

Council Chambers  
April 27, 2009

**Council convened in formal session at 7:00 p.m.**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury and Wettstein

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Dr. J. Laird, Director of Environmental Services; Mr. D. McCaughan, Director of Operations; Ms. M. Neubauer, Director of Finance; Ms. A. Pappert, Director of Community Services; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mr. J. Riddell, Director of Community Design and Development Services; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

**DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT**

Councillor Bell declared a possible pecuniary interest with regards to the expansion of the Municipal Register of Cultural Heritage Properties to include the non-designated Burcher-Stokes properties because he owns property that is included on the list and did not discuss or vote on the matter.

Councillor Burcher declared a possible pecuniary interest with regards to the expansion of the Municipal Register of Cultural Heritage Properties to include the non-designated Burcher-Stokes properties because she owns property that is included on the list and did not discuss or vote on the matter.

Councillor Farrelly declared a possible pecuniary interest with regards to the expansion of the Municipal Register of Cultural Heritage Properties to include the non-designated Burcher-Stokes properties because she owns property that is included on the list and did not discuss or vote on the matter.

Councillor Laidlaw declared a possible pecuniary interest with regards to the expansion of the Municipal Register of Cultural Heritage Properties to include the non-designated Burcher-Stokes properties because she owns property that is included on the list and did not discuss or vote on the matter.

1. Moved by Councillor Wettstein  
Seconded by Councillor Bell

THAT the minutes of the Council meetings held on March 23 and April 6, 2009 and the minutes of the Council meetings held in Committee of the Whole on March 23 and 30, 2009 be confirmed as recorded and without being read.

Carried

### **CONSENT AGENDAS**

The following items were extracted from the following Consent Reports and Agenda to be voted on separately:

#### **Community Development & Environmental Services:-**

- CDES-1) Hanlon Expressway Environmental Assessment
- CDES-3) Expansion of the Municipal Register of Cultural Heritage Properties to include non-designated Burcher-Stokes properties including a review process
- CDES-6 2009 Healthy Landscape Program
- CDES-8 Selection of Preferred Proponent to Design, Build and Operate a New Organics Waste Processing Facility

#### **Finance, Administration & Corporate Services:-**

FACS-4) 2009 Property Tax Policy

#### **Governance Committee:-**

- Gov-1) Strategic Planning Guidelines

#### **Council Consent:-**

- A-3) 2009 Tax Supported Operating Budget Adjustments
- A-4) Elizabeth Street Reconstruction, Contract No. 2-0905
- A-6) Infrastructure Stimulus Funding – Building Canada Fund

#### **Councillor Burcher presented the balance of the Community Development & Environmental Services Committee Second Consent Report.**

2. Moved by Councillor Burcher  
Seconded by Councillor Bell

THAT the balance of the April 27, 2009 Community Development & Environmental Services Committee Second Consent Report as identified below, be adopted:

#### **a) 2009 Development Priorities Plan (DPP)**

Mr. J. Riddell

THAT the Community Design and Development Services Report 09-05 regarding the 2009 Development Priorities Plan (DPP), dated March 30, 2009, be received.

AND THAT Guelph City Council approve the ninth annual Development Priorities Plan 2009, attached to Community Design and Development Services Report 09-05 dated March 30, 2009;

AND THAT staff be directed to use the Development Priorities Plan to manage the timing of development within the City for the year 2009;

AND THAT amendments to the timing of development, as outlined by Schedules 2, 3 and 4 of the plan, be permitted only by Council approval, unless it can be shown that there is no impact on the capital budget and that the dwelling unit targets for 2009 are not exceeded.

b) **Proposed Amendments to Brownfields Regulation (O. Reg. 153/04)**

Mr. J. Riddell  
Mayor Farbridge

THAT the report 09-23 entitled "Proposed Amendments to Brownfields Regulation (O.Reg. 153/04) be received;

AND THAT the City comments on the proposed amendments to the Brownfields Regulation be endorsed and forwarded to the Ministry of the Environment;

AND THAT the Mayor write letters requesting and encouraging the provincial and federal governments to provide financial incentives to clean up brownfield projects.

c) **Approval for Revisions to the 2009 Outside Water Use Program and By-law**

Dr. J. Laird

THAT Council approves revisions to the Outside Water Use Program and By-law as outlined in the report of the Director of Environmental Services, dated April 20, 2009.

d) **Wastewater Treatment Master Plan**

Dr. J. Laird

THAT the Wastewater Treatment Master Plan Study be approved;

AND THAT staff undertake the proposed initiatives in accordance with the recommendations of the Wastewater Treatment Master Plan Study, as outlined in Section 3.0 (Preferred Solutions) of the attached report;

AND THAT staff bring forward for Council approval, as required and through the annual budget approval process, projects arising out of these initiatives for approval prior to implementation;

AND THAT staff continue to support the conservation goals approved in the Water Supply Master Plan (and Water Conservation and Efficiency Strategy) with water conservation and inflow and infiltration reduction programs in conjunction with optimization activities at the treatment plant as measures to defer the need to expand the existing Wastewater Treatment Plant (WWTP);

AND THAT staff continue to integrate the results of the Wastewater Treatment Master Plan with other City master plans including the Water and Wastewater Servicing Master Plan Study, Water Supply Master Plan and Stormwater Management Master Plan;

AND THAT Don Drone, Chair, and the members of the Wastewater Treatment Master Plan Study Public Advisory Committee be thanked for their work and the successful completion of the Master Plan.

e) **Phase IV – Implications Analysis of the City of Guelph’s Local Growth Management Study**

Mr. J. Riddell

THAT the Community Design and Development Services Report 08-122 dated April 20, 2009 concerning Phase IV – Implications Analysis of the City of Guelph’s Local Growth Management Strategy be received;

AND THAT this report serve 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).

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

**Councillor Hofland presented the Emergency Services, Community Services & Operations Committee Third Consent Report.**

3. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

THAT the April 27, 2009 Emergency Services, Community Services & Operations Committee Third Consent Report as identified below, be adopted:

a) **Noise Control By-law Exemption Request – ABS Friction Corporation, 10 Kingsmill Avenue**

Mr. D. McCaughan

THAT an exemption from Schedule "A" of the Noise Control By-law (2000)-16366, as amended, to permit noise associated with the manufacturing process in association with the ABS Friction Corporation, located at 10 Kingsmill Avenue within the City of Guelph, between May 30, 2009 and September 5, 2009 from 9:00 p.m. to 7:00 a.m. Monday through Friday and from 9:00 p.m. to 9:00 a.m. on Saturdays, Sundays and Holidays be approved.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

**Councillor Beard presented the balance of the Finance, Administration & Corporate Services Committee Second Consent Report.**

4. Moved by Councillor Beard  
Seconded by Councillor Wettstein  
THAT the balance of the April 27, 2009 Finance, Administration & Corporate Services Committee Second Consent Report as identified below, be adopted:

a) **Building Stabilization Reserve Fund Policy, a New Schedule of Permit Fees and Annual Indexing of Permit Fees**

Mr. J. Riddell  
Mr. B. Poole  
Ms. M. Neubauer

THAT the Building Stabilization Reserve Fund Policy, attached as Schedule 1, effective May 1, 2009, be approved;

AND THAT the Schedule of Permit Fees effective May 1, 2009, and attached as Schedule 2, be approved.

b) **2008 Investment Report**

Ms. M. Neubauer

THAT the report dated March 23, 2009 with respect to the 2008 investment portfolio performance and holdings be received for information;

AND THAT the Investment Policy dated March 23, 2009, attached as Schedule 3, be approved and adopted.

c) **Request from Kindle Communities Organization for Financial Relief with respect to the Redevelopment of Shelldale Centre as a Clinic Space for the Guelph Community Health Centre**

Ms. M. Neubauer  
Mr. J. Riddell

THAT a grant to Kindle Communities Organization for relief of costs associated with the redevelopment of the Shelldale Centre in the amount of \$72,000 to be financed from the \$200,000 grant for Hospice Wellington approved in the 2009 capital budget be approved;

AND THAT the 2010 capital budget provide for a grant of \$72,000 to Hospice Wellington.

d) **Corporate Policy – Write-Off of Provincial Offences Fines**

Ms. L.E. Payne  
Ms. M. Neubauer

THAT the Corporate Policy dated December 31, 2008 regarding the Write-Off of Provincial Offences Fines, attached as Schedule 4, be approved.

e) **Community Video Showcase on Guelph.ca**

Mrs. L.A. Giles

THAT the Mayor and Clerk be authorized to execute an agreement between the City of Guelph and CGI Communications Inc. which would result in a fully-produced, no-cost community video showcase program to promote Guelph on Guelph.ca.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

**Consent Agenda**

5. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT the balance of the April 27, 2009 Council Consent Agenda as identified below, be adopted:

a) **City of Guelph Response to Proposed Accessible Employment Standard under the Accessibility for Ontarians with Disabilities Act (AODA 2005)**

Mr. M. Amorosi

THAT staff be directed to prepare and forward to the Province a response that addresses the City's feedback

regarding the Accessible Employment Standards Development Committee's initial proposed standard to supplement the City's verbal feedback, provided at various feedback forums.

**b) Proposed Demolition of 19 William Street**

Mr. J. Riddell

THAT Report 09-39 regarding the proposed demolition of a detached dwelling at 19 William Street, City of Guelph, from Community Design and Development Services dated April 27, 2009, be received;

AND THAT the proposed demolition of the detached dwelling at 19 William Street, be approved;

AND THAT 19 William Street be removed from the Municipal Register of Cultural Heritage Properties for "non-designated" heritage structures currently under consideration by Council.

**c) Annual Asphalt, Contract No. 2-09001**

Mr. J. Riddell  
Ms. M. Neubauer

THAT the tender of Capital Paving Inc., Guelph be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract 2-09001 for the Annual Asphalt Contract for a total tendered price of \$4,082,123.08 with actual payment to be made in accordance with the terms of the contract.

**B Items for Direction of Council**

**1) Municipal Impact – Collapse of Recycled Materials Commodities Market**

Mayor J. Maudsley  
Ms. C. McMullin  
Ms. S. Banks  
AMO  
Ms. L. Sandals  
Dr. J. Laird

THAT Council endorse the recommendation from the Municipality of Thames Centre regarding their request for the Province to provide immediate support to municipalities and their private sector partners to secure long-term viability of waste diversion programs.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

**PRESENTATIONS**

The Mayor presented the 2009 Pinnacle Award for Internal Communications to Marina Grassi.

The Mayor presented the CPRS-Hamilton Award of Merit for the 2009 City of Guelph Conservation Calendar to Laurie Watson.

## **REGULAR MEETING**

### **Selection of Preferred Proponent to Design, Build and Operate a New Organics Waste Processing Facility**

John Haanstra of Maple Reinders Contractors Ltd., Derek Webb of BIOREM and Theo van Wely of Aim Environmental Group were present and highlighted their proposal to design, build and operate a new Organics Waste Processing Facility. They outlined the odour control proposed.

## **DELEGATIONS**

6. Moved by Councillor Beard

Seconded by Councillor Farrelly

THAT persons wishing to address Council be permitted to do so at this time.

Carried

Eugene Gromczynski was present and expressed concern with the operation of the past facility. He also expressed concern with the proposed facility being placed in the same location.

Lidia Sienkowska suggested that constructing a composting facility would be jeopardizing the standard of living for the surrounding residents. Their quality of life would be impacted by the increased risk of contamination of the ground water, increased pollution from the waste trucks.

Murray Hall suggested that this area is of environmental significance due to the location of the aquifer. He suggested that the City consider another site for this facility that does not have any environmental ramifications. He suggested that the risk are too high for reconstruction on the current site.

Steve Robson was not present.

Donna Sunter expressed concern with the location for the proposed facility and possible contamination of the water source. She highlighted the finds of a public health nurse with respect to health issues of surrounding residents.



She requested that an Environmental Assessment be done before the new facility is built.

Laura Marini suggested that surrounding property values have decreased and residents ability to enjoy their properties have diminished. She requested that an Environmental Assessment would be a step forward in establishing a relationship with the surrounding residents.

John Sloom was present on behalf of the Guelph Waste Management Coalition and advised of their objection to the proposed facility. He suggested that no further consideration be given to this project until a health study has been completed and the results published. He expressed concern with contamination of the water source and increased pollution from truck traffic.

Peter Hamtak was present and advised that he was in disagreement with the approach being taken. He suggested that the City could volunteer to conduct an Environmental Assessment for the site. He expressed concern with the risk of biohazard compost on the public.

**Councillor Burcher presented Clause 8 of the Community Development & Environmental Services Committee Second Consent Report.**

7. Moved by Councillor Burcher  
Seconded by Councillor Bell

Dr. J. Laird  
Ms. M. Neubauer  
Ms. L.E. Payne

THAT the report of the Director of Environmental Services dated April 20, 2009 entitled Selection of Preferred Proponent to Design, Build and Operate a New Organics Waste Processing Facility be received;

AND THAT the recommendation of the Organic Facility Evaluation Team to proceed with the first-ranked proponent (Maple Reinders) be approved;

AND THAT, subject to a satisfactory value engineering review of Maple Reinders' proposal, Council authorizes the Mayor and Clerk to enter into a construction contract with Maple Reinders Ltd. to design and build a new Organics Waste Processing Facility, based on the construction parameters appended to the approved RFP;

AND THAT Council commits to identifying a source for the funding of the construction of the Organics Facility through utilization of its investment in Hydro Note Receivable or in the alternative, from a long term debenture, with the method of funding to be determined by the end of July, 2009;

AND THAT Council directs staff to prepare an Operations and Maintenance Agreement with Maple Reinders and bring back to Council for their consideration.

VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (11)

VOTING AGAINST: Councillors Billings and Kovach (2)

Carried

### **Hanlon Expressway Environmental Assessment**

Jennifer Graham Harkness of the Ministry of Transportation of Ontario was present and advised that the Ministry is finalizing the preliminary design and are seeking City approval for the proposed improvements to the Hanlon Expressway. She highlighted the proposed improvements.

Paul Muller was present and expressed concern with the speed of vehicles travelling the Hanlon Expressway. He advised that he was told that the speed limit would be taken into consideration when designing the improvements.

Doug Gruber suggested that there is a need for a service road between Stone Road and Downey Road. He further suggested that a service road would help to alleviate the traffic volume on Woodland Glen and would provide improved access to the Hanlon and preserve the safety of the neighbourhood. He urged Council to support the MTO's preferred plan which includes a service road between Stone Road and Downey Road and the west side.

Steve Barnhart advised that the West Hanlon Neighbourhood Group was in support of the MTO's preferred plan. He encouraged Council to support this option.

Jim Rooney advised that he was support of improvements to the Hanlon Expressway, but could not support the plan before Council tonight. He expressed concern that the proposed improvements would increase pollution, health costs and would impact the natural environment. He suggested that the Ministry of Transportation, the Ministry of the Environment and the Ministry of Health need to co-ordinate on such issues as improvements to the Hanlon Expressway.

Paul Edwards suggested that the proposed service road be located on the east side of the Hanlon Expressway as there is more room and would have less impact to the residents and the environment. He also suggested that the Laird Road interchange could proceed with defer the service road on the east side.

Susan Watson was not present.

Valerie Burley suggested that the proposed service road contained within the improvements to the Hanlon Expressway would cause more difficult access. She expressed concern with respect to increased traffic, impact to property values and the loss of the tranquility of the neighbourhood. She suggested that the proposed service road be relocated to between the Hanlon Expressway and the YMCA/YWCA. She urged Council to say no to the proposed amendments and to consider moving the service road to the west side.

Paul Burley was present and suggested that there could be residents who would not be able to exit their driveways if the proposed service road is constructed. He requested that consideration be given to the development of another road that would have not have as great an impact. He suggested that the service road be located behind the YMCA/YWCA property.

Carl Keller was not present.

Jan Hall was present and questioned if consideration was given to increasing opportunities to move goods and people by rail when designing the Hanlon Expressway improvements.

Joan Agosta expressed concern with the Ministry of Transportation's public engagement process. She suggested that the proposed improvements would be irresponsible and upgrades need to be addressed as a whole.

8. Moved by Councillor Laidlaw  
Seconded by Councillor Beard  
THAT Procedural By-law (1996)-15200 be suspended to allow Council to continue until midnight.

Carried

9. Moved by Councillor Farrelly  
Seconded by Councillor Hofland  
THAT the Council meeting resume April 28, 2009 at 5:30 p.m.;

AND THAT the matter with respect to the expansion of the Municipal Register of Cultural Heritage Properties to include non-designated Burcher-Stokes properties, including a review process be deferred to the May 4, 2009 Council meeting.

Carried

David Sills, Co-Chair of the Guelph Chapter of Council of Canadians suggested that the Hanlon Expressway functions more as a parkway. He expressed concern with the impact to ground water, increase noise and pollution, increased traffic if the upgrades are approved. He suggested that the City should advise the Ministry that they are not interested in the proposed improvements and to come up with alternatives.

Lloyd Longfield was present on behalf of the Guelph Chamber of Commerce and advised of their support for the proposed improvements. He suggested that the Hanlon Expressway is a key part to the City's connection with other municipalities.

Norah Chaloner expressed concern with the effects the updates would have on people's health.

Judy Martin expressed concern with the proposed improvements at they are not bicycle friendly. She requested that Council not approve the proposed upgrades.

David Graham suggested that the improvements to the Hanlon Expressway is creating a by-law around the downtown. He requested that the improvements not be approved until the future has been planned for.

Gord Oliver advised that he is opposed to the proposed redevelopment plan. He advised that the proposed service road would run through his property. He suggested that Road 32 be looked at to improve.

Steve Rajkovic was not present.

Ben Bennett urged Council to say no to the Ministry of Transportation. He suggested that tax dollars should be used to fund more sustainable development. He further suggested that the City contact Liz Sandals, MPP and Dwight Duncan and ask them to downgrade the Hanlon Expressway improvements which would free up funding for other priorities. He also suggested that the City through AMO connections support a Provincial summit to

review all capital projects similar to the Hanlon Expressway upgrades.

**Councillor Burcher presented Clause 1 of the Second Consent Report of the Community Development & Environmental Services Committee.**

10. Moved by Councillor Burcher

Seconded by Councillor Salisbury

THAT the Community Design and Development Services Report 09-33, on the 'Hanlon Expressway Environmental Assessment', dated March 30, 2009, be received;

AND THAT the Council Report 09-42, on the 'Hanlon Expressway Environmental Assessment', dated April 27, 2009, be received;

AND THAT Council support the interchange upgrade of the Hanlon Expressway and Laird Road intersection identified through the Hanlon EA process, and request the Ministry of Transportation (MTO) to give priority to the design and construction of the new interchange to enable the full development of the Hanlon Creek Business Park and Southgate Industrial lands, as described in this report;

AND THAT Council support the improvements to the Hanlon Expressway intersections at Kortright Road, Stone Road and College Avenue identified through the Hanlon EA process, and request MTO to set up a Citizens Liaison Committee comprising MTO staff, City staff and area residents, during the design and construction phase of the project, to coordinate the implementation of the proposed improvements and mitigation of impacts as described in this report;

AND THAT Council direct staff to work with MTO to develop and implement an advanced tree replacement program in the study area, in consultation with area residents, following the completion and approval of the EA;

AND THAT Council request MTO to include for future reference and record the City of Guelph Report 09-42, dated April 27, 2009, and the Memo to Council dated April 27, 2009, in the final Transportation Environmental Study Report (TESR) for the Hanlon Expressway (Provincial Highway 6);

AND THAT City Staff work with the MTO on the implementation of short term improvements to traffic flow on the Hanlon Expressway;

AND THAT the Council directs the Mayor to request MTO to initiate an integrated assessment of transportation needs in the Guelph-Wellington and Kitchener-Waterloo-Cambridge areas in keeping with the Places to Grow goals and objectives, to identify regional TDM and transit needs, set targets, and promote supportive policies and infrastructure, along with ongoing provincial highway improvement initiatives;

AND THAT the Council directs the Mayor to advise the Minister of Transportation and Guelph MPP Liz Sandals of the City's support of the proposed improvements to the Hanlon Expressway, and the City's request that MTO (a) give priority to completing the interchange at Laird Road to support the development of the Hanlon employment lands; (b) set up a Citizens Liaison Committee comprising MTO staff, City staff and area residents to coordinate the implementation of the proposed improvements and mitigation of impacts including an advanced tree replacement program in the residential areas of Kortright Road, Stone Road and College Avenue; and (c) initiate an integrated assessment of transportation needs in the Guelph-Wellington and Kitchener-Waterloo-Cambridge areas in keeping with the Places to Grow goals and objectives, to identify regional TDM and transit needs, set targets, and promote supportive policies and infrastructure, along with ongoing provincial highway improvement initiatives.

11. Moved in Amendment by Councillor Kovach

Seconded by Councillor Wettstein

THAT the following be added to the end of 5<sup>th</sup> paragraph "including further investigation with respect to the placement of the service road.

VOTING IN FAVOUR: Councillors Beard, Billings, Farrelly, Hofland, Kovach, Piper, Salisbury, Wettstein and Mayor Farbridge (9)

VOTING AGAINST: Councillors Bell, Burcher, Findlay and Laidlaw (4)

Carried

12. Moved by Councillor Kovach

Seconded by Councillor Laidlaw

THAT Procedural By-law (1996)-15200 be suspended to allow Council to continue until 1:00 a.m.

Carried

13. Moved in Amendment by Councillor Salisbury  
Seconded by Councillor Hofland  
THAT the Mayor request the Ministry of Transportation to include a north/south pedestrian/cycling linkage along the entire length of the Hanlon improvements along Wellington Street and Clair Road.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

It was requested that the clauses be voted on separately.

14. Moved by Councillor Burcher  
Seconded by Councillor Salisbury  
THAT the Community Design and Development Services Report 09-33, on the 'Hanlon Expressway Environmental Assessment', dated March 30, 2009, be received;

Mr. J. Riddell  
Ms. T. Sinclair  
Ms. L. Sandals  
Mayor Farbridge

AND THAT the Council Report 09-42, on the 'Hanlon Expressway Environmental Assessment', dated April 27, 2009, be received;

AND THAT Council support the interchange upgrade of the Hanlon Expressway and Laird Road intersection identified through the Hanlon EA process, and request the Ministry of Transportation (MTO) to give priority to the design and construction of the new interchange to enable the full development of the Hanlon Creek Business Park and Southgate Industrial lands, as described in this report.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: Councillor Laidlaw (1)

Carried

15. Moved by Councillor Burcher  
Seconded by Councillor Salisbury  
THAT Council support the improvements to the Hanlon Expressway intersections at Kortright Road identified through the Hanlon EA process.

Mr. J. Riddell  
Ms. T. Sinclair  
Ms. L. Sandals

VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Farrelly, Hofland, Kovach, Salisbury, Wettstein and Mayor Farbridge (9)

VOTING AGAINST: Councillors Billings, Findlay, Laidlaw and Piper (4)

Carried

16. Moved by Councillor Burcher  
Seconded by Councillor Salisbury  
Mr. J. Riddell  
Ms. T. Sinclair  
Ms. L. Sandals  
THAT Council support the improvements to the Hanlon Expressway intersection at Stone Road identified through the Hanlon EA process;

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Hofland, Kovach, Salisbury, Wettstein and Mayor Farbridge (10)

VOTING AGAINST: Councillors Findlay, Laidlaw and Piper (3)

Carried

17. Moved by Councillor Burcher  
Seconded by Councillor Salisbury  
Mr. J. Riddell  
Ms. T. Sinclair  
Ms. L. Sandals  
THAT Council supports the improvements to the Hanlon Expressway intersection at College Avenue identified through the Hanlon EA process.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: Councillors Findlay, Laidlaw, Piper and Salisbury (4)

Carried

18. Moved by Councillor Burcher  
Seconded by Councillor Salisbury  
Mr. J. Riddell  
Ms. T. Sinclair  
Ms. L. Sandals  
THAT the City of Guelph request MTO to set up a Citizens Liaison Committee comprising MTO staff, City staff and area residents, during the design and construction phase of the project, to coordinate the implementation of the proposed improvements and mitigation of impacts as described in this report including further investigation with respect to the placement of the service road.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: Councillor Laidlaw (1)

Carried



Mr. J. Riddell  
Ms. T. Sinclair  
Ms. L. Sandals  
Mayor Farbridge

19. Moved by Councillor Burcher  
Seconded by Councillor Salisbury  
THAT Council direct staff to work with MTO to develop and implement an advanced tree replacement program in the study area, in consultation with area residents, following the completion and approval of the EA;

AND THAT Council request MTO to include for future reference and record the City of Guelph Report 09-42, dated April 27, 2009, and the Memo to Council dated April 27, 2009, in the final Transportation Environmental Study Report (TESR) for the Hanlon Expressway (Provincial Highway 6);

AND THAT City Staff work with the MTO on the implementation of short term improvements to traffic flow on the Hanlon Expressway;

AND THAT the Mayor request the MTO to include a north/south pedestrian/cycling linkage along the entire length of the Hanlon improvements along Wellington Street and Clair Road;

AND THAT the Council directs the Mayor to request MTO to initiate an integrated assessment of transportation needs in the Guelph-Wellington and Kitchener-Waterloo-Cambridge areas in keeping with the Places to Grow goals and objectives, to identify regional TDM and transit needs, set targets, and promote supportive policies and infrastructure, along with ongoing provincial highway improvement initiatives;

AND THAT the Council directs the Mayor to advise the Minister of Transportation and Guelph MPP Liz Sandals of the City's support of the proposed improvements to the Hanlon Expressway, and the City's request that MTO (a) give priority to completing the interchange at Laird Road to support the development of the Hanlon employment lands; (b) set up a Citizens Liaison Committee comprising MTO staff, City staff and area residents to coordinate the implementation of the proposed improvements and mitigation of impacts including an advanced tree replacement program in the residential areas of Kortright Road, Stone Road and College Avenue; and (c) initiate an integrated assessment of transportation needs in the Guelph-Wellington and Kitchener-Waterloo-Cambridge areas in keeping with the Places to Grow goals and objectives, to identify regional TDM and transit needs, set targets, and promote supportive policies and infrastructure, along with ongoing provincial highway improvement initiatives.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: Councillor Laidlaw (1)

Carried

**Infrastructure Stimulus Funding – Building Canada Fund**

Ms. M. Neubauer

20. Moved by Councillor Beard

Seconded by Councilor Hofland

THAT Council approve submission of the following incremental projects for funding under the Infrastructure Stimulus Fund (Total \$135.5 million)

1. Organics Waste Processing Facility - \$26.5 million
2. Guelph Transit Terminal, Bridge Rehabilitation and Related Road works - \$16.4 million
3. Eastview Community Park and Pollinator Initiative - \$7 million
4. Civic Square Skating Rink/Water feature - \$2 million
5. Municipal Facility Rehabilitation, Energy Conservation Upgrades and Accessibility Improvements - \$10.3 million
6. Major and Minor Road Reconstruction - \$17.1 million
7. Norfolk: Norwich to Quebec Road Reconstruction - \$5.4 million
8. Sidewalk Rehabilitation - \$3 million
9. Parks Rehabilitation - \$3.8 million
10. Road Reconstruction Projects - \$24.9 million
11. Road Pavement Deficit - \$5 million
12. City Bridge and Structure Upgrades - \$2.1 million
13. New Sidewalk and Bicycle Lane Construction - \$2.5 million
14. Intersection Improvements - \$6.2 million
15. Storm Water Infrastructure - \$2.3 million
16. Railway Crossings - \$1 million

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

21. Moved by Councillor Burcher  
Seconded by Councillor Hofland  
THAT this Council meeting recess until April 28, 2009 at  
5:30 p.m.

Carried

The meeting recessed at 12:45 o'clock a.m., Tuesday April  
28, 2009.

.....  
Mayor

.....  
Clerk

Council Chambers  
April 28, 2009

**Council reconvened in formal session at 5:30 p.m.**

Present: Mayor Farbridge, Councillors Beard, Bell,  
Billings, Burcher, Farrelly, Findlay, Hofland,  
Kovach, Laidlaw, Piper, Salisbury and  
Wettstein

Staff Present: Mr. H. Loewig, Chief Administrative  
Officer; Dr. J. Laird, Director of Environmental Services;  
Mr. D. McCaughan, Director of Operations; Ms. M.

Neubauer, Director of Finance; Ms. A. Pappert, Director  
of Community Services; Ms. L.E. Payne, Director of  
Corporate Services/City Solicitor; Mr. J. Riddell, Director  
of Community Design and Development Services; Mrs.  
L.A. Giles, Director of Information Services/City Clerk;  
and Ms. J. Sweeney, Council Committee Co-ordinator

The Mayor advised that this is a continuation of the April  
27, 2009 Council Meeting.

**2009 Tax Supported Operating Budget Adjustments**

The Director of Finance highlighted impacts affecting the  
2009 Operating Budget. She advised that the educate  
rate set by the Province has decreased by 4.76%. She  
also advised that the City's assessment growth has

exceeded expectations. She provided information relating to the proposed multi-residential tax policy. She further advised that the effect of the 2009 Operating Budget on the average residential taxpayer is 3.4% over 2008.

**Councillor Beard presented Clause 4 of the Finance, Administration & Corporate Services Committee Second Consent Report.**

It was requested that the clauses be voted on separately.

Ms. M. Neubauer

1. Moved by Councillor Beard  
Seconded by Councillor Wettstein  
THAT the following tax policy be incorporated into the tax rate and ratio bylaws and submitted to Council on April 28, 2009:

- Tax Ratios: Reduce the multi-residential tax ratio from 2.74 to 2.5965, with all other class ratios and vacancy discounts remaining the same as in 2008;

VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (8)

VOTING AGAINST: Councillors Billings, Farrelly, Kovach, Salisbury and Wettstein (5)

Carried

Ms. M. Neubauer

2. Moved by Councillor Beard  
Seconded by Councillor Wettstein  
THAT the following tax policy be incorporated into the tax rate and ratio bylaws and submitted to Council on April 28, 2009:

- That the new capping option permitted for 2009, which removes capping protection from properties that have reached CVA tax, be adopted;

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

Ms. M. Neubauer

3. Moved by Councillor Beard  
Seconded by Councillor Wettstein  
THAT the following tax policy be incorporated into the tax rate and ratio bylaws and submitted to Council on April 28, 2009:

- That all other tax policies, including optional property classes, graduated tax rates, capping

parameters, and relief to charities, low income and disabled persons (as detailed in Schedule 1 to Report FIN-09-19) remain the same as 2008.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

**2009 Tax Supported Operating Budget Adjustments (Consent Report A-3)**

Ms. M. Neubauer

- 4. Moved by Councillor Beard  
Seconded by Councillor Wettstein

THAT the proposed adjustments outlined in Report FIN-09-03 of the Finance Department dated April 27, 2009, resulting in a net levy of \$153,789,470 (3.74%) and attached as Schedule 4 for the purposes of setting the 2009 tax rates be approved.

VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (11)

VOTING AGAINST: Councillors Billings and Kovach (2)

Carried

- 5. Moved by Councillor Bell  
Seconded by Councillor Findlay

THAT Council now go into the Committee of the Whole to consider reports and correspondence.

Carried

**Councillor Burcher presented Clause 6 that was extracted from the Community Development & Environmental Services Committee Second Consent Report.**

**2009 Healthy Landscapes Program**

It was requested that the clauses be voted on separately.

Dr. J. Laird

- 6. Moved by Councillor Burcher  
Seconded by Councillor Bell

THAT the update report of the Director of Environmental Services dated April 20, 2009 entitled "2009 Healthy Landscapes Program" be received.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

Dr. J. Laird  
Mr. M. Amorosi

7. Moved by Councillor Burcher  
Seconded by Councillor Bell  
THAT the conversion of the Healthy Landscapes Technician position from a full-time contracted position to a full-time staff position be approved.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: Councillor Kovach (1)

Carried

**The Mayor asked Councillor Burcher to present the Governance Committee Second Consent Report.**

**Strategic Planning Guidelines**

Ms. B. Boisvert  
Mrs. L.A. Giles

8. Moved by Councillor Burcher  
Seconded by Councillor Hofland  
THAT Council approve inclusion of the attached guidelines, Schedule 5, for Strategic Planning in the Council Governance Manual designed to ensure ongoing accountable and strategic management of the operations of the City of Guelph.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

**Consent Agenda – Items extracted**

**Elizabeth Street Reconstruction – Contract No. 2-0905**

Mr. J. Riddell  
Ms. M. Neubauer

9. Moved by Councillor Laidlaw  
Seconded by Councillor Beard

THAT the tender of J.G. Goetz Construction Ltd., be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract 2-0905 for the Elizabeth Street Reconstruction Contract for a total tendered price of \$2,708,194.97 with actual payment to be made in accordance with the terms of the contract;

AND THAT Elizabeth Street be closed to through traffic during reconstruction.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

Councillor Beard thanked staff for their work on the 2009 Operating Budget.

10. Moved by Councillor Billings  
Seconded by Councillor Burcher

THAT the Committee rise with leave to sit again.

Carried

11. Moved by Councillor Burcher  
Seconded by Councillor Billings

THAT the action taken in Committee of the Whole in considering reports and correspondence, be confirmed by this Council.

Carried

**BY-LAWS**

12. Moved by Councillor Farrelly  
Seconded by Councillor Hofland

THAT By-laws Numbered (2009)-18761 to (2009)-18787, inclusive, are hereby passed.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

**ADJOURNMENT**

The meeting adjourned at 7:00 o'clock p.m.

Minutes read and confirmed May 25, 2009.

.....  
Mayor

.....  
Clerk



# CORPORATE POLICY AND PROCEDURE

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<b>POLICY</b>	<b>Building Stabilization Reserve Fund #188</b>
<b>CATEGORY</b>	Finance
<b>AUTHORITY</b>	Council/Community Design & Development Services
<b>RELATED POLICES</b>	Reserve and Reserve Fund Policy
<b>APPROVED BY</b>	Council
<b>EFFECTIVE DATE</b>	May 1, 2009

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## **POLICY STATEMENT**

To establish a Building Stabilization Reserve Fund Policy. The Building Reserve Fund was approved by Council in June 2005 but at that time it was not the practice to have a Reserve Fund Policy simultaneously approved.

## **PURPOSE**

Provincial Bill 124 allows permit fees to be set to cover the costs of the administration and enforcement of the Building Code Act, as well as, reasonable contributions to a reserve fund. The reserve fund can be used to offset lean years, implement service enhancements and to cover unexpected expenses.

## **BACKGROUND**

Building Code regulatory changes introduced under Bill 124, effective July 1, 2005, directs municipalities to set building permit fees to recover only the costs associated with the administration and enforcement of the Building Code Act. These include direct, indirect and overhead costs.

**Direct Costs:** include (but not limited to) employee compensation costs, training expenses, office expenses, membership fees, vehicle expenses, advertising and communication tools.

**Indirect Costs:** include (but not limited to) a portion of costs of other departments that support Building Services in the administration and enforcement of the Building Code Act.

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Overhead Costs: include (but not limited to) Corporate staff development, postage, telephone, communications, advertising, accommodations, utilities, building maintenance, cleaning and insurance.

## **SOURCE OF FUNDS**

This Reserve Fund is funded from Building Permit fees. Permit fees collected must not exceed the anticipated reasonable costs to administer and enforce the activities under the Building Code Act. The legislation also permits a contribution to a Reserve Fund.

## **USE OF FUNDS**

The Reserve Fund will be used to stabilize revenues in lean years, implement service enhancements and to cover unexpected expenses such as training, legal fees, staffing needs and associated support costs.

## **RESERVE FUND BALANCE**

Staff will monitor and maintain the Reserve Fund with a balance that would provide funding for approximately half a year of operation of Building Services. This balance would provide staff with an upper limit to freeze automatic increases and the ability to maintain a healthy Reserve Fund.

## **AUTHORITY TO RELEASE FUNDS**

Consistent with the current Purchasing By-law #2005-17679, the Director of Community Design and Development Services has the authority to approve transfers from the Building Stabilization Reserve Fund to an annual total maximum of \$100,000.

Transfers from the Building Stabilization Reserve Fund (individual transfers or annual total) greater than \$100,000 must be approved by Council either via the budget process or through Council resolution.

**SCHEDULE "A"**  
of By-law Number (2005) - 17771

Fees for a required Permit are set out in this Schedule and are due and payable upon submission of an application for a Permit.

Classes of Permits		Permit Fee (\$ per sq. foot)	Flat Fee (\$)
<b>CONSTRUCTION - NEW BUILDINGS, ADDITIONS, MEZZANINES</b>			
Group A:	Assembly Buildings (Shell)	1.64	
	(Finished)	1.87	
	Outdoor Patio		150.00
	Outdoor Public Pool		700.00
Group B:	Institutional (Shell)	1.76	
	(Finished)	2.02	
Group C:	Residential SDD, Semi Detached, Row, Townhouse, Duplex	1.00	75.00
	Garage/Carport (per bay), Shed, Deck, Porch, Exterior Stairs, Exterior Ramps, Hot Hubs		
	Swimming Pools		150.00
	Apartment Building	0.95	
	Hotels/Motels	1.58	
	Residential Care Facility	1.29	
Group D:	Business and Personal Services		
	Office Buildings (shell)	1.34	
	Office Buildings (finished)	1.58	
Group E:	Mercantile		
	Retail Stores (shell)	0.88	
	Retail Stores (finished)	1.11	
Group F:	Industrial Warehouse, Factories (shell)	0.56	
	Warehouse, Factories (finished)	0.69	
	Parking Garage	0.59	
	Farm Building	0.34	
Foundation	0.10		
Conditional Permit	0.10		
<b>INTERIOR FINISHES: All Classifications</b>			
Interior finishes to previously unfinished areas (including finishing of residential basements and major renovations).		0.32	
<b>ALTERATIONS/RENOVATIONS: All Classifications</b>			
Alterations and renovations to existing finished areas, new roof structures.		0.29	
<b>MINOR ALTERATIONS:</b>			
Partitions, washrooms, new entry, minor demolitions (500 sq. ft. or less).			75.00
<b>SPECIAL CATEGORIES:</b>			
Air Supported Structures		0.35	
Temporary Tents/per application, Temporary Buildings			150.00
Portables-each (excludes port-a-pak)			75.00
Major Demolitions (more than 500 sq. ft.)		0.002/150.00 min.	
Change of Use Permit			150.00
<b>MISCELLANEOUS:</b>			
Fireplace/Woodstove (each)			75.00
Exterior Ramps (excluding SDD Ramps)			150.00
Retaining Wall (per linear foot)		2.87	
Balcony Guard (replace per linear foot)		0.57	
Ceiling (new or replace per square foot)		0.05	
Reclad Exterior Wall (per square foot)		0.05	
All Designated Structures (except retaining walls, public pools & signs)			300.00
Storefront (replace)			150.00
Elevator, Escalator, Lift			300.00
Demising Wall/Firewall			75.00
<b>MECHANICAL WORK: (Work independent of building permit)</b>			
HVAC Permit (residential per suite)		0.10	75.00
HVAC Permit (non-residential)			
Sprinkler System (N.F.P.A. 13) or Standpipe System (N.F.P.A. 14)		0.04/150.00 min.	
Commercial Kitchen Exhaust Systems, Spray Booths, Dust Collectors			150.00
<b>ELECTRICAL WORK: (Work independent of building permit)</b>			
Fire Alarm System and Electrical Work		0.04/150.00 min.	
Electromagnetic Locks (each) and Hold Open Devices (each)			35.00
<b>PLUMBING WORK: (Work independent of building permit)</b>			
Plumbing Permit (per fixture)			12.00
Hot Water Heaters (each)			35.00
Testable Backflow Prevention Devices (each)			75.00
Catchbasins/Manholes/Roofdrains (each)			12.00
Building Services (per group) -SDD, Semi-Detached, Duplex			75.00
Building/Site Services (per linear foot), excluding SDD, Semi-Detached, Duplex		0.60	
<b>SEWAGE SYSTEMS:</b>			
New Installations			450.00
Replacement or Alteration			225.00

(continued)

(Schedule “A” – continued)

- A minimum Permit fee of \$75.00 shall be charged for all work where the calculated Permit fee is less than \$75.00.
- A fee of \$0.02 per square foot of floor area shall be charged for the examination of revised plans.
- For classes of Permits not described in this Schedule, a reasonable Permit fee shall be determined by the Chief Building Official.
- Floor area of the proposed work is to be measured to the outer face of exterior walls (excluding residential attached garages) and to the centre line of party walls, firewalls or demising walls.
- In the case of interior alterations or renovations, area of proposed work is the actual space receiving the work, e.g. tenant suite.
- Mechanical penthouses and floors, mezzanines, lofts, habitable attics and interior balconies are to be included in all floor area calculations.
- Except for interconnected floor spaces, no deductions are made for openings within the floor area (e.g. stairs, elevators, escalators, shafts, ducts, etc.).
- Unfinished basements for single detached dwellings (including semi, row, townhouse and duplex) are not included in the floor area.
- Attached garages and fireplaces are included in the Permit fee for single detached dwellings (including semi, row, townhouse and duplex).
- Where interior alterations and renovations require relocation of sprinkler heads, standpipe components or fire alarm components, no additional charge is applicable.
- Ceilings are included in both new shell and finished (partitioned) Buildings. The Permit fees for ceilings only apply when alterations occur in existing Buildings. Minor alterations to existing ceilings to accommodate lighting or HVAC improvements are not chargeable.
- Where Demolition of partitions or alterations to existing ceilings are part of an alteration or renovation Permit, no additional charge is applicable.
- Corridors, lobbies, washrooms, lounges, etc. are to be included and classified according to the major occupancy for the floor area on which they are located.
- The occupancy categories in this Schedule correspond with the major occupancy classifications in the Ontario Building Code. For multiple occupancy floor areas, the Permit fees for each of the applicable occupancy categories may be used, except where an occupancy category is less than 10% of the floor area.
- For rack storage use, apply the square footage charge that was used for the Building.
- A temporary Building is considered to be a Building that will be erected for not more than one year.
- Additional Permit fees are not required when the Sewage System is included with the original Building Permit.

**Refund of Permit Fees**

In the case of withdrawal or abandonment of an application or abandonment of all or a portion of the work or the non-commencement of any project, the Chief Building Official shall, upon written request of the Owner or Applicant, determine the amount of paid Permit fees that may be refunded to the Owner or Applicant, if any, as follows:

- a) 80 percent (80%) if administrative functions only have been performed;
- b) 70 percent (70%) if administrative and zoning functions only have been performed;
- c) 50 percent (50%) if administrative, zoning and plans examination functions have been performed;
- d) 35 percent (35%) if the Permit has been issued and no field inspections have been performed subsequent to Permit issuance;
- e) 5 percent (5%) shall additionally be deducted for each field inspection that has been performed after the Permit has been issued;
- f) No refund shall be made of an amount that is less than the minimum Permit fee applicable to the work;
- g) No refund shall be made after two years following the date of Permit Application where the Permit has not been issued or one year following the date of Permit issuance.

# CORPORATE POLICY AND PROCEDURE



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<b>POLICY</b>	<b>INVESTMENT POLICY</b>
<b>CATEGORY</b>	<b>CORPORATE</b>
<b>AUTHORITY</b>	<b>FINANCE</b>
<b>RELATED POLICES</b>	
<b>APPROVED BY</b>	<b>COUNCIL</b>
<b>EFFECTIVE DATE</b>	<b>May 1, 2009</b>
<b>REVISION DATE</b>	<b>ANNUALLY</b>

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## POLICY STATEMENT

The City of Guelph strives for the optimum utilization of its cash resources within statutory limitations and the basic need to protect and preserve capital, while maintaining solvency and liquidity to meet on-going financial requirements.

## SCOPE

The investment policy applies to all financial assets of the City of Guelph held within the following:

- General Funds;
- Reserve Funds and
- Funds held in Trust with the City of Guelph.

## DEFINITIONS

**Asset Backed Securities:** fixed income securities (other than a government security) issued by a Special Purpose Entity, substantially all of the assets of which consist of Qualifying Assets.

**Credit Risk:** the risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

**Diversification:** a process of investing assets among a range of security types by sector, maturity, and quality rating.

**Duration:** a measure of the timing of the cash flows, such as the interest payments and the

principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

**Interest Rate Risk:** the risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

**Liquidity:** a measure of an asset's convertibility to cash.

**Market Risk:** the risk that the value of a security will rise or decline as a result of changes in market conditions.

**Market Value:** current market price of a security.

**Master Repurchase Agreement:** an agreement between a dealer and a client which substantiates that the securities the client receives under a repurchase agreement are the property of the client in the event of a dealer failure.

**Maturity:** the date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity".

**ONE – The Public Sector Group of Funds ("ONE Fund"):** A local government investment pool in which Ontario municipalities may invest. ONE is operated by Local Authorities Service Limited (a wholly owned subsidiary of the Association of Municipalities of Ontario), together with CHUMS Financing Corporation (a wholly owned subsidiary of the Municipal Finance Officers' Association of Ontario).

**Portfolio:** collection of securities held by an investor.

**Prudent Person Rule:** an investment standard outlining the fiduciary responsibilities relating to the investment practices of public fund investors.

- a) The standard of prudence to be used by investment managers shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio.
- b) The "prudent person" must act in all matters regarding investments with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.
- c) The "prudent person" must diversify the investments of the Funds so as to minimize the risk of large losses, unless under the circumstances it is clearly not

prudent to do so.

**Qualifying Assets:** financial assets, either fixed or revolving, that by their terms convert into cash within a finite time period, plus any rights or other assets designed to assure the servicing or timely distribution of proceeds to security holders.

**Rate of Return:** the yield obtainable on a security based on its purchase price or its current market price. Yield reflects coupon, term, liquidity and credit quality.

**Repurchase Agreement:** an agreement between a dealer and client to sell a security and to repurchase that security, with interest, at a later date.

**Safekeeping:** holding of assets (e.g., securities) by a financial institution.

**Securities:** include bonds debentures, treasury bills, commercial paper, repurchase agreements, promissory notes and asset-backed securities.

**Sinking Fund:** money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities or preferred stock issues.

**Special Purpose Entity:** a trust, corporation, partnership or other entity organized for the sole purpose of issuing securities that entitle the holders to receive payments that depend primarily on the cash flow from Qualifying Assets, but does not include a registered investment company.

**Weighted Average Maturity (WAM):** the average maturity of all the securities that comprise a portfolio.

## **OBJECTIVES**

The primary objectives of the Investment Program, in priority order, shall be:

- Preservation of capital;
- Adherence to statutory requirements;
- Maintaining liquidity and
- Earning a competitive rate of return.

### **A) Preservation of Capital:**

Safety of principal is an important objective of the investment program. Investments of the City shall be undertaken in a manner that protects and preserves the capital of the portfolio. In determining the composition of the portfolio, it will be recognised that the combination of several different investments ("diversification") is likely to provide a more acceptable level of risk exposure than having a single investment. As a result, some reasonable diversification of the

portfolio will be undertaken. To attain this goal, the City will undertake to establish limitations with respect to credit and investment size.

#### **B) Adherence to Statutory Requirements:**

All investment activities shall be governed by the *Municipal Act* as amended. Investments, unless limited further by Council, will be those deemed eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations.

##### Investment Quality

- 1) The City shall not invest in a security offered by any Borrower (except City/Municipal Notes) with a bond rating lower than 'A' as established by Dominion Bond Rating Services (DBRS) or their equivalent ratings provided by Moody's Investor Services (Moody's), Fitch Ratings (Fitch), or Standard & Poors (S&P).
- 2) The City shall not invest in securities with a Commercial Paper/ST debt rating lower than 'R-1' Mid (except Financial Institutions in Tier I with ratings no lower than R1 Low) as established by Dominion Bond Rating Services (DBRS) or their equivalent ratings provided by Moody's Investor Services (Moody's), or Standard & Poors (S&P)

Publications of the relevant credit rating agencies shall be monitored on an ongoing basis. Should a rating change result in increased risk with respect to established limitations, an exception report must be prepared and reviewed by the Director of Finance with the appropriate action taken to ensure the City's portfolio remains within the limitations and terms outlined in this policy. Not more than 50% of the Long Term Portfolio will be held in investments with less than AAA rating.

##### Investment Diversification

Institutional exposure limitations have been established to reflect the relative safety of various issuers and the maximum desired exposure to various levels of government and financial institutions. All eligible investments (excluding cash held in the bank accounts of the City of Guelph) must adhere to the institutional sector limits as established under Appendix 1, and are summarized below:

##### Portfolio Composition Limits

- 1) *Government of Canada and the City of Guelph:* There shall be no restrictions on the purchase of securities offered by or unconditionally guaranteed by the Government of Canada or the City of Guelph, within their respective established limits as outlined in Appendix 1.



2) *Provinces*: Within the established limits for Provincial as outlined in Appendix 1, the aggregate of securities offered by or unconditionally guaranteed by an individual province shall not exceed 25 % of the total investment portfolio.

3) *Financial Institutions*: Within the established limits for Financial Institutions as outlined in Appendix 1, the aggregate of securities offered by or unconditionally guaranteed by any one of the Financial Institutions shall not exceed 35% of the total investment portfolio.

4) *Municipalities*:

i) Within the established limits for Municipal securities as outlined in Appendix 1, the aggregate of securities offered by or unconditionally guaranteed by an individual municipality with a minimum rating of 'A' shall not exceed 10% of the total investment portfolio. The aggregate of securities offered or unconditionally guaranteed by a municipality rated below 'A' shall not exceed 5% of the total portfolio.

ii) Within the established limits for Municipal securities as outlined in Appendix 1, the aggregate of promissory notes offered by or guaranteed by other municipalities shall not exceed 50% of the total investment portfolio.

### **C) Maintaining Liquidity:**

The investment portfolio shall remain sufficiently liquid to meet all operating or cash flow requirements and limit temporary borrowing requirements. This shall be done where possible by structuring the portfolio such that securities mature concurrent with anticipated cash demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist largely of securities with active secondary or resale markets. A portion of the portfolio may be placed in eligible investment pools which offer liquidity for short-term funds.

#### Term

Term limits have been established with respect to individual sectors based upon credit quality, and to minimise the interest rate exposure.

*i) Short Term portfolio (any investment maturing within 365 days)*: Subject to the individual limitations imposed in Appendix 1, the weighted average maturity of the Short Term Portfolio shall not exceed 120 days.

*ii) Long Term Portfolio (any investment maturing in greater than 365 days)*: Subject to the individual limitations imposed in Appendix 1, the weighted average maturity of the Long Term Portfolio shall not exceed 7 years.

#### Asset Weighted

The following limits have been established to ensure the cash requirement can be accommodated as well as providing the flexibility to take advantage of a changing interest rate environment

The short-term portfolio shall at no time represent less than 50% of the total combined investment portfolios (based upon amortised cost) and at no time exceed more than 90 % of the total combined investment portfolios.

**D) Earning a Competitive Rate of Return:**

The Rate of Return on the investment portfolio will be optimized to the extent possible given the investment objectives of legality, safety of principal and the need to maintain adequate liquidity. Normally longer term investments offer higher yields than shorter term investments. Investments will be made to obtain the most advantageous yields while at the same time ensuring that funds can be made available to meet expected cash requirements. The composition of each portfolio, including its term and class of investments will be adjusted within the guidelines of this policy to take advantage of market opportunities which arise to enhance the rate of return on the portfolio.

Performance Standards/Benchmarking

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return throughout the budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs of the City. The market yields should be higher than the rate given by the City's general bank account. The City's investment returns will be benchmarked against those earned by comparable funds within the ONE Fund pool.

**ELIGIBLE INVESTMENTS**

The following are authorized investments:

- Bonds, debentures, or other evidences of indebtedness of or guaranteed by the Government of Canada, the Province of Ontario, or another province of Canada;
- Bonds, debentures, deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments issued, guaranteed or endorsed by any bank in Tier I, or II or III to the *Bank Act* (Canada);
- Bonds, debentures, deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments issued, guaranteed or endorsed by a loan corporation or trust corporation registered under the *Loan and Trust Corporation Act* or a credit union as defined in the *Credit Unions and Caisses Populaires Act* or the Province of Ontario Savings Office and rated by an external rating agency as R1 High;

- Bonds, debentures or promissory notes issued or guaranteed by a metropolitan, regional or district municipality, a school board, or a local board as defined in the *Municipal Affairs Act* or a conservation authority established under the *Conservation Authorities Act* or the Municipal Finance Authority of British Columbia;
- Bonds, debentures or other securities issued or guaranteed by the International Bank for Reconstruction and Development;
- Asset-backed securities as defined in the Regulations made under the *Loan and Trust Corporations Act* with a minimum of 2 external agency ratings and no lower than R 1 High in rating;
- Negotiable promissory notes or commercial paper maturing not more than five years from date of issue and issued by a Canadian corporation;
- Eligible Investment Pools permitted under the *Municipal Act*, such as the ONE Fund and
- Repurchase agreements structured with securities eligible for purchase, provided that a master repurchase agreement has been executed with the contra party.

The City is not permitted to invest in any security that is expressed or payable in any currency other than Canadian dollars.

Investments made by the City are further restricted by the limitations and terms outlined in this policy.

### **INVESTMENT POOLS**

The City may invest in eligible investment pools, such as the ONE Fund. A thorough investigation of the investment pool is required prior investing and on a continuing basis to ensure the objectives and specific investments included in the pooled funds are consistent with the City's investment policy. Investigation should include the following:

- A written statement of investment policies and objectives;
- A description of eligible investments within the pool;
- A description of how earnings are allocated and distributed;
- A description of how investments are safeguarded and how often the fund is audited;
- A schedule for receiving statements and portfolio listings and

- A fee schedule and an indication of when and how the fee is assessed.

### **AUTHORIZED INVESTMENT DEALERS**

The City may invest funds through the investment arm of various Tier I banks. The following Tier I banks are authorized to be the City's primary investment dealers:

1. RBC Royal Bank
2. BMO Bank of Montreal
3. CIBC
4. TD Bank Financial Group
5. Scotiabank (The Bank of Nova Scotia)
6. National Bank of Canada

### **STANDARD OF CARE**

#### **A) Prudence**

Investments shall be made with judgment and care, under circumstances then prevailing, following the prudent person principle of investment management and considering the probable safety of their capital as well as the probable income to be derived. Consideration will be given to obtaining independent legal and/or financial advice in circumstances in which the municipality believes additional expertise is warranted.

Investment officers acting in accordance with written procedure and this investment policy and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risks or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidation or the sale of securities are carried out in accordance with the terms of this policy.

#### **B) Ethics and Conflicts of Interest**

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they

conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the City.

### **C) Delegation of Authority**

The investment policy and any amendments thereto must be adopted by City Council. This policy will delegate to the City Treasurer, Director of Finance the authority to make investments which comply with this policy, pursuant to section 418(5) of the Act. The Director of Finance has overall responsibility for the prudent investment of the City's portfolio.

#### Investment Procedures and Internal Control

The Director of Finance will be responsible for the development and maintenance of suitable procedures to provide for the effective control and management of investments. The procedures include the following requirements:

- The Director of Finance designates the Supervisor of Cash Management to negotiate investments and with approval from both Director of Finance and Deputy Treasurer as being authorized to enter into investment transactions on behalf of the City of Guelph;
- All investments are confirmed by signature of the individual making the investment and ratified by signatures of both the Director of Finance and the Deputy Treasurer. The Deputy Treasurer may be designated to ratify investments in the Director's absence;
- All cash management transactions are recorded and interest earnings distributed to the various funds, as the case may be, in accordance with City policies and generally accepted accounting principles for Ontario municipalities;
- Periodic audits are carried out to determine whether or not the investment guidelines provided by this policy are being followed. An annual external audit is carried out to evaluate the adequacy of internal controls and
- Provision is made to obtain insurance coverage at all times to guard against any losses that may occur due to misappropriation, theft or other acts of fraud by employees.

#### Reporting to Council

In accordance with legislation, submit to Council at least once per year, a report on the financial position, investment performance, market value and compliance status of the portfolio. The investment report should include:

- A statement by the Treasurer whether all investments were made in accordance with the policies and goals adopted by the City;
- A summary, by amount and percentage, of the composition of the investment portfolio;
- Monthly short-term investment balances;
- Yearend short-term and long-term balances;
- A comparison of actual returns earned by the City's portfolio against established benchmarks;
- The proportion of total investments invested in the City's own long and short-term securities and
- Such other information that City Council may require or that, in the opinion of the Treasurer, should be included.

#### **D) Safekeeping and Custody**

All securities shall be held for safekeeping by a financial institution approved by the City. Individual accounts shall be maintained for each portfolio. All securities shall be held in the name of the City.

The depository shall issue a safekeeping receipt to the City listing the specific instrument, rate, maturity and other pertinent information. On a monthly basis, the depository will also provide reports which list all securities held for the City, the book value of holdings and the market value as of month-end.

All security transactions are conducted in a manner that achieves delivery versus payment.

#### **COLLATERALIZATION**

In order to mitigate the City's exposure to credit risk, the City will only invest in asset backed securities and repurchase agreements having satisfactory collateralization in place. The level of collateralization for these investments must be at least 100% of their market value.

## AUTHORIZED INVESTMENTS AND SECTOR LIMITATIONS

<b>SHORT-TERM PORTFOLIO</b>	Percentage of Short-term Portfolio Maximum	Maximum Term (Days)
<b>Federal</b>	<b>100 %</b>	<b>365</b>
Government of Canada	100%	365
Federal Guarantees	100%	365
<b>Provincial and Provincial Guarantees</b>	<b>90 %</b>	<b>365</b>
R1 High	90%	365
R1 Mid	35%	365
R1 Low	25%	270
<b>Municipalities</b>	<b>90 %</b>	<b>91</b>
<b>Financial Institutions</b>	<b>90 %</b>	<b>365</b>
Tier I Banks	90%	365
Tier II and III Banks (R1 Mid only)	90%	183
Trust & Loan Corporations (R1 High only)	90%	183
ABCP (Min. 2 ratings)		183
<b>Eligible Investment Pools</b>	<b>90 %</b>	<b>n/a</b>
<b>Weighted Average Term - Short-term Portfolio</b>		<b>120</b>

<b>LONG-TERM PORTFOLIO</b>	Percentage of Long-term Portfolio Maximum	Maximum Term (Years)
<b>Federal</b>	<b>100 %</b>	<b>20</b>
Government of Canada	100%	20
Federal Guarantees	50%	20
<b>Provincial and Provincial Guarantees</b>	<b>50 %</b>	<b>20</b>
AAA Rating	50%	20
AA Rating	35%	15
A Rating	25%	7
<b>Municipal Guarantees (excl. City of Guelph)</b>	<b>25 %</b>	<b>5</b>
<b>City of Guelph</b>	<b>50 %</b>	<b>n/a</b>
<b>Financial Institutions</b>	<b>50 %</b>	<b>5</b>
Tier I Banks	50%	5
Tier II and III Banks (R 1 Mid only)	25%	
<b>Eligible Investment Pools</b>	<b>25 %</b>	<b>n/a</b>
ABCP (Min. 2 ratings)		5
<b>Weighted Average Term - Long-term Portfolio</b>		<b>7</b>

# CORPORATE POLICY AND PROCEDURE



POLICY	<b>Write-off of Provincial Offences Fines</b>
CATEGORY	Finance
AUTHORITY	Finance and Corporate Services
RELATED POLICES	N/A
APPROVED BY	Guelph City Council
EFFECTIVE DATE	December 31, 2008
REVISION DATE	New Policy

## **POLICY STATEMENT**

To establish a policy for the responsible, systematic and efficient write-off of uncollectable provincial offences fines in accordance with the Provincial Government's *"Write-Off Directive and Operating Guidelines"*, legislative requirements and Public Service Accounting Board accrual accounting standards.

## **Purpose**

To ensure that uncollectable provincial offences fines are written-off in a timely and consistent manner to properly represent the receivable accounts of the City of Guelph ("the City") and to identify cases for which active fine collection has ceased.

## **DEFINITIONS**

"**fine**" means a provincial offences fine imposed against an offender in respect of a charge administered within the City's municipal court (the Provincial Offences Division of the Ontario Court of Justice) and includes the fine itself assessed by legislation or the Court and all applicable costs, surcharges and fees associated with such fine;

"**ICON**" means the Province's Integrated Court Offences Network (the provincial database containing all provincial offences cases and fines); and

"**write-off**" means the removal of a fine from the City's receivables accounts and from ICON, and written-off shall have a corresponding meaning.

## **BACKGROUND**

The City operates its municipal court under agreement with the Attorney General for the Province of Ontario. In this capacity, the City is responsible to make every effort to maintain the public's confidence in the justice system which includes the enforcement of the payment of fines that are imposed by the Court. The level of effort employed to enforce each fine payment is based on a variety of factors including the amount of the outstanding fine, the likelihood of successful enforcement of the fine, the age of the fine and the tools and resources available to



enforce payment of the fine.

The City's methods of fine collection include:

- Written notices to defendants;
- The suspension of driver's licences;
- The filing of judgments against defendants in Small Claims Court;
- The issuance of Writs of Seizure and Sale against property in which a defendant has an interest; and
- The garnishment of a defendant's wages and/or bank accounts.

Despite these collection efforts, there are fines that the City is unable to collect and there are situations where fine collection is not appropriate or practical. In such cases, the City needs to remove those fines from its inventory of outstanding receivables to properly reflect the receivables accounts and to identify cases for which active fine collection has ceased.

The provincial government's *Write-Off Directive and Operating Guidelines* (attached as Schedule "B") allows for municipalities to remove uncollectable fines from their receivables accounts through a write-off process. In order to do so, the City is required to establish a policy that sets out the criteria and procedures with respect to fines being written-off.

In addition, Section 291(3)(c) of the *Municipal Act* requires municipalities to, in preparing the annual budget, provide for revenues that in the opinion of the Treasurer are uncollectable.

Therefore, the following policy shall apply with respect to the identification, and write-off, of fines.

## **UNCOLLECTIBLE FINES AND WRITE-OFF PROCEDURES**

1. A fine shall be subject to write-off once it is uncollectable.
2. An uncollectable fine is one that is not paid in full and:
  - (a) Is at least six (6) years old;
  - (b) Has undergone the applicable collection measures set out in Schedule "A" of this policy; and
  - (c) Is not the subject of current civil enforcement action.
3. Despite section 2 of this Policy, a fine is uncollectable if it is at least six (6) years old and one of the following conditions exists:
  - (a) The person owing the fine is deceased and collection from the estate is impractical or has been unsuccessful;

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- (b) The entity owing the fine is a business or organization that has claimed bankruptcy and collection efforts are unsuccessful or are impractical given that such efforts would not likely result in payment of the fine;
  - (c) The entity owing the fine is a business or organization that is no longer in operation and has no assets against which the City can pursue a claim, making collection from the defunct entity impractical;
  - (d) The person or entity owing the fine can not be located;
  - (e) The amount owed is \$25.00 or less; or
  - (f) Collection of the fine is required to be discontinued due to a legislative requirement, a court order or a Provincial or Federal government directive.
4. Each year, Court Services Division staff ("Court Services") will provide the City Treasurer with an accounting of the total number of fines/cases and associated monetary value to be written-off that year. In so doing, Court Services will:
- (a) Ensure that ICON is coded to write-off the fines/cases contained within the accounting provided to the Treasurer for write-off; and
  - (b) Retain on file documentation of each case identified for write-off including:
    - (i) a copy of the original Certificate of Offence or Part III Information;
    - (ii) a record of the costs and fees included in the outstanding fine amount;
    - (iii) documentation as to all collection activities undertaken with respect to the fine; and
    - (iv) the reason for the fine being written-off.
5. Once the cases/fines are removed from ICON, Court Services will provide the Treasurer with the itemized list from ICON detailing each fine/case written-off.
6. The Treasurer's annual report to City Council with respect to uncollectable accounts will include information regarding the total monetary value of the fines written-off in that year.

SCHEDULES TO THIS POLICY:

"A" – City of Guelph *"Provincial Offences Fines Collection Protocols"*.

"B" – Province of Ontario *"Write-Off Directive and Operating Guidelines"*.

**SCHEDULE "A"**

**CITY OF GUELPH PROVINCIAL OFFENCES FINES COLLECTION PROTOCOLS**

Action Taken	Fine Amount Outstanding			Particulars
	\$0.01 - \$500.00	\$500.01 - \$1,000.00	Greater than \$1,000.00	
<b>Notice of Fine and Due Date</b>	X	X	X	Automated legislated notice sent reminding defendant of outstanding fine and due date
<b>Suspension of Driver's Licence (if applicable)</b>	X	X	X	Suspension occurs upon expiration of legislated, or court-ordered, due date
<b>First Notice</b>	X	X	X	Notice sent (details below)
<b>Final Notice</b>	X	X	X	Notice sent (details below)
<b>Certificate of Default filed with Small Claims</b>	X*	X*	X*	Filed within 2 years of default to preserve collection abilities under the legislation
<b>Notice of Judgment</b>		X	X	Notice sent (details below)
<b>Writ of Seizure &amp; Sale</b>			X	Applicable where property is known to exist
<b>Wage Garnishment</b>	X	X	X	Applicable where employment information is known
<b>Bank Account Garnishment</b>	X	X	X	Applicable where banking information is known
<b>Collection Agency</b>	X	X	X	When all other collection efforts are unsuccessful

**First Notice** – Letter mailed to the defendant setting out the amount owed and a due date for payment. The letter advises the defendant that non-payment of the fine may have resulted in a suspension of their driver's licence. Further, failure to pay the amount by the due date may result in further collection steps taken against the defendant.

**Final Notice** – Letter mailed to the defendant 15 days after the First Notice. Letter advises defendant of that if the amount owed is not paid by the due date indicated in the letter then further legal action may be taken including the filing of an action in Small Claims Court, the filing of a writ of seizure and sale and/or a wage garnishment order.

**Notice of Judgment** – Letter mailed to the defendant, after a Certificate of Default (Judgment) has been filed with the Small Claims Court. Letter advises defendant of the judgment and that further collection efforts will be undertaken which may include garnishment of the defendant's wages, bank accounts and/or a writ of seizure and sale filed against any property in which they have an interest.

\* Certificate of Default filed if potential for Writ or Wage/Bank Account Garnishment exists.

**SCHEDULE "B"**

**Provincial Offences Act**

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**Write-Off Directive and Operating Guideline**

Provincial Offences Act Unit  
POA and Strategic Planning Branch  
Court Services Division  
Ministry of the Attorney General  
February 25, 2008

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## **PROVINCIAL OFFENCES ACT**

### ***WRITE-OFF DIRECTIVE AND OPERATING GUIDELINE***

#### **PURPOSE:**

1. To ensure that Municipal Partners administering the Provincial Offences Act (POA) courts can demonstrate that they have exercised due diligence with respect to the write-off of POA accounts receivable and made all reasonable efforts to minimize the value of POA accounts receivable recommended for write-off.
2. To provide guidance with respect to best practices regarding the write-off of POA accounts receivable that have been deemed uncollectible.

#### **SCOPE AND APPLICATION:**

1. This Directive and Operating Guideline applies to all Municipal Partners that are subject to a POA Transfer Agreement and the related Memorandum of Understanding (MOU) with the Attorney General.
2. This document has been developed to provide Municipal Partners with guidance as to the minimum requirements they are expected to meet in order to write-off POA accounts receivable. While the decision to write-off POA accounts receivable that have been deemed uncollectible is a local decision to be made by a Municipal Partner once all reasonable efforts to collect unpaid, defaulted fines have been exhausted, a Municipal Partner must follow the directives contained herein in order to ensure that the Province of Ontario, its Ministries and Agencies will not attempt to collect any portion of the written off funds from the Municipal Partner, including funds related to dedicated fines, fees or surcharges, subject to clause 4 below.
3. The Recommended Best Practices contained in this document have been developed to provide Municipal Partners with guidance with respect to best practices regarding the write-off of POA accounts receivable that have been deemed uncollectible.
4. Where a Municipal Partner has written off POA accounts receivable and any portion of those accounts receivable are subsequently paid, the requirements of the POA Transfer Agreements and the Provincial Offences Act, including requirements with respect to the remittance of certain funds to the Province of Ontario upon collection, continue to apply.

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**PRINCIPLES:**

1. All reasonable effort to collect fines imposed under the POA must be made before any consideration for write-off is made. For purposes of this policy, "write-off" means the cessation of active collection.
2. In accordance with the requirements of the MOU, an equal effort to collect unpaid fines, regardless as to whether they are retained by the municipality or paid to a third party, must be demonstrated.
3. POA accounts receivable may be written off for accounting purposes only and do not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity and are never forgiven.
4. Collection activities of written-off accounts can be resumed when conditions change, as fines imposed by POA Courts are debts owed to the Crown and therefore are not subject to the Limitations Act.
5. Municipalities must retain adequate records after an account is written-off in order to support the possible future reinstatement of collection efforts.

**MANDATORY REQUIREMENTS:**

**General**

1. Each Municipal Partner shall create a formal Write-off Policy establishing protocols and thresholds under which POA accounts receivable shall be deemed to be uncollectible and therefore eligible for write-off.
2. Equal treatment and effort regarding the collection of all POA fines must be applied, without regard to whether the resulting revenue will be retained by the Municipal Partner or remitted to another third party.
3. With the exception of minor underpayments (i.e., less than \$25 outstanding), POA accounts receivable marked for write-off must have been in default for a minimum of 2 years.
4. Action to collect accounts receivable outstanding less than 2 years from individuals for whom a death certificate has been received may be undertaken should the Municipal Partner's Collections Policy and Protocol specifically require recoveries from Estates.
5. Where a Municipal Partner decides to write-off POA accounts receivable, the reasons for the write-off must be transparent and justifiable and must not place the administration of justice into disrepute.

6. Each Municipal Partner must have exhausted all reasonable and appropriate measures and efforts to collect unpaid, defaulted fines prior to the consideration of recommending a write-off.
7. The documentation in support of a Write-off recommendation must, at a minimum, include the following:
  - Copy of original Certificate of Offence or Part III information;
  - Record of additional costs and fees included in the outstanding amount;
  - Documentation as to all collection activities undertaken; and
  - Reason the write-off is recommended

### **Ongoing Administration**

1. Where a Municipal Partner has written off POA accounts receivable and any portion of those accounts receivable are subsequently paid, the Municipal Partner must remit to Ontario, in a timely manner, all monies received in respect of fines, surcharges and fees that are payable to Ontario pursuant to subsection 165(5) of the Provincial Offences Act.
2. Where a Municipal Partner has written off POA accounts receivable and the related case(s) have been purged from ICON and any portion of those accounts receivable are subsequently paid, the case(s) related to the payment received must be re-entered into ICON (see related ICON instructions in Appendix A) and the payment must be recorded as revenue, with supporting documents, and distributed in accordance with the MOU.
3. Where, under the terms of the POA Transfer Agreement, a Municipal Partner proposes the contracting out of any services related to the performance of its obligations under the POA Transfer Agreement, the Municipal Partner must ensure that the contract provides that the person or organization performing the contract will meet the mandatory requirements and have due regard for the recommended best practices contained within this directive and operating guideline.
4. On an annual basis, each Municipal Partner must provide the POA Unit of the Ministry of the Attorney General with information regarding the total value of all fines deemed uncollectible and written-off during the previous municipal fiscal year (i.e., January 1st to December 31st) as part of the Annual Performance & Progress Report to be submitted no later than June 30th of each year.

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## **RECOMMENDED BEST PRACTICES:**

1. The Municipal Partner should have its written policy and protocol for the collection of unpaid, defaulted POA fines and criteria for write-off of uncollectible amounts approved by Council or by the Council committee responsible for the administration of the POA courts via a municipal By-Law.
2. Examples of reasonable and appropriate measures and efforts to collect unpaid fines prior to the consideration of recommending a write-off include the following collection activities, applied progressively. While the actual measures and efforts to be employed by a Municipal Partner should be documented in its Write-off Policy, the following steps provide guidance as to what is reasonable and appropriate:
  - Timely creation and distribution of all notices and communications;
  - Progressively severe delinquency notices, including letters via registered mail;
  - Consideration of extended payment plan;
  - Application of available administrative sanctions;
  - Specialized collection assistance; and
  - Civil fine enforcement mechanisms.
3. Accounts receivable should be reviewed semi-annually to identify potential write-offs and annually to identify accounts deemed uncollectible and to be recommended for write-off.

## **RESPONSIBILITIES:**

### **Municipal Partners:**

- Setting thresholds and formalization of own write-off policy based on the principals and requirements of this document;
- Specifying the format and reporting detail for write-offs recommendation submissions; and
- Final approval to cease active collection and write-off a fine.

### **Court Managers:**

- Coding and processing in ICON;



- Document collection efforts made prior to the recommendation of a write-off; and
- Monitor outstanding accounts receivable on a semi-annual basis for potential write-offs.

**Ministry of the Attorney General:**

- Provision of continued access to ICON or its successor;
- Timely and regular scheduling of ICON purges; and
- Assistance to municipalities in dealing with other Provincial Ministries

**ADDITIONAL INFORMATION:**

If you have any questions or require further information regarding this document, please contact Pam Elliott, Provincial Offences Act Unit, at (416) 326-2590 or Pamela.Elliott@ontario.ca.



**STRATEGIC PLANNING GUIDELINES  
FOR CITY COUNCILLORS AND SENIOR MANAGEMENT**

**Corporate Administration  
2009**

# STRATEGIC PLANNING GUIDELINES

## Corporate Administration 2009

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### Table of Contents

I. Introduction .....	3
Background.....	3
Purpose .....	4
II. Guidelines for Developing a Strategic Plan.....	5
Characteristics of an Effective Plan .....	5
Roles .....	6
Components .....	7
Public Engagement.....	8
2007 Strategic Plan Development Process .....	10
III. Guidelines for Strategic Plan Implementation .....	11
Establishing Priorities .....	12
Annual Priority Review.....	12
Monitoring and Reporting .....	12
Summary .....	13
Definitions .....	13

# I. Introduction

## Background

The City of Guelph has a longstanding commitment to excellence in planning and management. The lengthy history of strategic planning efforts dates back to 1993 when the city’s first Strategic Plan was adopted – *The Royal City: Looking Ahead*. With a strong mission statement and inclusive development process, the comprehensive plan set a high standard for future strategic planning efforts. Over the next 10 years (1993-2003) a number of regular reviews and updates were made by successive Councils. In 1997, a long term vision was added along with 4 key themes and the document was re-titled “From Dreams to Reality”. In 2001, the 1993 mission statement was revised as well as other core elements of the plan. In 2003 there was agreement amongst the Senior Management Team to initiate a new Strategic Plan process with Council the following year. The result of that agreement was the 2005 Strategic Plan renewal exercise and document entitled “A Great Place to Call Home – City of Guelph Strategic Plan 2005 and beyond”. In 2006, verification of the strategic directions took place and resulted in two public reports.

As a result of changing community interests, new legislative requirements and a new Council in 2007, an innovative long term visionary Strategic Plan was adopted by the city. The plan includes 6 theme areas with objectives and calls for change both locally and globally. The development process was built strong citizen engagement and benefited from lessons derived from previous exercises. Staff members were successful at reaching over 840 members of the community, including youth and multicultural groups, for their insights and perspective. All efforts to date have created a strong foundation for positive and impactful change that will benefit current and future generations.

### Strategic Planning History at the City of Guelph

Time Period	Achievement	Focus	Goals/objectives
1993	The Royal City: Looking Ahead	<ol style="list-style-type: none"> <li>1. Controlled Quality Growth and Development</li> <li>2. Ensuring Responsive Community Services</li> <li>3. Practicing Innovative Municipal Management</li> <li>4. Protecting Our Unique Environment and Heritage</li> <li>5. Providing Essential Infrastructure</li> </ol>	9 objectives; 15 actions 11 objectives; 18 actions 9 objectives; 15 actions 11 objectives; 12 actions 10 objectives; 16 actions
1993-2003	Reviews and updates completed: - 1997: new long term vision added; re-titled ‘From Dreams to Reality’ - 2001: new mission statement		

Time Period	Achievement	Focus	Goals/objectives
2005	2005: A Great Place to Call Home	1. Manage Growth in a Balanced and Sustainable Manner 2. Strengthen our Economic Base 3. Support our Natural, Cultural and Architectural Heritage 4. Enhance Community Wellness 5. Be Strong Environment Stewards 6. Have Exemplary Management Practices	6 strategic directions; 6 outcomes  6 strategic directions; 5 outcomes 5 strategic directions; 7 outcomes  7 strategic directions; 7 outcomes 5 strategic directions; 5 outcomes 6 strategic directions; 6 outcomes
2007	The City that Makes a Difference	1. Urban Design and Sustainable Growth 2. Personal and Community Well-being 3. Economic Opportunity 4. Arts, Culture and Heritage 5. Government and Community Involvement 6. Natural Environment	1 goal; 6 strategic objectives 1 goal; 6 strategic objectives 1 goal; 6 strategic objectives 1 goal; 5 strategic objectives 1 goal; 7 strategic objectives 1 goal; 6 strategic objectives 41 priority initiatives

## Purpose

As a key element in enhancing overall organizational effectiveness, Strategic Plans are guiding documents that provide a high level vision and action plan for the community. Strategic Plans are also considered a core management and planning tool that reflects current community interests and aspirations. There are many benefits that arise from a developing a Strategic Plan. Such plans:

- ✓ set a common direction and focus in the face of competing interests;
- ✓ provide an opportunity for collaborative leadership between Council and the Senior Management Team
- ✓ identify and formalize what needs to be accomplished, when and by whom;
- ✓ guide resource allocation;
- ✓ create a framework to link other Master Plans and initiatives;
- ✓ increase accountability and focused direction on what is most important to the community;
- ✓ act as a communication tool regarding what is hoped to be achieved; and

- ✓ are a means of measuring progress, tracking and reporting results in significant detail.

While research and innovative strategies into Strategic Planning and improved community engagement will continue to emerge, this document sets out suggested guidelines for the development of a community-driven Strategic Plan using lessons learned from past experiences and currently recognized municipal best practice information. Council members are encouraged to consider the principles and practices contained in this document as a means of guiding the development of future strategic planning efforts for the City of Guelph.

## **II. Guidelines for Developing a Strategic Plan**

At the beginning of each term of Council, a Strategic Plan must be developed and priorities established in collaboration with staff or outside consultants at the discretion of Council.

Within 8 months of a general municipal election, Council should have a Strategic Plan in place with a vision, mission identified goals and objectives.

Throughout the development process, the Governance Committee plays a key role in guiding the process planning and execution and provides regular recommendations to Council for approval as required.

### **Characteristics of an Effective Plan**

A well designed community-driven Strategic Plan is owned by the elected officials within a community. It is most often characterized as their plan based on input from community members. The most effective approach to development is a 'bottom up' process that strives for high levels of inclusion. The more individuals consulted and the greater the variety of perspectives captured, the more sustainable and durable subsequent policy development and decision making become. An effective plan is also prepared using a team approach that includes Council, Senior Management members and staff. Throughout the process four key questions are raised, debated and answered:

1. Where are we now? (current status)
2. Where do we want to go? (guiding vision)
3. How will we get there? (process components, goals and strategic objectives)
4. How will we know when we get there? (measures of success)

Effective plans have a long term outlook and can be completed within a 6-12 month time period depending on the process elements selected.

## Roles

The development of a Strategic Plan requires many people working together to complete the final product. There are key roles for Councillors, senior staff, administrative staff and community members.

### Councillors

Councillors provide leadership to the process. They shape its direction through their understanding of community needs and interests. Councillors also have a keen awareness of changes and opportunities that exist in the broader environment and can participate in the information gathering aspect of the process by speaking directly with residents and stakeholders and sharing any input received with staff.

### Senior Staff

Senior staff also provide leadership and support the process by sharing insights into corporate realities such as work load commitments and internal opportunities for improvement. Senior staff provide direction and guidance to staff who will undertake required work. They help with communications about the Strategic Plan and like Councillors, they too can participate in the data collection.

### Administrative Staff

Administrative Staff carry out the necessary process design work, research and data collection, create draft plans based on all input collected, plan and hold public meetings and are responsible for document design and production that will resonate with Council, staff and the community.

### Community Volunteers

The help of Community volunteers can be enlisted for assistance with translation and research, process design and data collection.

### Consultants/Facilitators

Independent consultants are useful for providing advice on aspects of the data collection efforts, process development and facilitation of meetings with Council, staff and the public.

### Strategic Planning: Roles and Responsibilities

Task	Responsibility	
	Senior Management	Council
Develop a Strategic Plan Process	X	
Assess and approve the Strategic Plan process		X
Develop the mission, vision and values	X	X
Assess and approve the mission, vision and values		X
Develop the objectives	X	
Assess and approve the objectives		X
Data collection and analysis	X	
Prepare the written strategic plan	X	
Assess and approve the strategic plan		X
Schedule strategic planning and strategic review meetings	X	

Task	Responsibility	
	Senior Management	Council
Prepare operating plans	X	
Prepare budgets	X	
Approve budgets		X
Prepare reports on the organization's strategic progress and accomplishment of strategic objectives	X	
Monitor the execution of the strategy and its achievement	X	
Approve changes to the strategy as warranted		X

## Components

Strategic Plans are considered to be the guiding document or over-arching umbrella for an organization – a link to all the ongoing and future plans. Strategic Plan content should be change oriented and future focused representing a new course of action or new direction. Strategic plans are usually outcome oriented. The component parts of Strategic Plans are similar between organizations and usually include:

### Strategic Plan Components

	Component	Purpose
1	Vision	<ul style="list-style-type: none"> <li>a statement that aspires to a higher level end state or ideal future state – usually practical and inspiring.</li> </ul>
2	Mission	<ul style="list-style-type: none"> <li>describes the overall purpose of an organization. It's usually short and sharply focused, clear and easily understood and written in 30-60 words. It defines why the organization exists and inspires commitment. Effective statements also reflect values and priorities.</li> </ul>
3	Values	<ul style="list-style-type: none"> <li>the principles and standards of an organization that employees adhere to and residents can expect.</li> </ul>
4	Themes	<ul style="list-style-type: none"> <li>key topic areas/concepts that provide structure and focus to the Strategic Plan.</li> </ul>
6	Strategic Objectives	<ul style="list-style-type: none"> <li>directions in support of the identified goals; specific and measurable.</li> </ul>
5	Goals	<ul style="list-style-type: none"> <li>statements of intent without metrics or timeframes.</li> <li>higher level purposes clarified that generate excitement (4-6 are ideal). The goals should be based on what the municipality can control or influence.</li> </ul>
7	Other	<ul style="list-style-type: none"> <li>Content related to external and internal analysis, methodology, key messages, contacts.</li> </ul>



## **Public Engagement**

Public consultation and involvement – both internal and external - is of primary importance for a successful strategic plan process. It allows both the community and staff to have a voice in identifying the issues they feel are important as well as what is needed to address the issues. Strategic plans with a high level of public and staff involvement produce results that people care about and result in more informed decision making. As well, better and longer lasting policy decisions result from strong engagement since the goals and priorities that are developed directly reflect the current needs and interests of the public.

There are a number of tools and means of engaging internal and external audiences:

- ✓ Conducting surveys - a short number of open ended questions
- ✓ Convening small group meetings, ward meetings or focus groups
- ✓ Partnering with the media
- ✓ Planning community intercepts – meeting the public at central locations
- ✓ Requesting written or oral submissions from boards, committees and other levels of government
- ✓ Holding workshops, community forums and public open houses
- ✓ Forming advisory or steering committees
- ✓ Designing opportunities for youth engagement – e.g contests or challenges; school based initiatives
- ✓ Enlisting Web 2.0 technologies e.g on-line discussions

The Council adopted 'Principles of Public Involvement' that follow must govern the engagement strategy selected:

### Guiding Principles for Public Involvement

- Inclusive not Exclusive - Everyone's participation will be welcome. Anyone with a known interest in the issue will be identified, invited and encouraged to be involved early in the process.
- Voluntary Participation - The process will seek the support of those participants willing to invest the time necessary to make it work.
- Purpose Driven - The process will be clearly linked to when and how decisions are made. These linkages will be communicated to participants.
- Time and Financial Constraints - The process will operate within an appropriate time frame and budget.
- Communication - The process and its progress will be communicated to participants and the community at-large using appropriate methods and technologies.
- Adaptability - The process will be adaptable, recognizing all limits or constraints and allowing the level of public involvement to be reflective of the magnitude of the issue and the needs of the participants.

- Access to Information -The process will provide participants with timely access to all relevant information in an understandable and user-friendly way. Education and training requirements will be considered.
- Access to Decision Making - The process will give participants the opportunity to influence decision making. The participants will be provided with feedback as to how their input influenced the decisions as they are made.
- Respect for Diverse Interests - The process will foster respect for the diverse values, interests and knowledge of those involved.
- Accountability - The process will recognize that participants are accountable to both their constituents and to the success of the process.
- Evaluation - The success and results of the process will be measured and evaluated.

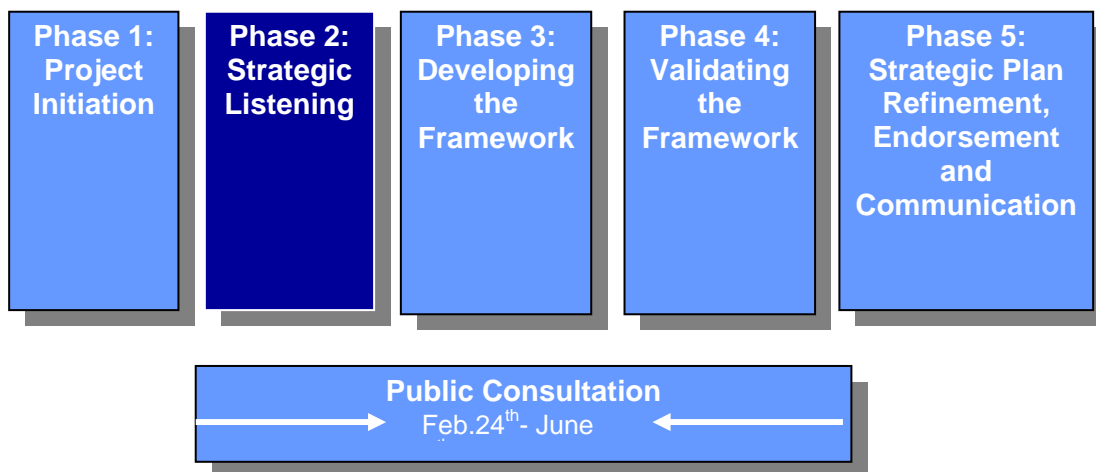
**Public Engagement - Roles and Responsibilities**

<b>Accountability</b>	<b>Roles and Responsibilities</b>
Council	<ul style="list-style-type: none"> <li>• City Council is ultimately responsible to all the citizens of Guelph and must weigh each of its decisions accordingly. Councillors are responsible to their local constituents under the ward system, however they must carefully consider the concerns expressed by all parties. Council must ultimately meet the needs of the entire community and act in the best interests of the City as a whole.</li> <li>• During its review and decision-making process, Council has an obligation to recognize the efforts and activities that have preceded its deliberations. Council should have regard for the public involvement processes that have been completed in support of projects, and Councillors should be prepared to discuss their rationale for their decisions in light of that public involvement.</li> </ul>
City Staff	<ul style="list-style-type: none"> <li>• The future of the City should be designed to meet the needs and priorities of its citizens. Staff responsible for the design and implementation of public participation processes have an obligation to ensure that the Guiding Principles are the backbone of their processes. In addition to the responsibilities established by the Guiding Principles, staff have a responsibility to:             <ul style="list-style-type: none"> <li>• pursue public involvement with a spirit that recognizes the value it adds to projects;</li> <li>• in all public involvement activities, work towards fostering long-term relationships based on respect and trust;</li> <li>• encourage positive working partnerships;</li> <li>• take-up the challenge to draw out the silent majority, the voiceless and the disempowered;</li> <li>• ensure that decisions and recommendations reflect the needs and desires of the entire community; and</li> <li>• ensure that no participant or group is marginalized or ignored.</li> </ul> </li> </ul>
All Participants (Proponents, Public, Council, Staff)	<p>The public is also accountable to the process and to the enhancement of the capacity to accomplish the project goals. All parties (including council, staff, other proponents and the public) have a responsibility to:</p> <ul style="list-style-type: none"> <li>• focus on the real issues and not on the furthering of personal agendas;</li> <li>• balance personal concerns with the needs of the community as a whole;</li> </ul>

Accountability	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>• have realistic expectations;</li> <li>• participate openly, honestly and constructively, offering ideas, suggestions, alternatives, etc.;</li> <li>• listen carefully and completely;</li> <li>• identify their concerns and issues early in the process;</li> <li>• provide their names and contact information if they want direct feedback;</li> <li>• make every effort to work within the project schedule; if this is not possible then this should be discussed with the proponent as soon as possible. Participants must also recognize that process schedules may be constrained by external factors (e.g. broader project schedules or legislative requirements);</li> <li>• recognize that there is no single voice that is more important than all others, and that there are diverse opinions to be considered;</li> <li>• work within the process in an integrated and cooperative manner;</li> <li>• accept some responsibility for keeping themselves aware of current issues; when possible, participants should also make others aware of project activities and solicit their input; and</li> <li>• recognize that the measure of the success of the process is the fullness of public involvement and the quality of the outcome.</li> </ul>

### 2007 Strategic Plan Development Process

The process used to develop the 2007 Strategic Plan took place over an eight month period and included 5 phases – Project Initiation; Strategic Listening; Developing the Framework; Validating the Framework; Strategic Plan Refinement, Endorsement and Communication. Public consultation took place throughout the majority of the process.



Phase 1: The development process was determined which included how data would be collected, the timeframe and what goals were to be met. The two primary goals identified by Council included enhanced communication and greater public consultation. A work plan was presented to Council and Senior

Staff as the basis for that discussion. The work plan was a useful tool and included specific timeframes, goals, actions, a description of the actions and who would be responsible for what so that progress could be tracked and monitored.

Phase 2: Public consultation occurred with a wide array of individuals and groups through focus groups, telephone interviews, a youth challenge and surveys to get a sound understanding of what was desired for the future of the city. A Council report was created with all the findings for consideration prior to the development of a draft Strategic Plan framework.

Phase 3: A draft Strategic Plan Document was created by members of Council, the Senior Management Team and several community members for review by all interested parties. Once drafted, the plan was then subject to further staff review and reflection by the community.

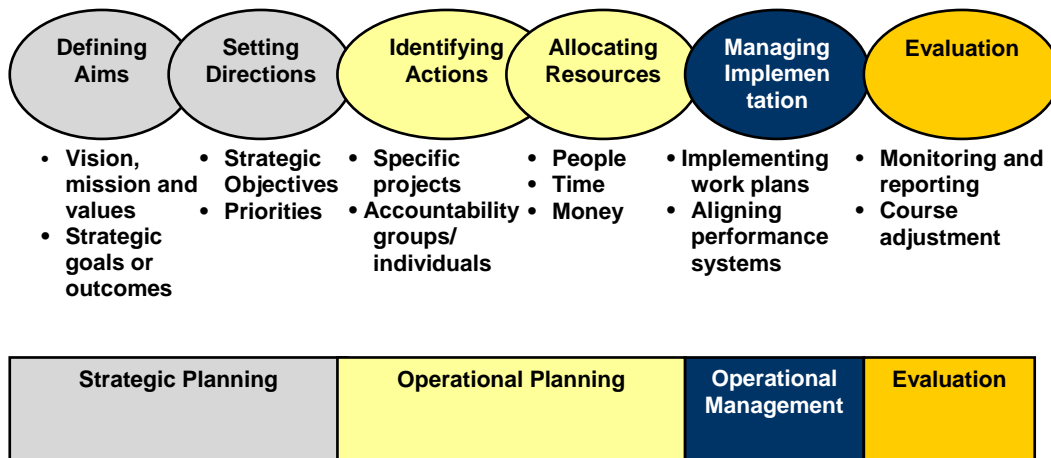
Phase 4: The draft framework was made available to the general public for review and discussion to gauge the extent to which it reflected the expectations of the larger community. Feedback gathered through focus groups, telephone interviews and surveys served as input for refinements to the Strategic Plan.

Phase 5: Once the Strategic Plan was validated, it was refined and endorsed by Council.

### III. Guidelines for Strategic Plan Implementation

#### Managing Implementation

Developing a Strategic Plan is the first step in a strategic framework that consists of strategic planning, operational planning, management and evaluation.



Once the Strategic Plan is completed, priorities must be established and integrated into work plans to ensure alignment within the organization.

Performance management and measurement systems must be developed to evaluate success in achieving the goals. Mechanisms to facilitate ongoing communication among administrative staff, Councillors and the community are also required.

### **Establishing Priorities**

To begin implementation of the Strategic Plan it is necessary for Council to identify priority initiatives to be addressed during their term of Council.

Priority setting exercises can be undertaken using City staff or outside consultants at the discretion of Council.

Once identified, the priorities are integrated into Departmental work plans where clear accountability and timelines are established along with performance targets and measures of success. Regular quarterly reports on progress must be provided to Council and the community.

An implementation plan for the priority initiatives, including measures of success, must be tied directly to the capital and operating budgets

### **Annual Priority Review**

A flexible and ongoing approach to priority setting is essential. Each year, after establishing the initial priority listing, Council's priorities must be reviewed in advance of the budget preparation work to address any changing environmental conditions, legislative requirements and community needs. At this time, any items referred to the review session throughout the year can also be addressed.

In order for an item to be removed from the priority list, Council should agree that the item has been dealt with to the satisfaction of Council, or that it is no longer a priority and should be removed from the list.

A resolution to remove an item from the Priority Listing should be passed by a majority vote of Council. Normally such a resolution can be dealt with during an annual planning and priority review session, but Council may choose to consider such a resolution at any regular Council meeting.

The process of reviewing progress and re-establishing the priority listing will be ongoing annually until the general municipal election at which time the cycle of Strategic Plan development, priority setting, implementation, review and reporting should begin again.

### **Monitoring and Reporting**

The priority initiatives identified by Council must be tracked and reported on a quarterly basis to ensure effective communication on progress both internally and externally.

Annually, a community report must be designed and developed that lists out accomplishments from the previous year in relation to the Strategic Plan and Council identified priorities.

## Summary

- ✓ Within 8 months of a general municipal election, Council will have a Strategic Plan in place with a vision, mission identified goals and objectives.
- ✓ Staff will work collaboratively with Council and recommend a process to use in developing the Strategic Plan and identifying priorities to execute the strategy.
- ✓ An implementation plan with measures of success for the priority initiatives must be developed that links to the long term financial plan, capital and operating budgets to ensure required resources are in place.
- ✓ The Principles of Public Involvement must govern the public engagement strategy.
- ✓ Regular review of the priorities will take place on an annual basis preceding the budget development process.
- ✓ Council will receive status reports on the progress of identified priority initiatives quarterly.
- ✓ A substantial progress report to the community with indicators of success must be prepared annually.

## Definitions

Operationalizing Strategy:	To link the organization's strategy with departmental service delivery to the public.
Performance Management:	A process that establishes an accountability framework by aligning the organization's goals and an individual's work plan goals in an evaluative context.
Performance Measurement:	A method to evaluate the efficiency, effectiveness and outcomes for a particular business process.
Priority:	A key initiative identified by Council that will execute the goals and objectives of the Strategic Plan
Priority Review:	An annual session with Council and staff where priorities are reviewed to determine progress achieved and the ongoing status of identified priorities.
Strategic Plan:	A road map to guide the organization in fulfilling a particular vision.
Strategic Initiative:	An action to achieve the organization's strategic goals and objectives.

SWOT analysis:

Strengths, weaknesses, opportunities and threats  
– a diagnostic tool to scan the internal and  
external environment, an incorporate the results  
into the strategic goal setting process.