

Council Caucus Room
July 25, 2011 6:30 p.m.

A meeting of Guelph City Council.

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

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; Ms. A. Pappert, Executive Director of Community & Social Services; Mr. J. Riddell, General Manager of Planning & Building Services; Ms. S. Smith, Associate Solicitor; Ian Panabaker, Corporate Manager Downtown Renewal; Ms. T. Agnello, Acting Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

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

Citizen Appointments to the Cultural Advisory Committee

S. 239 (2) (b) Personal matters about identifiable individuals.

Citizen Appointments to the Downtown Advisory Committee

S. 239 (2) (b) Personal matters about identifiable individuals.

Citizen Appointment to the Board of Directors of the Guelph Municipal Holding Company

S. 239 (2) (b) Personal matters about identifiable individuals.

387 Ironwood Road – Ontario Municipal Board

S. 239(2) (e) Litigation or potential litigation, including matters before Administrative Tribunals

Carried

The meeting adjourned at 6:31 o'clock p.m.

.....
Mayor

.....
Acting Clerk

Council Caucus Room
July 25, 2011 6:32 p.m.

A meeting of Guelph City Council closed to the public.

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

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; Ms. A. Pappert, Executive Director of Community & Social Services; Mr. J. Riddell, General Manager of Planning & Building Services; Ms. S. Smith, Associate Solicitor; Ian Panabaker, Corporate Manager Downtown Renewal; Ms. T. Agnello, Acting Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT

There were no declarations.

Personal matters about identifiable individuals.

REPORT

1. Moved by Councillor Laidlaw
Seconded by Councillor Burcher
THAT Catherine Alexander, Lynn Broughton, Ronald A. East, Reinhard Kypke, Greg Pinks, Anuradha Saxena, Elsa Stolfi, Nancy Sullivan and Sally Wismer be appointed to the Cultural Advisory Committee for a term ending November 2012.

Carried

Personal matters about identifiable individuals.

2. Moved by Councillor Hofland
Seconded by Council Dennis
THAT Will MacTaggart, Kirk Roberts, Tom Lammer, Doug Minnett, John Leacock, David Pell, Don O'Leary, Ken Hammill, Adrian Harding and Dawn Owen be appointed to the Downtown Advisory Committee for a term ending November 30, 2012.

3. Moved in Amendment by Councillor Hofland
Seconded by Councillor Burcher
THAT Barbara Turley-McIntyre be appointed to the Downtown Advisory Committee for a term ending November 30, 2012.

Carried

REPORT 4. Moved by Councillor Hofland
 Seconded by Todd Dennis
 THAT Will MacTaggart, Kirk Roberts, Tom Lammer, Doug Minnett, John Leacock, David Pell, Don O'Leary, Ken Hammill, Adrian Harding, Dawn Owen and Barbara Turley-McIntyre be appointed to the Downtown Advisory Committee for a term ending November 30, 2012.

Carried

Personal matters about identifiable individuals.

REPORT 5. Moved by Councillor Hofland
 Seconded by Councillor Piper
 THAT Robert Aumell be appointed to the Board of Directors of the Guelph Municipal Holding Company (GMHC) as the independent community member for a term ending November 30, 2014.

Carried

Litigation or potential litigation, including matters before Administrative Tribunals

The Associate Solicitor and the General Manager of Planning & Building Services provided the Committee with information relating to the Ontario Municipal Board hearing with respect to 387 Ironwood Road.

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

.....
Mayor

.....
Acting Clerk

Council Chambers
July 25, 2011

Council reconvened in formal session at 7:00 p.m.

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

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; Ms. A. Pappert, Executive Director of Community & Social Services; Ms. S. Aram, Acting Treasurer; Mr. M. Anders, General Manager Community Connectivity and Transit; Mr. J. Riddell, General Manager of Planning & Building Services; Ms. T. Agnello, Acting Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT

There was no declaration of pecuniary interest.

PRESENTATIONS

Betty Lou Clarke and Libby Walker, Co-Presidents of the Guelph Historical Society presented the Mayor with a John Galt tartan ceremonial sash and Scottish pin for the City Mayor to suitable events in recognition of the Historical Society's 50th anniversary. They also invited members of Council the Annual John Galt Kirking which will be held at the Norfolk Street United Church on Sunday July 31, 2011.

Tara Sprigg, Manager of Corporate Communications provided an overview of the communications campaign with respect to the new solid waste sorting requirements coming into effect September 2011.

PLANNING PUBLIC MEETING

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

Proposed Official Plan Amendment 45: Updating Policies Regarding Community Improvement and Renewal

Todd Salter, Manager of Policy Planning and Urban Design highlighted the proposed Official Plan Amendment 45 which will update policies regarding community improvement and renewal. He advised that the policies have not been substantially updated in the last 10 years.

There were no delegations present on this Official Plan Amendment

Staff were requested to reword "(e) to reduce or eliminate deficiencies in public recreational, park and open space facilities" to match the other criteria.

Dr. J. Laird
Mr. J. Riddell

1. Moved by Councillor Piper
Seconded by Councillor Burcher
THAT the Planning & Building, Engineering and Environment Report No. 11-52 entitled 'Proposed Official Plan Amendment 45: Updating Policies Regarding Community Improvement and Renewal', dated July 25, 2011, be received.

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

VOTING AGAINST: (0)

Carried

2. Moved by Councillor Guthrie
Seconded by Councillor Dennis
THAT the minutes of the Council meeting held on June 27, 2011 be amended by reflecting Resolution #6 being voted in favour by 12 Councillors;

AND THAT the minutes of the Council meeting held July 4, 2011 be amended by reflecting Resolution #7 being defeated;

AND THAT the minutes of the Council meetings held on June 27, July 4 and July 19, 2011 and the minutes of the Council meetings held in Committee of the Whole on June 27 and July 4, 2011 be confirmed as amended and without being read.

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

VOTING AGAINST: (0)

Carried

CONSENT REPORTS AND AGENDAS

The following item was extracted from the Community & Social Services Committee Sixth Consent Report to be voted on separately:

- CSS-3 Community Wellbeing Plan: Working Principles

Councillor Laidlaw presented the balance of the Community & Social Services Committee Sixth Consent Report.

3. Moved by Councillor Laidlaw
Seconded by Councillor Dennis
THAT the balance of the July 25, 2011 Community & Social Services Committee Sixth Consent Report as identified below, be adopted:

a) **Delegation of Authority – Liquor Sales Licenses**

Ms. A. Pappert

THAT Report #CSS-ACE-1127 dated July 12, 2011 regarding the Delegation of Authority for Liquor Sales Licenses be received;

AND THAT Council approves the Delegation of Authority for the completion and execution of the applications for Liquor Sales Licenses for River Run Centre and Sleeman Centre to the General Manager and Executive Director who oversee the facilities.

b) **Museum Capital Campaign**

Ms. A. Pappert

THAT Report #CSS-ACE-1128, dated July 12, 2011 and titled "Museum Capital Campaign" be received;

AND THAT the \$250,000 raised in excess of the original campaign goal of \$500,000 be transferred to the Guelph Civic Museum Reserve Fund with the intention that it be used for Phase 2 of the Guelph Civic Museum Project (exterior site work and landscaping), Phase 2 being subject to Council Capital budget deliberation.

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

VOTING AGAINST: (0)

Carried

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

- CAFES-4 Impacts on the 2012 Budget

Councillor Hofland presented the balance of the Corporate Administration, Finance & Emergency Services Committee Sixth Consent Report.

4. Moved by Councillor Hofland
Seconded by Councillor Dennis

THAT the balance of the July 25, 2011 Corporate Administration, Finance & Emergency Services Committee Sixth Consent Report as identified below, be adopted:

a) **Business Licence By-law: Amendments**

Ms. T. Agnello

THAT a by-law to amend the business licensing by-law for the purpose of the following changes be forwarded to Council for approval:

- a. To change the name of the Appeals Committee from Finance, Administration and Corporate Services to Corporate Administration, Finance and Emergency Services Committee.
- b. To allow as an option to membership in an association, the acceptance of a diploma which includes as part of the curriculum a holistic modality, from an educational institution as recognized by the Ministry of Training, Colleges and Universities.
- c. To require that no Application for Inspections, Application for Business Licence and Application for Renewal be accepted unless overdue Provincial Offence fines pursuant to the Business Licensing By-law are paid or in a payment schedule.

b) **Letter of Credit Policy**

Ms. S. Aram

THAT the Letter of Credit Policy, attached as Appendix 1, be approved and adopted by by-law.

c) **General Operating and Capital Budget Policy**

Ms. S. Aram

THAT the General Operating and Capital Budget Policy, attached as Appendix 2, be approved and adopted by by-law.

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

VOTING AGAINST: (0)

Carried

The following items were extracted from the Operations & Transit Committee Sixth Consent Report to be voted on separately:

- OT-1 Downtown Maintenance Service Review
- OT-3 Castlebury Park Master Plan

Councillor Findlay presented the balance of the Operations & Transit Committee Sixth Consent Report.

5. Moved by Councillor Findlay
Seconded by Councillor Van Hellemond
THAT the balance of the July 25, 2011 Operations & Transit Committee Sixth Consent Report as identified below, be adopted:

a) **Farmers' Market Mission and Vision Statement**

Mr. D. McCaughan
Ms. B. Boisvert

THAT the Operations and Transit Committee Report OT071139 Farmers' Market Mission and Vision Statement, be received;

AND THAT the collaboratively developed Guelph Farmers' Market Mission Statement and Vision Statement as identified in Operations & Transit Committee Report OT071139 be approved.

b) **By-law Service Review – Noise Enforcement**

Mr. D. McCaughan
Ms. B. Boisvert

THAT Operations & Transit Committee Report Bylaw Service Review OT071141 dated July 18, 2011 be approved;

AND THAT a review of the current set fine for noise violations be conducted;

AND THAT staff be directed to obtain public input with respect to the effectiveness of the Noise Bylaw (2000)-16366 and report back to Council on recommended amendments to the Noise Bylaw;

AND THAT for future By-law reviews, when public input is required or recommended that it be sought during the initial review.

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

VOTING AGAINST: (0)

Carried

Councillor Piper presented the Planning & Building, Engineering and Environment Committee Fifth Consent Report.

6. Moved by Councillor Piper
Seconded by Councillor Guthrie
THAT the balance of the July 25, 2011 Planning & Building, Engineering and Environment Committee Fifth Consent Report as identified below, be adopted:

a) **Notice of Intention to Designate 340 Woolwich Street, Pursuant to the Ontario Heritage Act**

Dr. J. Laird

THAT Report 11-71 dated July 18, 2011 from Planning & Building, Engineering and Environment, regarding the heritage designation of 340 Woolwich Street pursuant to Part IV of the Ontario Heritage Act be received;

AND THAT the City Clerk be authorized to publish and serve notice of intention to designate 340 Woolwich Street, in accordance with the Ontario Heritage Act and as recommended by Heritage Guelph;

AND THAT the designation by-law be brought before City Council for approval if no objections are received within the thirty (30) day objection period.

b) **Notice of Intention to Designate 344 Woolwich Street, Pursuant to the Ontario Heritage Act**

Dr. J. Laird

THAT Report 11-70 dated July 18, 2011 from Planning & Building, Engineering and Environment, regarding the notice of intention to designate 344 Woolwich Street pursuant to Part IV of the Ontario Heritage Act be received;

AND THAT the City Clerk be authorized to publish and serve notice of intention to designate 344 Woolwich Street, in accordance with the Ontario Heritage Act and as recommended by Heritage Guelph;

AND THAT the designation by-law be brought before City Council for approval if no objections are received within the thirty (30) day objection period.

c) **Notice of Intention to Designate 12 Mont Street, Pursuant to the Ontario Heritage Act**

Dr. J. Laird

THAT Report 11-68 dated July 18, 2011 from Planning & Building, Engineering and Environment, regarding the notice of intention to designate 12 Mont Street pursuant to Part IV of the Ontario Heritage Act be received;

AND THAT the City Clerk be authorized to publish and serve notice of intention to designate 12 Mont Street, in accordance with the Ontario Heritage Act and as recommended by Heritage Guelph;

AND THAT the designation by-law be brought before City Council for approval if no objections are received within the thirty (30) day objection period.

d) **Notice of Intention to Designate 348 Woolwich Street, Pursuant to the Ontario Heritage Act**

Dr. J. Laird

THAT Report 11-69 dated July 18, 2011 from Planning & Building, Engineering and Environment, regarding the notice of intention to designate 348 Woolwich Street pursuant to Part IV of the Ontario Heritage Act be received;

AND THAT the City Clerk be authorized to publish and serve notice of intention to designate 348 Woolwich Street, in accordance with the Ontario Heritage Act and as recommended by Heritage Guelph;

AND THAT the designation by-law be brought before City Council for approval if no objections are received within the thirty (30) day objection period.

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

VOTING AGAINST: (0)

Carried

The following items were extracted from the Governance Committee Fourth Consent Report to be voted on separately:

- GOV-1 Program and Staffing Level Approvals (Full Time and Regular Part-Time)
- GOV-3 Service Review: Executive Team Assessment – Phase 1

Councillor Findlay presented the balance of the Governance Committee Fourth Consent Report.

7. Moved by Councillor Findlay
Seconded by Councillor Burcher

THAT the balance of the July 25, 2011 Governance Committee Fourth Consent Report as identified below, be adopted:

a) **Internal Audit Function – Role Description and Reporting Structure**

Mr. H. Loewig
Ms. S. Aram

THAT the governance role of an Internal Audit function within the corporation, reporting directly to the Chief Administrative Officer (CAO) with responsibilities to the Audit Committee be approved;

AND THAT staff present the Internal Auditor position in the 2012 budget presentation for Council consideration.

b) **Closed Meeting Protocol with Respect to Council and Committee Meetings**

Ms. T. Agnello

THAT the report entitled 'Closed Meeting Protocol with Respect to Council and Committee Meetings' from the Acting Clerk dated July 11, 2011, be received.

c) **Library Board as Nominating Panel for Citizen Appointments to the Board**

Ms. T. Agnello
Ms. K. Pope

THAT the Library Board be the nominating panel for the purpose of citizen appointments to Library Board.

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

VOTING AGAINST: (0)

Carried

The following item was extracted from the Nominating Committee First Consent Report to be voted on separately:

- NC-1 Council Appointments to the Board of Directors of the Guelph Municipal Holding Company

Consent Agenda

The following items were extracted from the July 25, 2011 Consent Agenda to be voted on separately:

- A-5 Proposed Demolition of 3 Wolseley Road, Ward 2
- A-7 City Funded Access to the Ward Skatepark 2011

8. Moved by Councillor Kovach
Seconded by Councillor Hofland

THAT the balance of the July 25, 2011 Council Consent Agenda as identified below, be adopted:

a) **47 Grange Street / 55 Hillcrest Drive –
Upcoming Ontario Municipal Board Hearing (A-
4/11), Ward 1**

Dr. J. Laird
Ms. D. Jaques
Mr. M. Amorisi

THAT Report 11-75 dated July 25, 2011 regarding an appeal from the Committee of Adjustment Decision A-4/11 approving the extension of a legal non-conforming use for 47 Grange Street/55 Hillcrest Drive, to construct a 8.15m by 6.04m two-storey addition to the existing two-storey coach house, City of Guelph, from Planning & Building, Engineering and Environment, be received;

AND THAT the City not be a party at any upcoming Ontario Municipal Board proceedings regarding an appeal from the Committee of Adjustment Decision A-4/11 approving the extension of a legal non-conforming use to permit an addition to the coach house.

b) **61 Rickson Avenue – Upcoming Ontario
Municipal Board Hearing (A-24/11), Ward 5**

Dr. J. Laird
Ms. D. Jaques
Mr. M. Amorosi

THAT Report 11-74 dated July 25, 2011 regarding an appeal from the Committee of Adjustment Decision A-24/11 refusing minor variances to Interim Control By-law Number (2010)-19019 to permit the establishment of an accessory apartment and to Zoning By-law (1995)-14864 to permit no interior access between the two units and a widened driveway at 61 Rickson Avenue, City of Guelph, from Planning & Building, Engineering and Environment be received;

AND THAT the City be a party at any upcoming Ontario Municipal Board proceedings in support of the Committee of Adjustment decision to refuse application A-24/11 concerning minor variances to Zoning By-law (1995)-14864 to permit no interior access between the host dwelling unit and the accessory apartment and a widened driveway at 61 Rickson Avenue, City of Guelph and that appropriate staff attend any future Ontario Municipal Board proceedings to support Council's direction;

AND THAT at any future Ontario Municipal Board proceedings the City not oppose the appeal of a Committee of Adjustment decision refusing a minor variance to Interim Control By-law Number (2010)-19010 to permit the establishment of a one-bedroom accessory apartment at 61 Rickson Avenue, City of Guelph and that appropriate staff attend any future Ontario Municipal Board proceedings to support Council's direction;

AND THAT City Council encourage the Ontario Municipal Board to consider mediation with the various parties

including the City in an attempt to resolve the appeal of decision A-24/11 concerning minor variances to Zoning By-law (1995)-14864 and Interim Control By-law (2010)-19019 at 61 Rickson Avenue.

c) 72 Kortright Road East – Upcoming Ontario Municipal Board Hearing (A-20/11) Ward 5

Dr. J. Laird
Ms. D. Jaques
Mr. M. Amorosi

THAT Report 11-72 dated July 25, 2011 regarding an appeal from the Committee of Adjustment Decision A-20/11 refusing a minor variance to Interim Control By-law Number (2010)-19019 to permit the establishment of an accessory apartment at 72 Kortright Road East, City of Guelph, from Planning & Building, Engineering and Environment be received;

AND THAT the City not be a party at any upcoming Ontario Municipal Board proceedings regarding an appeal from the Committee of Adjustment's decision A-20/11 refusing a minor variance to Interim Control By-law Number (2010)-19019 to permit the establishment of a two-bedroom accessory apartment having a gross floor area of a 78.3m² at 72 Kortright Road East.

d) 30 Caledonia Street – Request to Amend Development Agreement, Ward 5

Dr. J. Laird
Ms. D. Jaques
Mr. M. Amorosi

THAT Report 11-77 dated July 25, 2011 regarding a request to amend a Development Agreement between the City and the property owners which is registered on title of the lands legally described as Part of Lots 72 & 73, Registered Plan 363 and municipally known as 30 Caledonia Street, City of Guelph, from Planning & Building, Engineering and Environment be received;

AND THAT City Council consent to the amendment of the Development Agreement between the City and the property owners which is registered on title of the lands legally described as Part of Lots 72 & 73, Registered Plan 363 and municipally known as 30 Caledonia Street, City of Guelph, in order to remove clause 10(1)(a) which restricts the maximum building height of two storeys;

AND THAT City Council hereby authorizes the Mayor and Clerk to execute the amendment to the agreement.

e) Sale of City-Owned Land – Hanlon Creek Business Park

Mr. P. Cartwright
Ms. D. Jaques
Mr. M. Amorosi

THAT the report dated July 25, 2011 regarding the sale of city-owned land in the Hanlon Creek Business Park from Economic Development & Tourism Services, be received;

AND THAT staff be directed to prepare two (2) separate Offers to Purchase between the Corporation of the City of Guelph and 2291908 Ontario Inc. for a +/- 0.870 hectare (+/- 2.15) acre) site and a +/- 0.809 (2.000 acre) site, being comprised of Block 36 on Registered Plan 61M-169, and to be described by reference plan on closing, in the Hanlon Creek Business Park; and which is to be structured on the terms and conditions outlined in the report of the General Manager of Economic Development & Tourism Services dated July 25, 2011;

AND THAT the Mayor and Clerk be authorized to execute the Offers to Purchase, subject to their format and content being satisfactory to the General Manager of Economic Development & Tourism Services, the acting Director of Finance/City Treasurer and the General Manager of Legal services/City Solicitor.

f) **Purchase of Three (3) Mobility Buses from City of Guelph Contract No. 11-140**

Mr. D. McCaughan
Ms. S. Aram

THAT staff issue a purchase order to Creative Carriage Ltd., St. George, Ontario, for the amount of \$523,320 (excluding taxes), for three (3) mobility buses.

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

VOTING AGAINST: (0)

Carried

Service Review: Executive Team Assessment – Phase 1

The Corporate Manager of Strategic Planning and Corporate Initiatives provided a brief overview of the service review Executive Team Assessment. She outlined the differences between a service review and an operational review. She advised that in 2012 there are 5 service reviews and 4 operational reviews being recommended.

Councillor Hofland presented Clause 3 that was extracted from the Governance Committee Fourth Consent Report.

- Ms. B. Boisvert
9. Moved by Councillor Hofland
Seconded by Councillor Laidlaw
THAT the report entitled 'Service Review: Executive Team Assessment – Phase 1' be received;
- AND THAT the Service Review Process principles as outlined in this report be approved and followed;
- AND THAT the Executive Team commence work on a second phase which will result in detailed recommendations and estimated financial impacts;
- AND THAT the tracking of the progress and results of the service review be consolidated on the City's website and updated on an ongoing basis.
- VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)
- VOTING AGAINST: (0)

Carried

Community Wellbeing Plan: Working Principles

Councillor Laidlaw presented Clause 3 that was extracted from the Community & Social Services Committee Sixth Consent Report.

- Ms. A. Pappert
10. Moved by Councillor Laidlaw
Seconded by Councillor Dennis
THAT Report CSS-CESS-1130 titled 'Community Wellbeing Plan: Working Principles' and dated July 12, 2011 be received;
- AND THAT the working principles outlined in Report CSS-CESS-1130 be approved to inform the development of the Community Wellbeing Workplan.
- VOTING IN FAVOUR: Councillors Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (11)
- VOTING AGAINST: Councillors Bell and Kovach (2)

Carried

Impacts on the 2012 Budget

Councillor Hofland presented Clause 4 that was extracted from the Corporate Administration,

Finance & Emergency Services Committee Sixth Consent Report.

11. Moved by Councillor Hofland
Seconded by Councillor Dennis
THAT the report 'Impacts on the 2012 Budget' be received;

AND THAT City Council establish a budget guideline as part of the annual budget process;

AND THAT a 2012 guideline be set at 3% or less without using funding from the tax stabilization reserves and excluding any proposed expansions.

12. Moved in Amendment by Councillor Kovach
Seconded by Councillor Bell
THAT the following be added to the end of the last clause "and without the inclusion of revenue from assessment growth".

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

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

Defeated

13. Moved in Amendment by Councillor Bell
Seconded by Councilor Furfaro
THAT the tax guideline be 3% or less including expansions.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Kovach, Van Hellemond and Wettstein (5)

VOTING AGAINST: Councillors Burcher, Dennis, Findlay, Guthrie, Hofland, Laidlaw, Piper and Mayor Farbridge (8)

Defeated

14. Moved by Councillor Hofland
Seconded by Councillor Dennis
THAT the report 'Impacts on the 2012 Budget' be received;

AND THAT City Council establish a budget guideline as part of the annual budget process;

Ms. S. Aram
Ms. A. Pappert
Dr. J. Laird
Mr. M. Amorosi
Mr. D. McCaughan
Mr. H. Loewig

AND THAT a 2012 guideline be set at 3% or less without using funding from the tax stabilization reserves and excluding any proposed expansions.

VOTING IN FAVOUR: Councillors Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (11)

VOTING AGAINST: Councillors Bell and Kovach (2)

Carried

Downtown Maintenance Service Review

Councillor Findlay presented Clause 1 that was extracted from the Operations & Transit Committee Sixth Consent Report.

Mr. D. McCaughan
Ms. S. Aram
Mr. M. Amorosi

15. Moved by Councillor Findlay
Seconded by Councillor Van Helemond
THAT the Operations & Transit Committee report OT071138 Downtown Maintenance Service Review of July 18, 2011 be received;

AND THAT the service standards recommended to improve downtown housekeeping and maintenance be approved for immediate implementation;

AND THAT staff report back during budget deliberations with a means to reduce the FTE count by .5 in parking lot maintenance.

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

VOTING AGAINST: Councillor Kovach (1)

Carried

Castlebury Park Master Plan

Councillor Findlay presented Clause 3 that was extracted from the Operations & Transit Committee Sixth Consent Report.

16. Moved by Councillor Findlay
Seconded by Councillor Furfaro
THAT the Report OT071140 Castlebury Park Master Plan dated July 18, 2011 be received;

AND THAT the Master Plan for Castlebury Park, as proposed in report OT071140 dated July 18, 2011, be approved.

17. Moved in Amendment by Councillor Bell
Seconded by Councillor Laidlaw
THAT the paving of the parking lot be removed from the Castlebury Park Master Plan.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Laidlaw, Piper, Van Hellemond (5)

VOTING AGAINST: Councillors Burcher, Dennis, Findlay, Guthrie, Hofland, Kovach, Wettstein and Mayor Farbridge (8)

Defeated

Mr. D. McCaughan

18. Moved by Councillor Findlay
Seconded by Councillor Furfaro
THAT the Report OT071140 Castlebury Park Master Plan dated July 18, 2011 be received;

AND THAT the Master Plan for Castlebury Park, as proposed in report OT071140 dated July 18, 2011, be approved.

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

VOTING AGAINST: Councillor Furfaro (1)

Carried

Program and Staffing Level Approvals (Full Time and Regular Part-Time)

Councillor Findlay presented Clause 1 that was extracted from the Governance Committee Fourth Consent Report.

19. Moved by Councillor Findlay
Seconded by Councillor Guthrie

THAT;

- The Executive Team be authorized to manage within their approved annual budgets and adjust staffing levels to maintain the level of Council approved programs and services provided that no costs are incurred in the current or subsequent budget years.
- Where, as a result of emerging priorities (e.g. provincial initiatives, changing community priorities,

Council direction) that result in the need to introduce new programs or increased service levels, or to increase staffing levels that add cost to the current or subsequent budget years, Council approval is required.

- Where service level or program reductions are contemplated, Council approval is required.
- These recommendations be adopted as policy and be incorporated into Council's Budget Policy which is currently under development and subsequent CAO by-laws.

20. Moved in Amendment by Councillor Kovach
Seconded by Councillor Bell

THAT the following be added to the first bullet point "and that staff changes be reported back to Council and be flagged within subsequent years budgets".

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

VOTING AGAINST: (0)

Carried

21. Moved by Councillor Findlay
Seconded by Councillor Guthrie

Mr. M. Amorosi

THAT;

- The Executive Team be authorized to manage within their approved annual budgets and adjust staffing levels to maintain the level of Council approved programs and services provided that no costs are incurred in the current or subsequent budget years and that staff changes be reported back to Council be flagged within subsequent years budgets .
- Where, as a result of emerging priorities (e.g. provincial initiatives, changing community priorities, Council direction) that result in the need to introduce new programs or increased service levels, or to increase staffing levels that add cost to the current or subsequent budget years, Council approval is required.
- Where service level or program reductions are contemplated, Council approval is required.
- These recommendations be adopted as policy and be incorporated into Council's Budget Policy which is currently under development and subsequent CAO by-laws.

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

VOTING AGAINST: (0)

Carried

Council Appointments to the Board of Directors of the Guelph Municipal Holding Company Boar of Directors

Councillor Findlay presented Clause 1 that was extracted from the Nominating Committee First Consent Report.

22. Moved by Councillor Findlay
Seconded by Councillor Burcher

Ms. T. Agnello
Ms. B. Boisvert
Counc. Dennis
Counc. Hofland
Counc. Wettstein

THAT Councillors Dennis, Hofland and Wettstein and Mayor Farbridge be appointed to the Board of Directors of the Guelph Municipal Holding Company for a term ending November 30, 2014.

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

VOTING AGAINST: (0)

Carried

23. Moved by Councillor Hofland
Seconded by Councillor Wettstein

Ms. T. Agnello
Ms. B. Boisvert
Counc. L. Burcher

THAT Councillor Burcher be appointed to the Board of Directors of the Guelph Municipal Holding Company for an interim term ending November 30, 2014.

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

VOTING AGAINST: (0)

Carried

Consent Agenda

Proposed Demolition of 3 Wolseley Road, Ward 2

Dr. J. Laird

24. Moved by Councillor Bell
Seconded by Councillor Wettstein
THAT Report 11-76 regarding the proposed demolition of a detached dwelling at 3 Wolseley Road, City of Guelph, from Planning & Building, Engineering and Environment dated July 25 2011, be received;

AND THAT the proposed demolition of the detached dwelling at 3 Wolseley Road be approved.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Van Hellemond, Wettstein and Mayor Farbridge (11)

VOTING AGAINST: Councillors Laidlaw and Piper (2)

Carried

City Funded Access to the Ward Skatepark 2011

Ms. A. Pappert
Ms. S. Aram

25. Moved by Councillor Furfaro
Seconded by Councillor Kovach
THAT Report #CSS-PRPF-1134, dated July 25, 2011 and titled 'City Funded Access to the Ward Skatepark 2011' be received;

AND THAT staff be directed to purchase entry to the Ward Skatepark, to a maximum of \$5,000, funded by City Council's Discretionary account to allow for free public access through to September 2, 2011.

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

VOTING AGAINST: (0)

Carried

SPECIAL RESOLUTIONS

Councillor Van Hellemond's notice of motion with respect to 80 Simmonds Drive for which notice was given July 4, 2011.

It was requested that the items for reconsideration be voted on separately.

26. Moved by Councillor Van Hellemond
Seconded by Councillor Findlay
THAT the matter approved by City Council relating to the 80 Simmonds Drive (the Wilson/Ingram Farmhouse) property at the Council meeting of April 26, 2010 regarding the severance and sale of building and property be re-considered.

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

VOTING AGAINST: (0)

Carried

27. Moved by Councillor Van Hellemond
Seconded by Councillor Findlay
THAT the matter approved by City Council relating to the 80 Simmonds Drive (the Wilson/Ingram Farmhouse) property at the Council meeting of September 25, 2010 regarding the development of a Parks Master Plan be re-considered.

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

VOTING AGAINST: (0)

Carried

28. Moved by Councillor Van Hellemond
Seconded by Councillor Findlay
THAT the matter approved by City Council relating to the 80 Simmonds Drive (the Wilson/Ingram Farmhouse) property at the Council meeting of February 28, 2011 regarding the intention to designate, be re-considered.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Guthrie, Kovach, Van Hellemond and Mayor Farbridge (6)

VOTING AGAINST: Councillors Burcher, Dennis, Findlay, Hofland, Laidlaw, Piper and Wettstein (7)

Defeated

29. Moved by Councillor Van Hellemond
Seconded by Councillor Findlay
THAT the matters approved by City Council relating to the 80 Simmonds Drive (Wilson/Ingram Farmhouse) property

Ms. D. Jaques
Mr. D. McCaughan

Mr. M. Amorosi

at the Council meetings of April 26, 2010 regarding the severance and sale of building and property and of September 25, 2010 regarding the development of a Parks Master Plan, be referred to the Corporate Administration, Finance & Emergency Services Committee for further review and recommendations.

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

VOTING AGAINST: Councillor Dennis (1)

Carried

BY-LAWS

30. Moved by Councillor Hofland
Seconded by Councillor Laidlaw
THAT By-laws Numbered (2011)-19233 to (2011)-19247, inclusive, are hereby passed.

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

VOTING AGAINST: (0)

Carried

MAYOR'S ANNOUNCEMENTS

Councillor Furfaro advised of the Ward 1 town hall meeting to be held on July 28, 2011 at 7 p.m. at the Victoria Road Recreation Centre.

NOTICE OF MOTION

The meeting adjourned at 9:30 o'clock p.m.

Minutes read and confirmed September 26, 2011.

.....
Mayor

.....
Acting Clerk

CORPORATE POLICY AND PROCEDURE



POLICY	Letter of Credit Policy
CATEGORY	Finance
AUTHORITY	Council
RELATED POLICES	Investment Policy Debt Management Policy
APPROVED BY	Council
EFFECTIVE DATE	
REVISION DATE	

1. POLICY STATEMENT

It is the policy of the City of Guelph

- that institutions issuing letters of credit to be accepted by the City for any reason meet specific credit-rating requirements, and
- that the letter of credit be in a specific form.

2. POLICY PURPOSE

The purpose of this policy is to ensure that the interests of the City are protected by specifying and accepting only certain types of letters of credit and to ensure good financial and cash management for the ongoing financial stability of the Corporation in conjunction with investment and debt management policies. This policy will

- define letters of credit,
- identify circumstances requiring a letter of credit,
- specify the credit-rating requirements of institutions issuing acceptable letters of credit,
- specify the format of letters of credit,
- identify acceptable alternatives to letters of credit, and
- confirm responsibility for administration of letters of credit.

3. DEFINITIONS

In this policy,

“**Letter of credit (L/C)**” means a form of financial security issued by a bank or financial institution, which authorizes the recipient of the letter to draw amounts of money up to a specified total, to assure the beneficiary (the City) that it will receive

payment. An L/C deals with documents, not goods or services. It is as good as cash to the City, but the bank may require a deposit or line of credit from the applicant.

An “**unconditional**” letter of credit, to be negotiable, must include a promise to pay on demand or at a definite time, which demand shall be honoured without enquiry as to whether the beneficiary (the City) has a right to make such a demand and without recognizing any claim of the applicant. Payment is conditioned solely on presentation of specified documents.

An “**irrevocable**” letter of credit may not be revoked or amended without the agreement of the issuing bank and the beneficiary. An irrevocable letter of credit from the issuing bank assures the beneficiary (the City) that, if the required documents are presented and the terms and conditions are met, payment will be made.

A “**standby**” letter of credit requires only the presentation of a satisfactory request for payment without further documentary evidence of obligation. It usually serves as a secondary payment mechanism in a case of default, but may serve any one of a wide range of financial support purposes. A bank will issue a standby letter of credit on behalf of a customer to provide assurances of his ability to perform or to pay under the terms of an agreement with the beneficiary (the City).

An “**automatically renewing**” letter of credit is deemed to be automatically extended, without any formal amendment, for a specified period (usually one year) beyond the stated expiration date unless notification in writing is received by the beneficiary (the City) prior to expiration.

4. SCOPE

The Letter of Credit Policy applies to all departments and local boards (Library and Police Services) of the Corporation of the City of Guelph and in all circumstances requiring a letter of credit.

5. SECURITY PROVISIONS

A letter of credit will be required in connection with certain agreements in order to provide assurance that financial or performance obligations to the City are met.

5.1 Developer Contribution Agreements

The City of Guelph may enter into an agreement with a developer with respect to work that relates to the provision of services for which there will be an increased need as a result of the development. In addition to the payment of development charges, the agreement may provide for a share of the costs of the work and / or of the agreement processing to be borne by the benefiting development. Such an agreement must contain a provision requiring an irrevocable standby letter of credit

or acceptable alternative, typically as a primary payment mechanism authorizing payment to the City.

5.2 Site Alteration Permits

An application for a site alteration permit from the City of Guelph is not considered to be complete without security to ensure performance of the applicant's obligations in a form and amount as determined in accordance with Schedule B to the City's Site Alteration By-law Number (2007) – 18420 or successor. Security must be in the form of an irrevocable standby letter of credit or acceptable alternative as a secondary payment mechanism providing assurance of ability to perform.

5.3 Bid Sureties

The City of Guelph may request bids requiring the submission of bid surety in accordance with the City's Purchasing By-law Number (2009) – 18777 or successor. Bid surety must be in the form of a bid bond, irrevocable standby letter of credit, or acceptable alternative as a secondary payment mechanism providing assurance of ability to perform.

5.4 Development Charge Late Payment Agreements

The City of Guelph may enter into an agreement providing for all or any part of a development charge to be paid after it would otherwise be payable, in accordance with Section 27 of the *Development Charges Act* and the City's Development Charge By-law Number (2009) – 18729 or successor. Such an agreement for deferral must contain a security provision requiring an irrevocable standby letter of credit or acceptable alternative as a secondary payment mechanism providing assurance of ability to pay.

5.5 Development Charge Reduction for Redevelopment

Where, as a result of the redevelopment of land, a building or structure existing on the same land within 48 months prior to the date of payment of development charges in regard to such redevelopment was or is to be demolished, in whole or in part, in order to facilitate the redevelopment, the development charges otherwise payable with respect to such redevelopment shall be reduced in accordance with the City's Development Charge By-law Number (2009) – 18729 or successor. In cases where an existing building or structure has not yet been demolished at the date of payment of development charges but is to be demolished in order to facilitate the redevelopment, the City will require an irrevocable standby letter of credit for the value of the redevelopment reduction granted, and the letter of credit shall contain a provision allowing the City to index the value.

5.6 Other Agreements or Contracts

Where the City of Guelph enters into any other agreement or contract in which it is considered advisable to ensure that the interests of the City are protected, an irrevocable standby letter of credit or acceptable alternative will be required in

order to provide assurance that financial or performance obligations to the City are met.

6. CREDIT-RATING REQUIREMENTS

Because of the substantial amount of money involved, the City will accept L/Cs only from the institutions meeting specific credit-rating requirements.

6.1 Six Primary Canadian Schedule I Chartered Banks

Letters of credit may be accepted from any of the following six primary Canadian Schedule I chartered banks:

- Bank of Montreal
- Bank of Nova Scotia (The)
- Canadian Imperial Bank of Commerce
- National Bank of Canada
- Royal Bank of Canada
- Toronto-Dominion Bank (The)

6.2 Other Canadian Schedule I or II Chartered Banks and Cooperative Credit Associations

- a) Letters of credit in amounts of \$100,000 or greater may be accepted from other chartered banks set out in Schedule I or II of the Bank Act and from Cooperative Credit Associations
- only if they possess a superior Dominion Bond Rating Service (DBRS) rating of R-1 (middle) or better or an equivalent rating from Standard & Poor's (S&P), Fitch Ratings, or Moody's, and
 - only on approval of the Treasurer or Deputy-Treasurer.

The onus will be on the financial institution to provide to the Treasurer or Deputy-Treasurer satisfactory evidence that the credit-rating requirements specified above have been met.

If a letter of credit is accepted from one of these financial institutions and the institution subsequently loses its DBRS rating or equivalent specified above, a substitute letter of credit from an acceptable financial institution will be required.

- b) Letters of credit in amounts less than \$100,000 may be accepted from other chartered banks set out in Schedule I or II of the Bank Act and from Cooperative Credit Associations
- only on approval of the Treasurer or Deputy-Treasurer.

6.3 Other Financial Institutions

Letters of credit will not be accepted from financial institutions other than those specified above.

7. LETTER OF CREDIT FORMAT

The City of Guelph has a standard format for irrevocable standby letters of credit. All L/Cs accepted by the City must conform to the intent of this standard. They must be unconditional, irrevocable, automatically renewing (unless sufficient notice in writing is received), and in Canadian funds and must allow for partial drawings.

8. ACCEPTABLE ALTERNATIVES

Acceptable alternatives to letters of credit are security deposits in the form of

- debit card payments,
- certified cheques,
- bank drafts, or
- money orders.

If any of these alternatives is provided in lieu of a letter of credit, the funds will be deposited in the City's bank account, but no interest will accrue to the benefit of the provider. A letter of guarantee is less liquid, is dependent on proof of damage, is subject to additional administrative and legal costs, and, therefore, is not an acceptable alternative to a letter of credit.

9. PROCEDURE / ADMINISTRATION

9.1 Safekeeping

Letters of credit will be in the safekeeping of the City's Finance Department, and acceptable alternatives in the form of certified cheques, bank drafts, or money orders will be deposited in the City's bank account(s). However, no interest will accrue to the benefit of the provider.

9.2 Communications

All drawing demands, extension requests, reductions, returns, releases, and other communications with the issuing bank concerning letters of credit will be processed by the City's Finance Department.

9.3 Existing Letters of Credit

All letters of credit currently held by the City and not meeting the policy requirements, at the passing of this policy, will continue to be held until their expiry date. However, if the letter of credit is from a financial institution which subsequently loses its current rating, a substitute letter of credit from an acceptable financial institution will be required.

CORPORATE POLICY AND PROCEDURE



POLICY	General Operating and Capital Budget Policy
CATEGORY	Finance
AUTHORITY	Council
RELATED POLICES	Debt Management Policy General Reserve and Reserve Fund Policy Investment Policy Purchasing Policy Tangible Capital Asset Policy
APPROVED BY	Council
EFFECTIVE DATE	July 2011
REVIEW DATE	July 2012

1. POLICY STATEMENT

It is the policy of the City of Guelph to

- achieve its current and future goals in a fiscally responsible and sustainable manner;
- make informed choices about the provision of services and capital assets, and
- promote stakeholder participation in the budget process.

2. PURPOSE

The purpose of this policy is to

- improve the efficiency of the budget-setting process, making more strategic use of Council's time in reviewing budgets and administration's time in preparing them;
- ensure that the budget plans presented by staff are consistent with the goals set out by Council in its Strategic Plan;
- maintain the long-term financial stability of the City with affordable taxation and user rates; and
- establish a foundation for monitoring actual expenditures against budgeted expenditures.

3. DEFINITIONS

The following definitions are included as an aid to interpreting this policy:

"Budget" – a financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for the provision of various municipal programs and services, approved by Council

"Capital Budget" – a plan of proposed capital expenditures to be incurred in the current year and over a period of subsequent future years (long-term) identifying each capital project and the method of financing

"Capital Project" – a project, which purchases or constructs a capital asset. Typically, a capital project encompasses a purchase of land and / or the construction of a building or facility.

"Department" – a basic organizational unit of the City, which is functionally unique in its delivery of services

"Fiscal Year" – the twelve-month accounting period for recording financial transactions. The City's fiscal year is January 1 to December 31.

"Local Board" – an external board which is consolidated in the City's financial reporting. These boards are under the control of Council and provide services relating to the Library and Police Services.

"Operating (Current) Budget" – the budget containing allocations for such expenditures as salaries and wages, materials and supplies, utilities, and insurance to provide basic government programs and services for the current fiscal year.

"Reserve" – an allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. Examples of the City's Reserves are: Tax Rate Stabilization Reserve, Sick Leave Reserves, and Insurance Reserve.

"Reserve Fund" – assets segregated and restricted to meet the purpose of the reserve fund. Reserve Funds may be:

- Obligatory – created whenever a statute requires revenues received for special purposes to be segregated, e.g., Development Charges Reserve Funds, or
- Discretionary – created whenever Council wishes to earmark revenues to finance a future project for which it has authority to spend money, e.g., Capital Reserve Funds and Brownfield Strategy Reserve Funds.

“Revenue” – funds that a government entity receives as income. It includes such items as property tax payments, fees for specific services, receipts from other governments, fines, grants, and interest income.

“Tax Rate” – the rate levied on each real property according to assessed property value and property class.

4. SCOPE

The General Operating and Capital Budget Policy applies to all departments and local boards (including Library and Police Services) of the Corporation of the City of Guelph.

5. BUDGET PRINCIPLES AND STRATEGIES

The principles and strategies that the City utilizes in making decisions related to short and long term budget planning include:

5.1 Strategic Plan

The Strategic Plan serves as the guiding document under which all City initiatives are aligned. The budget will align with the Strategic Plan and support it.

5.2 Communication with the Community

The budget will provide opportunity for community input and will make available reports consistent with Council-approved principles for public involvement.

5.3 Affordability

The budget will incorporate an integrated approach to the allocation of limited resources. The City must be able to bear the cost without incurring financial difficulty or risking other undesirable consequences.

5.4 Fiscal Capacity

Fiscal capacity will be built to respond to emerging community needs through adherence to the long-term financial plan and related debt and reserve fund management policies. A strong financial position is an important component of the City's Corporate Strategic Plan.

5.5 Sustainability

The budget will incorporate a long-term focus with the aim of achieving a prosperous and sustainable community. It will reflect priorities based on a quadruple bottom line approach, i.e., showing a commitment to economic, social, environmental, and cultural aspects.

5.6 Accountability and Transparency

The budget will demonstrate accountability to the community through an open and transparent decision making process in addition to audited financial statements and other reporting.

5.7 Assertive Maturity

The budget will demonstrate a culture of assertive maturity (going beyond the comfortable role of being subordinate to upper levels of government, and seeing the municipality with real and significant powers to make policies and deliver services) by:

- 5.7.1 Providing the funding to deliver the services and programs residents want in an efficient manner that minimizes risk to the community and corporation,
- 5.7.2 Setting priorities based on innovative and effectively managed policies to achieve City goals, and
- 5.7.3 Managing our financial relationship with other governments in a proactive manner, demonstrating municipal leadership, and advocating to obtain the tools needed to deliver services.

5.8 Risk Management

Priority-setting and decision-making will be informed by risk management principles with the aim to minimize the negative effects of risk while also minimizing the cost to accomplish this mitigation.

5.9 Innovation

The budget will incorporate innovative approaches to service delivery and will include funding to allow for the development and implementation of operational efficiencies and cost-saving measures. Cost-sharing and partnership strategies will be pursued, including the provision of matching funding where leveraging opportunities exist.

5.10 Stewardship

- 5.10.1 The budget will support existing infrastructure using a life-cycle strategy and asset management best practice.
- 5.10.2 The budget will consider new infrastructure required to achieve the strategic plan.
- 5.10.3 The budget will minimize reliance on debentures by focusing on funding reserves to address the infrastructure gap.

5.11 Addressing Unfunded Liabilities

The budget will address identified unfunded liabilities such as sick leave or WSIB through reserve contributions.

5.12 Multi-Year Budgets

Multi-year budgets will be developed for operating and capital expenditures according to an approved guideline. Multi-year budgets will incorporate the operating impacts of capital expenditures.

6. BUDGET ROLES AND RESPONSIBILITIES

The following roles have budget responsibilities as listed:

Accountability Role	Role Responsibilities
Municipal Council	<ul style="list-style-type: none">• Establish priorities through the Strategic Plan• Approve guidelines in advance of detailed budget preparation• Approve the proposed level of public communication and engagement• Review the budget submission in meetings of the whole Council• Adopt the budget by by-law• Approve the rates required for taxation and user fees by by-law
Chief Administrative Officer	<ul style="list-style-type: none">• Direct, in co-operation with the Chief Financial Officer and the Executive Team, the preparation and presentation of the operating and capital budgets on an annual basis• Direct, in co-operation with the Chief Financial Officer and the Executive Team, the preparation of a budget guideline for approval by Council• Exercise financial control over all corporate operations in conjunction with the Chief Financial Officer to ensure compliance with the revenue and expenditure budgets approved by Council
Executive Team (ET)	<ul style="list-style-type: none">• Review and recommend the budget to the CAO• Support the final approved budget in a unified manner• Recognize the priorities of the corporation as a whole, separate from specific departmental priorities, during the decision-making process• Conduct the budget review in an open and collaborative manner
Senior Management Team (SMT)	<ul style="list-style-type: none">• Lead the development of realistic and responsible departmental budgets in accordance with the established guideline, timeline, and process as per Budget Policy• Submit budget requests based on supportable facts that can be well understood by the general public and other members of the organization• Ensure that the resources and assets under their authority are effectively managed on an ongoing basis

<p>Chief Financial Officer, Budget Services Staff, and Operating Teams</p>	<ul style="list-style-type: none"> • Chief Financial Officer – lead and coordinate the overall preparation and administration of the City budget and capital program plan • Ensure adherence to budget policies and financial policies as approved by Council • Provide management and strategic direction to the financing of the City • Develop a community engagement plan, related recommendations, and communication strategies for Council review and approval
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7. STATUTES

Budget development shall comply with all relevant provisions of Ontario statutes, including, but not limited to, the following:

- *Municipal Act*, including sections relating to Business Improvement Areas
- *Police Services Act*
- *Public Libraries Act*
- *Health Protection and Promotion Act*
- *Conservation Authority Act*