

End November 2016

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

End January 2017

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

End Q1 2017

- CEI Update presented to Council for approval.

CORPORATE STRATEGIC PLAN

City Building

Community Energy Initiative

DEPARTMENTAL CONSULTATION

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

CAO and Executive Team

Inter-governmental

- context for Provincial and Federal policy and program alignment

Community Engagement

- Development of Community Engagement Plan

Corporate Services

Communications

- Anticipated Communications planning

Infrastructure, Development and Enterprise

Business Development and Enterprise

- Economic Development alignment

Engineering and Capital Infrastructure Services

- Transportation planning

FINANCIAL IMPLICATIONS

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

Total costs estimate: \$150K

STAFF REPORT



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

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

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

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

COMMUNICATIONS

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

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

ATTACHMENTS

ATT 1 – Executive Summary of the Community Energy Plan

ATT 2 – CEI Activity Summary and Assessment

Report Author

Rob Kerr

Manager, Community Energy

519-822-1260 ext. 2079

rob.kerr@guelph.ca

Approved By

Peter Cartwright

General Manager

Business Development &
Enterprise

519-822-1260 ext. 2820

peter.cartwright@guelph.ca

Recommended By

Scott Stewart

Deputy CAO

Infrastructure Development and Enterprise

519-822-1260 ext. 3445

scott.stewart@guelph.ca

STAFF REPORT



Attachment 1 Executive Summary of Community Energy Plan

CITY OF Guelph

Making a Difference



STAFF REPORT



EXECUTIVE SUMMARY

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

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

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

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

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

STAFF REPORT



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

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

The overall vision of the CEP is simple:

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

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

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

STAFF REPORT



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

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

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

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

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

The CEP was developed using the following priorities:

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

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

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

Following these priorities, the CEP recommendations are:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

STAFF REPORT



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

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

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

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

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

STAFF REPORT



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

High Level Summary

CEI Activities to Date (2007 to 2016)

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

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

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

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

Legend

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

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

STAFF REPORT

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

Detailed Summary CEI Activities to Date (2007 to 2016)

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

STAFF REPORT

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

STAFF REPORT

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

STAFF REPORT

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

STAFF REPORT

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

STAFF REPORT

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

STAFF REPORT

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