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# MEETING AGENDA

MEETING	<b>Building the Tools: On the Road to Priority Setting</b>
DATE	Wednesday May 27 <sup>th</sup> , 2009
LOCATION	City Hall – Meeting Room C
TIME	5:00 - 9:00 p.m.
Facilitator	Glenn Pothier

<b>1. 5:00 – 5:10 p.m.</b>	<b>Welcome</b> <i>Our facilitator Glenn Pothier will begin the session with an overview of the meeting purpose, the agenda for the evening and an introduction of our guest speaker.</i>
<b>2. 5:10 - 6:00 p.m.</b>	<b>Current Municipal Challenges and Opportunities</b> <i>Dr. David Siegel will provide a 30 minute presentation on 'place shaping' to set the context for reviewing municipal priorities related to the Strategic Plan. An opportunity for questions and answers will follow.</i>
<b>3. 6:00 – 6:05 p.m.</b>	<b>Setting the Context</b> <i>Hans Loewig will provide a brief overview of the direction for the evening and process moving forward.</i>
<b>3. 6:05 – 6:15 p.m.</b>	<b>Status of Capital Priorities</b> <i>Councillors and staff will have a brief opportunity to make observations and raise any questions of clarification on the status of currently identified priority projects.</i>
<b>4. 6:15 – 7:00 p.m.</b>	<b>Staff Presentation: Capital Priority Setting Tool</b> <i>Margaret Neubauer and Sue Aram will provide a short presentation on a new financial tool to help identify priorities. The purpose and value of the tool in strengthening financial planning will be discussed.</i>
<b>5. 7:00 – 7:45 p.m.</b>	<b>Council Feedback</b> <i>Glenn Pothier will lead a focused discussion on the model variables and weighting that will provide staff with valued direction on further refinements.</i>
<b>6. 7:45 – 8:00 p.m.</b>	<b>Break</b>
<b>7. 8:00 – 8:45 p.m.</b>	<b>Staff Presentation: Long Term Financial Plan</b> <i>Margaret Neubauer will provide an overview presentation on the Long Term Financial Plan content. Information on proposed Council and community engagement will also be included. An opportunity for facilitated discussion of the information will follow the presentation.</i>
<b>8. 8:45 – 8:55 p.m.</b>	<b>Open Forum</b> <i>Council members and staff will be encouraged to raise items of interest, questions and observations from all the material presented and discussed.</i>
<b>8. 8:55 - 9:00 p.m.</b>	<b>Closing Remarks</b>

**DAVID T. SIEGEL**  
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St. Catharines, Ontario L2S 3A1  
Telephone: 905-688-5550, ext. 3481  
Fax: 905-988-9388  
E-mail: dsiegel@brocku.ca

**EDUCATION:**

Ph.D., Political Science, University of Toronto, 1984  
M.A., Public Administration, Carleton University, 1975  
Certified General Accountant, Ontario, 1971  
Bachelor of Science in Commerce (Accounting), University of Louisville, 1969

**ACADEMIC EXPERIENCE:**

Director, Brock University's Niagara Community Observatory (2008-present)  
Dean, Faculty of Social Sciences, Brock University (2002-2008)  
Associate Vice-President, Academic, Brock University (1995-99)  
Acting Dean of Student Affairs (1996-98)  
Chair, Department of Politics (1987-1988, 1989-1991)  
Professor, Associate Professor, Assistant Professor and Lecturer, Department of Political Science, 1978-Present  
Adjunct Professor, School of Public Administration, Queen's University, Kingston, Ontario, 1983-2002

Other Teaching Experience:

Local Government Program, Department of Political Science, University of Western Ontario  
School of Urban and Regional Planning, Queen's University  
Henson College of Dalhousie University

**CONSULTING ASSIGNMENTS:**

Alberta Department of Education  
Atlantic Police Academy  
Canadian Centre for Management Development  
C.N. Watson Consultants  
Regional Municipality of Hamilton-Wentworth  
Health Canada  
Human Resources Development Canada  
Institute of Internal Auditors, Ottawa Chapter  
International Institute of Administrative Sciences  
City of Kingston, Ontario  
Municipal Electric Association (Ontario)  
Regional Municipality of Niagara  
Town of Niagara-on-the-Lake  
Ontario Good Roads Association

Ontario Ministry of the Environment  
Ontario Ministry of Municipal Affairs  
Ontario Municipal Management Institute  
Regional Chief Administrative Officers of Ontario  
Saskatchewan Department of Justice  
Saskatchewan Public Service Commission  
City of Thorold, Ontario  
City of Vaughan, Ontario

**RESEARCH GRANTS RECEIVED:**

Social Science and Humanities Research Council (\$20,000) – Principal Investigator in a CURA application “Improving Municipal Management.” Approved at letter of intent stage.  
Social Science and Humanities Research Council (\$2.5 million) – member of team that received an MCRI grant for “Multilevel Governance and Public Policy in Canadian Municipal Governments,” (2004-2009).  
Social Science and Humanities Research Council (\$43,000) – The Impact of the Common Sense Revolution on Ontario Municipalities (2000-3) (co-investigator with Joseph Kushner)  
Social Science and Humanities Research Council (\$30,000) - for a study of field-level public servants (1993-96) (co-investigator with Barbara Wake Carroll)

**OTHER WORK EXPERIENCE:**

Research Director, Niagara Region Review Commission, 1988-89  
Editor, Case Program in Canadian Public Administration, Institute of Public Administration of Canada, 1984-90  
Program Director, Municipal Management Development Program - 1977-78  
Management Analyst, Management Consulting Division, City of Toronto, Summer, 1977  
Research Analyst, Tri-Level Task Force on Public Finance in Canada, 1975  
Financial Officer, Government of Canada, 1970-74

**SELECT RECENT PUBLICATIONS AND RESEARCH ACTIVITIES:**

**Co-authored books:**

*Evolution, Revolution, Amalgamation: Restructuring in Three Ontario Municipalities*, co-authored with Thomas R. Hollick (London, Ont.: Local Government Program, University of Western Ontario, 2001), 354 pp.  
*Service in the Field: The World of Front-Line Public Servants*, co-authored with Barbara Wake Carroll (Montreal: McGill-Queen’s University Press, 1999), 251 pp.  
*Public Administration in Canada: A Text*, co-authored with Kenneth Kernaghan (Scarborough: Nelson, 1987), 642 pp.. Second edition in 1991, 659 pp. Third edition in 1995, 706 pp. Fourth edition in 1999.

**Co-edited Books:**

*Professionalism and Public Service: Essays in Honour of Kenneth Kernaghan*, co-edited with Ken Rasmussen (Toronto: University of Toronto Press, 2008).  
*Classic Readings in Canadian Public Administration*, co-edited with Barbara Wake Carroll and

Mark Sproule-Jones (Toronto: Oxford University Press, 2005), 523pp.  
*Urban Policy Issues: Canadian Perspectives*, co-edited with E.P. Fowler (Toronto: Oxford University Press, 2002), 302 pp.  
*Agencies, Boards, and Commissions in Canadian Local Government*, co-edited with Dale Richmond (Toronto: Institute of Public Administration of Canada, 1993), 139 pp.

**Articles in refereed journals:**

Personality Traits of Municipal Politicians and Administrators, (co-authored with Michael Ashton and Joseph Kushner) *Canadian Public Administration*, vol. 50, no. 2 (Summer, 2007), pp. 273-289.  
Why Do Municipal Electors Not Vote? (co-authored with Joseph Kushner) *Canadian Journal of Urban Research*, vol. 15, no 2 (Winter 2006), pp. 264-77.  
Are Services Delivered More Efficiently After Municipal Amalgamations? (co-authored with Joseph Kushner) *Canadian Public Administration*, vol. 48, no. 2 (Summer 2005), pp. 251-67.  
Citizen Satisfaction with Municipal Amalgamations, (co-authored with Joseph Kushner) *Canadian Public Administration*, vol. 48, no. 1 (Spring 2005), pp. 73-95.  
Effect of Municipal Amalgamations in Ontario on Political Representation and Accessibility, (co-authored with Joseph Kushner) *Canadian Journal of Political Science*, vol. 36, no 5 (December 2003), pp. 1035-51.  
Citizens' Attitudes Toward Municipal Amalgamation in Three Ontario Municipalities, (co-authored with Joseph Kushner), *Canadian Journal of Regional Science*, vol. 26, no. 1 (Spring 2003), pp. 49-59.  
Canadian Mayors—A Profile and Determinants of Electoral Success, co-authored with Joseph Kushner and Hannah Stanwick, *Canadian Journal of Urban Research*, vol. 10, no. 1 (June 2001), pp. 5-22.  
Municipal Elections in Ontario: Voting Trends and Determinants of Electoral Success, co-authored with Joseph Kushner and Hannah Stanwick, *The Canadian Journal of Political Science*, vol. 30, no. 3 (September 1997), pp. 539-55.

**Book chapters:**

Recent Changes in Provincial-Municipal Relations in Ontario: A New Era or a Missed Opportunity? in Robert Young and Christian Leuprecht (eds.) *Municipal-Federal-Provincial Relations in Canada* (Montreal: McGill-Queen's University Press, 2006), pp. 181-97.  
Municipal Reform in Ontario: Revolutionary Evolution, in Joseph Garcea and Edward C. LeSage Jr., eds. *Municipal Reform in Canada: Reconfiguration, Re-Empowerment, and Rebalancing* Don Mills, Ont.: Oxford University Press, 2005), pp. 127-48.  
Urban Finance at the Turn of the Century: Be Careful What You Wish For, in E.P. Fowler and David Siegel (eds.), *Urban Policy Issues: Canadian Perspectives* (Toronto: Oxford University Press, 2002), pp. 36-53.  
Small Town Canada, in John W. Langford and Allan Tupper (eds.), *Corruption Character & Conduct: Essays on Canadian Government Ethics* (Toronto: Oxford University Press, 1993), pp. 217-34.

### **Non-refereed articles and publications:**

- “Why Don’t Electors Vote in Municipal Elections?” (co-authored with Joseph Kushner) *Municipal World*, April 2008, Volume 118, Number 4, pp. 43-5.
- “Sources of Conflict between Municipal Politicians and Staff (part 2),” (co-authored with Michael Ashton and Joseph Kushner) *Municipal World*, February 2008, Volume 118, Number 2, pp. 27-30.
- “Sources of Conflict between Municipal Politicians and Staff (part 1),” (co-authored with Michael Ashton and Joseph Kushner) *Municipal World*, January 2008, Volume 118, Number 1, pp. 43-46.
- Changing the Municipal Culture: From Comfortable Subordination to Assertive Maturity--Part I, (co-authored with C. Richard Tindal) *Municipal World* (March 2006), pp. 37-40.
- Changing the Municipal Culture: From Comfortable Subordination to Assertive Maturity--Part II, (co-authored with C. Richard Tindal) *Municipal World* (April 2006), pp. 13-17.
- Do Municipal Amalgamations Result in More Efficient Service Delivery? (co-authored with Joseph Kushner), *Municipal World* (January 2006), pp. 21-24.
- Representation Riddle: Conflicting Demands on the Local Councillor (co-authored with George Cuff and Richard Tindal), *Municipal World* (December 2004), pp. 9-12, 35.
- Amalgamations: Are Citizens More Accepting After the Fact? Co-authored with Joseph Kushner, *Municipal World*, November 2004, pp. 44-6.

### **Presentations and Speeches:**

- “Challenges to Local Government in the Next Fifty Years,” presentation at the Annual Conference of the Ontario Municipal Administrators’ Association, Niagara on the Lake, October 2, 2008.
- “Communities in Rural Areas in the Context of Urbanization,” paper presented at workshop in London, Ontario of guests from Xiamen University, China, May 12, 2008.
- "Building a Model City: External Opportunities and Constraints," Presentation to a strategic planning meeting of Councillors and senior staff of the City of Vaughan, May 15, 2007
- "Effective Municipal Governance: Roles and Responsibilities," presentation to councillors and staff of the Region of Niagara and the area municipalities at Niagara College, Niagara on the Lake, January 25, 2007
- Panel member on discussion of changes in provincial-municipal relations, Annual Meeting of the Alumni Association of the University of Western Ontario Local Government Program, London, November 24, 2006
- “An Assessment of the Consequences of Municipal Amalgamations in Ontario,” presentation to the biennial conference of the Association of Canadian Studies in the United States, St. Louis, November 16-20, 2005
- “Innovations and Local Governments in Canada,” paper presented at the “International Conference on Public Management in North America,” sponsored by El Colegio De México, Mexico City, October 27-28, 2005
- “Changing the Municipal Culture: From Comfortable Subordination to Assertive Maturity,” Presentation to the 2005 Central Ontario Municipal Conference: Innovation, Perspective and Change: Evolving Communities, Niagara Falls, Ontario, April 28, 2005

- “Relations between Library Boards and Staff,” presentation to the annual conference of the Ontario Library Association, January 2004
- “Does Municipal Amalgamation Improve the Efficiency of Service Delivery?” presentation to the Annual Conference of the Urban Affairs Association, Boston, March, 2002
- “Municipal Amalgamations in Ontario: Three Case Studies,” presentation to the Annual Conference of the Canadian Political Science Association, Québec, May 26, 2001
- “Measuring Citizen Satisfaction in an Amalgamated Municipality: The Case of Chatham-Kent, Ontario,” presentation to the Annual Conference of the Urban Affairs Association, Detroit, Michigan, April 26, 2001
- “Public Opinion Poll on Citizen Satisfaction with Municipal Services,” presentation to Municipal Council meeting of the Municipality of Chatham-Kent, Ontario, December 13, 2000

**PARTICIPATION IN LEARNED SOCIETIES AND PROFESSIONAL ASSOCIATIONS:**

- Member of the Steering Committee for the Ontario Centre for Municipal Best Practices, Ontario Ministry of Municipal Affairs and Housing (2002-Present)
- Academic Advisory Group to the federal Secretary of the Treasury Board, 1990-1995
- Policy and Accreditation Committee, Ontario Municipal Management Institute, 1990-1996
- President, Canadian Association of Programs in Public Administration, 1990-93
- Member of Consultative Committee on the Municipal Conflict of Interest Act reporting to the Ontario Minister of Municipal Affairs, 1990-91
- Member of jury to select winners of awards for excellence in municipal administration, Canadian Association of Municipal Administrators, 1991
- Citizens Panel to Review Remuneration of Niagara Regional Councillors, 1987
- National Executive Committee, Institute of Public Administration of Canada, 1985-1988, 1989-1993
- Chair, 1984-1985, and Vice-Chair, 1981-1984, Hamilton Regional Group, Institute of Public Administration of Canada
- Board of Directors, Ontario Municipal Management Institute, 1983-1993

**COMMUNITY ACTIVITIES:**

- Member, Reference Group, Re-Invigorating Niagara’s Social Capital: An Integrated Community Planning Project, 2006-2008
- Member of the Community Advisory Committee of the Property Assessment and Taxation Reform Adhoc (sic) Committee for the Regional Municipality of Niagara Municipal Council, 2006-present
- Provide background coverage on various issues to media outlets—CJOH (Ottawa TV), Maclean-Hunter Cable TV, Toronto Star, Ottawa Citizen, St. Catharines Standard, Niagara Falls Review, Welland Tribune, Hamilton Spectator, CHSC, CHOW, CKTB
- Speak to various service clubs on local government issues

January 2009



# Key Messages

## Long Term Financial Plan

### Overarching message:

The City's long-term financial plan will ensure we can make the investments we need, so that Guelph remains the community we want it to be, today and in the future.

Guelph is growing, our needs are changing and our budget strategies must keep up. Through prudent financial planning, we will ensure we have the resources we need to provide the services and infrastructure that are important to our citizens.

### Key Messages

#### **1. Guelph's financial plan will map out the investments we need to make in order to remain the community we want to be**

- a. In place of individual department requests, the City is moving to a more integrated and disciplined approach that sets *collective* long-term priorities based on our community's vision and strategic goals.
- b. By connecting key projects to our vision, we are ensuring more stability in long-term planning, spending, tax rates and service levels.
- c. We are not alone – other municipalities are in the same position because of Province's Places to Grow legislation and changes in service demands.

#### **2. Expert input and public involvement are essential**

- a. Public consultation was essential in developing the City's strategic plan, which guides the long term budget. We will continue to consult with the community at key intervals to ensure the financial plan reflects the community's values.
- b. The Senior Management Team is showing leadership by developing new strategies that will ensure a well-managed and fiscally responsible city.
- c. The City is also working with independent experts in municipal budgeting and governance to help us build a new strategic approach.

#### **3. Acting now is responsible management of the long-term quality of life for residents and businesses**

- a. Financial stimulus is important at all levels of government and moving forward helps our local economy.
- b. There has been substantial planning and many projects are ready to go. We are poised to take advantage of unprecedented infrastructure dollars available to municipalities.
- c. Holding off will cause serious concerns down the road such as higher taxes, costly disrepair, project cancellations, and may affect Guelph's excellent 'AA' credit rating.



**Contacts**

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# INFORMATION REPORT



TO **Guelph City Council**  
SERVICE AREA Corporate Administration  
DATE May 27<sup>th</sup>, 2009  
**SUBJECT Strategic Priorities Update**  
REPORT NUMBER

## SUMMARY

In the Spring of 2008, Council reviewed over 200 ongoing projects and identified priority initiatives from a range of both new and existing efforts. With the Strategic Plan as the primary driver behind the process, the priorities selected were those that in Council's opinion, would:

- o best position the City to achieve an approved strategic goal (s)
- o set a strong and balanced foundation for moving forward
- o result in a measurable success

The priorities were both short term and multi-year initiatives with costing to be addressed through the regular budget process. It was expected that staff would make a substantial start on all the high and medium priorities during the term of Council.

To date, significant progress has been achieved in support of Council's priorities. All the initiatives are underway, six have been fully completed and 6 more have expected completion dates in 2009. In accordance with the Governance Finance Officers Association (GFOA) an annual review of the priorities will take place to guide budget development efforts and ensure that issues of strategic importance to the community continue to be addressed.

## BACKGROUND and REPORT

On September 25<sup>th</sup>, 2008 Council received a progress report on the Strategic Plan priority initiatives. At that time four of the projects were complete and 18 were on track for full completion by December 31, 2010. Since that time, two additional projects have been completed and 4 more are scheduled for completion later this year.

Year	Priority Achievement
2008	6 completed
2009	+6 completed/scheduled for completion
2010	+7 scheduled for completion
2011 and beyond*	+14 scheduled for completion

\*multi-year, long term initiatives

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Accomplishments achieved and underway since September 2008 on Council's high priorities include:

- Partnerships with the community and stakeholders on approximately 60 CEP projects are both planned and underway;
- Approval of a contractor for construction of the new organics facility securing substantial completion by March 31, 2011;
- Approval of the Phase IV 'Implications Analysis of the City of Guelph Local Growth Management Strategy' which sets the foundation for the preparation of the update to the City's Official Plan to implement the Local Growth Management Strategy in response to the Provincial Growth Plan;
- Preparation of a Memorandum of Understanding between the City and Province with respect to the creation of a strategy and process for the redevelopment of the Province's lands within the York District;
- Approval of plans for Baker Street redevelopment (a new main library, residential, parking and park area); and
- Significant community consultation on the Strategic Urban Forest Management Plan. By the end of 2009 staff will have an Action plan with recommendations, a request for proposals for the development of the Strategic Urban Forest Management Plan and a feasibility assessment for a revised tree by-law.

Other notable accomplishments stemming from other identified priorities include Council approval of the Alternative Development Standards Review process; approval of the Eastview Landfill Community Park Master Plan that includes one of the world's first Pollinator Parks; launch of the Mayor's task force for Prosperity 2020 which will guide completion of a 10 year economic development strategy to help ensure a competitive, resilient and prosperous community; an innovative Recreation, Parks and Culture Strategic draft Master Plan was completed for staff and Council review; a comprehensive Service Review project focused on Sidewalk Snow Clearing was completed with a report coming to Council in June; initial implementation of the Human Resources Strategy; design consultation with the community on the South End Emergency Service Station; the installation of bicycle racks on buses and much more.

A detailed look at all the accomplishments and next steps associated with all the priority initiatives is attached as **Appendix A**.

## **CORPORATE STRATEGIC PLAN**

Progress reporting responds to Strategic Objectives 5.2 – community collaboration and consultation; 5.3 - open, accountable and transparent conduct of municipal business; and 5.6 – organizational excellence in planning and management.

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION/CONCURRENCE**

The Senior Management Team was consulted in the development of this update.

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## **COMMUNICATIONS**

Quarterly updates on the priorities are recommended in the 2009 Council approved Strategic Plan Guidelines. Reporting on the comprehensive achievements of Council beyond these priorities and in relation to the Strategic Plan is completed annually in the Spring Making a Difference report.

## **ATTACHMENTS**

Appendix A - Strategic Priority Progress Report and Work Plan

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### **Prepared By:**

Brenda Boisvert  
Manager, Strategic Planning and  
Corporate Initiatives

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### **Recommended By:**

Hans Loewig, CAO

Priority Ranking  
High  
Med  
Other

## Council Strategic Priorities (2007-2010) Progress Report and Work Plan – May 2009

Strategic Initiative*/ Lead	Description	Status/ END Date	Progress and Next Steps
1. Community Energy Plan (CEP) Implementation (ENS) -Waste Heat at Ecotricity; Carbon Footprint issues	Through the CEP, Guelph will create a healthy and sustainable energy future by continually increasing the effectiveness of how we use and manage our energy and water resources. Implementation of the CEP will be achieved through internal and community partnerships. Council and community agencies have endorsed the Vision, Goals and general directions outlined in the Plan.	In progress (Long term project)	<ul style="list-style-type: none"> <li>• The CEP has been successfully integrated with other City and stakeholder programs including the Growth Management Strategy and Guelph's Hydro's Conservation and Demand Management Program.</li> <li>• In partnership with GHI, staff continue to seek funding for further feasibility work for large-scale projects, specifically the Downtown and the York District Lands.</li> <li>• A CEP update of current achievements was provided to the community in the Spring 2009 issue of Insight Guelph. Several examples were provided of energy savings realized while delivering City services. Numerous and notable examples of Energy savings realized through community partnerships were also highlighted.</li> <li>• CEP Program manager hired in Spring 2009 with a mandate to work with all internal and external stakeholders and partners to further implement the CEP and to measure and communicate success against the CEP goals.</li> <li>• Think tank sessions held with local and Canada-wide experts in Spring 2009.</li> <li>• Work ongoing regarding modifications to the development approval process, building efficiency guidelines, City policies/by-laws and development of energy zoning guidelines and energy mapping.</li> </ul>
2. Organic Waste Processing Facility (ENS)	Source, evaluate, and recommend a new organic processing technology to Council. The approved technology will be constructed at the Waste Resource Innovation Centre (WRIC) to process the City's residential source separated organic (SSO) waste stream and organic material from ICI customers.	In progress (Q1/2011)	<ul style="list-style-type: none"> <li>• In April 2009, Council selected Maple Reinders to design and build the new organic waste processing facility. Demolition and construction of the new facility will begin Q4 2009 and construction will be substantially complete by March 31, 2011.</li> <li>• The Master Plan identifies three waste diversion targets; the first target is 55 per cent by 2011. In 2003, Guelph's waste diversion rate was 58 per cent. In 2007, following closure of the composting facility, Guelph's waste diversion rate was 44 per cent. Once the City begins to locally process its organic waste during 2011, waste diversion is expected to increase by 10 to 12 per cent, putting Guelph on track to meet its first diversion target.</li> </ul>

3. Local Growth Management Plan (CDDS)	To update the Official Plan to ensure conformity with the Provincial Growth Plan. Amendments include provisions (designations and policy) for the Downtown Guelph, Mixed Use nodes, intensification corridors, residential and employment lands, and the incorporation of a natural heritage system, urban forest policies, the Community Energy Plan, the Urban Design Action Plan, commercial policies, affordable housing and updated transportation/ transit/ pedestrian/ bicycle schedules and policies.	In progress (Q1/2010)	<ul style="list-style-type: none"> <li>Phase IV 'Implications Analysis of the City of Guelph Local Growth Management Strategy' was approved by Council in April 2009. The report serves as the foundation for the preparation of the update to the City's Official Plan to implement the Local Growth Management Strategy in response to the Provincial Growth Plan for the Greater Golden Horseshoe (Provincial Growth Plan). In addition to laying out anticipated implications of growth, the report also assesses the impacts of growth on the community and offers possible planning proactive approaches to deal with each impact issue.</li> <li>Additional Phase IV work will be undertaken by Watson and Associates concerning the fiscal cost implications of growth and an assessment of and mechanisms to implement the City's Employment Lands strategy. Part 1 of the Phase 2 Employment lands Strategy will be finalized in May 2009 and the Fiscal implications is anticipated by June 2009.</li> </ul>
<p><i>Linkages between priorities have reduced the current list by 8 - from 41 to 33. Waste Heat at Ecotricity and Carbon Footprint Issues are now under the CEP (priority #1); Downtown Economic Initiatives is under the Downtown Action Plan (priority #6); Establishing City Wide Greenways can be linked to the Strategic Urban Forest Management Plan (priority# 8); Pollinator City Parks is under Eastview Landfill (priority #11); the South End Community Centre and Art Centre are under the Parks, Recreation and Culture Master Plan (priority# 16); Investigate and Confirm Treatment at Sacco, Smallfield and Clythe Wells is now under the Water Supply Master Plan (priority #31 which was originally titled Water Efficiency Effort. Two additional linkages noted in Priority #6 bring the current priority total as of May 27<sup>th</sup> to 31.</i></p>			
			<p>Amendment 35 incorporates the Growth Plan framework including the population and employment forecasts and the density targets approved by Council on June 23, 2008 through the Local Growth Plan Strategy. The Statutory Public meeting was held on May 4, 2009 and the Amendment will be considered for adoption by Council on June 10 in order to meet Place to Grow Act deadline for conformity of June 16, 2009.</p>
4. 20 Minute Transit Service (CMS)	Implement 20 minute service frequency for July 6, 2008.	<b>Complete</b>	<ul style="list-style-type: none"> <li>In 2008, staff met the challenge of implementing this project on time and on budget. Broad, positive feedback was received for this service enhancement.</li> </ul>

<p>5. Guelph Innovation District (CDDS/EDT)</p>	<p>To develop an integrated secondary land use plan and land development strategy for the York lands. The planning of the York lands will incorporate land use designations at densities that meet or surpass the requirements of the provincial Growth Plan and policies and standards that implement the Community Energy Plan. The land development strategy will demonstrate leadership in the application of new sustainable technologies. In keeping with the goals of the Community Energy Plan, where energy is required it will showcase renewable forms of energy; where infrastructure is required it will explore new ways to move, recycle, and reduce the need for traditional approaches.</p>	<p>In progress (Q4/2009)</p>	<ul style="list-style-type: none"> <li>• Mayor Farbridge and Hans Loewig in conjunction with several community partners hosted Energy and Infrastructure Minister George Smitherman and Guelph MPP Liz Sandals on a tour of the Guelph Innovation District lands in April 2009 emphasizing the property's potential to become a showcase for the Province's Green Energy Act and Places to Grow.</li> <li>• The York District Secondary Plan, which will provide a statutory land use planning framework and policies, continues to be developed.</li> <li>• A Memorandum of Understanding is currently being prepared between the City and Province with respect to the creation of a strategy and process for the redevelopment of the Province's lands within the York District.</li> </ul>
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<p>6. Downtown Investment Action Plan -Downtown Economic Initiatives (EDT) (includes Wilson Street Parking Garage -#33); Redevelopment pilot projects; Downtown CIP; Downtown Investment Incentive Program; Downtown Secondary Plan; Marketing and Promotion Programs - #15); New Main Library; Municipal Court House; Norfolk Street Upgrades; Wyndham Street South Upgrades.</p>	<p>Implementation and coordination of Council's approved eight-point Downtown Economic Development Revitalization Program with senior City staff and various downtown stakeholders for the purpose of promoting the downtown and encouraging private sector investment.</p>	<p>In progress (2007-2011)</p>	<ul style="list-style-type: none"> <li>• Baker Street redevelopment (library, residential, parking and park) was approved by Council in February 2009.</li> <li>• The Community Improvement Plan will be formally adopted in 2009.</li> <li>• The renovation of old City hall for use as Municipal Court House at 59 Carden will begin in 2009 and take approximately one year to complete. Once complete, the structure will house the Municipal Court where the public can make fine payments or have a hearing for violations of regulatory offences such as parking violations, speeding, municipal by-law or provincial matters relating to environmental, labour and natural resource legislation.</li> </ul>
<p>7. Solid Waste Management Master Plan (ENS)</p>	<p>Led by a Public Steering Committee, and incorporating significant public consultation, the WMMP will identify potential waste reduction and diversion options, identifying potential residual management options which will guide the City's waste management initiatives for the next 25 years to achieve specific waste diversion targets.</p>	<p><b>Complete</b></p>	<ul style="list-style-type: none"> <li>• A final report and recommendations of Solid Waste Management Master Plan Steering committee was endorsed by CD and ES on September 5<sup>th</sup>.</li> <li>• Final report to Council on September 22, 2008 for approval and to thank the Public Steering Committee for their time and dedication.</li> <li>• Staff will be reporting quarterly on implementation of the Plan going forward.</li> </ul>

<p>8. Strategic Urban Forest Management Plan (CDDS/OPS) - Establishing City wide greenways</p>	<p>The development of a Strategic Urban Forest Management Plan (SUFMP) that will oversee the stewardship and enhancement of the city's urban forest for the next 20 year period.</p>	<p>In progress (Q4/2009)</p>	<ul style="list-style-type: none"> <li>• A stakeholder workshop was held on April 21, 2009 to solicit input on the Framework for the Strategic Urban Forest Management Plan.</li> <li>• A public workshop was held on April 29, to present the Framework and to obtain feedback on the 25 recommendations. Comments will continue to be received until May 30th, 2009.</li> <li>• Input from the Environmental Advisory Committee (EAC) and the River Systems Advisory Committee (RSAC) will be received at the at the respective June 10 and June 17 meetings.</li> <li>• A summary report outlining the findings from the workshops, EAC and RSAC meetings will be prepared by staff in the 3rd quarter of 2009.</li> <li>• Staff are preparing an Action Plan to move forward with workshop recommendations, a request for proposals for the development of the Strategic Urban Forest Management Plan and a feasibility assessment for a revised tree by-law. This work is to be completed in the 4th quarter of 2009.</li> <li>• The Framework for the Strategic Urban Forest Management Plan and the Current Status Chart on the Plan recommendations is available at <a href="http://guelph.ca">guelph.ca</a>. Recommendation categories include policy and guidelines, strategic planning, communication, inventory, urban forest strategy and sustainability and landscape connectivity.</li> </ul>
<p>9. City/County Service Agreements (CS)</p>	<p>Resolve City/County Cost Sharing Agreements involving Social Services, Social Housing, and Land Ambulance.</p>	<p>In progress</p>	<ul style="list-style-type: none"> <li>• Discussions have occurred between the City and the County and the matters are now subject to the arbitration process.</li> </ul>
<p>10. Alternative Development Standards (CDDS)</p>	<p>The goal of developing alternative development standards is to ensure the City is current with technologies and practices utilized by other municipalities while adhering to the City of Guelph's strategic goals and objectives which state: "An attractive, well functioning and sustainable City" and "A distinct community identity with leading edge, City-wide urban design policies"</p>	<p>In progress (Q3/2010)</p>	<ul style="list-style-type: none"> <li>• Council approved a February 2009 report to Council outlining the Alternative Development Standards (ADS) review process.</li> <li>• The proposed ADS review and recommendations will take approximately eighteen months to two years to finalize. Following completion, staff will undertake the task of codifying past changes and new recommendations into comprehensive Subdivision Design Standards.</li> <li>• This initiative is being coordinated with the citywide Storm water Management Master plan Study and carried out mostly in-house by City staff. Public consultation will be undertaken in the Fall.</li> </ul>

<p>11. Eastview Landfill Community Park -Pollinator City Parks (CDDS)</p>	<p>This project involves the development of the former Eastview Landfill site for a community park involving active and passive components.</p>	<p>In progress (Q4/2013)</p>	<ul style="list-style-type: none"> <li>The revised Master Plan was endorsed by Council in February 2009. Funding for the active park components is ongoing (2007-2013) and the City has applied for Federal Infrastructure stimulus funding to assist. The Pollinator component was also supported by Council in February 2009 as a partnership with Pollination Guelph through a license agreement with the City. Funding for the pollinator components will be provided by Pollination Guelph and a Technical Committee will assist with the planning and implementation of the Pollinator Master Plan. Construction to be implemented in phases. Future milestones include:             <ol style="list-style-type: none"> <li>Phase 1 construction to be initiated in 2009</li> <li>Phase one of the active park completed in 2010</li> <li>Completion of Risk assessment for Phase 1 in 2009</li> <li>Completion of the license agreement with Pollination Guelph in 2009</li> <li>Formation of the Technical Committee for implementation of the Pollinator Park Master Plan in 2009</li> <li>Phase one of Pollinator Park initiated following the execution of the license agreement.</li> </ol> </li> </ul>
<p>12. Hanlon Creek Business Park (EDT)</p>	<p>To ensure there is a sufficient supply of market ready public sector owned employment lands for the City to market to potential business investors and opportunities.</p>	<p>In progress (Q4/2010)</p>	<ul style="list-style-type: none"> <li>In 2009, work will continue on a number of aspects for Phases 1 and 2 – the Land Title registration, commencement of site serving, preparing new purchase agreements, preparing marketing plan, finalizing urban design standards, and the continuation of environmental monitoring programs. Work will also commence on the preparation of an Environmental Implementation Plan for Phase 3.</li> </ul>
<p>13. IMICO Redevelopment (CS)</p>	<p>The former IMICO property covers 13.15 acres and is known to be impacted with environmental contaminants. Ownership of this property was vested in the City in 1998 due to tax arrears. It is appropriate that the property be rehabilitated and redeveloped with a productive use.</p>	<p>In progress (Q4/2009)</p>	<ul style="list-style-type: none"> <li>Environmental Investigations and Remedial Cost Estimates are complete. Staff intend to report to Council in the fall of 2009 with recommendations for moving forward.</li> </ul>

14. Zoning By-law (CDDS)	The goal is to update the Zoning Bylaw to incorporate renewable energy alternatives, conserve valuable water resources and to implement the updated Official Plan following the Growth Plan conformity exercise. In addition, zoning and planning tools will be explored to implement the Community Energy Plan and Environmental Action Plan.	In progress (Q4/2012)	<ul style="list-style-type: none"> <li>Amendments to the zoning bylaw to reflect the Community Energy Plan, the Environmental Action Plan and to conform to the Official Plan will be initiated in the summer of 2009, once the official plan is approved in conformity with the Growth Plan.</li> </ul>
15. City Marketing and Promotion Programs (EDT) (Linked to #6)	To develop and implement marketing programs, which will create position Guelph, generate business leads and result in the attraction of new employment and business investment opportunities.	In progress (Long term project)	<ul style="list-style-type: none"> <li>City marketing initiatives continue in the areas of sector based marketing, general marketing, customized marketing materials and proposals for specific clients, annual review and updating of marketing programs, branding and trade mission management.</li> <li>Prosperity 2020 was launched in March 2009. This 10 year economic development strategy being developed by a community task force will work towards creating a competitive, resilient and prosperous community.</li> </ul>
16. Parks, Recreation and Culture Master Plan (CMS/CDDS) - South End Community Centre; Community Art Centre	<p>The Recreation, Parks &amp; Culture Strategic Master Plan will guide the delivery of our programs, services, policies and facilities over the next ten years.</p> <p>A Component Study for the South End Centre that will identify the preferred uses for a new facility.</p>	In progress (Q3/2009)	<ul style="list-style-type: none"> <li>A draft master Plan has been received by staff to be discussed at a Council workshop scheduled for June 9, 2009.</li> </ul>
17. Corporate Governance Framework (IS)	Development of policies to define in more detail how City Council will carry out its responsibilities, and the general rules under which it will operate.	In progress (Q4/2010)	<ul style="list-style-type: none"> <li>A structure for the Corporate Governance Framework has been created to guide the development of future work required to complete this guiding set of policies and procedures.</li> <li>Two key components of the framework have been approved by Council - CAO employment policy (July 2008) and Strategic Planning Guidelines (April 2009).</li> </ul>

18. Corporate Service Review (All Departments)	Ongoing Service Reviews are designed to provide Council and staff with the information necessary to understand services as well as the full implications of changing, not changing, or removing them. Reviews determine if a service is desired and the most appropriate ways to provide it while reducing the cost of delivery and maintaining or improving the service and community-defined service levels.	In progress (Long term project)	<ul style="list-style-type: none"> <li>• Sidewalk Snow Clearing Service Review Phase 1 complete and approved by Council; Phase 2 complete with a report to Council scheduled for June 2009.</li> <li>• 2010 Service Review projects to be identified in June 2009 at the annual priority review session with Council.</li> </ul>
19. Human Resources Strategy (HR)	Design and implement an employee promise for current and potential employees at the City of Guelph.	<b>Complete</b> (Implementation ongoing)	<ul style="list-style-type: none"> <li>• HR Strategy was successfully presented to staff in December 2008.</li> <li>• Implementation is ongoing with significant work underway in the areas of Safety Compliance, Diversity Planning, Succession Planning, Leadership Development, Performance Management, Core Learning Curriculum, and Compensation Strategy.</li> </ul>
20. Official Plan Update (CDDS)	To amend the Official Plan to be consistent with the Provincial Policy Statement (PPS) and the changes made through Bill 51 to the Planning Act.	In progress (Q4/2009)	<ul style="list-style-type: none"> <li>• Approval of the Official Plan Amendment update is anticipated by the fourth quarter of 2009.</li> </ul>
21. Review of the Farmers Market (OPS)	To review and update Market operating policies and the 1978 Farmers Market By-law.	<b>Complete</b>	<ul style="list-style-type: none"> <li>• Staff concluded numerous joint meetings with the Vendor Executive of the Farmer's Market in which consensus of operating policies was reached. A presentation to vendors was then held on July 12, 2008 and a workshop will take place September 27th.</li> <li>• Recommendations to the existing by-law and operating procedures were approved by Council Nov (2008).</li> <li>• Final presentation to Council scheduled by the end of Q2/2009.</li> </ul>
22. South End Emergency Service Station (EMS)	Complete the design and approval processes to construct a shared Fire, Police and Ambulance facility. The facility will feature shared amenities and mechanical systems.	In progress (Q4/2010)	<ul style="list-style-type: none"> <li>• SEESS Conceptual Design Open House took place on April 30, 2009.</li> <li>• The estimated construction start of the SEESS is May/June, 2009. The anticipated completion date is June 2010.</li> </ul>
23. Bike Racks (CMS)	Investigate possibility of installing bike racks on conventional buses in 2008.	In progress (Q3/09)	<ul style="list-style-type: none"> <li>• The tender for the bike racks has been released and awarded, the successful bidder install the first unit in May 2009.</li> <li>• The vendor is scheduled to return the first or second week of June install the rest of the bike racks.</li> </ul>

24. Civic Square Study (CDDS)	Development of the new public space in front of New City Hall, including the reconstruction of Carden and Wilson Streets.	In progress (2011)	<ul style="list-style-type: none"> <li>• Comprehensive urban design plan for the area surrounding the New City Hall and Transit Hub, including detailed recommendations for the Civic Square completed May 2008.</li> <li>• Development of the detailed programme, operational strategies and design underway. The consultants will be completing design phase by Summer 2009.</li> <li>• Construction of the Square is being coordinated with adjacent road reconstruction, transportation and capital projects. Currently the phased budget to complete the project is identified for 2009 and 2011.</li> </ul>
25. Festival Framework (CMS/EDT)	Create an annual festival (possibly dairy) to further celebrate the City and encourage tourism.	In progress (TBD)	<ul style="list-style-type: none"> <li>• Staff are continuing dialogue on the need to establish a Framework or Plan for the development and role of the City in Festivals, Special Events and City Celebrations to help define program plans, resource requirements and collaboration options.</li> </ul>
26. Corporate Social Responsibility Framework (CDDS)	Introduction of a Corporate Social Responsibility Framework in the Corporation to facilitate decision making and ensure sustainable solutions.	In progress (TBD)	<ul style="list-style-type: none"> <li>• A community framework has been developed and is being finalized by the partners</li> <li>• The partners are investigating the potential for Trillium funding to plan a series of workshops, develop a business toolkit, and write a marketing plan to roll out the program beyond the business community.</li> </ul>
27. Debt issue (FS)	Debt is issued on a regular basis as required to fund completed capital projects previously approved in the annual capital budget. We are currently expecting to issue debt in 2008.	<b>Complete</b>	<ul style="list-style-type: none"> <li>• Staff issued debt in the amount of \$10M this September. This process funds completed capital projects previously approved in the annual capital budget.</li> </ul>

<p>28. Development Charges Update (FS)</p>	<p>To update the City's Development Charges By-Law and Background Study as required by the Development Charges Act (DCA) including a review of:</p> <ul style="list-style-type: none"> <li>• Present DC policies of the City of Guelph</li> <li>• Residential and non-residential growth forecasts; reserve fund policy matters</li> <li>• Historic service standards and identification of future capital requirements to service growth.</li> <li>• Calculation of the development charges</li> <li>• Development charge policy recommendations and rules</li> </ul>	<p><b>Complete</b> (annual process)</p>	<ul style="list-style-type: none"> <li>• Approved on January 26<sup>th</sup>, 2009. The Development charges will continue to be reviewed as the Long Term Financial Plan is developed.</li> </ul>
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<p>29. Guelph Trails Master Plan (CDDS)</p>	<p>This project involves the implementation of the City of Guelph Trails Master Plan.</p>	<p>In progress (Q4/2010)</p>	<p>The implementation of the Trails Master Plan involves multiple initiatives. At this time:</p> <ul style="list-style-type: none"> <li>• The conceptual alignment of the Trans Canada Trail (Speedvale to Eramosa Road) was approved by Council in February 2009. A Public Liaison Committee has been struck and staff is working with adjacent residents to develop the trail details and final alignment. The timing of the implementation of the trail section has been pushed back to 2010 due to funding shortfalls.</li> <li>• Planning for the Trail in the vicinity of the Waste Water Treatment plant is ongoing.</li> <li>• The final leg of the Westminster Woods trail system is scheduled for construction in 2009. This final section of trail will connect the open space system of Westminster Woods, including Westminster Woods Park and Orin Reid Park, with Colonial Drive Park in the Pine Ridge Subdivision.</li> <li>• Phase 2 of the North East Guelph Trail System (the Eastview Landfill Site Community Compensation project) is currently under construction. The trail installation will connect Phase 4 of the Eastview subdivision to Grange Road through Grange Road Park and the storm water management pond in the vicinity of Buckthorn Crescent.</li> <li>• Additional limestone screening trails are proposed to be constructed within the Eastview Community Park in 2009 as part of the Phase 1 Construction.</li> <li>• A trail connection from the proposed Beverley Robson Park, within the Victoriaview North Subdivision, to Guelph Lake Road is anticipated to be constructed in 2009-2010. The trail connection is partially proposed on GRCA lands and connects the Victoriaview Subdivision to the Guelph Lake Sports Fields and conservation area.</li> <li>• Additional trails in Hanlon Creek Conservation area, Northwest drainage channel and Eastview areas are currently anticipated to begin in 2010 subject to budget approval and a review of staff resources and time.</li> </ul>
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30. Expansion of the Municipal Register of Cultural Heritage Properties (CDDS)	The goal is to develop a Heritage Registry in order to implement recent changes to the Ontario Heritage Act incorporated into Official Plan Amendment 37.	In progress (TBD)	<ul style="list-style-type: none"> <li>On May 6, 2009 City Council voted to add 1,900 properties to the Municipal Register of Cultural Heritage Properties which represents almost half of the City's Inventory of Cultural Heritage Resources. This approval marks the end of Phase one and the beginning of Phases 2 and 3. The second phase involves developing evaluation criteria to help prioritize the list of properties and assess potential new Municipal Register entries from the Inventory. The third phase will include applying the evaluation criteria to the rest of the inventory to determine future expansions to the Municipal Register.</li> </ul>
31. Satellite Transfer Locations and Transit System Growth Strategy (CMS)	The Guelph Transit System Growth Strategy and Plan will include an implementation plan identifying the recommended timing of improvements and initiatives. It will also include estimated costs of the recommendations and the potential funding sources for each, i.e. municipal, provincial and/or federal sources.	In progress (Q4/2011)	<ul style="list-style-type: none"> <li>Wal-Mart Transfer Station: currently finishing contractual negotiations with Wal-Mart related to this site. Construction to follow.</li> <li>Transit Growth Strategy: the RFP for consultants to lead the Strategy and Plan was issued and awarded. Staff are moving forward with Phase 1 of this project with an anticipated completion date in the Fall of 2009.</li> </ul>

<p>32. Water Supply Master Plan -Investigate and Confirm Treatment at Sacco, Smallfield and Clythe Wells and Scout Camp Class EA (ENS)</p>	<p>The City of Guelph strives to be a leader in Water Conservation as noted within Goal 6 – Objective 6.5 of the City’s 2007 Strategic Plan; “Less water per capita than any other comparable Canadian City”. The City’s Water Conservation and Efficiency Program has been ongoing since the 1999 completion of the first Guelph Water Conservation and Efficiency Study. There was an increase in conservation and efficiency program activities following the completion the City’s Water Supply Master Plan in 2006. To best meet the water demand reduction targets identified through the 50 yr Water Supply Master Plan, staff completed an update to the City’s Water Conservation and Efficiency Strategy in 2009. The revised 2009 Water Conservation and Efficiency Strategy aims to reduce average daily water use by an additional 8,773 m3/day by 2019 with program recommendations to take effective in 2010. In concert with these efforts, the overall Water Supply Master Plan is currently being implemented.</p>	<p>In progress (Long term project)</p>	<ul style="list-style-type: none"> <li>• Arkell New Water Supply: Final Draft Report on MOE Conditions has been completed and has been submitted to MOE for review. Contract for engineering design and construction supervision has been awarded and is progressing.</li> <li>• Southwest Quadrant Class Environmental Assessment: New Test Production Wells have been constructed in University Village Park (Ironwood Well) and Steffler Park (Steffler Well). Long-term pumping test (30 days) has been completed with extensive groundwater/ surface water monitoring. Results encouraging for high capacity new supply (~4,000+ m3/day) subject to MOE approval.</li> <li>• Treatability Testing of Smallfield, Sacco and Clythe Wells: Clythe Testing Program completed and consultant report submitted. Sacco and Smallfield Testing Program completed following resolution of Permit to Take Water issues. Testing program indicates a moderate well yield (1,700 m3/day) but contamination remains in the Smallfield well.</li> <li>• Guelph South Groundwater Exploration Program: One test well constructed in South Community Park and two test wells constructed in Hanlon Creek Business Park. Wells in HCBP appear to have potential additional water supply capacity subject to additional testing.</li> <li>• Water Conservation Program: Update of City of Guelph 1999 Water Conservation and Efficiency Strategy is complete with Council final endorsement of the Strategy anticipated for late May 2009 . As part of the Strategy Update a Waterworks Water Loss Mitigation Action Strategy was also developed to identify an operational action plan to reduce and proactively manage water loss in the City. As per recommendations of this Mitigation Strategy enhanced water distribution system leak detection surveys and customer water metering accuracy testing are currently being undertaken in 2009. In addition to Strategy Update activities, staff are working to further community participation in the City’s Royal Flush Toilet Rebate Program , Smart Wash Clothes Washer Rebate Program, Landscape Assessment Program, Residential Grey Water Reuse Pilot Program and Industrial, Commercial and Institutional (ICI) Capacity Buyback Program.</li> </ul>
<p>33. Wilson Street Parking Garage (CDDS/CS) (Linked to #6)</p>	<p>To build a new Parkade at the site of the existing Wilson Street parking lot. The role of the Operations Department is to support the Corporate Property Division.</p>	<p>Ongoing (Q4/2010)</p>	<ul style="list-style-type: none"> <li>• This project is underway and expected to be ready for a design/build RFP in July 2009. Substantial completion is expected by September 2010.</li> </ul>



Priority Ranking  
High  
Med  
Other

## Council Strategic Priorities (2007-2010) Progress Report and Work Plan - September 2008

Strategic Initiative*/ Lead	Description	Status/ END Date	Progress and Next Steps
1. Community Energy Plan (CEP) Implementation (ENS) -Waste Heat at Ecotricity; Carbon Footprint issues	Through the CEP, Guelph will create a healthy and sustainable energy future by continually increasing the effectiveness of how we use and manage our energy and water resources. Implementation of the CEP will be achieved through internal and community partnerships. Council and community agencies have endorsed the Vision, Goals and general directions outlined in the Plan.	In progress (Long term project)	<ul style="list-style-type: none"> <li>The CEP has been successfully integrated with other City and stakeholder programs including the Growth Management Strategy and Guelph's Hydro's Conservation and Demand Management Program.</li> <li>Staff continue to seek funding from the OPA for further feasibility work for large-scale projects, specifically the Downtown and York District Lands.</li> <li>A CEP update of current achievements was provided to the community in the spring issue of Insight Guelph. Several examples were provided of energy savings realized while delivering City services. Numerous and notable examples of Energy savings realized through community partnerships were also highlighted.</li> </ul>
2. Organic Waste Processing Facility (ENS)	Source, evaluate, and recommend a new organic processing technology to Council. The approved technology will be constructed at the Waste Resource Innovation Centre (WRIC) to process the City's residential source separated organic (SSO) waste stream and organic material from ICI customers.	In progress (Q1/2011)	<ul style="list-style-type: none"> <li>In April 2009, Council selected Maple Reinders to design and build the new organic waste processing facility. Demolition and construction of the new facility will begin Q4 2009 and construction will be substantially complete by March 31, 2011.</li> <li>The Master Plan identifies three waste diversion targets; the first target is 55 per cent by 2011. In 2003, Guelph's waste diversion rate was 58 per cent. In 2007, following closure of the composting facility, Guelph's waste diversion rate was 44 per cent. Once the City begins to locally process its organic waste during 2011, waste diversion is expected to increase by 10 to 12 per cent, putting Guelph on track to meet its first diversion target.</li> </ul>

3. Local Growth Management Plan (CDDS)	To update the Official Plan to ensure conformity with the Provincial Growth Plan. Amendments include provisions (designations and policy) for the Downtown Guelph, Mixed Use nodes, intensification corridors, residential and employment lands, and the incorporation of a natural heritage system, urban forest policies, the Community Energy Plan, the Urban Design Action Plan, commercial policies, affordable housing and updated transportation/ transit/ pedestrian/ bicycle schedules and policies.	In progress (Q1/2010)	<ul style="list-style-type: none"> <li>Phase IV 'Implications Analysis of the City of Guelph Local Growth Management Strategy' was approved by Council in April 2009. The report serves as the foundation for the preparation of the update to the City's Official Plan to implement the Local Growth Management Strategy in response to the Provincial Growth Plan for the Greater Golden Horseshoe (Provincial Growth Plan). In addition to laying out anticipated implications of growth, the report also assesses the impacts of growth on the community and offers possible planning proactive approaches to deal with each impact issue.</li> <li>Additional Phase IV work will be undertaken by Watson and Associates concerning the fiscal cost implications of growth and an assessment of and mechanisms to implement the City's Employment Lands strategy. Part 1 of the Phase 2 Employment lands Strategy will be finalized in May 2009 and the Fiscal implications is anticipated by June 2009</li> </ul>
<p><i>Linkages between priorities have reduced the current list by 10 - from 41 to 31 as of May 2009. Waste Heat at Ecotricity and Carbon Footprint Issues are now under the CEP (priority #1); Downtown Economic Initiatives is under the Downtown Action Plan (priority #6); Establishing City Wide Greenways can be linked to the Strategic Urban Forest Management Plan (priority# 8); Pollinator City Parks is under Eastview Landfill (priority #11); the South End Community Centre and Art Centre are under the Parks, Recreation and Culture Master Plan (priority# 16); Investigate and Confirm Treatment at Sacco, Smallfield and Clythe Wells is now under the Water Supply Master Plan(priority #31 which was originally titled Water Efficiency Effort; Wilson Street Parking Garage (#33) and Marketing and Promotion Programs (#15) are linked to #6 – the Downtown Investment Action Plan.</i></p>			
			<p>by Council on June 23, 2008 through the Local Growth Plan Strategy. The Statutory Public meeting was held on May 4,2009 and the Amendment will be considered for adoption by Council on June 10 in order to meet Place to Grow Act deadline for conformity of June 16,2009.</p>
4. 20 Minute Transit Service (CMS)	Implement 20 minute service frequency for July 6, 2008.	<b>Complete</b>	<ul style="list-style-type: none"> <li>In 2008, staff met the challenge of implementing this project on time and on budget. Broad, positive feedback was received for this service enhancement.</li> </ul>

<p>5. Guelph Innovation District (CDDS/EDT)</p>	<p>To develop an integrated secondary land use plan and land development strategy for the York lands. The planning of the York lands will incorporate land use designations at densities that meet or surpass the requirements of the provincial Growth Plan and policies and standards that implement the Community Energy Plan. The land development strategy will demonstrate leadership in the application of new sustainable technologies. In keeping with the goals of the Community Energy Plan, where energy is required it will showcase renewable forms of energy; where infrastructure is required it will explore new ways to move, recycle, and reduce the need for traditional approaches.</p>	<p>In progress (Q4/2009)</p>	<ul style="list-style-type: none"> <li>• Mayor Farbridge and Hans Loewig in conjunction with several community partners hosted Energy and Infrastructure Minister George Smitherman and Guelph MPP Liz Sandals on a tour of the Guelph Innovation District lands in April 2009 emphasizing the property's potential to become a showcase for the Province's Green Energy Act and Places to Grow.</li> <li>• The York District Secondary Plan, which will provide a statutory land use planning framework and policies, continues to be developed.</li> <li>• A Memorandum of Understanding is currently being prepared between the City and Province with respect to the creation of a strategy and process for the redevelopment of the Province's lands within the York District.</li> </ul>
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<p>6. Downtown Investment Action Plan -Downtown Economic Initiatives (EDT) (includes Wilson Street Parking Garage -#33); Redevelopment pilot projects; Downtown CIP; Downtown Investment Incentive Program; Downtown Secondary Plan; Marketing and Promotion Programs - #15); New Main Library; Municipal Court House; Norfolk Street Upgrades; Wyndham Street South Upgrades.</p>	<p>Implementation and coordination of Council's approved eight-point Downtown Economic Development Revitalization Program with senior City staff and various downtown stakeholders for the purpose of promoting the downtown and encouraging private sector investment.</p>	<p>In progress (2007-2011)</p>	<ul style="list-style-type: none"> <li>• Baker Street redevelopment (library, residential, parking and park) was approved by Council in February 2009.</li> <li>• The Community Improvement Plan will be formally adopted in 2009.</li> <li>• The renovation of old City hall for use as Municipal Court House at 59 Carden will begin in 2009 and take approximately one year to complete. Once complete, the structure will house the Municipal Court where the public can make fine payments or have a hearing for violations of regulatory offences such as parking violations, speeding, municipal by-law or provincial matters relating to environmental, labour and natural resource legislation.</li> </ul>
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<p>8. Strategic Urban Forest Management Plan (CDDS/OPS) - Establishing City wide greenways</p>	<p>The development of a Strategic Urban Forest Management Plan (SUFMP) that will oversee the stewardship and enhancement of the city's urban forest for the next 20 year period.</p>	<p>In progress (Q4/2009)</p>	<ul style="list-style-type: none"> <li>• A stakeholder workshop was held on April 21, 2009 to solicit input on the Framework for the Strategic Urban Forest Management Plan.</li> <li>• A public workshop was held on April 29, to present the Framework and to obtain feedback on the 25 recommendations. Comments will continue to be received until May 30th, 2009.</li> <li>• Input from the Environmental Advisory Committee (EAC) and the River Systems Advisory Committee (RSAC) will be received at the at the respective June 10 and June 17 meetings.</li> <li>• A summary report outlining the findings from the workshops, EAC and RSAC meetings will be prepared by staff in the 3rd quarter of 2009.</li> <li>• Staff are preparing an Action Plan to move forward with workshop recommendations, a request for proposals for the development of the Strategic Urban Forest Management Plan and a feasibility assessment for a revised tree by-law. This work is to be completed in the 4th quarter of 2009.</li> <li>• The Framework for the Strategic Urban Forest Management Plan and the Current Status Chart on the Plan recommendations is available at <a href="http://guelph.ca">guelph.ca</a>. Recommendation categories include policy and guidelines, strategic planning, communication, inventory, urban forest strategy and sustainability and landscape connectivity.</li> </ul>
<p>9. City/County Service Agreements (CS)</p>	<p>Resolve City/County Cost Sharing Agreements involving Social Services, Social Housing, and Land Ambulance.</p>	<p>In progress</p>	<ul style="list-style-type: none"> <li>• Discussions have occurred between the City and the County and the matters are now subject to the arbitration process.</li> </ul>
<p>10. Alternative Development Standards (CDDS)</p>	<p>The goal of developing alternative development standards is to ensure the City is current with technologies and practices utilized by other municipalities while adhering to the City of Guelph's strategic goals and objectives which state: "An attractive, well functioning and sustainable City" and "A distinct community identity with leading edge, City-wide urban design policies"</p>	<p>In progress (Q3/2010)</p>	<ul style="list-style-type: none"> <li>• Council approved a February 2009 report to Council outlining the Alternative Development Standards (ADS) review process.</li> <li>• The proposed ADS review and recommendations will take approximately eighteen months to two years to finalize. Following completion, staff will undertake the task of codifying past changes and new recommendations into comprehensive Subdivision Design Standards.</li> <li>• This initiative is being coordinated with the citywide Storm water Management Master plan Study and carried out mostly in-house by City staff. Public consultation will be undertaken in the Fall.</li> </ul>

<p>11. Eastview Landfill Community Park -Pollinator City Parks (CDDS)</p>	<p>This project involves the development of the former Eastview Landfill site for a community park involving active and passive components.</p>	<p>In progress (Q4/2013)</p>	<ul style="list-style-type: none"> <li>The revised Master Plan was endorsed by Council in February 2009. Funding for the active park components is ongoing (2007-2013) and the City has applied for Federal Infrastructure stimulus funding to assist. The Pollinator component was also supported by Council in February 2009 as a partnership with Pollination Guelph through a license agreement with the City. Funding for the pollinator components will be provided by Pollination Guelph and a Technical Committee will assist with the planning and implementation of the Pollinator Master Plan. Construction to be implemented in phases. Future milestones include:             <ol style="list-style-type: none"> <li>Phase 1 construction to be initiated in 2009</li> <li>Phase one of the active park completed in 2010</li> <li>Completion of Risk assessment for Phase 1 in 2009</li> <li>Completion of the license agreement with Pollination Guelph in 2009</li> <li>Formation of the Technical Committee for implementation of the Pollinator Park Master Plan in 2009</li> <li>Phase one of Pollinator Park initiated following the execution of the license agreement.</li> </ol> </li> </ul>
<p>12. Hanlon Creek Business Park (EDT)</p>	<p>To ensure there is a sufficient supply of market ready public sector owned employment lands for the City to market to potential business investors and opportunities.</p>	<p>In progress (Q4/2010)</p>	<ul style="list-style-type: none"> <li>In 2009, work will continue on a number of aspects for Phases 1 and 2 – the Land Title registration, commencement of site serving, preparing new purchase agreements, preparing marketing plan, finalizing urban design standards, and the continuation of environmental monitoring programs. Work will also commence on the preparation of an Environmental Implementation Plan for Phase 3.</li> </ul>
<p>13. IMICO Redevelopment (CS)</p>	<p>The former IMICO property covers 13.15 acres and is known to be impacted with environmental contaminants. Ownership of this property was vested in the City in 1998 due to tax arrears. It is appropriate that the property be rehabilitated and redeveloped with a productive use.</p>	<p>In progress (Q4/2009)</p>	<ul style="list-style-type: none"> <li>Environmental Investigations and Remedial Cost Estimates are complete. Staff intend to report to Council in the fall of 2009 with recommendations for moving forward.</li> </ul>

14. Zoning By-law (CDDS)	The goal is to update the Zoning Bylaw to incorporate renewable energy alternatives, conserve valuable water resources and to implement the updated Official Plan following the Growth Plan conformity exercise. In addition, zoning and planning tools will be explored to implement the Community Energy Plan and Environmental Action Plan.	In progress (Q4/2012)	<ul style="list-style-type: none"> <li>Amendments to the zoning bylaw to reflect the Community Energy Plan, the Environmental Action Plan and to conform to the Official Plan will be initiated in the summer of 2009, once the official plan is approved in conformity with the Growth Plan.</li> </ul>
15. City Marketing and Promotion Programs (EDT) (Linked to #6)	To develop and implement marketing programs, which will create position Guelph, generate business leads and result in the attraction of new employment and business investment opportunities.	In progress (Long term project)	<ul style="list-style-type: none"> <li>City marketing initiatives continue in the areas of sector based marketing, general marketing, customized marketing materials and proposals for specific clients, annual review and updating of marketing programs, branding and trade mission management.</li> <li>Prosperity 2020 was launched in March 2009. This 10 year economic development strategy being developed by a community task force will work towards creating a competitive, resilient and prosperous community.</li> </ul>
16. Parks, Recreation and Culture Master Plan (CMS/CDDS) - South End Community Centre; Community Art Centre	<p>The Recreation, Parks &amp; Culture Strategic Master Plan will guide the delivery of our programs, services, policies and facilities over the next ten years.</p> <p>A Component Study for the South End Centre that will identify the preferred uses for a new facility.</p>	In progress (Q3/2009)	<ul style="list-style-type: none"> <li>A draft master Plan has been received by staff to be discussed at a Council workshop scheduled for June 9, 2009.</li> </ul>
17. Corporate Governance Framework (IS)	Development of policies to define in more detail how City Council will carry out its responsibilities, and the general rules under which it will operate.	In progress (Q4/2010)	<ul style="list-style-type: none"> <li>A structure for the Corporate Governance Framework has been created to guide the development of future work required to complete this guiding set of policies and procedures.</li> <li>Two key components of the framework have been approved by Council - CAO employment policy (July 2008) and Strategic Planning Guidelines (April 2009).</li> </ul>

18. Corporate Service Review (All Departments)	Ongoing Service Reviews are designed to provide Council and staff with the information necessary to understand services as well as the full implications of changing, not changing, or removing them. Reviews determine if a service is desired and the most appropriate ways to provide it while reducing the cost of delivery and maintaining or improving the service and community-defined service levels.	In progress (Long term project)	<ul style="list-style-type: none"> <li>• Sidewalk Snow Clearing Service Review Phase 1 complete and approved by Council; Phase 2 complete with a report to Council scheduled for June 2009.</li> <li>• 2010 Service Review projects to be identified in June 2009 at the annual priority review session with Council.</li> </ul>
19. Human Resources Strategy (HR)	Design and implement an employee promise for current and potential employees at the City of Guelph.	<b>Complete</b> (Implementation ongoing)	<ul style="list-style-type: none"> <li>• HR Strategy was successfully presented to staff in December 2008.</li> <li>• Implementation is ongoing with significant work underway in the areas of Safety Compliance, Diversity Planning, Succession Planning, Leadership Development, Performance Management, Core Learning Curriculum, and Compensation Strategy.</li> </ul>
20. Official Plan Update (CDDS)	To amend the Official Plan to be consistent with the Provincial Policy Statement (PPS) and the changes made through Bill 51 to the Planning Act.	In progress (Q4/2009)	<ul style="list-style-type: none"> <li>• Approval of the Official Plan Amendment update is anticipated by the fourth quarter of 2009.</li> </ul>
21. Review of the Farmers Market (OPS)	To review and update Market operating policies and the 1978 Farmers Market By-law.	<b>Complete</b>	<ul style="list-style-type: none"> <li>• Staff concluded numerous joint meetings with the Vendor Executive of the Farmer's Market in which consensus of operating policies was reached. A presentation to vendors was then held on July 12, 2008 and a workshop will take place September 27th.</li> <li>• Recommendations to the existing by-law and operating procedures were approved by Council Nov (2008)</li> <li>• Final presentation to Council scheduled by the end of Q2/2009</li> </ul>
22. South End Emergency Service Station (EMS)	Complete the design and approval processes to construct a shared Fire, Police and Ambulance facility. The facility will feature shared amenities and mechanical systems.	In progress (Q4/2010)	<ul style="list-style-type: none"> <li>• SEESS Conceptual Design Open House took place on April 30, 2009</li> <li>• The estimated construction start of the SEESS is May/June, 2009. The anticipated completion date is June 2010.</li> </ul>
23. Bike Racks (CMS)	Investigate possibility of installing bike racks on conventional buses in 2008.	In progress (Q3/09)	<ul style="list-style-type: none"> <li>• The tender for the bike racks has been released and awarded, the successful bidder install the first unit in May 2009.</li> <li>• The vendor is scheduled to return the first or second week of June install the rest of the bike racks.</li> </ul>

24. Civic Square Study (CDDS)	Development of the new public space in front of New City Hall, including the reconstruction of Carden and Wilson Streets.	In progress (2011)	<ul style="list-style-type: none"> <li>• Comprehensive urban design plan for the area surrounding the New City Hall and Transit Hub, including detailed recommendations for the Civic Square completed May 2008.</li> <li>• Development of the detailed programme, operational strategies and design underway. The consultants will be completing design phase by Summer 2009.</li> <li>• Construction of the Square is being coordinated with adjacent road reconstruction, transportation and capital projects. Currently the phased budget to complete the project is identified for 2009 and 2011.</li> </ul>
25. Festival Framework (CMS/EDT)	Create an annual festival (possibly dairy) to further celebrate the City and encourage tourism.	In progress (TBD)	<ul style="list-style-type: none"> <li>• Staff are continuing dialogue on the need to establish a Framework or Plan for the development and role of the City in Festivals, Special Events and City Celebrations to help define program plans, resource requirements and collaboration options.</li> </ul>
26. Corporate Social Responsibility Framework (CDDS)	Introduction of a Corporate Social Responsibility Framework in the Corporation to facilitate decision making and ensure sustainable solutions.	In progress (TBD)	<ul style="list-style-type: none"> <li>• A community framework has been developed and is being finalized by the partners</li> <li>• The partners are investigating the potential for Trillium funding to plan a series of workshops, develop a business toolkit, and write a marketing plan to roll out the program beyond the business community.</li> </ul>
27. Debt issue (FS)	Debt is issued on a regular basis as required to fund completed capital projects previously approved in the annual capital budget. We are currently expecting to issue debt in 2008.	<b>Complete</b>	<ul style="list-style-type: none"> <li>• Staff issued debt in the amount of \$10M this September. This process funds completed capital projects previously approved in the annual capital budget.</li> </ul>

<p>28. Development Charges Update (FS)</p>	<p>To update the City's Development Charges By-Law and Background Study as required by the Development Charges Act (DCA) including a review of:</p> <ul style="list-style-type: none"> <li>• Present DC policies of the City of Guelph</li> <li>• Residential and non-residential growth forecasts; reserve fund policy matters</li> <li>• Historic service standards and identification of future capital requirements to service growth.</li> <li>• Calculation of the development charges</li> <li>• Development charge policy recommendations and rules</li> </ul>	<p><b>Complete</b> (annual process)</p>	<ul style="list-style-type: none"> <li>• Approved on January 26<sup>th</sup>, 2009. The Development charges will continue to be reviewed as the Long Term Financial Plan is developed.</li> </ul>
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<p>29. Guelph Trails Master Plan (CDDS)</p>	<p>This project involves the implementation of the City of Guelph Trails Master Plan.</p>	<p>In progress (Q4/2010)</p>	<p>The implementation of the Trails Master Plan involves multiple initiatives. At this time:</p> <ul style="list-style-type: none"> <li>• The conceptual alignment of the Trans Canada Trail (Speedvale to Eramosa Road) was approved by Council in February 2009. A Public Liaison Committee has been struck and staff is working with adjacent residents to develop the trail details and final alignment. The timing of the implementation of the trail section has been pushed back to 2010 due to funding shortfalls.</li> <li>• Planning for the Trail in the vicinity of the Waste Water Treatment plant is ongoing.</li> <li>• The final leg of the Westminster Woods trail system is scheduled for construction in 2009. This final section of trail will connect the open space system of Westminster Woods, including Westminster Woods Park and Orin Reid Park, with Colonial Drive Park in the Pine Ridge Subdivision.</li> <li>• Phase 2 of the North East Guelph Trail System (the Eastview Landfill Site Community Compensation project) is currently under construction. The trail installation will connect Phase 4 of the Eastview subdivision to Grange Road through Grange Road Park and the storm water management pond in the vicinity of Buckthorn Crescent.</li> <li>• Additional limestone screening trails are proposed to be constructed within the Eastview Community Park in 2009 as part of the Phase 1 Construction.</li> <li>• A trail connection from the proposed Beverley Robson Park, within the Victoriaview North Subdivision, to Guelph Lake Road is anticipated to be constructed in 2009-2010. The trail connection is partially proposed on GRCA lands and connects the Victoriaview Subdivision to the Guelph Lake Sports Fields and conservation area.</li> <li>• Additional trails in Hanlon Creek Conservation area, Northwest drainage channel and Eastview areas are currently anticipated to begin in 2010 subject to budget approval and a review of staff resources and time.</li> </ul>
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30. Expansion of the Municipal Register of Cultural Heritage Properties (CDDS)	The goal is to develop a Heritage Registry in order to implement recent changes to the Ontario Heritage Act incorporated into Official Plan Amendment 37.	In progress (TBD)	<ul style="list-style-type: none"> <li>On May 6, 2009 City Council voted to add 1,900 properties to the Municipal Register of Cultural Heritage Properties which represents almost half of the City's Inventory of Cultural Heritage Resources. This approval marks the end of Phase one and the beginning of Phases 2 and 3. The second phase involves developing evaluation criteria to help prioritize the list of properties and assess potential new Municipal Register entries from the Inventory. The third phase will include applying the evaluation criteria to the rest of the inventory to determine future expansions to the Municipal Register.</li> </ul>
31. Satellite Transfer Locations and Transit System Growth Strategy (CMS)	The Guelph Transit System Growth Strategy and Plan will include an implementation plan identifying the recommended timing of improvements and initiatives. It will also include estimated costs of the recommendations and the potential funding sources for each, i.e. municipal, provincial and/or federal sources.	In progress (Q4/2011)	<ul style="list-style-type: none"> <li>Wal-Mart Transfer Station: currently finishing contractual negotiations with Wal-Mart related to this site. Construction should follow in 2009.</li> <li>Transit Growth Strategy: the RFP for consultants to lead the Strategy and Plan will be issued this fall. The bulk of the work for this should be in 2009, culminating in recommendations for consideration in 2010. Both the satellite stations and the downtown transit 'hub' will most likely be evaluated throughout this planning process.</li> </ul>

<p>32. Water Supply Master Plan -Investigate and Confirm Treatment at Sacco, Smallfield and Clythe Wells and Scout Camp Class EA (ENS)</p>	<p>The City of Guelph strives to be a leader in Water Conservation as noted within Goal 6 – Objective 6.5 of the City’s 2007 Strategic Plan; “Less water per capita than any other comparable Canadian City”. The City’s Water Conservation and Efficiency Program has been ongoing since the 1999 completion of the first Guelph Water Conservation and Efficiency Study. There was an increase in conservation and efficiency program activities following the completion the City’s Water Supply Master Plan in 2006. To best meet the water demand reduction targets identified through the 50 yr Water Supply Master Plan, staff completed an update to the City’s Water Conservation and Efficiency Strategy in 2009. The revised 2009 Water Conservation and Efficiency Strategy aims to reduce average daily water use by an additional 8,773 m3/day by 2019 with program recommendations to take effective in 2010. In concert with these efforts, the overall Water Supply Master Plan is currently being implemented.</p>	<p>In progress (Long term project)</p>	<ul style="list-style-type: none"> <li>• Arkell New Water Supply: Final Draft Report on MOE Conditions has been completed and has been submitted to MOE for review. Contract for engineering design and construction supervision has been awarded and is progressing..</li> <li>• Southwest Quadrant Class Environmental Assessment: New Test Production Wells have been constructed in University Village Park (Ironwood Well) and Steffler Park (Steffler Well). Long-term pumping test (30 days) has been completed with extensive groundwater/ surface water monitoring. Results encouraging for high capacity new supply (~4,000+ m3/day) subject to MOE approval.</li> <li>• Treatability Testing of Smallfield, Sacco and Clythe Wells: Clythe Testing Program completed and consultant report submitted. Sacco and Smallfield Testing Program completed following resolution of Permit to Take Water issues. Testing program indicates a moderate well yield (1,700 m3/day) but contamination remains in the Smallfield well.</li> <li>• Guelph South Groundwater Exploration Program: One test well constructed in South Community Park and two test wells constructed in Hanlon Creek Business Park. Wells in HCBP appear to have potential additional water supply capacity subject to additional testing.</li> <li>• Water Conservation Program: Update of City of Guelph 1999 Water Conservation and Efficiency Strategy is complete with Council final endorsement of the Strategy anticipated for late May 2009 . As part of Strategy Update a Waterworks Water Loss Mitigation Action Strategy was also developed to identify an operational action plan to reduce and proactively manage water loss in the City. As per recommendations of this Mitigation Strategy enhanced water distribution system leak detection surveys and customer water metering accuracy testing are currently being undertaken in 2009. In addition to Strategy Update activities, staff are working to further community participation in the City’s Royal Flush Toilet Rebate Program , Smart Wash Clothes Washer Rebate Program, Landscape Assessment Program, Residential Grey Water Reuse Pilot Program and Industrial, Commercial and Institutional (ICI) Capacity Buyback Program</li> </ul>
<p>33. Wilson Street Parking Garage (CDDS/CS) (Linked to #6)</p>	<p>To build a new Parkade at the site of the existing Wilson Street parking lot. The role of the Operations Department is to support the Corporate Property Division.</p>	<p>Ongoing (Q4/2010)</p>	<ul style="list-style-type: none"> <li>• This project is underway and expected to be ready for a design/build RFP in July 2009. Substantial completion is expected by September 2010.</li> </ul>



# Capital Prioritization Model

May 27, 2009

Making a Difference

## Capital Priority Setting

- Growing capital project requirements to be funded with limited resources in a short timeframe
- Generally have between 450 and 500 capital projects open at any time with approximately 100 new projects budgeted annually. (the 2009 to 2018 Capital Budget and Forecast included approximately 800 capital projects)
- Need to balance demand for facilities & services with demand for lower taxes and fees (affordability)
- Prioritization ensures resources are more efficiently allocated toward common objectives (make better budgetary decisions)

## Approach to Priority Setting

All municipalities use some form of priority setting during their capital budget process.

- 1) **Informal approach** – does not follow a standard process or set of procedures
- 2) **Formal approach** – follows a defined and consistent (written) process

## Informal Approach

- Can be based on "gut feeling", political concerns, tradition, preference of leaders/managers, influence exerted by internal & external stakeholders
- Lack of transparency – public does not know how decisions made
- Not objective – can depend heavily on judgment and intuition of key individuals
- Lack of standards means outcomes can change dramatically from year to year based on political/environmental shifts – short term planning instead of long term

## Formal Approach

- Provides a degree of objectivity
- Can provide a framework to shift resource allocations as needs change
- Provides more and better information for decision making
- Supplies defensible justifications for decision making

## Capital Priority Setting Model Methodology

1. Establish criteria that attempt to measure whether or not **Community and Financial strategic goals and objectives** have been met
2. Assign numerical values (scaling, weighting) to the various criteria
3. Score each proposed capital project and assign a rank in relation to others by summing the total points assigned
4. Place all projects in table form from highest to lowest ranking score
5. Cut-off line is drawn based on resources available — those requests falling above the line are included in recommended budget

## Draft Capital Prioritization Model

- Only one tool available to assist with Long Term Financial Planning
- Model will regularly be reviewed, revised and improved based on experience and input from Staff, Council and Public
- Model divided into Two Parts:
  - Part 1 – Community Strategic Plan (45 Points Maximum)
  - Part 2 – Financial Strategic Plan (22 Points Maximum)
- Draft has been developed and initial ranking exercise completed by project managers

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## Draft Capital Prioritization Model

- Areas for review & refinement identified:
- Community Strategic Plan objectives need to be weighted
  - Need to provide additional information to clarify criteria for evaluation to reduce subjectivity
  - Need to include some scaling or points to provide an indication of degree to which a project meets criteria
  - Need to provide detailed instructions for use of the model and additional advice on factors to consider in evaluating projects
  - Improve supporting project information submitted with departmental ranking to reduce subjectivity – need to develop project evaluation form
  - Need to report ranking information to council during annual budget process

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## Draft Capital Prioritization Model

□ Prioritization Model can become time-consuming and burdensome therefore consider simplification by establishing rules which exclude certain projects from evaluation process.

- Projects which alleviate an emergency
- Small or marginal projects
- Clearly critical or urgent projects
- Legally mandated projects
- On-going projects where scope and timing are unchanged
- Life cycle facility and equipment projects

## Guidelines for Criteria Setting

1- Legal Impacts	8- Political Impact
2- Health & Safety Impacts	9- Cultural Impact
3- Protection & Preservation of Assets	10- Service Delivery Impact
4- Fiscal Impact	11- Risk Impact
5- Economic Impact	12- Relationship to other public & private projects
6- Community Impact	13- Consequences of Deferral
7- Environmental Impact	14- Operating Impact

## Council & Public Feedback

- What proportion of total score should be related to Community Strategic Plan?
  - current draft 30%
- How should 36 Community Strategic Plan Objectives be weighted? – give some goals greater importance?
  - Personal & Community Well Being/Economic Opportunity/Natural Environment – 3
  - Urban design & Sustainable Growth/Arts/Culture & Heritage – 2
  - Government and Community Involvement – 1
- General comments – should any criteria be deleted, added, or amended?

**Thank you!**

**Criteria for Prioritization of Capital Projects**

Part 1	Community Strategic Plan	A	B	C
		Weights (Based on relationship to other objectives)	Points (Scale = 3) (Based on degree of linkage to objective)	Total
	Maximum Program score for Part 1 - 45 Points Max 5 objectives x Max Objective Weight x Max Points = 5 x 3 x 3 = 45			
	Objectives'	Council Input	Public Input	
	Urban Design and Sustainable Growth			
1	A distinct community identity with leading edge, city-wide urban design policies			
2	Municipal sustainability practices that become the benchmark against which other cities are measured	2		0
3	A Local Growth Management Strategy that effectively guides where and how future growth will take place	2		0
4	A sustainable transportation approach that looks comprehensively at all modes of travel, to from and within the community	2		0
5	A downtown as a place of community focus and destination of national interest	2		0
6	A balanced tax assessment ratio	2		0
	Personal and Community Well-being			
7	A complete community with services and programs for children, youth and adults of all ages	2		0
8	Diverse housing options and health care services to meet the needs of current and future generations	3		0
9	The most physically and socially active residents in Canada	3		0
10	The lowest crime rate and best emergency services record of any comparable-sized Canadian city	3		0
11	Comprehensive life-long learning opportunities	3		0
12	A well-connect and accessible community that values diversity, multiculturalism, volunteerism and philanthropy	3		0
	Economic Opportunity			
13	Thriving and sustainable local employment opportunities			
14	One of Ontario's top five and Canada's top ten places to invest	3		0
15	The highest ratio of any southern Ontario city of people who live and work in the same community	3		0
16	Fair tax policies and streamlined processes across all levels of government	3		0
17	A diverse and skilled local workforce	3		0
	Arts, Culture and Heritage			
18	The City as a tourist destination of choice	3		0
19	A designated cultural capital of Canada			
20	Numerous opportunities for artistic appreciation, expression and development	2		0
21	Highest per capita use of city libraries, museums and cultural facilities among any comparable Canadian city	2		0
22	Intact and well managed heritage resources	2		0
23	Capitalize on our cultural and heritage assets to build economic prosperity, quality of life and community identity	2		0
	Government and Community Involvement			
24	The highest municipal customer service satisfaction rating of any comparable sized Canadian community	2		0
25	A consultative and collaborative approach to community decision making	1		0
26	Open, accountable and transparent conduct of municipal business	1		0
27	Partnerships to achieve strategic goals and objectives	1		0
28	A high credit rating and strong financial position	1		0
29	Organizational excellence in planning, management, human resources and people practices; recognized as a top employer in the community	1		0
30	The highest per capita municipal election voter turnout of any city in Ontario	1		0
	Natural Environment			
31	Coordinated management of parks, the natural environment and the watershed			
32	Less total greenhouse gas emissions for the City as a whole compared to the current global average	3		0
33	A safe and reliable local water supply	3		0
34	Less waste per capita than any comparable Canadian city	3		0
35	Less energy and water per capita use than any comparable Canadian City	3		0
36	A biodiverse City with the highest tree canopy percentage among comparable municipalities	3		0
	<b>TOTAL Ranking Community Strategic Plan - Part 1</b>	<b>3</b>		<b>0</b>
	<b>Instructions:</b>			
	1 - Choose 5 objectives that your project (from 36 total objectives)			
	2 - Choose extent of direct relationship to achievement of these objectives - Column B (3 = Direct Link, 2 = Link, 1 = Indirect Link)			
	3 - Multiply Column A x Column B = Total			
	4 - Add Total Column for Project Community Strategic Ranking			

### Criteria for Prioritization of Capital Projects

Part 2	Financial Strategic Plan	A Weight (A) based on relative importance of objectives	B	C Total
	Maximum Program score for Part 2 - 122 Points Max #1 + Max #2 + Max #3 + Max #4 + Max #5 = 84+12+8+8+10 = 122	Council Input Public Input		
#1	Financial Plan - rate your project for all 7 objectives by extent it meets objective (Column B) - Maximum Score = 7 x 4 x 3 = 84		Points (Scale 0 - 3) Based on degree of linkage to objective	
1	Minimizes Property Tax Increases: projects/initiatives that will reduce/minimize tax increases through savings or through partnership funding.	4		0
2	Manages Debt Levels: projects/initiatives that can be implemented with minimal impact on debt levels	4		0
3	Responds to Infrastructure deficiencies: project/initiative protects the City's investment and ensures safety of residents and staff using buildings, parks, roads, etc., or addresses under-serviced area of facilities/programs	4		0
4	Support Core Municipal Services - Includes projects/initiatives directly related to or indirectly supporting transportation, recreation and culture, fire services, winter maintenance, refuse collection, etc.	4		0
5	Maximizes Assessment Growth: project/initiative will lead to increased assessment in the City	4		0
6	Minimal Risk of Budget Deficiencies (ie. no reliance on Fundraising, Sale of Assets, Application based Government funding, Future Development, etc.)	4		0
7	Impact on the Operating Budget - score 0 for major impact on operating budget (greater than 5% cost of project) to 3 for no impact	4		0
#2	Infrastructure Maintenance - Select only 1 (Maximum Score = 12)		Use Points Provided	
1	Mandatory: Applicable Acts, Codes and Regulations mandate that this work be done. ie. Health & Safety	3	4	
2	Urgent: Not mandated legislation, but conditions exist such that a project should be implemented to eliminate safety risk; and/or prevent unnecessary costs.	3	3	
3	Preferred: Work will eliminate a condition which may deteriorate to an unsafe condition; and/or cause costly deterioration; and/or will impact assessment growth (revenue).	3	2	
4	Desirable: work which, if done, will improve operating efficiency; and/or save costs.	3	1	
5	Does not address Infrastructure Maintenance	3	0	
#3	Service Deficiency - Select only 1 (Maximum Score = 8)		Use Points Provided	
1	Mandatory: Applicable Acts, Codes and Regulations mandate that this work be done. ie. Health & Safety	2	4	
2	Urgent: Not mandated legislation, but conditions exist such that a project should be implemented to eliminate safety risk; and/or prevent unnecessary costs.	2	3	
3	Preferred: Work will eliminate a condition which may deteriorate to an unsafe condition; and/or cause costly deterioration; and/or will impact assessment growth (revenue).	2	2	
4	Desirable: work which, if done, will improve operating efficiency; and/or save costs.	2	1	
5	Does not address a Service Deficiency	2	0	
#4	Development Related - Select only 1 (Maximum Score = 8)		Use Points Provided	
1	Mandatory: Applicable Acts, Codes and Regulations mandate that this work be done. ie. Health & Safety	2	4	
2	Urgent: Not mandated legislation, but conditions exist such that a project should be implemented to eliminate safety risk; and/or prevent unnecessary costs.	2	3	
3	Preferred: Work will eliminate a condition which may deteriorate to an unsafe condition; and/or cause costly deterioration; and/or will impact assessment growth (revenue).	2	2	
4	Desirable: work which, if done, will improve operating efficiency; and/or save costs.	2	1	
5	Project is not Development (Growth) Related	2	0	
#5	Commitments - Select only 1 (Maximum Score = 10)		Use Points Provided	
1	Contractual Obligations in Place/Penalties for failure to comply	1	10	
2	Funding required to complete previously approved ongoing project	1	5	
3	No Obligations in place	1	0	
	<b>Total Ranking Financial Strategic Plan - Part 2</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Instructions:</b>				
# 1 - Rank your project in all 7 areas (Col B) and multiply by Col A = Total (Col C) ( 0 = does not meet criteria, 1 = weak link to criteria, 2 = moderate link to criteria, 3 = direct link to criteria)				
# 2 to # 5 - Select only best match and multiply Col A x Col B = Total (Col C)				
4 - Add Total Column for Project Community Strategic Ranking				
	<b>TOTAL Ranking Community Strategic Plan - Part 1</b>	Maximum	45	
	<b>Total Ranking Financial Strategic Plan - Part 2</b>	Maximum	122	
	<b>Total Ranking</b>	Maximum	167	

## DRAFT Capital Prioritization Support Information

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### Project Description:

1. Project Title
2. Location of Project (include Map)
3. Describe if project is new, replacement, renovation, repair, expansion or land acquisition
4. Describe project in quantitative terms such as square feet, lane kms, etc.
5. Estimated start and completion dates
6. What is the project expected to accomplish and expected outcomes
7. Indicate if the project is:
  - Listed in the capital program – rescheduled
  - New project not listed in capital program
  - Continuation of existing project

### Project Justification:

1. Describe needs to be met and/or problems to be solved
2. Describe how the project will affect service delivery
3. Describe how project takes into consideration efforts to reduce future maintenance or operating costs & provide estimate of cost savings
4. Discuss how alternatives to address need were considered & explain why requested project is the best alternative – ie. were repairs and maintenance considered as an alternative to replacement
5. If the project is new, describe in detail the need for the project with quantitative support documentation
6. Discuss the consequences of not funding or postponing the project, such as project cost increases, litigation risks, accidents, delay in development, service interruptions, increase maintenance costs and legislation considerations
7. Describe how project supports economic development and neighbourhood preservation or revitalization

### Project Priority:

1. Departmental Prioritization (include completed Prioritization Sheet)

### Status of Plans/Construction:

1. Describe status of plans, will design be done in-house or by consultant
2. Estimated construction period & method

### Relation to other Projects:

1. Describe how the project is related to other projects
2. Identify benefits of coordinating with other projects

### Conformance with Policies and Plans:

1. Explain how the project complies with City Policy, Strategic Plan or Master Plans
2. Cite any City Council actions that may have committed the City to fund the project
3. How does the project implement recommendations of previous studies or reports

## DRAFT Capital Prioritization Support Information

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### **Project Costs:**

1. Explain basis of cost estimate and provide detailed estimates for cost of following:
  - Predesign
  - Design
  - Demolition
  - Land Acquisition
  - Repair
  - Construction
  - Project Management
  - Equipment
  - Overhead
  - Contingency
2. Provide detailed estimates of all operating costs:
  - Identify by title # of new positions
  - Services
  - Supplies
  - Leases
  - Maintenance

### **Revenues and Savings:**

1. Identify any revenues to be generated by the project
2. Identify cost savings generated by the project

### **Funding Sources:**

1. Identify potential funding sources
2. Discuss if the project can be jointly financed with other public or private agencies and identify the extent of specific commitments or cooperative agreements
3. Indicate if time restrictions are associated with any funding sources

### Growth Related Indicators

Growth-related indicators encompass various characteristics including population, assessment, and business activity. These provide insight into the community's collective ability to generate revenue relative to the community's demand for public services. An examination of local growth related characteristics can identify, for example, the need to shift public service priorities because of changes in the community.

Dashboard Indicator and Description		Dashboard Result 2008	Comments
<p><b>Population</b></p>	<p>It is important to understand changes in population, the speed with which a municipality is growing, the demographic characteristics of the community and how these are changing and to compare these trends against the target growth for the municipality. Continual decreases in population may indicate serious structural problems in the economy of the municipality. Sudden increases in population can create immediate pressure for new capital outlay and increased levels of service for expanding operating programs. A gradually increasing population trend is generally considered favorable as is a change that is consistent with the municipality's strategic plan for growth.</p>	<p>Caution</p>	<p>Growing faster than City's target Faster than other municipalities</p>
<p><b>Building Related Activity</b></p>	<p>Building activity impacts factors such as the employment base, income, property values and the strength of the assessment base. Generally, the net cost of servicing residential development is higher than the net cost of servicing commercial or industrial development. The ideal condition would be to have sufficient commercial and industrial development to more than offset the costs of the residential development.</p>	<p>Positive</p>	<p>Good balance between Res/Non-Res Trending upward Higher per capita than comparable municipalities</p>
<p><b>Assessment</b></p>	<p>Assessment provides an indication of the "richness" of the assessment base in each municipality as well as changes in assessment from year to year. This considers the extent of assessment growth, the assessment per capita on a comparative basis and the assessment composition. Assessment per capita indicates the increase in a municipality's ability to pay for services and may reflect the economic well-being of the municipality. Assessment composition; i.e. the proportionate contribution from residential, commercial and industrial tax revenue sources is important to understand, not only on an annual basis, but also trends over time. Generally, a higher percentage of commercial and industrial assessment indicates higher revenue raising ability because commercial and industrial tax rates are higher than residential tax rates and therefore generate more tax revenue.</p>	<p>Positive</p>	<p>Good balance between Res/Non-Res Trending upward Higher per capita than comparable municipalities</p>

## Reserves and Debt Indicators

Reserve and debt policies, practices and trends are important financial indicators of a municipality's financial health. Reserves are a critical component of a municipality's long-term financing plan. The purpose for maintaining reserves includes:

- To provide rate stabilization in the face of variable and uncontrollable factors (growth, interest rates, unemployment rates, changes in subsidies)
- To provide financing for one-time or short term requirements without permanently impacting the tax rates
- To make provisions for replacements/renewals/acquisitions of assets/infrastructure that are currently being consumed
- To avoid spikes in funding requirements for large capital projects by reducing their reliance on long-term debt borrowings
- To provide a source of internal financing and to ensure adequate and sustainable cash flows
- To provide flexibility to manage debt levels within Council approved guidelines and protect the City's financial position
- To provide for future liabilities incurred in the current year but paid for in the future

Dashboard Indicator and Description	Dashboard Result 2008	Comments
<p><b>Tax Reserves as a % of Gross Expenditures</b></p> <p>The availability of reserves may indicate the relative health of a municipality and council's willingness to "put money away for a rainy day". Generally, municipalities that have higher levels of reserves are considered financially healthier and may be more advanced in their strategic planning. However, a low indicator here may not necessarily indicate a financially weak municipality - It may simply reflect council policy to keep tax rates at a minimum rather than building reserves. Trends on this indicator in relation to the gross expenditures should be considered as well as a comparison to other similar municipalities. Consideration should also be given to contributions to support the underlying assets and the availability of funds to address unforeseen events.</p>	Caution	<p>Stable trend</p> <p>Lower than survey average</p>
<p><b>Water Reserves as a % of Gross Expenditures</b></p> <p>Same as above.</p>		<p>Trending upward</p> <p>Lower than survey average</p> <p>Contributions aligned with full lifecycle costing</p>
<p><b>Wastewater Reserves as a % of Gross Expenditures</b></p> <p>Same as above.</p>	Caution	<p>Trending upward</p> <p>Higher than survey average</p> <p>Contributions less than full lifecycle costing</p>

Debt structure is important because debt is an explicit expenditure obligation that must be satisfied when due. Debt can be an effective tool to finance capital improvements and to smooth out short-term expenditures; however, its misuse can cause serious financial problems. When municipalities issue debentures, they enter into a long-term commitment that requires them to make timely principal and interest payments over the life of the debentures. Hence, they need to ensure that:

- future debt service payments to bondholders can be made in full and on time, without jeopardizing the provision of essential services;
- an acceptable degree of flexibility is available, including sufficient revenues, to meet unanticipated expenditures;
- outstanding debt obligations will not threaten long-term financial stability of the municipality; and
- the amount of outstanding debt will not place undue burden on residents and businesses

Dashboard Indicator and Description		Dashboard Result 2008	Comments
<p><b>Tax Debt Service Costs as a % of Gross Expenditures</b>            Debt service costs as a percentage of the total gross expenditures highlights the magnitude of expenditures required to service past obligations therefore not available for other services. A high debt service ratio may indicate a municipality that has taken on too much debt but it may also indicate that the municipality has taken an aggressive approach to debt repayment and is paying down their debt quickly to avoid interest costs. Similarly, a low debt service ratio could indicate a municipality is strong financially and can finance most capital projects through their operating budget. It may also indicate that a municipality is financially weaker and has deferred capital projects and allowed important infrastructure to deteriorate. Credit rating agencies recommend that this ratio not exceed 10%.</p>		Caution	Trending upward Higher than survey average Still at reasonable level
<p><b>Water Debt Service Costs as a % of Gross Expenditures</b>            Same as above.</p>		Positive	Trending downward Lower than survey average
<p><b>Wastewater Debt Service Costs as a % of Gross Expenditures</b>            Same as above.</p>		Positive	Trending downward Lower than survey average
<p><b>Debt to Reserve Ratio</b>            Credit rating agencies consider a ratio of 1.0 to be financially prudent, whereby for every dollar of debt there is a dollar of reserves (excluding obligatory reserves). Trends over time as well as municipal comparators should be used to determine the indicator</p>		Positive	Trending downward Lower than survey average

## Financial Position Indicators

The financial position of the municipality can provide information on the overall health of the municipality. It should be noted that the financial position currently reported on the Financial Information Returns does not include a reporting on the tangible capital assets of a municipality. Under the new PSAB accounting rules, by 2009, municipalities will be required to report the total tangible capital assets less accumulated depreciation. This will provide a more accurate picture of a municipality's financial position.

Dashboard Indicator and Description		Dashboard Result 2008	Comments
<p><b>Financial Position</b> A municipality's financial position is defined as the total fund balances including equity in business government enterprises less the amount to be recovered in future years associated with long term liabilities. The assessment includes a trend analysis as well as a comparative analysis on a per capita basis.</p> <p><b>Taxes Receivable as a % of Taxes Levied</b> Every year, a percentage of property owners are unable to pay property taxes. Credit rating agencies assume that municipalities normally will be unable to collect 2 - 5% of its property taxes within the year that taxes are due. If this percentage increases over time, it may indicate an overall decline in the municipality's economic health. Additionally, as uncollected property taxes rise, liquidity decreases. This is also an indicator of the strength of collection policies in place and the economic strength of a municipality. If uncollected property taxes rise to more than 8%, credit rating firms consider this a negative factor because it may signal potential instability in the property tax base.</p>	<p><b>Caution</b></p>	<p>Trending upward Lower than survey average</p>	
	<p><b>Positive</b></p>	<p>Trending upward Lower than survey average At the low end of the range considered reasonable</p>	

## Affordability Indicators

Affordability considers not only the cost of municipal services; it takes into consideration income levels of the community.  
 Dashboard Indicator and Description

Dashboard  
 Result 2008

Comments

Indicator	Result	Comments
<p><b>Municipal Levy per Capita</b>                      This indicator shows the average cost, to each resident, of municipal services. When comparing municipalities, it is a more accurate reflection of residential property taxes than tax rates. It is calculated by dividing total property tax revenue by population. This analysis does <u>not</u> indicate value for money or the effectiveness in meeting community objectives. A high per capita levy may indicate that a municipality is reaching a ceiling on tax rates. A low per capita levy may indicate that a municipality has a relatively large industrial/commercial tax base to share the tax burden. Further, municipalities with user charges for services such as garbage collection will tend to have a lower per capita levy than municipalities that fund all services through tax revenue. However, it does provide information on the cost of municipal government per person.</p>	Positive	<p>Trending upward and increasing at a rate exceeding inflation</p> <p>Lower than survey average</p>
<p><b>Household Income</b>                      Personal income is one measure of a community's ability to pay. A higher gross household income will usually mean a lower dependency on governmental services, recreation, and social assistance. Credit rating firms use per capita income as a measure of a municipality's ability to meet its financial obligations. It is helpful to compare against other municipalities and to identify the change in household income over time.</p>	Positive	<p>At group average</p> <p>Increasing at a rate close to survey of comparable municipalities</p>
<p><b>Affordability of Municipal Services</b>                      This indicates the percentage of household income that is used to pay municipal property taxes. It is calculated by dividing residential tax burden on an average residential house by average household income. This indicator gives a picture of the relative ability of taxpayers in a municipality to pay taxes. Trend analysis over time and against other municipalities is recommended to assess affordability.</p>	Positive	<p>Lower than survey average</p> <p>Relatively stable</p>
<p><b>Water and Sewer Affordability</b>                      According to research undertaken, utilities with higher credit ratings consistently consider the impact of operational and capital programs on rate affordability. While credit rating agencies believe credit is due to those systems that consistently raise rates to preserve financial strength, these activities will be more sustainable when rate affordability is a focus of policymakers and cost containment is regularly employed. Credit rating agencies believe that not only should the level of rates for particular customers be considered in these reviews, but also the affordability of rates relative to income, particularly for residential users. Depending on the source used, industry benchmarks used consider rates for water/wastewater service higher than 2%-3% of household income to be unaffordable. Water/sewer affordability may be measured by comparing the cost associated with the average household usage to average household income and the trends over time as well as against other municipal comparators.</p>	Positive	<p>Lower than survey average</p> <p>Increases reflect investment in capital</p> <p>Relatively stable</p>

# Municipal Comparators

	Population 2008	Land Area (sq.km)	Density pop/sq.km	Municipal Tiers	Location	Region
Brantford	92,348	72	1275	single	Southwest	Brant
Barrie	136,393	77	1720	single	Simcoe	Simcoe
Burlington	170,153	186	901	two	GTA	Halton
Cambridge	124,837	113	1087	two	Southwest	Waterloo
Kingston	117,289	450	260	single	Eastern	Frontenac
London	356,271	421	842	single	Southwest	Middlesex
Oakville	174,805	139	1229	two	GTA	Halton
St. Catharines	133,243	96	1381	two	Niagara	Niagara
Waterloo	102,388	64	1559	two	Southwest	Waterloo
Guelph	119,909	87	1365	single	Southwest	Wellington

Selected based on a number of parameters including population, growth patterns, location, size and governance structure

**EXECUTIVE SUMMARY**

The Executive Summary provides a high level overview of the analysis contained in the comprehensive report with averages calculated for municipalities within geographic locations. The following table provides a summary of the municipalities included in the study within geographic locations.

Eastern	GTA	Niagara/Hamilton	North	Simcoe/ Muskoka/ Dufferin	Southwest
Belleville	Ajax	Fort Erie	North Bay	Barrie	Amherstburg
Brockville	Aurora	Grimsby	Sault Ste. Marie	Bracebridge	Brantford
Cobourg	Brampton	Hamilton	Sudbury	Bradford West Gwillimbury	Cambridge
Cornwall	Burlington	Lincoln	Thunder Bay	Collingwood	Central Elgin
Kawartha Lakes	Caledon	Niagara Falls	Timmins	Gravenhurst	Chatham-Kent
Kingston	Clarington	Niagara-on-the-Lake		Huntsville	Guelph
Ottawa	East Gwillimbury	Pelham		Innisfil	Kitchener
Peterborough	Georgina	Port Colborne		Orangeville	Leamington
Prince Edward County	Halton Hills	St. Catharines		Wasaga Beach	London
Quinte West	King	Thorold			Middlesex Cent
	Markham	Wainfleet			Norfolk
	Milton	Welland			North Dumfries
	Mississauga	West Lincoln			Sarnia
	Newmarket				St. Thomas
	Oakville				Stratford
	Oshawa				Tecumseh
	Pickering				Tillsonburg
	Richmond Hill				Waterloo
	Toronto				Wellesley
	Uxbridge				Wilmot
	Vaughan				Windsor
	Whitby				Woolwich
	Whitchurch-Stouffville				

The study includes a good cross section of Ontario municipalities including:

Number of Municipalities	Populations
23	100,000 or greater
17	between 50,000 - 99,999
21	between 20,000 - 49,999
21	less than 20,000
<b>82</b>	<b>Total</b>

The results for each area municipality have been included in the detailed report, along with comparisons against geographic areas and within population ranges.

# CORPORATE POLICY AND PROCEDURE

POLICY	<b>DRAFT - Debt Management Policy</b>
CATEGORY	Finance
AUTHORITY	Council
RELATED POLICES	
APPROVED BY	Council
EFFECTIVE DATE	Click to insert the date the policy is effective
REVISION DATE	Click to insert the date the policy is to be reviewed

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## POLICY STATEMENT

- The City of Guelph recognizes that one of the keys to sound financial management is the development of a comprehensive debt policy that can be integrated into a broader long term financial management plan. This need is recognized by bond rating agencies and the development of a debt policy is a recommended practice by the Government Finance Officers Association (GFOA).
- The City will through long-term financial planning, anticipate capital needs and through a combination of proper reserves and debt management minimize the use of long term debt.
- Debt will continue to be an ongoing component of the City's capital financing structure for major growth-related items in a manner that is fair and equitable to those who pay and benefit from the underlying assets over time. It must be both affordable and sustainable, while also allowing the flexibility to respond to emerging needs to support corporate priorities and approved strategic plans.

## PURPOSE

A debt policy:

- Enhances the quality of decisions by promoting consistency.
- Establishes the parameters to guide administration regarding the timing and purposes for which debt may be issued, the types and amounts of permissible debt, the method of sale that may be used and procedures for managing outstanding debt.
- Should be well integrated with other long term planning, financial and management objectives of the City to promote consistency in decision-making.
- Helps to ensure that a government maintains a sound debt position.
- Is regarded favourably by credit rating agencies when reviewing credit quality.

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# 1. PURPOSES FOR WHICH DEBT MAY BE ISSUED

## Long Term Debt

- 1.1 The City will not use long term debt to fund current operations.
- 1.2 The City will not use long term debt to fund the ongoing rehabilitation of existing infrastructure. This will be funded by reserves.
- 1.3 Capital projects with a life expectancy of less than ten years will be funded on a pay-as-you-go basis.
- 1.4 The City may borrow by debenture, mortgage or other acceptable debt instrument to finance

- the construction or purchase of growth-related infrastructure when the costs exceed the growth financing available and then only the overage may be debt financed.
- discretionary purposes that have been identified by Council and relate to economic development or quality of life issues in the community, and where an intensive public input process has been part of the decision-making process
- emerging needs to support corporate priorities and approved strategic plans

### and when

- individual project value exceeds \$2,500,000
- estimated useful life of the asset is greater than ten years
- the project appears in the 10-year capital forecast
- it is supported by a comprehensive business case including
  - total cost of the project
  - cash flow of the project including debt issuance
  - operating costs after completion of the project
  - benefits to the community
- funding cannot be accommodated within the tax supported capital budget and other internal (for example: borrow internally from reserve funds) and external sources of funding have been thoroughly investigated (for example: senior government grant and subsidies, private/public partnerships, or user pay systems)
- it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries or users.

- 1.5 Debt Categories – based on the funding source for debt service
  - 1.5.1 Tax Supported Debt – issued for tax-supported operations and funded by tax levy revenues.
  - 1.5.2 Self-Supporting Tax Guaranteed Debt - Debt issued to finance capital expenditures by operations that ordinarily generate sufficient cash to fund all obligations or have a dedicated source of revenues. (for example: user pay budgets)

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## 2. LIMITATIONS ON INDEBTEDNESS

Debt limits preserve borrowing capacity for future capital assets while maintaining maximum flexibility of current operating funds.

### 2.1 Statutory Limitations

- The annual debt and financial obligation limit for municipalities is described under Ontario Regulation 403/02
- The regulation provides a formula which limits annual repayment obligations to an amount equal to 25% of revenue fund revenues.
- The 2009 Annual Repayment Limit (ARL) is based on the City's 2007 Financial Information Return (FIR)
- In the fiscal year 2007, principal and interest repayments totaled approximately 27% of the available legislated capacity.
- Council is not authorized to issue debt which would result in the annual repayment limit being exceeded.
- The Debt Service to Net Operating Fund Revenue target rate of 7% should be maintained with maximum 10% for strategic initiatives.

### 2.2 Self Imposed Limitations

- Notwithstanding the limits prescribed in the regulations, prudent financial management suggests more stringent criteria to limit debt. This will assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds.

#### 2.2.1 Direct Debt to Operating Revenue

This measure identifies the percentage of annual operating revenues that would be required to extinguish the City's net debt.

It is also the prime ratio used by Standard and Poor's when assessing the debt burden of the municipality. A target rate of **55%** should be maintained. This is the point at which Standard and Poor's suggest we would be risking a downgrade to our municipal credit rating.

#### 2.2.2 Debt Service Cost to Gross Expenditures

A measure of the portion of a municipality's budget which is allocated to the repayment of long term debt

The target for this ratio should not exceed **XXX**

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### 2.2.3 Debt to Reserve Ratio

Compares the level of long term debt to the total of all reserves and reserve funds (excluding obligatory reserve funds and deferred revenue)

A generally accepted target ratio is considered to be **1:1**

By means of a formal reserve policy we need to establish limits on capital reserve funds and by setting minimum balances we should not allow them to be depleted.

### 2.2.4 Debt Per Capita

A measure of the long term debt outstanding per capita of population. The target for this ratio should not exceed **XXX**

### 2.2.5 Debt Outstanding Per \$100,000 Assessment

The target for this ratio should not exceed **XXX**

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### 3. TYPES OF DEBT

#### 3.1 Short Term Debt – Under One Year

The City may borrow from any one or combination of the following sources to fund operational needs.

- Own reserves
- Bank line of credit

#### 3.2 Medium Term Debt – One to Four Years

Medium term financing requirements, for periods greater than one year but less than five years will be financed through any one or combination of

- Operating and capital leases
- Term loans
- Promissory notes

#### 3.3 Long Term Debt – Five Years or Greater

Long term debt consists of

- Municipal serial debentures
- Term loan / mortgages
- Capital leases

#### 3.4 Other Sources of Debt Funding

##### 3.4.1 Internal Borrowing from City Reserve Funds

When sufficient funds are available and the intended purpose of the reserve would not be impaired, the City's reserve funds may be used as a source of long-term financing. The reserves will be repaid with interest at the rates specified in the City's reserve policy.

Each such loan would be authorized by a specific by-law, that is approved by Council and sets out the amount, interest, term of the loan and the specific reserve or reserve fund from which the loan is made.

Borrowing in such a manner offers several advantages over traditional debenture financing including:

- Increased flexibility in setting loan terms
- Lower interest cost
- Avoidance of legal and fiscal agent fees

##### 3.4.2 Development Charge Reserve Funds

The amount of any new debt is limited to the estimated annual repayment amounts that can be financed from any uncommitted balance in the DC Reserve Funds *plus* the estimated development charges to be collected during the term of the proposed debt.

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### 3.4.3 User Pay Debt

The business case for a proposed capital project may indicate that the revenue generated by proceeding with a project would be able to sustain the cost of its construction and ongoing operation. For example, parking revenue generated by a new Parking structure. In these cases, sufficient revenue could be directed to a reserve to cover the debt servicing cost associated with the project.

### 3.5 Moral Obligation Debt

The City may enter into leases, contracts or other agreements with other bodies which provide for the payment of debt when the revenues of such agencies may prove insufficient to cover debt service.

Payment of such moral obligation debt service will be done when the best interest of the City is clearly demonstrated.

While such moral obligation support does not affect the debt limit of the City, the amount of bonds issued with the City's moral obligation should be controlled in order to limit potential demands on the City and to preserve our good name and reputation.

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## 4. STRUCTURAL FEATURES

4.1 The City will issue debt denominated in Canadian Dollar only

4.2 The City will issue general obligation debt with a fixed rate of interest

4.3 The repayment term shall be dependent on the useful life of the asset being acquired by the City but should not exceed ten years except for major capital construction of public facilities. In no case shall the amortization period exceed 25 years.

4.4 Debt will be structured for the shortest period consistent with a fair allocation of costs to current and future users.

4.5 Debt will be structured to achieve the lowest possible net cost to the City given market conditions, the type of debt being issued, and the nature and type of the repayment source.

4.6 Unless otherwise justified and deemed necessary by the Fiscal Agent, the repayment schedule should be structured on a level or declining payments basis.

4.7 An increasing principal repayment schedule or the backloading of costs will only be considered when considered appropriate

- Unanticipated external factors make the short term cost of the debt prohibitive
- The benefits derived from the debt issuance can be clearly demonstrated to be greater in the future than in the present
- When such structuring is beneficial to the City's overall amortization schedule
- Such structuring will allow debt service to more closely match project revenues during the early years of the operation

4.8 Early repayment of debt may be considered if it appears to be financially beneficial to do so.

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## 5. CREDIT OBJECTIVES

- 5.1 The City will continually strive to maintain or improve its current AA stable credit rating by improving financial policies, budget, forecast and the financial health of the City so its borrowing costs are minimized and its access to credit is preserved.
- 5.2 The City currently maintains a relationship with Standard & Poors. Staff meets with them annually to provide updates on information affecting the City's financial position.
- 5.3 The primary ratio used by Standard & Poors is Direct Debt / Operating Revenue and they express the hope that the City's debt will *"not increase significantly above 50% of operating revenues"*.

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## 6. USE OF FINANCIAL ADVISORS

- 6.1 The City will use the services of a Fiscal Agent to develop the bond issuance strategy, determine the interest rate and method of calculating the interest rate and marketing bonds to investors.
- 6.2 Since 1969 the City has engaged the services of a syndicate of investment dealers which has been lead-managed by National Bank Financial (NBF). Over that time, they have marketed 44 issues for a total of \$239,610,000
- 6.3 The City's Director of Finance shall determine when a formal review of the Fiscal Agency or Syndicate is warranted. The formal review process may include establishing a set of criteria, including fee structures, presence in the capital markets, placement of bonds in volume and dollar terms, etc, and any other criteria that may be determined will provide value to the City through the review process.
- 6.4 Notwithstanding this, the City retains the ability to enter into a private placement for the sale of debentures should it be determined that this is in the City's best interests both from a cost and administrative viewpoint.
- 6.5 The City will retain external bond counsel for all debt issues. Will assist with the drafting and reviewing of debt issue bylaw and related schedules.

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## 7. INVESTMENT OF PROCEEDS

- 7.1 The City makes borrowing decisions based on cash-flow needs as well as capital market conditions.
- 7.2 The borrowing to finance capital projects normally occurs once the projects are essentially completed - at least 90% complete on an expenditure-to-budget basis.
- 7.3 Council approves borrowing authority through the capital budget process.
- 7.4 When feasible, debt issuances will be pooled to minimize issuance costs. Once a number of capital projects are completed, the City will issue debentures against the outstanding borrowing authority.
- 7.5 The City will not normally borrow money too far in advance of when it is required.
- 7.6 However, should this occur, the investment of proceeds would be governed by the City's Investment Policy.
- 7.7 Since the nature of the funds borrowed in advance of when they are required is typically short-term, only short-term, liquid securities will be used for investing the proceeds with an emphasis on maintaining the safety and liquidity of the funds.
- 7.8 Investment interest earned on funds borrowed, until required to offset expenditures, will be credited to the applicable capital project, and will serve to minimize the final amount that will be required via borrowing. At no time will investment interest on funds borrowed increase the applicable capital project budget without approval of City Council.

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## 8. POLICY REVIEW

This policy will be reviewed annually by Finance with any changes being recommended to Council for approval.

### DEFINITIONS

**Affordability** – means ability to pay for Debt Servicing costs and life cycle expenditures for the underlying asset. The overall measure of Affordable Debt is the burden of Debt Servicing costs and life cycle expenditures relative to City revenues.

**Business Case** – an analysis that demonstrates the necessity for and viability of a new project. A business case will include a financial analysis and a financial plan that identifies and confirms sources of funding to provide for the financing of the capital and operating costs of a new project.

**Capital Expenditures** – means expenditures incurred to acquire, develop, renovate or replace capital assets as defined by Public Sector Accounting Board section 3150.

**City Revenues** - means annual revenues as published in the last audited financial statements of the City prior to the time of calculation, to include revenues from taxes, user fees, departmental and corporate programs, developer and customer contributions, and Boards and Authorities.

**Debt** – means borrowing as defined under MGA section 241(a). In the case of the City, this is usually in the form of a debenture varying in Debt Terms. Other forms of debt include but are not limited to, leases of capital property as defined under MGA section 241, other long-term financial commitments, Public Private Partnerships (PPP), loans and loan guarantees issued under section 264 & 265 of MGA.

**Debt Servicing** – means annual required Debt repayments including interest and principal.

**Debt Term** – The period of time during which Debt payments are made. At the end of the Debt Term, the Debt must be paid in full.

**Flexibility** – is the ability of the City to issue new debt in response to emerging financing needs.

**Internal Municipal Debt Limits** - means the City's maximum Debt Service costs allowed as set out in section 2.3

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**Long-term debt** – Borrowings from third parties scheduled for repayment over a period of five or more years.

**New Infrastructure** – large-scale public systems, services and facilities of the City that are necessary for economic activity in the Community, including water and wastewater supplies, roads and buildings / facilities.

**Pay-As-You-Go** – the financing of a capital expenditure directly from operating revenues.

**Self-Supporting Tax Guaranteed Debt** – Debt issued to finance Capital Expenditures by operations that ordinarily generate sufficient cash to fund all obligations or have a dedicated source of revenues.

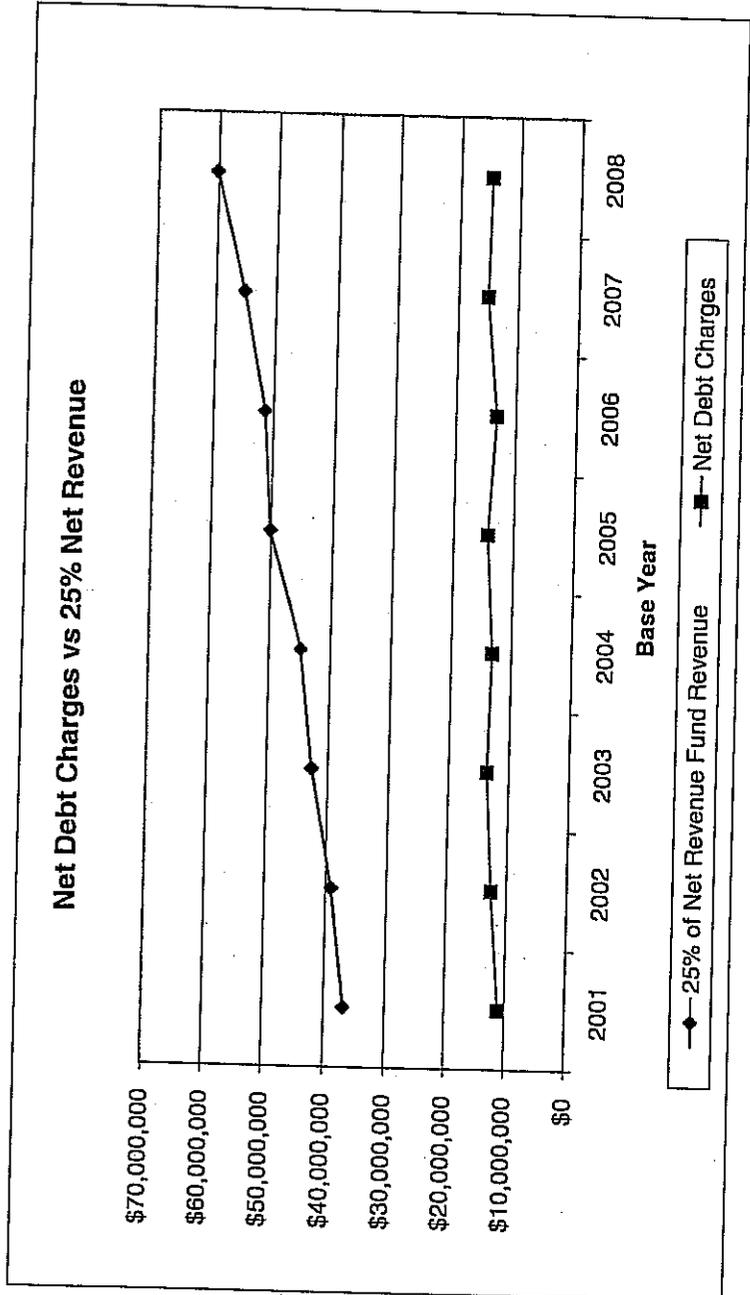
**Short-Term Debt** – Debt with terms less than five years. Short-Term Debt excludes a line of credit.

**Sustainable** – means meeting present needs without compromising the ability to meet future needs.

**Tax Levy Revenues** – means revenues generated to pay for Tax-Supported Operations. This includes revenues such as property and business taxes, user fees, fines, permits and investment income.

**Tax-Supported Debt** - means Debt issued for Capital Expenditures related to Tax-Supported Operations. This Debt is repaid using Tax Levy Revenues.

**Tax-Supported Operations** – represent civic programs that are funded through Tax Levy Revenues, such as roads, transit, and parks.



Annual Debt Repayment Limit (Represents maximum amount available to commit to payments relating to debt)

ARL	Base Year	\$ (25% of Net Revenue Fund Revenue - Net Debt Charges)
2003	2001	\$25,806,975
2004	2002	\$26,519,129
2005	2003	\$29,074,348
2006	2004	\$31,785,761
2007	2005	\$35,853,915
2008	2006	\$38,251,802
2009	2007	\$40,127,380
2010	2008	\$45,397,988

CALCULATION OF DEBT REPAYMENT LIMIT										
	2003	2004	2005	2006	2007	2008	2009	2010	2011	DRAFT
	based on	based on	based on							
	2001 FIR	2002 FIR	2003 FIR	2004 FIR	2005 FIR	2006 FIR	2007 FIR	2008 FIR	2009 FIR	2010 FIR
<b>1. GROSS DEBT CHARGES</b>										
1.1 Principal	8,905,308	8,784,814	6,598,233	10,251,302	10,484,537	7,896,044	19,113,172	10,689,231		
1.2 Interest	3,231,607	3,833,827	6,090,448	5,320,213	5,340,211	5,228,504	5,015,675	4,146,931		
1.3 Subtotal	12,126,913	13,028,741	14,568,681	15,562,130	15,824,748	13,222,548	15,128,845	14,736,162		
<b>2. CHARGES ON OCWA PROVINCIAL PROJECTS</b>										
2.1 Water projects - all municipality only	0	0	0	0	0	0	0	0	0	0
2.2 Water projects - other designated projects	0	0	0	0	0	0	0	0	0	0
2.3 Sewer projects - all municipality only	0	0	0	0	0	0	0	0	0	0
2.4 Sewer projects - other designated projects	0	0	0	0	0	0	0	0	0	0
2.5 Subtotal	0	0	0	0	0	0	0	0	0	0
<b>3. PAYMENTS IN RESPECT OF LONG TERM LIABILITIES AND COMMITMENTS</b>										
3.1	0	0	0	0	0	0	0	0	0	0
<b>4. SUBTOTAL DEBT CHARGES</b>	12,126,913	13,028,741	14,568,681	15,562,130	15,824,748	13,222,548	15,128,845	14,736,162		
<b>5. DEBT CHARGES FOR MUNICIPAL UTILITIES</b>										
Amounts Recovered from Unconsolidated Entities										
5.1 Electricity (Principal)	580,000	619,000	664,000	2,301,000	1,430,000	0	0	0	0	0
5.2 Electricity (Interest)	483,943	445,709	394,838	338,867	110,050	0	0	0	0	0
5.3 Gas and Telephones (Principal)	0	0	0	0	0	0	0	0	0	0
5.4 Gas and Telephones (Interest)	0	0	0	0	0	0	0	0	0	0
5.5 Subtotal	1,063,943	1,064,709	1,058,838	2,729,867	1,530,050	0	0	0	0	0
<b>6. PAYMENTS TO PROVINCE FOR DOWNTOWN REVITALIZATION PROGRAM/LOANS</b>										
6.1	0	0	0	0	0	0	0	0	0	0
<b>7. DEBT CHARGES FOR TILE DRAINAGE AND SHORELINE ASSISTANCE</b>										
7.1	0	0	0	0	0	0	0	0	0	0
<b>8. SUBTOTAL - DEBT CHARGES TO BE EXCLUDED</b>	1,063,943	1,064,709	1,058,838	2,729,867	1,530,050	0	0	0	0	0
<b>9. NET DEBT CHARGES</b>	11,062,970	11,964,032	13,509,843	12,832,263	14,294,698	13,222,548	15,128,845	14,736,162		
<b>10. TOTAL REVENUE FUND REVENUE</b>	175,325,944	184,567,097	212,676,107	223,839,759	250,076,020	282,474,523	279,374,693	290,416,171		
<b>11. FEES FOR REPAYING THE PROVINCE FOR DOWNTOWN REVITALIZATION LOANS</b>										
11.1	0	0	0	0	0	0	0	0	0	0
<b>12. FEES FOR TILE DRAINAGE AND SHORELINE ASSISTANCE</b>										
12.1	0	0	0	0	0	0	0	0	0	0
<b>13. GRANTS FROM GOV. OF ONTARIO, GOV. OF CANADA AND OTHER MUNICIPALITIES</b>										
13.1 Ontario Grants	27,835,489	28,174,811	39,462,820	41,239,257	45,877,895	53,162,274	51,882,137	48,182,203		
13.2 Canada Grants	80,295	95,844	82,028	24,812	11,884	12,267	2,813,614	121,203		
13.3 Other Municipalities Grants	0	0	2,333,099	2,604,385	3,552,010	3,402,883	3,854,044	3,590,165		
13.4 Subtotal	27,923,783	28,234,455	41,869,944	44,167,654	49,441,989	56,577,224	58,349,795	49,873,571		
14. RIFees and Revenues for Joint Local Boards for Homes for the Aged	0	0	0	0	0	0	0	0		
<b>15. C Net Revenue Fund Revenues</b>	147,402,181	156,332,642	170,817,563	179,672,135	200,634,452	205,897,399	221,024,898	240,544,600		
16. 25% of Net Revenue Fund Revenues	36,850,545	39,083,161	42,704,381	44,918,034	50,159,613	51,474,350	55,256,225	60,138,150		
<b>17. NET REVENUE FUND REVENUES</b>	25,806,975	26,519,129	29,074,348	31,785,761	35,853,915	38,251,802	40,127,380	45,397,988		
% of Capacity Used	30%	32%	32%	29%	29%	26%	27%	25%		
% Debt Servicing/Net Revenue Fund Revenues	7.49%	8.04%	7.98%	7.31%	7.13%	6.42%	6.84%	6.13%		