



A great place to call home
A vibrant downtown

A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

February 13, 2007

Council Committee Room "A"- 5:00 p.m.

- Disclosure of Pecuniary Interest

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>ASSOCIATION OF MUNICIPALITIES OF ONTARIO</p> <p>Ms. Pat Vanini will be present to provide information on AMO's role in the municipal/provincial context, the activities of their committees and the Board of Directors.</p>	
<p>COUNCIL MEETING SCHEDULE</p> <p>THAT Council's Procedural By-law be amended to provide for Council Planning meetings to be held on the 1st Monday of the month, and regular Council meetings to be held on the 3rd Monday of the month.</p>	Approve
<p>OVERVIEW OF ECONOMIC DEVELOPMENT SERVICES AND TOURISM SERVICES</p> <p>Peter Cartwright, Manager of Economic Development and Tourism will be present to provide an overview of their activities.</p>	
<p>ECONOMIC DEVELOPMENT ADVISORY COMMITTEE</p> <p>Referred to Committee by Council (Striking Committee) December 11, 2006.</p> <p>"THAT the appointments to the Economic Development Advisory Committee be referred to the appropriate Standing Committee for consideration."</p> <p>See attached terms of reference for the Economic Development Advisory Committee.</p>	

<p>GOVERNANCE/SERVICE REVIEW</p> <p>Mayor Farbridge will address this item.</p>	
<p>RISK MANAGEMENT</p> <p>Mayor Farbridge will address this item.</p>	
<p>ELECTION REFORM</p> <p>Mayor Farbridge will address this item.</p>	
<p>IN CAMERA</p> <p>THAT the Governance & Economic Development Committee now hold a meeting closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:</p> <ul style="list-style-type: none"> • personal matters about identifiable individuals. 	

OTHER BUSINESS:

About Us

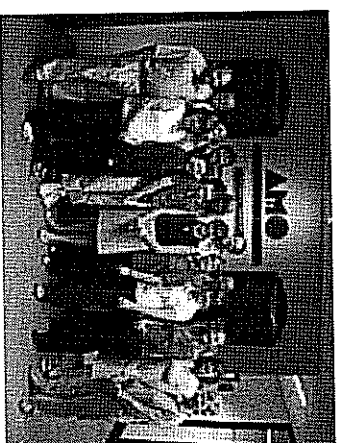
The Association of Municipalities of Ontario (AMO) is a non-profit organization representing the municipal order of government and provides a variety of services and products to members and non-members. [Download About AMO brochure.](#)

Mandate

The mandate of the organization is to support and enhance strong and effective municipal government in Ontario. It promotes the value of the municipal level of government as a vital and essential component of Ontario and Canada's political system.

"In Ontario's municipalities, people and families can live, thrive and prosper in the communities they call home, and children will have the choice and opportunity to live and work in the communities where they were raised."

The Mandate is delivered in a variety of ways. Of particular importance is the Memorandum of Understanding (MOU) between AMO and the Province. The MOU provides the opportunity for municipal input and reaction to provincial policy ideas (pre-consultation) so that they are fully informed as part of any provincial policy making process. The MOU also includes a Protocol that obligates the Province to consult with AMO and municipalities on matters that are of a federal-provincial nature that could affect municipal services and finances. The Protocol also sets out the Province's commitment to pursue a federal-provincial-municipal framework where municipalities have a 'seat at the federal-provincial table'.



Activities

The activities of AMO support both its Mandate and Vision Statement. AMO develops policy positions and reports on issues of general interest to municipal governments; conducts ongoing liaison with provincial government elected and non-elected representatives; informs and educates governments, the media and the public on municipal issues; markets innovative and beneficial services to the municipal sector; and maintains a resource centre on issues of municipal interest. The Association's Annual Meeting is held in August and is combined with a comprehensive conference program.

Organizational Structure

The governing body of the Association is the Board of Directors, elected at the Association's Annual Meeting. The Board comprises 49 elected and non-elected municipal representatives. The Board meets five times per year. An Executive Committee of the Board, responsible for the business of the Association between Board of Director meetings, meets monthly.

AMO hosts many foreign delegates who wish to learn about starting a similar local government organization and our business and information services.

Administrative Structure

The Association currently has a total complement of 18 staff headed up by an Executive Director who reports to the Board and the Executive Committee.

AMO is involved in policy research and development; education and training of municipal elected officials; communications; information collection and management; corporate administration and finance; the Municom Network and business activities that save members money.

Policy and Government Relations

A team of policy advisors conducts policy research and analysis for the Association on a wide range of issues - from governance, financial structure, environment, labour, emergency services and human services. Policy staff works with Task Forces to develop and recommend policy positions to the Board of Directors and to review and monitor issues of municipal interest. Task Forces are established on an as-required basis to work on specific short-term tasks. For example, in the past the Association has struck special task forces to deal with land use planning, public health, affordable housing, water regulations and water taking, Brownfields, and new Municipal Act among many others.

AMO also represents the sector on a variety of provincial and federal committees, such as policing standards, source water protection, immigration, municipal rural infrastructure fund program, and emergency management, among many others.

Information Services

The activities of the Association are supported by an extensive electronic and traditional collection of information resources. AMO's flagship electronic information product is the Municom Network, a virtual mall of municipal information resources. It hosts a variety of municipal information sources including commercial news feeds, background information, AMO policy issue reports, and information from other municipal associations. There is an

extensive resource centre which maintains an up-to-date collection of books, periodicals, bulletins, newsletters, subject files, provincial statutes and reports covering a variety of timely topics, including public administration, public affairs management, provincial-municipal relations, finance, planning and development, housing, among other matters. Together, the resource center actively support the Association's function of collecting and disseminating vital information to its membership.

Local Authority Services Ltd. (LAS)

LAS was created in 1992 by AMO to help municipalities reduce the cost of common expenditures and to increase revenues. The ONE Funds investment program, jointly run with the CHUMS Financing Corp., continues to be LAS's primary program offering a diversified way for municipalities to invest surplus funds and reserves. Over the next year, LAS and CHUMS plan to ensure that it continues to meet the needs of municipal investors.

LAS's long-distance share group program with Rogers continues to be a stellar performer. Since its introduction a little over a year ago, participants have not only exceeded the 47% savings point but the increasing size of the share group has twice put LAS into a position of negotiating rate reductions with Rogers.

Another LAS program being well received by municipalities is GASAMO - Bulk Purchase Natural Gas Program designed for Municipalities. During the last 3 years municipalities taking part in the GASAMO program have saved over \$3,000,000 on their gas commodity purchases compared to both the utility WACOG and spot market prices. This represents a 20% to 22% savings. The net result of LAS's activity during this past year was not only to provide a wide range of value-added services to local government, but also to help fund the work of AMO by nearly \$200,000.

Association of Municipalities of Ontario (AMO)

393 University Avenue, Suite 1701 Toronto ON M5G 1E6 CANADA

Tel: (416) 971-9856 Fax: (416) 971-6191

Toll-free in Ontario: 1-877-4-AMO-LAS (1-877-426-6527) email: amo@amo.on.ca

www.amo.on.ca www.las.on.ca www.municom.com www.yourlocalgovernment.com



City of Guelph

CORPORATE SERVICES

Report:

TO: GOVERNANCE AND ECONOMIC DEVELOPMENT COMMITTEE

DATE: 2007 02 09

SUBJECT: COUNCIL MEETING SCHEDULE

RECOMMENDATION:

THAT Council's Procedural By-law be amended to provide for Council Planning meetings to be held on the 1st Monday of the month, and regular Council meetings to be held on the 3rd Monday of the month.

SUMMARY:

Council recently adopted its new Standing Committee structure, moving from two committees to four committees. All Committees have selected meeting times that take place within the first two weeks of the month. A review of the calendar identifies numerous meeting dates that will conflict with Council agenda preparation and distribution, resulting in a delay in some matters reaching Council for a decision.

BACKGROUND:

Staff have reviewed the current meeting calendar for 2007 based on the new standing committee structure and meeting schedule and have found a number of occasions that may result in some conflicts. In eight months out of eleven, standing committees are scheduled to meet either on the day before or the day after the agendas for the next Council meeting are prepared and distributed. If a committee's reports cannot be circulated with the Council agenda, this can result in a delay of 3 to 4 weeks before the reports can be considered by Council. In addition, this schedule could see as many as 5 agendas that have to be printed and distributed to Council as part of our Thursday delivery package.

Prior to 2005, Council met only twice a month on the 1st and 3rd Mondays, except in the summer months, where only one regular meeting per month was held. In 2005, it was determined that a third meeting would be added to the monthly schedule, to deal with matters under the Planning Act. Only eight planning meetings were held in 2006, two of which were in July.

REPORT:

In order to resolve the conflicts in dates, an alternative schedule was developed that would see Council return to two meetings per month, on the 1st and 3rd Mondays (Tuesday where Monday is a holiday). The 1st Monday would be for hearing matters under the Planning Act, while the 3rd Monday would be the regular Council meeting. Under this schedule, the maximum number of agendas to be printed and distributed in one week would be 3, and that would only happen once during 2007. This schedule also is adjusted to reflect Community Development and Environmental Services Committee meeting the same week as Finance, Administration and Corporate Services Committee, and Governance and Economic Development Committee and Community, Operations and Emergency Services Committee meetings taking place on the same week. In all months, the reports of standing committees would proceed to the next Council meeting.

The 2nd and 4th Mondays would then be available to deal with any urgent Council business requiring action prior to a regularly scheduled meeting, or Council workshops to deal with specific matters where a Council briefing was required prior to advancing the decision making process on a particular matter.

Under this new system, we are hopeful that most matters requiring a decision of Council will first be dealt with by a Standing Committee. Also, by adopting a consent agenda at the Standing Committee level, more efficient use will be made of the time of the Committees and Council. Staff are also looking at areas where more routine administrative matters could be delegated to staff or a standing committee, which is now permitted under the revisions to the Municipal Act.

The City Clerk's Office has conducted a survey of other municipalities relating to council and standing committee schedules, and a copy of our findings is attached. Our findings indicate that the practices used in other municipalities are so varied, that it is difficult to determine if another schedule or structure would be preferable.

CORPORATE STRATEGIC PLAN:

Strategic Goal #6 - "To Have Exemplary Management Practices"

FINANCIAL IMPLICATIONS:

N/A

DEPARTMENTAL CONSULTATION:

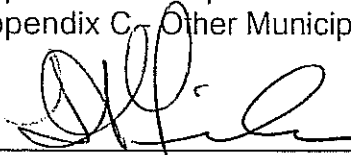
The Senior Management Team was consulted in the development of this report.

COMMUNICATIONS:

Any change to the Council meeting schedule would be communicated to the community.

ATTACHMENTS:

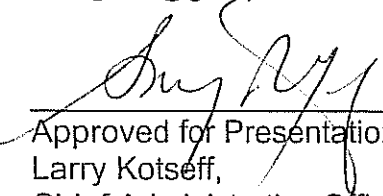
- Appendix A - Current Schedule
- Appendix B - Proposed Schedule
- Appendix C - Other Municipal Schedules and Practices



Prepared By:
Lois A. Giles,
City Clerk/Manager of Council
Administrative Services.
(519) 822-1260, ext. 2232
lois.giles@guelph.ca



Recommended By:
Lois E. Payne,
Director of Corporate
Services/City Solicitor.
(519) 822-1260, ext. 2288
lois.payne@guelph.ca



Approved for Presentation:
Larry Kotseff,
Chief Administrative Officer.

CURRENT MEETING SCHEDULE

FEBRUARY

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				1 Preview GED, COES	2	3
4	5 - COUNCIL (Preview Jan. 25)	6	7 - FACS (Preview Jan. 25)	8 Preview Council	9 - CDES (Preview Jan. 25)	10
11	12 - COUNCIL PLANNING (Preview Jan. 25)	13 - GED (Preview Feb 1)	14 - COES (Preview Feb 1)	15 No Preview	16	17
18	19 - COUNCIL (Preview Feb 8)	20	21	22 Preview Council FACS, CDES	23	24
25	26	27	28			

CDES – Community Development & Environmental Services FACS – Finance, Administration & Corporate Services
 COES – Community, Operations & Emergency Services GED – Governance & Economic Development

MARCH

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				1 Preview GED, COES	2	3
4	5 - COUNCIL (Preview Feb 22)	6	7 - FACS (Preview Feb 22)	8 Preview Council Planning	9 - CDES (Preview Feb 22)	10
11	12	13 - GED (Preview Mar 1)	14 - COES (Preview Mar 1)	15 No Preview	16	17
18	19	20	21	22 Preview Council FACS, Council Planning	23	24
25	26 - COUNCIL PLANNING (Preview Mar 8)	27	28	29 Preview GEDC, COES	30	31

APRIL

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
1	2 - COUNCIL (Preview Mar 22)	3	4 - FACS (Preview Mar 22)	5 Preview Council	6	7
8	9	10 - GED (Preview Mar 29) - COUNCIL PLANNING (Preview Mar 22)	11 - COES (Preview Mar 29)	12 No Preview	13 - CDES (Preview Mar 29)	14
15	16 - COUNCIL (Preview Apr 5)	17	18	19 Preview FACS	20	21
22	23	24	25	26 Preview Council Council Planning, GEDC, COES, CDES	27	28
29	30					

CDES – Community Development & Environmental Services FACS – Finance, Administration & Corporate Services
 COES – Community, Operations & Emergency Services GED – Governance & Economic Development

MAY

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
		1	2 - FACS (Preview Apr 19)	3 No Preview	4	5
6	7 - COUNCIL (Preview Apr 26)	8 - GED (Preview Apr 26)	9 - COES (Preview Apr 26)	10 Preview Council	11 - CDES (Preview Apr 26)	12
13	14 - COUNCIL PLANNING (Preview Apr 26)	15	16	17 No Preview	18	19
20	21	22 - COUNCIL (Preview May 10)	23	24 Preview Council FACS, Council Planning, CDES	25	26
27	28	29	30	31 Preview GEDC, COES		

JUNE

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					1	2
3	4	5 - COUNCIL (Preview May 24)	6 - FACS (Preview May 24)	7 Preview Council	8 - CDES (Preview May 24)	9
10	11 - COUNCIL PLANNING (Preview May 24)	12 - GED (Preview May 31)	13 - COES (Preview May 31)	14 No Preview	15	16
17	18 - COUNCIL (Preview June 14)	19	20	21 Preview FACS	22	23
24	25	26	27	28 Preview GEDC, COES, CDES	29	30

CDES – Community Development & Environmental Services FACS – Finance, Administration & Corporate Services
 COES – Community, Operations & Emergency Services GED – Governance & Economic Development

JULY

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
1	2	3	4 - FACS (Preview June 21)	5 Preview Council	6	7
8	9	10 - GED (Preview June 28)	11 - COES (Preview June 28)	12 No Preview	13 - CDES (Preview June 28)	14
15	16 - COUNCIL (Preview July 5)	17	18	19 Preview FACS	20	21
22	23	24	25	26 Preview COES, CDES	27	28
29	30	31				

AUGUST

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
			1 - FACS (Preview July 19)	2 Preview Council GEDC	3	4
5	6	7	8 - COES (Preview July 26)	9 No Preview	10 - CDES (Preview July 26)	11
12	13 - COUNCIL (Preview Aug 2)	14 - GED (Preview Aug 2)	15	16 No Preview	17	18
19	20	21	22	23 Preview Council FACS, Council Planning	24	25
26	27	28	29	30 Preview GEDC, COES, CDES	31	

CDES – Community Development & Environmental Services FACS – Finance, Administration & Corporate Services
 COES – Community, Operations & Emergency Services GED – Governance & Economic Development

SEPTEMBER

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
						1
2	3	4 - COUNCIL - (Preview Aug 23)	5 - FACS (Preview Aug 23)	6 Preview Council	7	8
9	10 - COUNCIL PLANNING (Preview Aug 23)	11 - GED (Preview Aug 30)	12 - COES (Preview Aug 30)	13 No Preview	14 - CDES (Preview Aug 30)	15
16	17 - COUNCIL (Preview Sept 6)	18	19	20 Preview Council FACS, Council Planning	21	22
23	24	25	26	27 Preview GEDC, COES, CDES	28	29
30						

OCTOBER

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	1 - COUNCIL (Preview Sept 20)	2	3 - FACS (Preview Sept 20)	4 Preview Council	5	6
7	8	9 - GED (Preview Sept 27) - COUNCIL PLANNING (Preview Sept 20)	10 - COES (Preview Sept 27)	11 No Preview	12 - CDES (Preview Sept 27)	13
14	15 - COUNCIL (Preview Oct 4)	16	17	18 No Preview	19	20
21	22	23	24	25 Preview Council FACS, Council Planning, CEDS	26	27
28	29	30	31			

CDES – Community Development & Environmental Services FACS – Finance, Administration & Corporate Services
 COES – Community, Operations & Emergency Services GED – Governance & Economic Development

NOVEMBER

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				1 Preview GEDC, COES	2	3
4	5 - COUNCIL (Preview Oct 25)	6	7 - FACS (Preview Oct 25)	8 Preview Council	9 - CDES (Preview Oct 25)	10
11	12 - COUNCIL PLANNING (Preview Oct 25)	13 - GED (Preview Nov 1)	14 - COES (Preview Nov 1)	15 No Preview	16	17
18	19 - COUNCIL (Preview Nov 8)	20	21	22 Preview Council Council Planning FACS	23	24
25	26	27	28	29 Preview GEDC, COES, CDES	30	

DECEMBER

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
2	3 - COUNCIL (Preview Nov 22)	4	5 - FACS (Preview Nov 22)	6 Preview Council	7	8
9	10 - COUNCIL PLANNING (Preview Nov 22)	11 - GED (Preview Nov 29)	12 - COES (Preview Nov 29)	13	14 - CDES (Preview Nov 29)	15
16	17 - COUNCIL (Preview Dec 6)	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

CDES – Community Development & Environmental Services FACS – Finance, Administration & Corporate Services
 COES – Community, Operations & Emergency Services GED – Governance & Economic Development

Appendix B

MARCH

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				1	2	3
4	5 - COUNCIL (Preview Feb 22)	6	7 - FACS (Preview Feb 22)	8	9 - CDES (Preview Feb 22)	10
11	12	13 - GED (Preview Mar 1)	14 - COES (Preview Mar 1)	15	16	17
18	19	20	21	22	23	24
25	26 COUNCIL (Preview Mar 15) / COUNCIL PLANNING (Preview Mar 8)	27	28	29	30	31

APRIL

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
1	2 - COUNCIL PLANNING (Preview Mar 15)	3	4 - FACS (Preview Mar 22)	5 - CDES (Preview Mar 22)	6 GOOD FRIDAY	7
8	9 EASTER MONDAY	10 - GED (Preview Mar 29)	11 - COES (Preview Mar 29)	12	13	14
15	16 - COUNCIL (Preview Apr 5)	17	18	19	20	21
22	23	24	25	26	27	28
29	30					
COUNCIL COUNCIL PLANNING REGULAR COUNCIL						
STANDING COMMITTEES FACS – Finance, Administration & Corporate Services CDES – Community Development & Environmental Services GED – Governance & Economic Development COES – Community, Operations & Emergency Services						

MAY

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
		1	2 - FACS (Preview Apr 19)	3	4 - CDES (Preview Apr 19)	5
6	7 - COUNCIL PLANNING (Preview Apr 19)	8 - GED (Preview Apr 26)	9 - COES (Preview Apr 26)	10	11	12
13	14	15	16	17	18	19
20	21 VICTORIA DAY	22 - COUNCIL (Preview May 10)	23	24	25	26
27	28	29	30	31		

JUNE

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					1 FCM	2 FCM
3 FCM	4 FCM	5 - COUNCIL PLANNING (Preview May 17)	6 - FACS (Preview May 24)	7	8 - CDES (Preview May 24)	9
10	11	12 - GED (Preview May 31)	13 - COES (Preview May 31)	14	15	16
17	18 - COUNCIL (Preview June 7)	19	20	21	22	23
24	25	26	27	28	29	30
COUNCIL PLANNING COUNCIL PLANNING REGULAR COUNCIL						
STANDING COMMITTEES FACS – Finance, Administration & Corporate Services CDES – Community Development & Environmental Services GED – Governance & Economic Development COES – Community, Operations & Emergency Services						

JULY

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
CANADA DAY	CANADA DAY OBSERVANCE		- FACS (Preview June 21)		- CDES (Preview June 21)	
8	9	10	11	12	13	14
		- GED (Preview June 28)	- COES (Preview June 28)			
15	16	17	18	19	20	21
	- COUNCIL (Preview July 5)					
22	23	24	25	26	27	28
29	30	31				

AUGUST

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
			1	2	3	4
			- FACS (Preview July 19)		- CDES (Preview July 19)	
5	6	7	8	9	10	11
	CIVIC HOLIDAY	- GED (Preview July 26)	- COES (Preview July 26)			
12	13	14	15	16	17	18
	- COUNCIL (Preview Aug 2)					
19	20	21	22	23	24	25
AMO	AMO	AMO	AMO			
26	27	28	29	30	31	
<p>COUNCIL PLANNING COUNCIL PLANNING REGULAR COUNCIL</p>						
<p>STANDING COMMITTEES FACS – Finance, Administration & Corporate Services CDES – Community Development & Environmental Services GED – Governance & Economic Development COES – Community, Operations & Emergency Services</p>						

SEPTEMBER

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
						1
2	3 LABOUR DAY	4 - COUNCIL PLANNING (Preview Aug 16)	5 - FACS (Preview Aug 23)	6	7 - CDES (Preview Aug 23)	8
9	10	11 - GED (Preview Aug 30)	12 - COES (Preview Aug 30)	13	14	15
16	17 - COUNCIL (Preview Sept 6)	18	19	20	21	22
23	24	25	26	27	28	29
30						

OCTOBER

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	1 - COUNCIL PLANNING (Preview Sept 15)	2	3 - FACS (Preview Sept 20)	4	5 - CDES (Preview Sept 20)	6
7	8 THANKSGIVING	9 - GED (Preview Sept 27)	10 - COES (Preview Sept 27)	11	12	13
14	15 - COUNCIL (Preview Oct 1)	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
<p>COUNCIL PLANNING REGULAR COUNCIL</p> <p>STANDING COMMITTEES FACS – Finance, Administration & Corporate Services CDES – Community Development & Environmental Services GED – Governance & Economic Development COES – Community, Operations & Emergency Services</p>						

NOVEMBER

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
				1	2	3
4	5 - COUNCIL PLANNING (Preview Oct 18)	6	7 - FACS (Preview Oct 25)	8	9 - CDES (Preview Oct 25)	10
11 REMEMBRANCE DAY OBSERVANCE	12	13 - GED (Preview Nov 1)	14 - COES (Preview Nov 1)	15	16	17
18	19 - COUNCIL (Preview Nov 8)	20	21	22	23	24
25	26	27	28	29	30	

DECEMBER

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
						1
2	3 - COUNCIL PLANNING (Preview Nov 15)	4	5 - FACS (Preview Nov 22)	6	7 - CDES (Preview Nov 22)	8
9	10	11 - GED @ 5:00 (Preview Nov 29)	12 - COES @ 5:00 (Preview Nov 29)	13	14	15
16	17 - COUNCIL (Preview Dec 6)	18	19	20	21	22
23	24	25 CHRISTMAS	26 BOXING DAY	27	28	29
30	31					
COUNCIL MEETINGS: COUNCIL PLANNING COUNCIL		STANDING COMMITTEE MEETINGS: FACS – Finance, Administration & Corporate Services CDES – Community Development & Environmental Services GED – Governance & Economic Development COES – Community, Operations & Emergency Services				

Other Municipal Schedules and Practices

Municipality	Council Size	Council Meetings	Standing Committees	Standing Committee Information	Planning Items	Review Process	Delegations
Oshawa	11	Every 3 weeks 4pm closed 6:30 regular	<ul style="list-style-type: none"> - Audit, Budget & Corporate Services - Development Services - Community Services - Strategic Initiatives 	<p>Membership:- 5 Councillors + Mayor ex-officio</p> <p>Time: Mondays every 3 weeks</p> <ul style="list-style-type: none"> - 1st Monday of cycle 2 committees at 9:30 am and 1 pm - 2nd Monday of cycle other 2 committees at 9:30 am and 1 pm 	Development Services Committee 5:30 p.m. 1 st Monday of the cycle	<p>No –Commissioners responsible to get reports to Clerk’s Office</p> <ul style="list-style-type: none"> - reports due 1 pm on Thursday for printing/delivery that day - Friday delivery of additional material <p>If reports are not there they are not included on the agenda</p>	<p>Delegations can speak at committee level – no time limit</p> <ul style="list-style-type: none"> - to speak at Council has to have spoken at Committee and are in opposition to recommendation get 5 minutes - if they did not speak at Committee to be heard requires a 2/3 vote of Council to allow them to speak - delegations to council in support of the recommendation are listed but generally not heard
Ajax	7	1 st and 3 rd Monday at 7:00 p.m. (length approx. 2 hrs)	<ul style="list-style-type: none"> - Community Affairs & Planning - General Government 	<p>Membership: all members of Council</p> <p>Time:-</p> <ul style="list-style-type: none"> - Community Affairs & Planning - 7 pm – - General Government – 1 pm in camera/ 2 pm open session 	Community Affairs & Planning – 7pm	<p>No – reports could be prepared from a couple of week to days in advance</p> <ul style="list-style-type: none"> - distributed to Dept. heads for their comments 	
Barrie	11	Every Monday unless Statutory Holiday	<ul style="list-style-type: none"> - General Committee (reference committees report to) 	<p>Membership and meeting time:</p> <ul style="list-style-type: none"> - General Committee – 11 	General Committee hears all public meetings	<p>No review process</p> <p>Dept. heads mee couple of days in advance of reference</p>	Deputations made in opposition only to a Committee

Municipality	Council Size	Council Meetings	Standing Committees	Standing Committee Information	Planning Items	Review Process	Delegations
Barrie (continued)		No meetings in July or August or during AMO conference - Council 7pm - General Committee – 8 pm followed by in camera	Reference Committees: - Corporate Services - Community Services - Development Services	members and meets weekly - Corporate Services – 3 members and meets at 7 pm - Community Services – 4 members and meets at 7pm - Development Services – 4 members and meets at 7 pm	- only 3 planning applications on one night - hears presentations/ delegations no staff report at this meeting – staff prepare report for future meeting to address any concerns raised - generally takes couple of weeks for staff report to come back to general committee who makes recommendation to Council - applications could be referred to Development Services Committee for further consideration who would make recommendation to General Committee	committee agendas going out to advise what is on the agenda and who is doing presentations or speaking to items/equipment required etc.)– agendas go out every Thursday Clerk’s office sends out weekly information packages to senior staff advising of the items they have been notified of that will be coming forward to future meetings Up to Commissioner/ CAO who signs off to make sure that other departments have provided comments	recommendation – allowed 10 minutes - must be made in writing to Clerk by Wednesday preceding the council meeting - must be listed on the council agenda and will be heard at 7m - delegation not listed is subject to a majority vote of Council to be heard - matter dealt with at time Council deals with Committee recommendations unless ordered changed by majority of vote
Brantford	11	Committee of the Whole (Community Development) 1 st Monday at 5 pm Committee of the Whole (Operations & Administration – following Monday			1 st Committee of the Whole meeting (called Community Development meeting) 1 st Monday at 5 pm	Week prior to agenda distribution – SMT meets to review reports Week prior to this Dept. Heads meet to review reports	

Municipality	Council Size	Council Meetings	Standing Committees	Standing Committee Information	Planning Items	Review Process	Delegations
Brantford (continued)		at 5 pm Following Monday Council at 6 pm (to ratify Committee of the Whole)					
Chatham-Kent	18	2 regular meetings a month 1 planning meeting a month 6 pm	Committee of the Whole system Has budget committee to discuss budget – all members of council – chair is elected – all discussion takes place at committee level with ratification by council – no delegations are heard at either level Senior staff hold series of town hall meetings to get citizen comments before meetings start		Council – 2 nd Monday at 6 Pm	report goes through - Author – senior manager – general manager – CAO which takes about 4 weeks SMT meets as Executive Management Team to discuss strategic issues – they are kept informed of matters coming to Council – often will discuss council items and will discuss controversial reports	<ul style="list-style-type: none"> - must submit typewritten outline of their presentation prior to scheduled Council meeting - will be listed on next available regular meeting agenda (subject to approval of CAO) - 10 minute time limit
Kitchener	7	Mondays at 7pm Trying to do 3 week cycle Monday committee meeting / next Monday Council / next Monday off	<ul style="list-style-type: none"> - Finance & Corporate Services - Community Services - Development & Technical Services 	<p>Membership – entire council Mondays – all on same day Finance & Corporate Services – 2 pm / Community Services – 3 pm – 4:30 pm / Development & Technical Services – 7 pm *caucus may meet between 4:30 – 7 pm</p> <p>Meeting times are general and can change depending on agenda</p>	Development & Technological Services hold public meeting and make recommendation to Council	<p>Each General Manager/ Dept. Head is responsible CAO only signs reports associated with his/her office</p> <p>Communications Director has tracking system to monitor major items going to committee so that one agenda does not become too cumbersome</p> <p>Corporate Management Team give draft committee agenda 2 weeks in advance of meeting</p>	<ul style="list-style-type: none"> - 5 minute time limit - Contact Clerk's before noon on the Wednesday prior to the meeting - Can register at the meeting

Municipality	Council Size	Council Meetings	Standing Committees	Standing Committee Information	Planning Items	Review Process	Delegations
Kitchener (continued)						advising of items coming forward – titles only not the reports – they do not see the final report	
Burlington	7	Mondays – at 7 pm 3 week cycle (standing committees / week off (regional mtg) / council	- Community Development - Community Corporate Services - Budget & Strategic Planning & Audit	Membership – all of council Meets once a month at 7m <i>(time is flexible depending on agenda)</i> Community Development – Monday Community Corporate Services – Tuesday Budget & Strategic Planning & Audit – Wednesday <i>(in process of changing from evening to day meetings)</i>	Community Development Committee – special meetings will be held to deal with controversial applications	Timelines posted internally and it is up to authors to meet them Reports signed by author, director, general manager – city manager Have Management Committee - if clerk of other Dept. Head disagrees with what is going forward, report is pulled until issues resolved	Heard at committee level if wish to address council they have half the time allocation and must present new information only
Markham	13	Twice a month at 7 pm (generally 2 nd & 4 th Tuesday) <i>No longer meeting as committee of the whole and those items will be going directly to council</i>	General Committee Development Services	Membership – all members of Council General Committee – Monday 9am – 12 noon Development Services – Tuesday at 9am – 12 noon (except council meeting dates) Part A- (major presentations) then following Tuesday Part B – staff reports	Development Services – 1 st & 3 rd Tuesday at 7 P.m.	Sign off sheet attached to every report Signatures required – Director/Commissioner(s)/CAO Reports due to Clerks Monday at 4:30 pm – draft agenda goes out Tuesday to SMT who meet on Wednesday – they can pull off or add reports	-delegations are encouraged to make presentations at Committee level where possible - complete deputation form and return it to Clerk - 5 minutes for individuals - 10 minutes for groups
Newmarket	9	Mondays – 2 week cycle committee of the whole at 1:30 p.m. following Monday council at 7pm	Committee of the whole system		Monday at 7pm following committee of the whole only if there are applications	Similar process Deliver agendas to council 10 days prior to meeting Executive Management Team meets every Tuesday – on	Council – contact Clerk's office in writing with submission & background info by need the Wednesday prior to the meeting

Municipality	Council Size	Council Meetings	Standing Committees	Standing Committee Information	Planning Items	Review Process	Delegations
Newmarket (continued)		5 th Monday – no meeting				alternate Tuesdays discuss agenda	Committee of the Whole – contact clerk’s office in writing with submission and background info 12 days prior to the meeting date
Kingston	13	2 nd & 4 th Tuesday at 7:30 p.m.	<ul style="list-style-type: none"> - Planning - Administrative Policies - Arts, Recreation & Community Policies - Environment, Infrastructure & Transportation Policies 	<p>Membership – 5 Except for Planning where 8 Councillors wished to be on the committee</p> <p>Meets once a month Generally in afternoon 4 pm or in the evenings (<i>in process of setting meeting dates/times</i>)</p>	Planning Committee – 3 rd Thursday at 6:30 p.m.	<p>Deadline 4 pm Monday for reports going out the next week Clerk & Committee Clerk read through reports to catch any errors and get revisions made</p> <p>Clerk, CAO & 6 Commissioners meet every Tuesday at 3 pm to discuss and sign off reports</p>	<ul style="list-style-type: none"> - written notice required by noon on Thursday prior to meeting - 5 minutes - Maximum 3 delegations allowed at any meeting - Only speak once unless to provide new information - Can only speak at Council on action items that have not been discussed by Standing Committee (except when legislated)
Oakville	13	Generally twice per month at 7:30 pm (<i>Planning Development Council / Council alternatively</i>)	<ul style="list-style-type: none"> - Administrative Services - Community Services 	<p>Membership:- 7 Meeting: - 2nd & 4th Tuesdays at 7:30</p>	Planning & Development Council Meetings – 2 nd & 4 th Monday at 7:30 p.m.	<p>Similar Reports due to Clerk’s 12-13 days in advance</p> <ul style="list-style-type: none"> - planning council reports due 19 days in advance <p>- Clerk & assistant review reports for grammar</p>	<ul style="list-style-type: none"> - Advise Clerk by noon on the day of the meeting - may speak to only items on the agenda - 10 minutes limit - delegations

Municipality	Council Size	Council Meetings	Standing Committees	Standing Committee Information	Planning Items	Review Process	Delegations
Oakville (continued)						<ul style="list-style-type: none"> - reports have sign off sheet attached which Commissioners and CAO have to sign - every report has a briefing note attached for the CAO - CAO & Mayor meet early on Wednesday am to discuss reports – CAO uses the briefing notes to update the Mayor - final reports to Clerks on Thursday am go to print for Friday delivery 	appearing a second time on a matter is limited to providing new information only
Peterborough	11	3 week cycle <ul style="list-style-type: none"> - Planning committee - Committee of the whole (general) - Council 6:30 p.m. 	<ul style="list-style-type: none"> Planning Committee Finance Committee Audit Committee 	<p>Membership:</p> <ul style="list-style-type: none"> Planning – 11 Finance – 11 (does budget only – Jan/Feb) Audit – 4 + Mayor (meets only as required) 6:30 p.m. 	Planning Committee	<p>Similar</p> <ul style="list-style-type: none"> 1 ½ weeks before SMT meets on Wednesday to review items going to Council - agendas go out Friday 	Delegations only at council public meetings
St. Catharines	13	Every Monday at 6:30 General Committee/ Council	<ul style="list-style-type: none"> - General Committee - Strategic & Corporate Planning 	<p>Membership – 13</p> <p>General Committee meets every Monday except the 3rd Monday where Strategic & Corporate Planning meets</p>	Council – every 2 weeks at 6:30 p.m. <i>(followed by other business)</i>	<ul style="list-style-type: none"> - every Tuesday Senior Staff meet to discuss reports - CAO chairs meeting - Reports go to Council the following Monday <p>CAO does not sign the reports but any extra reports have to have his approval</p>	<ul style="list-style-type: none"> - delegations heard only once a month
Sarnia	9	2 nd & 4 th Mondays at 4:00 p.m. if in camera meeting required – the council meets prior to 4:00 p.m.	Committee of the Whole system		<p>Regular Council meetings</p> <ul style="list-style-type: none"> - if controversial application will hold special meeting 	<p>Dept. Heads meet twice a month and discuss upcoming reports</p> <ul style="list-style-type: none"> - Dept. Head must sign off - reports from staff and requests from public to City Manager Wednesday prior to the meeting-signs all reports 	<ul style="list-style-type: none"> - 10 minute time limit

Municipality	Council Size	Council Meetings	Standing Committees	Standing Committee Information	Planning Items	Review Process	Delegations
Richmond Hill	9	2 week cycle on Mondays - committee of the whole at 4:30 pm - following Monday council at 7:30 pm Council lasts usually 1 hour	Committee of the Whole system		Separate Council meetings – every 2 nd Wednesday at 7:30 pm	Clerks receives reports 2 weeks in advance of meeting – prepare draft agenda for CAO’s review and sign off SMT meets twice a month and they advise CAO of items coming forward	- try to have delegations go to Committee of the Whole prior to council they have a 15 minute questions period where the public can speak on any issue
Pickering	7	Executive Committee -2 nd Monday at 7:30 pm Council – 4 th Monday at 7:30 pm	Executive Committee	Membership – 7	Strategic Public Committee meeting (membership made up of public members) – make recommendation to Executive Committee – to Council <i>Looking at streamlining this process</i>	Clerks receive reports once they are signed off by CAO - up to the various departments to get all the approvals necessary agenda goes out 10 days in advance of meeting	- heard a Executive Committee on items on the agenda - Executive Committee hears delegations on planning applications - Delegations at council 10 minute time limit
Waterloo	7	Mondays Alternating between Council & Committee of the Whole - Committee of the Whole anywhere between 2-4 - Council 6:30	Finance & Strategic Planning Committee	Membership – all members of council Meeting:- anywhere between 4-6 depending on agenda - monthly prior to Council meeting <i>Chair is the Councillor appointed to liaise with the finance unit</i>	Council	No Responsibility of depts. to get Any necessary signatures - depts. send reports to Clerks	- 10 minute time



City of Guelph

Report: 1

ECONOMIC DEVELOPMENT & TOURISM

TO: Governance & Economic Development Committee

DATE: 2007/02/07

**SUBJECT: CITY OF GUELPH ECONOMIC DEVELOPMENT & TOURISM
2006, 4TH QUARTER REPORT, 2007 - 2009 WORKPLAN AND PROGRAM
SUMMARY PRESENTATION**

RECOMMENDATION:

That the Economic Development & Tourism 2006, 4th Quarter Report, the 2007 – 2009 Work plan and the Program Presentation be received for information:

And that City Council accepts these reports and directs the staff of the Economic Development & Tourism Division to make them accessible to the public, business community, other City departments and the City's strategic partners.

BACKGROUND:

The Economic Development & Tourism Division has in the past, provided quarterly reports to City Council to provide updates on its strategic programs, current projects and recent accomplishments.

In order to facilitate Reporting to the current elected council, Economic Development & Tourism is also providing a summary of its program, and its 2007 – 2009 Work plan which will provide context to future quarterly reports.

REPORT:

In accordance with the Division's 2006 - 2008 Business Plan, the Quarterly Report, Work plan and Program Summary Presentation help to meet our goal to improve communications with Council, other City departments, the business community and the public. These reporting tools also increase the profile of the division's programs and activities to our strategic partners in the academic community and the Provincial and Federal levels of government.

CORPORATE STRATEGIC PLAN:

To strengthen our economic base.
To manage growth in a balanced and sustainable manner.
To support our natural, cultural and architectural heritage.

FINANCIAL IMPLICATIONS:

Funds for the activities highlighted have been approved by City Council in the 2007 Operating and Capital budgets.

DEPARTMENTAL CONSULTATION:

N/A

COMMUNICATIONS:

N/A

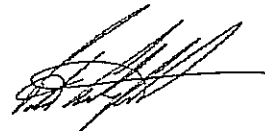
ATTACHMENTS:

Attachment 1: Economic Development & Tourism Program Summary Presentation
Attachment 2: 2007 to 2009 Economic Development & Tourism Division Work plan
Attachment 3: Economic Development & Tourism 2006, 4th Quarter Report.



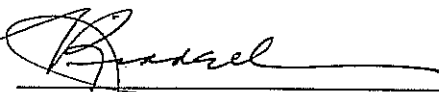
Prepared By:
Jennifer Peleschak
Marketing & Event Coordinator

519-837-5600
jennifer.peleschak@guelph.ca

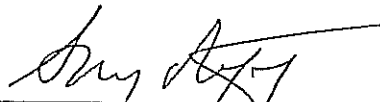


Recommended By:
Peter Cartwright
Manager of Economic Development &
Tourism

519-837-5600
peter.cartwright@guelph.ca



Recommended By:
Jim Riddell
Director, Community Design and Development Services
519-837-5616
jim.riddell@guelph.ca



Approved for Presentation:
Larry Kotseff
Chief Administrative Officer

City of Guelph's Economic Development & Tourism Program

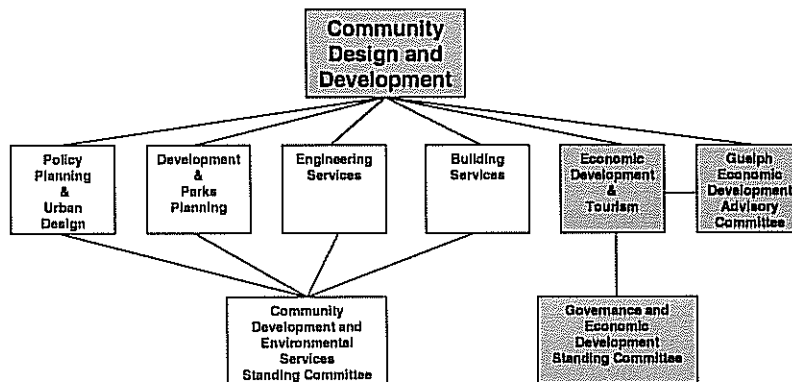
Presentation to:

The Governance &
Economic Development Committee

February 13, 2007

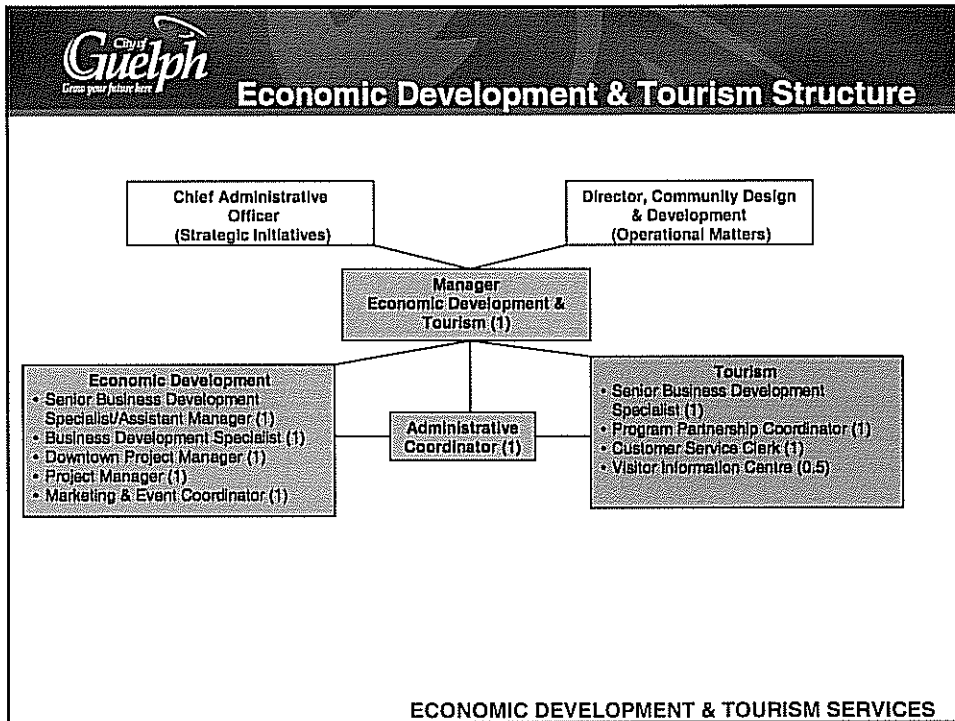


Corporate Structure



ECONOMIC DEVELOPMENT & TOURISM SERVICES

Economic Development & Tourism Structure



Mandate and Objectives

Mandate:

Economic Development & Tourism Services will provide leadership and grow partnerships to create an environment for business investment and tourism.

Objectives:

- To expand the City's economic development capacity to attract, retain and expand business investment.
- To develop commercialization programs to position Guelph as one of the top innovation clusters in the country.
- To develop a sustainable environment that will mature and expand Guelph's tourism sector.
- To develop and implement effective communication and marketing programs to a wide range of audiences.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

To expand the City's economic development capacity to attract and retain business investment through:

- Partnering with industry and academic institutions in the development of employment training programs and skilled labour initiatives.
- Positioning privately owned lands and buildings for future employment purposes.
- Participating in the development and implementation of programs and policies which will support investment.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

To develop commercialization programs to position Guelph as one of the top innovation clusters in the country through:

- Continuing to lead local networking opportunities.
- Coordinating the development and implementation of the Guelph – Waterloo Regional Innovation Program.
- Identifying and developing partnership opportunities with the private sector, academic institutions and other complimentary economic development programs.
- Leading activities to raise the investment opportunities for this sector with private sector funding institutions, the public and elected officials.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

To develop a sustainable environment that will mature and grow Guelph's tourism industry through:

- Developing marketing partnerships with private sector tourism operators and municipal facilities.
- Project managing the implementation of marketing, event and product development recommendations found in the Premier Ranked Tourism Plan.
- Raising awareness of the impacts of this industry to business investors, the public and elected officials.
- Providing research and strategic information to local stakeholders.
- Representing the tourism sector's interests in the development and implementation of municipal policies.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

To develop and implement effective communication and marketing programs to a wide range of audiences, including:

- **Developing marketing programs targeted to:**
 - The Innovation Sector
 - The Agri-food Sector
 - The Sports, Events and Cultural Sectors
 - The Manufacturing Sectors
 - The ICI Real Estate Sector
- **Developing awareness programs targeted to:**
 - The public
 - Local elected officials
 - Provincial government representatives
 - Federal Government representatives

ECONOMIC DEVELOPMENT & TOURISM SERVICES

To expand the City's economic development capacity to attract and retain business investment through:

- Recognition by investors and the business community that Guelph has the right business investment policies and environment and is "open for business".
- The existence of:
 - A highly skilled work force
 - Market-ready employment lands
 - A competitive municipal cost structure
 - Planned and available municipal infrastructure
 - Municipal policies, programs and procedures that support business investment.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

To develop commercialization programs to position Guelph as one of the top innovation clusters in the country.

- The creation of local networking programs that create awareness of local opportunities and programs.
- The establishment of programs and policies that will increase the occurrence of commercialization activities coming out of local research activities.
- The establishment of local investment funds.
- The creation of hard infrastructure to support start-up activities.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

To develop a sustainable environment that will mature and grow Guelph's tourism industry.

- Increased private sector investment for facility, program and event development.
- Increased joint venture marketing programs.
- Improved coordination of events between organizers, tourism operators, tour companies, and municipal facilities.
- Increased awareness of the economic impact of tourism on the local economy.
- Increased market research that will position the City and its tourism opportunities.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

To develop and implement effective communication and marketing programs to a wide range of audiences.

- Create an awareness of local economic development and tourism opportunities with Provincial and Federal elected officials, senior management and operational staff.
- Improved awareness and accountability of the program's activities with City elected officials, senior management and operation staff.
- Increased awareness of the program's activities and services with the local business community and the public.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

- **Hanlon Creek Business Park**
 - Phase 1 Plan Registration – Site Servicing
 - Development and implementation of marketing strategy
 - Pricing structure, land sale policies and revised agreements of purchase and sale.

- **South Guelph Employment Lands**
 - Lead inter-departmental team activities with respect to securing municipal and provincial approvals.
 - Assist in the marketing of lands

- **Future Employment Lands Assessment**
 - Finalize Employment Land Strategy and present recommendations.
 - Support land use planning assessment of York – Watson District lands

ECONOMIC DEVELOPMENT & TOURISM SERVICES

- **Downtown Management and Investment Program**
 - Coordinate Baker Street Parkade RFP.
 - Research 2 hour free parking programs used by other municipalities.
 - Finalize downtown action plan, incentive and marketing/promotion program.

- **Innovation Sector Commercialization**
 - Finalize and implement joint venture Agri-food/Innovation marketing plan.
 - Through participation on various local commercialization program boards, continue to work towards the establishment of angel investor network and other funding sources.
 - Develop business case for a cluster – incubator facility.

- **Tourism Development and Promotion**
 - Implement and track "Shakespeare Made in Canada" marketing campaign.
 - Develop and implement event plan.
 - Develop and implement joint venture marketing program for 2007 to 2010.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

- **Film Industry Coordination**
 - Continue to provide municipal/industry liaison and coordination.
 - Develop 2008 promotional program to increase filming activities.
 - Develop municipal policies.

- **Small Business Development**
 - Continued funding and resource support to the Guelph Wellington Business Enterprise Centre.
 - Small business coordination for downtown.

- **Municipal Twinning**
 - Complete assessment of Province of Treviso twinning and provide Council with recommendations.

ECONOMIC DEVELOPMENT & TOURISM SERVICES

- **Sample Marketing & Promotion Activities:**
 - **Networking Events:**
 - World Congress Industrial Bioprocessing and Bioproducts – Orlando
 - Bio 2007 – Boston
 - International Food Technologies Conference – Chicago
 - Bio North Conference – Ottawa
 - Society of Industrial & Office Realtor Conference – Toronto
 - The Real Estate Forum – Toronto
 - Corenet Global World Congress – Atlanta
 - **Print & Electronic Marketing Activities:**
 - 2007 Business Directory Update
 - 2006 Annual Review
 - City Profile Update
 - Development Handbook Update
 - Economic Development & Tourism website and data base updates

ECONOMIC DEVELOPMENT & TOURISM SERVICES

- **Quarterly reports to GED Standing Committee on:**
 - Status of work plan activities
 - New initiatives
 - Issues

- **Monthly reports requiring Council's directions**
 - Example - Policy matters

- **Time sensitive reports that require Councils' immediate attention**
 - Example - Amendments to Purchase and Sales agreements

CITY OF GUELPH PLANNING AND BUILDING SERVICES DEPARTMENT
2007 TO 2009 ECONOMIC DEVELOPMENT and TOURISM DIVISION WORKPLAN

PROGRAM	LINK TO STRATEGIC PLAN OBJECTIVES	2006 ACCOMPLISHMENTS	2007-09 WORK PROGRAM DETAILS	PROJECT MANAGER	STAFF MEMBER RESPONSIBLE	07	08	09
HANLON CREEK BUSINESS PARK	<ul style="list-style-type: none"> To Strengthen Our Economic Base 	<ul style="list-style-type: none"> Draft Plan of Subdivision, Zoning and Official Plan Amendment approvals issued by the Ontario Municipal Board. Cost Sharing Agreement entered into with Belmont Equities (HCBP Ltd), for the development of Phase 1 lands. Initiated EA process for interim highway improvements 	<ul style="list-style-type: none"> Development – Phase 1 <ul style="list-style-type: none"> Registration of Phase 1 lands at Land Titles Area Grading of Phase 1 lands Commencement of Site Servicing Completion of interim highway improvements Completion of Site Servicing Registration - Phase 2 Marketing Program <ul style="list-style-type: none"> Plan Requirements Finalized Print & Electronic Material Developed Events/Promotions/Trade Show Finance & Legal Agreements <ul style="list-style-type: none"> Phase 1 Pricing Structure Revision of Purchase Agreements Revision of Land Sale Policies 	<ul style="list-style-type: none"> Cartwright Cartwright Mairs Cartwright 	<ul style="list-style-type: none"> Mairs Peleschak Peleschak Cartwright Mairs Mairs 	X	X	X
DOWNTOWN INVESTMENT PROGRAM	<ul style="list-style-type: none"> To Strengthen Our Economic Base To Manage Growth In A Balanced and Sustainable Manner To Support Our Natural, Cultural and Architectural Heritage 	<ul style="list-style-type: none"> Finalized best practice review of downtown management & investment programs. Conducted information workshops with Guelph Municipal Council 	<ul style="list-style-type: none"> Management Program <ul style="list-style-type: none"> Downtown Project Manager (DPM) Retained Baker Street RFP Finalized 2 Hour On-Street Parking Assessment Finalized Action Plan Finalized Investment Program <ul style="list-style-type: none"> Business Case for Incentives Approved Implementation of Incentive Program Marketing Strategy and Program 	<ul style="list-style-type: none"> Cartwright DPM 	<ul style="list-style-type: none"> Cartwright Cartwright DPM 	X	X	X
MISC. EMPLOYMENT LAND PROJECTS	<ul style="list-style-type: none"> To Strengthen Our Economic Base 	<ul style="list-style-type: none"> South Guelph Employment Lands <ul style="list-style-type: none"> Coordinated Municipal, MTO & Developer requirements Committee of Adjustment approval for Industrial Equities 	<ul style="list-style-type: none"> South Guelph Employment Lands <ul style="list-style-type: none"> Continued coordination of planning and development requirements between City, Developers and Province. Initiate joint venture marketing activities 	<ul style="list-style-type: none"> Mairs 		X	X	X

CITY OF GUELPH PLANNING AND BUILDING SERVICES DEPARTMENT
2007 TO 2009 ECONOMIC DEVELOPMENT and TOURISM DIVISION WORKPLAN

		<p>Directory for investment attraction marketing</p> <ul style="list-style-type: none"> o Completed GPI tradeshow booth for investment attraction • Collaborative Marketing Events <ul style="list-style-type: none"> o Coordinated a Guelph Agri-food partners booth and speaker's forum at the Royal Agricultural Winter Fair in Toronto, to promote innovation and commercialization opportunities among Guelph researchers, companies and associations (Maly) o Completed funding application (International Trade – CISP) for marketing and investment attraction events for 2007 o Proposal submission to conduct a panel discussion at IFT in Chicago (Topic: Innovation and Commercialization Clusters: Why do business in Guelph, Ontario) • Incoming Norway Trade Delegation <ul style="list-style-type: none"> o In partnership with UofG, MaRS Landing, AAFC and GPI approximately 40 delegates from Norway toured various UofG 	<p>partner organizations University of Guelph, Guelph Food Technology Centre, Canadian Research Institute for Food Safety, Ontario Soybean Growers and Laboratory Services</p> <ul style="list-style-type: none"> o Foreign investment attraction video "Benefits of Agribusiness in Guelph Ontario" o Business and investment partnering and outreach program at IFT in partnership with AAFC and OMAFRA o Panel discussion for IFT technical symposium in partnership with AAFC and OMAFRA • Trade mission to Italy <ul style="list-style-type: none"> o The Innovators Global Network – coordinator of trade missions with a focus on agri-food and bioproducts sectors • Develop investment attraction and communication strategy linking the agri-food and health sectors: <ul style="list-style-type: none"> o Needs Assessment/audit Communication (MaRS Landing) o Strategy Development (MaRS Landing) o Strategy Implementation (GPI/City of Guelph/MaRS Landing) • Guelph cross sector marketing event for Hanlon Creek Business Park 	<ul style="list-style-type: none"> • Maly • Maly • Maly • Maly • Peleschak 	<ul style="list-style-type: none"> • Peleschak • Maly • Maly • Maly • Maly • Peleschak 	<ul style="list-style-type: none"> X X X X X X 	<ul style="list-style-type: none"> X X X X X X 	<ul style="list-style-type: none"> X X X X X X
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CITY OF GUELPH PLANNING AND BUILDING SERVICES DEPARTMENT
2007 TO 2009 ECONOMIC DEVELOPMENT and TOURISM DIVISION WORKPLAN

<p>TOURISM DEVELOPMENT & PROMOTION</p>	<ul style="list-style-type: none"> • To Strengthen Our Economic Base 	<ul style="list-style-type: none"> • Shakespeare-Made in Canada <ul style="list-style-type: none"> ○ Researched and coordinated \$150,000 Marketing Campaign ○ Applied for and received \$20,000 in OTMP funding 	<ul style="list-style-type: none"> • Shakespeare-Made in Canada <ul style="list-style-type: none"> ○ Implementation of marketing plan ○ Tracking of package and merchandise sales 	<ul style="list-style-type: none"> • Trerise 	<ul style="list-style-type: none"> ○ Trerise ○ Dunnigan 	<ul style="list-style-type: none"> X 	<ul style="list-style-type: none"> X 		
		<ul style="list-style-type: none"> • Tourism Signage Program <ul style="list-style-type: none"> ○ Applied for and received \$10,000 in funding for Downtown Signage ○ Initial discussions with Downtown Board about signage needs 	<ul style="list-style-type: none"> • Tourism Signage Program <ul style="list-style-type: none"> ○ Confirmation and approval of sign placement ○ Juried committee to select sign design ○ Installation of sign ○ Apply for remainder of Ministry of Tourism funding for sign 	<ul style="list-style-type: none"> ○ Trerise 		<ul style="list-style-type: none"> X X X 			
		<ul style="list-style-type: none"> • Product Development <ul style="list-style-type: none"> ○ Created new driving route products for Guelph and region ○ Facilitated development of agri-tourism product 	<ul style="list-style-type: none"> ○ Product Development <ul style="list-style-type: none"> ○ Implementation of driving route promotional programs ○ Research and complete a 2008-2010 Event Plan ○ Facilitate development of Festival and Event sector 	<ul style="list-style-type: none"> ○ Trerise 	<ul style="list-style-type: none"> ○ Dunnigan ○ Dunnigan 	<ul style="list-style-type: none"> X X 			
		<ul style="list-style-type: none"> ○ Tourism Website <ul style="list-style-type: none"> ○ Initial research and survey of partner needs 	<ul style="list-style-type: none"> ○ Tourism Website <ul style="list-style-type: none"> ○ Research and prepare RFP for stand-alone, partner-driven Tourism website ○ Select vendor/consultant for project and construct web site ○ Launch Website 	<ul style="list-style-type: none"> ○ Peleschak 		<ul style="list-style-type: none"> X X X 			
		<ul style="list-style-type: none"> ○ Regional Tourism Coordination <ul style="list-style-type: none"> ○ Successfully brought together 6 local municipalities and Wellington County to produce a regional Visitor Guide 	<ul style="list-style-type: none"> ○ Regional Tourism Coordination <ul style="list-style-type: none"> ○ Continue efforts to develop product and market regionally ○ Create Regional Committee with public and private partners 	<ul style="list-style-type: none"> ○ Trerise 		<ul style="list-style-type: none"> X X 			
		<ul style="list-style-type: none"> ○ Partnership Program <ul style="list-style-type: none"> ○ Revamped Tourism partner program to attract more 	<ul style="list-style-type: none"> ○ Partnership Program <ul style="list-style-type: none"> ○ Deliver on program benefits and 	<ul style="list-style-type: none"> ○ Dunnigan 		<ul style="list-style-type: none"> X 			

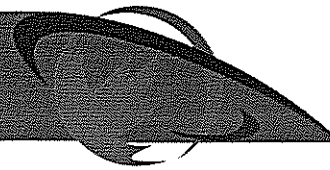
CITY OF GUELPH PLANNING AND BUILDING SERVICES DEPARTMENT
2007 TO 2009 ECONOMIC DEVELOPMENT and TOURISM DIVISION WORKPLAN

MUNICIPAL TWINNING	<ul style="list-style-type: none"> To Strengthen Our Economic Base To Support Our Natural, Cultural and Architectural Heritage 	<ul style="list-style-type: none"> Entered into Letter of Intent with Province of Treviso, Italy 	<ul style="list-style-type: none"> Complete Assessment of twinning relationship with the Province of Treviso, Italy and provide final recommendations to Council 	<ul style="list-style-type: none"> Cartwright Twinning Committee 		X		
MARKETING & PROMOTIONS	<ul style="list-style-type: none"> To Strengthen Our Economic Base 	<ul style="list-style-type: none"> Conferences & Events <ul style="list-style-type: none"> Agri-food Sector <ul style="list-style-type: none"> Food Marketing Initiative – Chicago International Food Technologies Conference – Orlando Bio 2006 Conference – Chicago Bio North – Ottawa Royal Winter Fair – Toronto World Congress Bio Conference – Toronto Real Estate Sector <ul style="list-style-type: none"> Society of Industrial & Office Realtors Conference – Toronto The Real Estate Forum – Toronto Corenet Global World Congress - Orlando Print & Electronic <ul style="list-style-type: none"> Agri-food Sector <ul style="list-style-type: none"> Joint City of Guelph, GPI, UofG Research Park advertisements in Food In Canada, Biotechnology Focus and BioBusiness (Peleschak/Maly) General Marketing Materials: <ul style="list-style-type: none"> 2006 Business Directory 2005 Annual Report City Profile Booklet Developments Newsletter Website and database management enhancements 	<ul style="list-style-type: none"> World Congress Industrial Bioprocessing and Bioproducts - Orlando Bio 2007 – Boston IFT Food Expo 2007 – Chicago BioNorth – Ottawa Joint City of Guelph, GPI advertisements in Agri-food and Bioproducts trade journals 	<ul style="list-style-type: none"> Peleschak/Maly Peleschak 		X	X	X

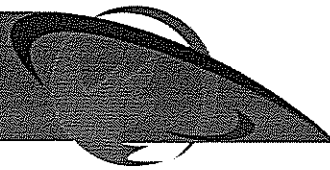
CITY OF GUELPH PLANNING AND BUILDING SERVICES DEPARTMENT
2007 TO 2009 ECONOMIC DEVELOPMENT and TOURISM DIVISION WORKPLAN

BUSINESS RETENTION & EXPANSION	<ul style="list-style-type: none"> To Strengthen Our Economic Base 	<ul style="list-style-type: none"> none 	<ul style="list-style-type: none"> under-review 	<ul style="list-style-type: none"> resource issue 				
ADMINISTRATIVE	<ul style="list-style-type: none"> To Have Exemplary management practices 	<ul style="list-style-type: none"> Completed re-organization of ED & T. Consolidated Economic Development & VCS budgets. Acquisition of Salesforce client tracking software 	<ul style="list-style-type: none"> Finalize Job Descriptions <ul style="list-style-type: none"> Business Case for additional admin support Finalize review of GEDAC Finalize practice review of economic development structures Complete records management system 	<ul style="list-style-type: none"> Cartwright Cartwright Cartwright Cartwright Pinksen 		X	X	

Wednesday, February 07, 2007



- Project:**
- Advanced Manufacturing Marketing Strategy and Implementation Plan
- Description:**
- Purpose is to develop, implement and monitor an effective marketing program to promote investment, jobs and assessment through building external and internal awareness for the advanced manufacturing sector in Guelph.
- Current Status:**
- Advanced Manufacturing sector identified as a future growth sector for Guelph
 - Staff person identified as dedicated Advanced Manufacturing specialist
 - Marketing and implementation plan required for this sector
- Objectives for next Fiscal Quarter**
- Develop terms of reference to undertake a Guelph Advanced Manufacturing Sector Economic Analysis to establish a basis for future marketing strategies aimed at attracting, retaining and expanding this sector in Guelph.
- Critical Factors**
- Analysis to include, but not limited to, identifying macro level trends in this sector, local SWOT analysis, examination of Guelph's competitive advantage and potential economic and financial impacts for Guelph.
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Explore economic development opportunities
- Project Contact:**
- **Jim Mairs, Senior Business Development Specialist/Assistant Manager**
 - **Telephone : 519-837-5600 ext. 225**
 - **E-mail : jim.mairs@guelph.ca**



- Project:**
- Employment Land Strategy
- Description:**
- Purpose is to create a long term vision and plan to provide for and manage future employment lands in Guelph to support the City's strategic plan and economic development objectives. It is also intended to define the City's future role in the development and provision of employment lands. Project being developed in two phases: Phase 1 – Needs and Opportunity Analysis and Phase 2: Employment Land Strategy.
- Current Status:**
- Request for Proposals for Consulting Services was prepared and issued
 - Watson & Associates Economists Ltd. selected as consultant
 - Phase 1 Background Materials & Preliminary Findings Discussion Draft presented
- Objectives for next Fiscal Quarter**
- Completion of Phase 1 Final Report
- Critical Factors**
- Data collection and analysis (Phase 1): land supply analysis; land demand analysis; land needs analysis (supply vs. demand)
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Ensure a sufficient supply of serviced employment lands
- Project Contact:**
- **Jim Mairs, Senior Business Development Specialist/Assistant Manager**
 - **Telephone : 519-837-5600 ext. 225**
 - **E-mail : jim.mairs@guelph.ca**

- Project:**
- Implementation of Guelph Partnership of Innovation (GPI) and Guelph's Agri-food and Lifescience Marketing Plan
- Description:**
- GPI's Agri-food and Life Science marketing plan was completed in March 2006 along with a Guelph Food Industry Analysis. The key objective of this marketing plan is to develop commercialization and marketing programs to position Guelph as one of the top agri-food and life science innovation clusters in the country. This will be achieved through:
 - The creation of local networking events to share information and create awareness of opportunities with existing and potential customers.
 - The development of programs to support entrepreneurs and early stage innovation companies
 - Domestic and international marketing, investment attraction and business development activities
 - The creation of communication programs to create awareness
 - The development of partnerships within the University of Guelph research community and those who can help commercialize and move research to the marketplace
- Current Status:**
- Secured \$50,000 in funding through IRAP to develop mentorship support programs for early stage and expanding companies in Guelph
 - Developed a Technical Sales and Marketing mentorship program. Ten participants from nine early-stage companies in the region are enrolled.
 - Coordinated a Guelph Agri-food partners' booth and speaker's forum at the Royal Agricultural Winter Fair in Toronto, to promote innovation and commercialization opportunities among Guelph researchers, companies and associations.
 - In partnership with UofG, MaRS Landing, AAFC and GPI, approximately 40 delegates from Norway toured various UofG departments and companies in Guelph to gain a better understanding of Guelph's economic strength, research and development, services and businesses in agriculture and food sectors.
 - Attended BioNorth Conference in Ottawa
 - Attended Grocery Innovations Show in Toronto
 - Secured Guelph Agri-food partners and received financial commitment from the University of Guelph, Guelph Food Technology Centre, Canadian Institute for Food Safety, Laboratory Services and Ontario Soybean Growers to exhibit a

collaborative booth with the City of Guelph and GPI at IFT Food Expo in July 2007

- Completed funding application (International Trade – CISP) for marketing and investment attraction events for 2007
- Proposal submission to conduct a panel discussion at IFT Food Expo Symposium in Chicago July 2007 (Topic: Innovation and Commercialization Clusters: Why do business in Guelph, Ontario). Also received partnership commitment from AAFC and OMAFRA to cover speakers' costs related to this symposium

**Objectives
for next
Fiscal
Quarter**

- Development and delivery of mentorship programs for early stage and expanding companies by March 31/07
- Coordinate a delegation of regional companies and organizations to attend World Congress Industrial Bioprocessing and Bioproducts (WCIBB) in Orlando, March 21-23/07
- Development of collaborative trade show booth with 4 other Ontario RINs for WCIBB
- Development of webcast video/trade show video highlighting five Ontario RINs' strengths, including GPI for WCIBB and other marketing events
- Ontario Bioproducts website (www.ontariobioproducts.ca) to be updated to incorporate information on GPI and the region's economic strengths in agri-food and bioproducts.

**Critical
Factors**

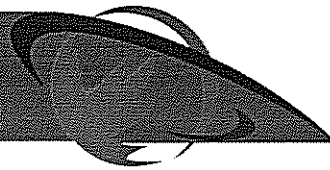
- Contracting a communication specialist for the development of a webcast and trade show video
- Contracting a graphic designer to develop a collaborative booth for the 5 Ontario RINs

**Council
Strategy
Direction
Supported**

- **To Strengthen Our Economic Base**
 - Building strength and maximizing commercialization opportunities for the agri-food & innovation sector to attract new investment to the City
 - Support and foster the Regional Innovation Network (Guelph Partnership for Innovation)

**Project
Contact:**

- **Barbara Maly – Business Development Specialist – Agri-food and Innovation Sectors, Economic Development & Tourism**
- **Telephone: 519 837-5600 ext 229**
- **E mail: barbara.maly@guelph.ca**



- Project:**
- Hanlon Creek Business Park Land Sales Policies and Agreements
- Description:**
- Purpose is twofold:
 - Prepare new land sales policies applicable to the Hanlon Creek Business Park to guide staff in negotiations with prospective purchasers
 - Prepare new Agreement of Purchase & Sale applicable to the Hanlon Creek Business Park
- Current Status:**
- Existing land sale policies are in need of updating and not specifically applicable to the Hanlon Creek Business Park
 - Require new Agreement of Purchase & Sale for Hanlon Creek Business Park to incorporate applicable OMB conditions and zoning by-law requirements
- Objectives for next Fiscal Quarter**
- Retain outside legal assistance to review and develop new Agreement of Purchase & Sale
 - Initiate review of land sale policies
- Critical Factors**
- Council approval of updated land sale policies
 - Inside legal review and approval of new Agreement of Purchase & Sale
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Explore economic development opportunities
- Project Contact:**
- **Jim Mairs, Senior Economic Development Specialist/Assistant Manager**
 - **Telephone : 519-837-5600 ext. 225**
 - **E-mail : jim.mairs@guelph.ca**

- Project:**
- Hanlon Creek Business Park Marketing Strategy and Implementation Plan
- Description:**
- Purpose is to develop, implement and monitor an effective marketing program to assist in the creation and retention of jobs and assessment through building external and internal awareness for the Hanlon Creek Business Park, generating qualified leads and closing land sales.
- Current Status:**
- Draft Plan of Subdivision, Official Plan and Zoning By-law approvals for the Park issued by OMB
 - Detailed design and tendering of Phase 1 area grading and servicing underway scheduled for completion 2007/2008
- Objectives for next Fiscal Quarter**
- Prepare first draft of a Marketing Strategy for discussion to include:
 - Marketing philosophies, strategies and objectives
 - Target market areas, sectors and customers
 - Marketing approaches and channels
 - Branding and messaging
 - Implementation plan and budget
- Critical Factors**
- Timing of availability of Phase 1 lands
 - Establishing Phase 1 pricing structure
 - Revisions to land sales policies and Sales Agreements
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Explore economic development opportunities
- Project Contact:**
- **Jim Mairs, Senior Business Development Specialist/Assistant Manager**
 - **Telephone : 519-837-5600 ext. 225**
 - **E-mail : jim.mairs@guelph.ca**

- Project:**
- Hanlon Creek Business Park Urban Design Guidelines
- Description:**
- Purpose is to develop a comprehensive set of urban design and streetscape guidelines to be applied throughout the Hanlon Creek Business Park with the vision to develop a highly visible, high quality mixed use corporate and industrial business park.
- Current Status:**
- Retained Rodger Todhunter Associates to update and revise previous Hanlon Creek Business Park report to:
 - Reflect changes to approved subdivision plan
 - Incorporate urban design principles and site specific guidelines to support OMB decision
 - Address revisions to Official Plan and Zoning By-law to reflect changes in subdivision plan zoning by-laws
 - Receive input regarding revisions from City staff, Public Liaison Committee, Landowners and Council
 - Address interim roadway, interchange and gateway entry guidelines
- Objectives for next Fiscal Quarter**
- Prepare Draft Report for discussion
 - Review Draft Report with Public Liaison Committee, Landowners, City staff and Council
- Critical Factors**
- Revisions and reformatting of existing report to reflect the approved draft plan of subdivision and applicable zoning designations for the Hanlon Creek Business Park.
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Explore economic development opportunities
- Project Contact:**
- **Peter Cartwright, Manager Economic Development & Tourism : Phone : 519-837-5600 ext. 226 ; e-mail : peter.cartwright@guelph.ca**
 - **Jim Mairs, Senior Business Development Specialist/Assistant Manager : Phone : 519-837-5600 ext. 225 ; e-mail : jim.mairs@guelph.ca**

- Project:**
- Hanlon Creek Business Park – Land Development Project
- Description:**
- Provide a brief description of the project, its history, etc.
- Current Status:**
- Provide the current status of the project – for example in the case of the HCBP that planning approvals were issued by the OMB in October, 2006 – that ED&T staff have initiated activities to register phase 1 which includes approximately 80 acres of land north of Laird Road – that as per cost sharing agreement entered into with Belmont Equities (HCBP Holdings) Inc., joint venture activities underway – etc.
- Objectives for next Fiscal Quarter**
- Retain development project manager
 - Retain engineering consultant
 - Approval of Environmental Implementation Report terms of reference (EIR TOR) by EAC and GRCA
 - Finalize survey work
 - Re-initiate Urban Design work
 - etc
- Critical Factors**
- GRCA and EAC review and approval of EIR TOR.
 - Weather cooperation for survey work
 - Finalize with Belmont TOR for engineering RFP
 - Etc.
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - *Ensure a sufficient supply of serviced employment lands*
- Project Contact:**
- Peter Cartwright, Manager Economic Development & Tourism
 - Telephone: 519 837-5600 ext 226
 - E mail: peter.cartwright@guelph.ca

- Project:**
- Employment Land Strategy
- Description:**
- Purpose is to create a long term vision and plan to provide for and manage future employment lands in Guelph to support the City's strategic plan and economic development objectives. It is also intended to define the City's future role in the development and provision of employment lands. Project being developed in two phases: Phase 1 – Needs and Opportunity Analysis and Phase 2: Employment Land Strategy.
- Current Status:**
- Request for Proposals for Consulting Services was prepared and issued
 - Watson & Associates Economists Ltd. selected as consultant
 - Phase 1 Background Materials & Preliminary Findings Discussion Draft presented
- Objectives for next Fiscal Quarter**
- Completion of Phase 1 Final Report
- Critical Factors**
- Data collection and analysis (Phase 1): land supply analysis; land demand analysis; land needs analysis (supply vs. demand)
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Ensure a sufficient supply of serviced employment lands
- Project Contact:**
- **Jim Mairs, Senior Business Development Specialist/Assistant Manager**
 - **Telephone : 519-837-5600 ext. 225**
 - **E-mail : jim.mairs@guelph.ca**

- Project:**
- “Shakespeare- Made in Canada”
- Description:**
- “Shakespeare- Made in Canada” is a community cultural festival running from January 11 – May 25, 2007 involving over 40 local arts and cultural groups. The anchor to the festival is the exhibit of the Sanders portraits of Shakespeare now on view at Macdonald Stewart Art Centre. Key partners in the production and marketing of the event are: University of Guelph, Guelph Arts Council, City of Guelph and Macdonald Stewart Art Centre
Key donors to the event are Musagetes Foundation, BMO, The Co-operators and Sleeman’s The event will cost upward of \$500,000 to put on and is supported by a \$150,000 marketing budget.
- Current Status:**
- Ontario Tourism Marketing Partnership recently contributed \$20,000 for newspaper and radio advertising
 - \$50,000 for the SMIC marketing budget was recently confirmed in the City’s 2007 budget
 - Inquiries and micro-site contest entries have been significant during the first three weeks of the festival
- Objectives for next Fiscal Quarter**
- Launch “Shakespeare- Made in Canada” event and marketing campaign
 - Recruit tourism partners to financially support SMIC marketing campaign
 - Track all inquiries to SMIC and track sales of packages, monitor microsite
 - Launch Shakespeare merchandise sales, install SMIC street banners
- Critical Factors**
- Visibility and awareness for the festival and its events
 - Package and merchandise sales
 - Buy-in of local partners in marketing campaign
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Explore economic development opportunities
 - Build strong relationships with institutional and educational partners in the community
- Project Contact:**
- Sue Trerise, Senior Business Development Specialist-Tourism
 - Telephone: 519 837-1335 ext 2534
 - E mail: sue.trerise@guelph.ca

- Project:**
- Tourism Signage Project
- Description:** The Ministry of Tourism provided a \$10,000 grant in 2006 to develop signage for Downtowns in Guelph and Wellington. Tourism Services has consulted with the Downtown Board of Management and City of Guelph Operations to determine the type of sign most needed. The request is for an entrance sign which would be placed at Waterloo and Gordon St. near the Farmer's Market
- Current Status:**
- A proposal for the sign will go to the Downtown Board's Promotion Committee in February
 - City Engineering staff will be advising on placement of the sign
- Objectives for next Fiscal Quarter**
- An RFP for design of the sign will be drawn up in early spring
 - An independent juried committee will select the design
- Critical Factors**
- Funding for the sign must be transferred from 2006 budget to 2007
 - Remaining funding for the project must be applied for by March 31st 2007
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Explore economic development opportunities
 - Strengthen our Downtown
- Project Contact:**
- **Sue Trerise, Senior Business Development Specialist- Tourism**
 - **Telephone: 519 837-1335 ext 2534**
 - **E mail: sue.trerise@guelph.ca**

- Project:**
- South Guelph Employment Lands
- Description:**
- Purpose is to provide assistance and co-ordination to private land owners/developers of the south Guelph employment lands to expedite required city and external agency approvals to permit development of these lands.
- Current Status:**
- EA for interim highway improvements at Clair/Laird and Hanlon Expressway commenced
 - Committee of Adjustment approval of Industrial Equities Guelph Phase 1 lands and satisfaction of conditions initiated including draft Subdivision Agreement
 - Draft Site Plan Agreement prepared for the Cooper Construction lands
 - Submission of Draft Plan of Subdivision and Zoning By-law Amendment for Industrial Equities Guelph Phase 2
- Objectives for next Fiscal Quarter**
- Completion of EA for interim highway improvements and MTO review and approval
 - Signed Site Plan Agreement with Cooper Construction and removal of Holding Zone on their lands
 - Satisfaction of Committee of Adjustment conditions for Industrial Equities Guelph Phase 1 lands and removal of Holding Zones
 - Review Draft Plan of Subdivision and Zoning By-law Amendment for Industrial Equities Guelph Phase 2
- Critical Factors**
- MTO timing to review EA for interim highway improvements
 - Cooper Construction review and approval of Site Plan Agreement
 - Industrial Equities Guelph Phase 1 satisfaction of Committee of Adjustment conditions including signing of Subdivision Agreement
 - Level of objection and changes requested on Industrial Equities Guelph Phase 2 Draft Plan of Subdivision and Zoning By-law Amendment application
- Council Strategy Direction Supported**
- **To Strengthen Our Economic Base**
 - Ensure a sufficient supply of serviced employment lands

Project
Contact:

- **Jim Mairs, Senior Business Development Specialist/Assistant Manager**
- **Telephone : 519-837-5600**
- **E-mail : jim.mairs@guelph.ca**

GUELPH ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Terms of Reference

Mandate:

To champion and promote economic development directions and programs by providing leadership in the development and implementation of strategic action plans, to stimulate business growth and jobs in the City of Guelph and strong community linkages with City Council.

Purpose and Scope:

1. To advise Guelph Council and staff in the implementation of its Economic Development Strategy.
2. To advise Guelph Council and staff on policies and programs consistent with an economic development strategy to sustain and nurture a strong economic base in the City of Guelph.
3. To provide a forum for discussion and co-ordination of economic development initiatives between the City, the local business community and other community groups.
4. To provide access to a network of business expertise in the community and to foster strategic partnerships between the public and private sectors.
5. To monitor, review and update the Economic Development Strategy.
6. To co-ordinate local economic development strategies in conjunction with the area wide Economic Development Corporation.

Composition:

The Committee shall initially consist of ten (10) members, one (1) of whom shall be the Mayor of the City of Guelph, one (1) Councillor of Guelph City Council and eight (8) members appointed by Council as follows:

- six (6) members representing the local business, education and labour sectors
- two (2) members representing the community-at-large

Staff resource members to the Committee shall include:

- City Administrator
- Director of Planning and Business Development
- Sr. Business Development Officer

Terms of Office:

1. Initially, all members of the Committee shall be appointed for a term consistent with the duration of the current Council's term to November 30th, 2000.
2. Then, commencing on December 1st, 2000, the Council member or the Committee shall be appointed annually. The Mayor shall be a member by virtue of his or her office.
3. Then, commencing on December 1st, 2000, the members of the Committee, other than the Mayor and Council member, shall be appointed by Council for a term of three (3) years following the inauguration of each new Council. The term of any appointed member shall not exceed three (3) consecutive three (3) year terms.
4. Terms of office for the appointed members of the Committee shall be staggered such that the Committee blends new and experienced members.

Meetings:

1. The Committee shall, from amongst its members, annually choose a Committee Chair and Vice-Chair, neither of which can be a member of Council.
2. The Committee shall meet as required, and as a minimum on a quarterly basis.
3. The Committee may approve the establishment of sub-committees to act as a resource to the Committee to address specific issues. Sub-committees may include appointees who are not members of the Committee.
4. A quorum shall consist of a majority of the Committee members.
5. Members of the Committee shall be required to attend a minimum 50% of the regularly scheduled meetings, failing which, the Committee has the authority to remove the member's right to sit on the Committee.
6. Minutes shall be kept of each meeting with secretarial services provided by Guelph Business Development Division.

Reporting:

1. The Committee shall report and make recommendations to Council through the City's Planning, Works & Environment Committee.
2. The Committee shall report annually to Guelph City Council on the activities of the Committee.

3. The Committee shall regularly circulate minutes of the meetings to all Council members and the City's Senior Management Team through the Business Development Division.

Responsibilities:

1. To consider representations by individuals and/or organizations with respect to economic development matters within the City of Guelph
2. To convene hearings on issues, at the request of Council, related to the City's economic well-being deemed to require input from the public.
3. To advise Council and the Business Development Division in the implementation of its Economic Development Strategy and to achieve the City's overall vision and mission relating to economic development.
4. To assess current economic conditions and to identify emerging economic trends that impact the City's overall economic development strategic planning and to recommend appropriate actions.
5. To recommend action plans to promote and encourage business activity and employment in the City of Guelph, with emphasis on the priorities of the City's Economic Development Strategy.
6. To recommend action plans to promote the development of training and re-training programs to meet the needs of employers and employees in the City of Guelph.
7. To identify opportunities where the private sector can become more involved in economic development initiatives in partnership with the public sector.
8. To provide advice to the Business Development Division in its annual workplan and marketing program.
9. To advise Council and staff on land requirements, land use and zoning policies, municipal infrastructure and other actions and policies of the City affecting the local economic development investment climate.
10. To recommend programs to enhance the image of the community and the development of other amenities and services related to economic development.
11. To liaise with the area wide Economic Development Corporation to ensure the City's strategies are recognized by and consistent with the broader regional strategy.

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Tuesday February 13, 2007, 5:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Tuesday February 13, 2007 in Committee Room A at 5:00 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Staff Present: Mr. L. Kotseff, Chief Administrative Officer, Mr. J. Riddell, Director of Community Design and Development Services; Mr. P. Cartwright, Manager of Economic Development and Tourism; Mr. B. Coutts, Manager of Court Services; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

Council Meeting Schedule

REPORT

1. Moved by Mayor Farbridge
Seconded by Councillor Findlay
THAT Council's Procedural By-law be amended to provide for Council Planning meetings to be held on the 1st Monday of the month, and regular Council meetings to be held on the 3rd Monday of the month.

Carried

City of Guelph Economic Development & Tourism 2006, 4th Quarter Report, 2007-2009 Workplan and Program Summary Presentation

The Manger of Economic Development and Tourism provided an overview of the Economic Development and Tourism program. He outlined the mandate and objectives and the 2007-2009 workplan.

Mr. P. Cartwright
Mr. J. Riddell

2. Moved by Mayor Farbridge
Seconded by Councillor Wettstein
THAT the policy statement from the Guelph Chamber of Commerce with respect to tax assessment be referred to Economic Development for a report back to the Governance & Economic Development Committee.

Carried

Economic Development Advisory Committee

Mr. P. Cartwright
Mr. J. Riddell

3. Moved by Councillor Wettstein
Seconded by Mayor Farbridge
THAT staff be directed, in conjunction with the Economic Development Advisory Committee, to conduct an assessment of the current structure and mandate of the Committee.

Carried

Governance/Service Review

4. Moved by Mayor Farbridge
Seconded by Councillor Findlay
Mr. L. Kotseff THAT staff be directed to prepare a 4-year review cycle of the City's services and functions;

AND THAT staff develop a proposed framework to guide the service/function review.

Carried

Risk Management

5. Moved by Mayor Farbridge
Seconded by Councillor Piper
Mr. D.A. Kennedy THAT staff prepare a report summarizing the key areas of risk to the City and
Mr. L. Kotseff a summary of the nature of these risks.

Carried

Election Reform

6. Moved by Mayor Farbridge
Seconded by Councillor Piper
Mrs. L.A. Giles THAT the City Clerk be directed to prepare a report with recommended changes
Ms. L.E. Payne to the Municipal Elections Act for submission to the Ministry of Municipal Affairs & Housing which would improve the local election process.

Carried

In response to a question by the Chair, the Committee agreed that an overview of the Federation of Canadian Municipalities priorities should be provided at a future meeting.

The Chair requested that members of the Committee advise her of topics for future discussion.

The Committee changed their meeting time to noon hour.

7. Moved by Councillor Piper
Seconded by Councillor Findlay
THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- Personal matters about identifiable individuals.

Carried

The remainder of the meeting was held in camera.

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

8. Moved by Councillor Piper
Seconded by Councillor Wettstein
THAT staff be given direction with respect to citizen appointments to boards,
committees and commissions.

Carried

The meeting adjourned at 7:00 p.m.

.....
Chairperson



A great place to call home
A vibrant downtown

A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

March 13, 2007

Council Committee Room "B"- 12:00 noon

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – February 13, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>ASSOCIATION OF MUNICIPALITIES OF ONTARIO</p> <p>Ms. Pat Vanini will be present to provide information on AMO's role in the municipal/provincial context, the activities of their committees and the Board of Directors.</p>	
<p>NEW LAND AMBULANCE COMMITTEE</p> <p>THAT Council approve the principles for a new Land Ambulance committee as set out in Schedule "A" attached;</p> <p>AND THAT an agreement for Land Ambulance service between the City and the County be developed;</p> <p>AND THAT the Land Ambulance Committee address the nature and form of the reporting on land ambulance issues as a priority.</p>	Approve
<p>OUTSTANDING ITEMS BEFORE THE COMMITTEE</p> <p>See attached.</p>	

OTHER BUSINESS:

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Tuesday February 13, 2007, 5:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Tuesday February 13, 2007 in Committee Room A at 5:00 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Staff Present: Mr. L. Kotseff, Chief Administrative Officer, Mr. J. Riddell, Director of Community Design and Development Services; Mr. P. Cartwright, Manager of Economic Development and Tourism; Mr. B. Coutts, Manager of Court Services; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

Council Meeting Schedule

1. Moved by Mayor Farbridge
Seconded by Councillor Findlay

THAT Council's Procedural By-law be amended to provide for Council Planning meetings to be held on the 1st Monday of the month, and regular Council meetings to be held on the 3rd Monday of the month.

Carried

City of Guelph Economic Development & Tourism 2006, 4th Quarter Report, 2007-2009 Workplan and Program Summary Presentation

The Manger of Economic Development and Tourism provided an overview of the Economic Development and Tourism program. He outlined the mandate and objectives and the 2007-2009 workplan.

2. Moved by Mayor Farbridge
Seconded by Councillor Wettstein

THAT the policy statement from the Guelph Chamber of Commerce with respect to tax assessment be referred to Economic Development for a report back to the Governance & Economic Development Committee.

Carried

Economic Development Advisory Committee

3. Moved by Councillor Wettstein
Seconded by Mayor Farbridge

THAT staff be directed, in conjunction with the Economic Development Advisory Committee, to conduct an assessment of the current structure and mandate of the Committee.

Carried

REPORT

Mr. P. Cartwright
Mr. J. Riddell

Mr. P. Cartwright
Mr. J. Riddell

February 13, 2006

Governance & Economic Development Committee

Page No. 2

Governance/Service Review

Mr. L. Kotseff

4. Moved by Mayor Farbridge
 Seconded by Councillor Findlay
 THAT staff be directed to prepare a 4-year review cycle of the City's services and functions;

AND THAT staff develop a proposed framework to guide the service/function review.

Carried

Risk Management

Mr. D.A. Kennedy
 Mr. L. Kotseff

5. Moved by Mayor Farbridge
 Seconded by Councillor Piper
 THAT staff prepare a report summarizing the key areas of risk to the City and a summary of the nature of these risks.

Carried

Election Reform

Mrs. L.A. Giles
 Ms. L.E. Payne

6. Moved by Mayor Farbridge
 Seconded by Councillor Piper
 THAT the City Clerk be directed to prepare a report with recommended changes to the Municipal Elections Act for submission to the Ministry of Municipal Affairs & Housing which would improve the local election process.

Carried

In response to a question by the Chair, the Committee agreed that an overview of the Federation of Canadian Municipalities priorities should be provided at a future meeting.

The Chair requested that members of the Committee advise her of topics for future discussion.

The Committee changed their meeting time to noon hour.

7. Moved by Councillor Piper
 Seconded by Councillor Findlay
 THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- Personal matters about identifiable individuals.

Carried

The remainder of the meeting was held in camera.

February 13, 2006

Governance & Economic Development Committee

Page No. 3

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

8. Moved by Councillor Piper
Seconded by Councillor Wettstein
THAT staff be given direction with respect to citizen appointments to boards,
committees and commissions.

Carried

The meeting adjourned at 7:00 p.m.

.....
Chairperson

About AMO

About Us

The Association of Municipalities of Ontario (AMO) is a non-profit organization representing the municipal order of government and provides a variety of services and products to members and non-members. [Download About AMO brochure.](#)

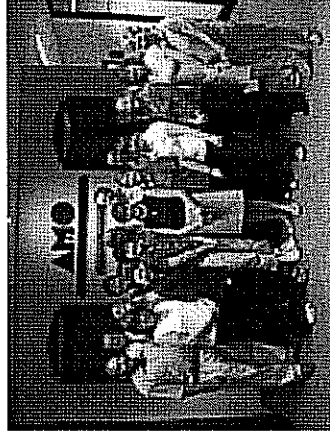
Mandate

The mandate of the organization is to support and enhance strong and effective municipal government in Ontario. It promotes the value of the municipal level of government as a vital and essential component of Ontario and Canada's political system.

The Mandate is delivered in a variety of ways. Of particular importance is the Memorandum of Understanding (MOU) between AMO and the Province. The MOU provides the opportunity for municipal input and reaction to provincial policy ideas (pre-consultation) so that they are fully informed as part of any provincial policy making process. The MOU also includes a Protocol that obligates the Province to consult with AMO and municipalities on matters that are of a federal-provincial nature that could affect municipal services and finances. The Protocol also sets out the Province's commitment to pursue a federal-provincial-municipal framework where municipalities have a 'seat at the federal-provincial table'.

AMO's Vision Statement

"In Ontario's municipalities, people and families can live, thrive and prosper in the communities they call home, and children will have the choice and opportunity to live and work in the communities where they were raised."



Activities

The activities of AMO support both its Mandate and Vision Statement. AMO develops policy positions and reports on issues of general interest to municipal governments; conducts ongoing liaison with provincial government elected and non-elected representatives; informs and educates governments, the media and the public on municipal issues; markets innovative and beneficial services to the municipal sector; and maintains a resource centre on issues of municipal interest. The Association's Annual Meeting is held in August and is combined with a comprehensive conference program.

Organizational Structure

The governing body of the Association is the Board of Directors, elected at the Association's Annual Meeting. The Board comprises 49 elected and non-elected municipal representatives. The Board meets five times per year. An Executive Committee of the Board, responsible for the business of the Association between Board of Director meetings, meets monthly.

AMO hosts many foreign delegates who wish to learn about starting a similar local government organization and our business and information services.

Administrative Structure

The Association currently has a total complement of 18 staff headed up by an Executive Director who reports to the Board and the Executive Committee.

AMO is involved in policy research and development; education and training of municipal elected officials; communications; information collection and management; corporate administration and finance; the Municom Network and business activities that save members money.

Policy and Government Relations

A team of policy advisors conducts policy research and analysis for the Association on a wide range of issues – from governance, financial structure, environment, labour, emergency services and human services. Policy staff works with Task Forces to develop and recommend policy positions to the Board of Directors and to review and monitor issues of municipal interest. Task Forces are established on an as-required basis to work on specific short-term tasks. For example, in the past the Association has struck special task forces to deal with land use planning, public health, affordable housing, water regulations and water taking, Brownfields, and new Municipal Act among many others.

AMO also represents the sector on a variety of provincial and federal committees, such as policing standards, source water protection, immigration, municipal rural infrastructure fund program, and emergency management, among many others.

Information Services

The activities of the Association are supported by an extensive electronic and traditional collection of information resources. AMO's flagship electronic information product is the Municom Network, a virtual mall of municipal information resources. It hosts a variety of municipal information sources including commercial news feeds, background information, AMO policy issue reports, and information from other municipal associations. There is an

extensive resource centre which maintains an up-to-date collection of books, periodicals, bulletins, newsletters, subject files, provincial statutes and reports covering a variety of timely topics, including public administration, public affairs management, provincial-municipal relations, finance, planning and development, housing, among other matters. Together, the resource center actively support the Association's function of collecting and disseminating vital information to its membership.

Local Authority Services Ltd. (LAS)

LAS was created in 1992 by AMO to help municipalities reduce the cost of common expenditures and to increase revenues. The ONE Funds investment program, jointly run with the CHUMS Financing Corp., continues to be LAS's primary program offering a diversified way for municipalities to invest surplus funds and reserves. Over the next year, LAS and CHUMS plan to ensure that it continues to meet the needs of municipal investors.

LAS's long-distance share group program with Rogers continues to be a stellar performer. Since its introduction a little over a year ago, participants have not only exceeded the 47% savings point but the increasing size of the share group has twice put LAS into a position of negotiating rate reductions with Rogers.

Another LAS program being well received by municipalities is GASAMO - Bulk Purchase Natural Gas Program designed for Municipalities. During the last 3 years municipalities taking part in the GASAMO program have saved over \$3,000,000 on their gas commodity purchases compared to both the utility WACOG and spot market prices. This represents a 20% to 22% savings. The net result of LAS's activity during this past year was not only to provide a wide range of value-added services to local government, but also to help fund the work of AMO by nearly \$200,000.

Association of Municipalities of Ontario (AMO)

393 University Avenue, Suite 1701 Toronto ON M5G 1E6 CANADA

Tel: (416) 971-9856 Fax: (416) 971-6191

Toll-free in Ontario: 1-877-4-AMO-LAS (1-877-426-6527) email: amo@amo.on.ca

www.amo.on.ca www.las.on.ca www.municom.com www.yourlocalgovernment.com



City of Guelph

CORPORATE ADMINISTRATION

Report:

TO: Governance & Economic Development Committee

DATE: 2007/03/13

SUBJECT: NEW LAND AMBULANCE COMMITTEE

RECOMMENDATION:

THAT Council approve the principles for a new Land Ambulance Committee as set out in Schedule "A" attached;

AND THAT an agreement for Land Ambulance service between the City and the County be developed;

AND THAT the Land Ambulance Committee address the nature and form of the reporting on land ambulance issues as a priority.

BACKGROUND:

The prior agreement respecting land ambulance that was in place from January 1, 2001 to December 31, 2005 has expired. Land Ambulance issues were dealt with by the Joint Social Services Committee.

The City has been designated by the Province as the "Delivery Agent" for the provision of Land Ambulance services within the City of Guelph and the County of Wellington.

At the January 10, 2007 Joint Social Services Committee meeting staff were directed to report on how a new Land Ambulance Committee could operate. The Chief Administrative Officers from the City and the County met to determine the principles for the committee's operation. (Schedule "A" attached)

REPORT:

The preparation of a new agreement for land ambulance service between the City and the County will cover any cost sharing arrangements and required additional clauses including the form, content and duration.

The attached schedule clarifies how matters will be reported to this new committee. Once the principles set out in Schedule "A" have been approved, items relating to the provision of land ambulance service, including the draft agreement between the City and the County will be placed on the agenda for the consideration of Guelph City Council.

CORPORATE STRATEGIC PLAN:

Goal # 4 To enhance community wellness;
Goal # 6 To have exemplary management practices.

FINANCIAL IMPLICATIONS:

The City and the County are funding partners for the provision of land ambulance services. The cost-sharing formula between the City and the County is 57% and 43% respectively. The percentage is based on the combined population of the City of Guelph and County of Wellington. A grant is received from the Province for part of the funding. The total land ambulance budget is \$9,233,175. The net cost to the City is currently \$2,922,658.

DEPARTMENTAL CONSULTATION:

The Chief Administrative Officers from the City and the County consulted on the creation and principles as attached.

COMMUNICATIONS:

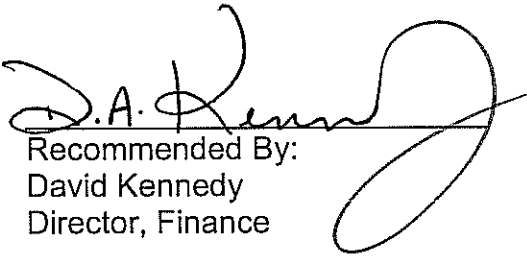
A report was provided to the Joint Social Services Committee on February 14, 2007 recommending operating principles for a new Land Ambulance Committee.

ATTACHMENTS:

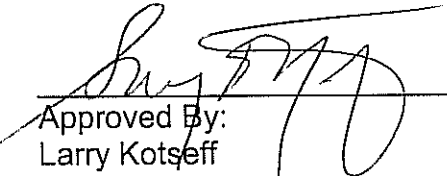
Schedule "A"
February 14, 2007 memo to the Chair and Members of the Social Services Committee regarding the new Land Ambulance Committee.



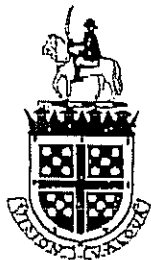
Prepared By:
Shawn Armstrong
Director, Emergency Services
519-824-6590
Shawn.Armstrong@guelph.ca



Recommended By:
David Kennedy
Director, Finance



Approved By:
Larry Kotseff
Chief Administrative Officer



COUNTY OF WELLINGTON

SCOTT WILSON
CHIEF ADMINISTRATIVE OFFICER
TEL.: (519) 837-2600, EXT. 233
1-800-663-0750
FAX: (519) 837-1909
e-mail: scottw@county.wellington.on.ca

74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

February 14, 2007

To: Chair and Members of the Social Services Committee

From: Scott Wilson, CAO County of Wellington
Larry Kotseff, CAO City of Guelph

Subject: New Land Ambulance Committee

At its meeting of January 10th, 2007, the Joint Social Services Committee requested that staff report on how a new Land Ambulance Committee could function. The results of discussions between the Chief Administrative Officers of the County and the City are presented below for the Committee's consideration.

The principles are as follows.

- A. Membership to be the same as the Joint Social Services Committee (4 Councillors from each the City and the County); meetings will immediately precede or follow the JSSC monthly meeting; meeting location will be at the County Administration Building. We can explore alternate meeting locations subsequent to the new committee forming.
- B. City staff will prepare agendas and meeting minutes for the Land Ambulance Committee in consultation with the City's Director of Emergency Services and distribute same to City Councillors and the County Clerk.
- C. The County Clerk will distribute agendas and minutes of the Committee to County Councillors on the Committee.
- D. The Land Ambulance Committee will deal with reports and information on the agenda.
- E. Any recommendations of the Committee will be forwarded to City Council for consideration and approval, and sent to County Council for information. If the Committee's recommendations are sent to another City or County Committee, they will be considered "for information only".
- F. Resolutions of City Council arising from Committee recommendations will be forwarded to the County Clerk. Land Ambulance Committee recommendations not approved by City Council will be referred back to the Land Ambulance Committee for reconsideration.

- G. All policy and significant operational matters will be brought forward to the Land Ambulance Committee by the Director of Emergency Services. County staff may forward agenda items to the Director of Emergency Services for inclusion on the agenda.
- H. Policy recommendations on Ambulance administration (structure, personnel, housing, etc) will be made by the Committee. Implementation of Land Ambulance administration is the responsibility of the Director of Emergency Services.
- I. Any agreement to be entered into by the City with a Land Ambulance Operator will be provided to the Land Ambulance Committee for input and recommendation to City Council.
- J. Any proposals to change the level of Land Ambulance Services will be forwarded to the Committee for input and recommendation to City Council.
- K. Regular financial updates and variance reports will be prepared by City staff and presented to the Land Ambulance Committee for information.
- L. Operating and capital budgets related to the delivery of Land Ambulance services will be prepared and presented to the Land Ambulance Committee by City staff.

In addition, a new agreement between the City and the County respecting land ambulance services should be put in place as soon as possible. (The current agreement's term ran from January 1, 2001 to December 31, 2005.) The new agreement will address funding and any additional clauses deemed necessary to address the arrangement between the County and the City. It will also address the County's role in agreements entered into by the City and a Land Ambulance Operator.

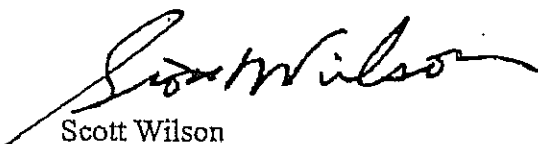
Recommendations:

That the principles outlined in this report form the operating basis for the new Land Ambulance Committee;

That staff move forward to develop an agreement between the City and the County regarding land ambulance services for the Committee's consideration; and

That the Land Ambulance Committee addresses the nature and form of reporting on land ambulance issues as a priority.

Respectfully,



Scott Wilson
CAO



Larry Kotseff
CAO

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Tuesday March 13, 2007, 12:00 noon**

A meeting of the Governance & Economic Development Committee was held on Tuesday March 13, 2007 in Committee Room A at 12:00 noon

Present: Councillors Kovach, Findlay, Piper and Mayor Farbridge

Absent: Councillor Wettstein

Also Present: Councillor Hofland

Staff Present: Mr. L. Kotseff, Chief Administrative Officer; Mr. S. Armstrong, Director of Emergency Services; Mr. D.A. Kennedy, Director of Finance; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on February 13, 2007 be confirmed as recorded and without being read.

Carried

Association of Municipalities of Ontario

Ms. Pat Vanini, Executive Director of the Association of Municipalities of Ontario was present and outlined the various projects the Association of working on. She outlined their advocacy role with the Ontario Provincial Government on behalf of the various Ontario municipalities. She also outlined various services available to municipalities.

Mr. L. Kotseff

The Committee requested that the Chief Administrative Officer report back to a future Governance & Economic Development Committee meeting on how the City can respond to the Association of Municipalities of Ontario request for municipal input.

New Land Ambulance Committee

2. Moved by Mayor Farbridge
Seconded by Councillor Findlay

REPORT

THAT Council approve the principles for a new Land Ambulance committee as set out in Schedule "A" attached;

AND THAT an agreement for Land Ambulance service between the City and the County be developed;

AND THAT the Land Ambulance Committee address the nature and form of the reporting on land ambulance issues as a priority;

AND THAT the Land Ambulance Committee form a standing committee of Guelph City Council.

Carried

3. Moved by Mayor Farbridge
Seconded by Councillor Findlay

Mr. L. Kotseff
Chief S. Armstrong

THAT staff report back on the parameters of an agreement between the City of Guelph and the County of Wellington with respect to land ambulance.

Carried

The meeting adjourned at 1:35 p.m.

.....

Chairperson



A great place to call home
A vibrant downtown

A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

April 10, 2007

Council Chambers / Council Committee Room "B"- 12:00 noon

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – March 13, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>2007 TO 2011 DOWNTOWN GUELPH INVESTMENT ACTION PLAN</p> <p>Jim Taylor, Chair of the Downtown Advisory Group will be present.</p> <p>THAT the Community Design and Development Services Report #07-27, dated April 10, 2007 be received;</p> <p>AND THAT Guelph City Council approve the 2007 to 2011 Downtown Guelph Investment Action Plan as detailed in the report prepared by the Manager of Economic Development and Tourism and the Chair of the Guelph Downtown Advisory Committee, as the framework for developing implementation programs and associated budgets;</p> <p>AND THAT Guelph City Council directs the Manager of Economic Development and Tourism to report quarterly on the implementation of the 2007 to 2011 Downtown Guelph Investment Action Plan;</p> <p>AND THAT Guelph City Council dissolves the Guelph Downtown Advisory Committee and establishes a Guelph Downtown Coordinating Committee to assist with the implementation of the 2007 to 2011 Downtown Guelph Action Plan.</p>	Approve
<p>RISK ASSESSMENT</p> <p>Presentation by the Director of Finance on risk assessment.</p>	

<p>MUNICIPAL ELECTION REFORM</p> <p>THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule “A” to the report dated April 10th, 2007, and that the City clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.</p>	<p>Approve</p>
<p>JOINT SERVICE AGREEMENTS – COUNTY OF WELLINGTON</p> <p>THAT the report dated April 10, 2007 entitled “Joint Service Agreements – County of Wellington” be received for information.</p>	<p>Receive</p>

OTHER BUSINESS:

NEXT MEETING: May 2, 2007

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Tuesday March 13, 2007, 5:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Tuesday March 13, 2007 in Committee Room A at 12:00 noon

Present: Councillors Kovach, Findlay, Piper and Mayor Farbridge

Absent: Councillor Wettstein

Also Present: Councillor Hofland

Staff Present: Mr. L. Kotseff, Chief Administrative Officer; Mr. S. Armstrong, Director of Emergency Services; Mr. D.A. Kennedy, Director of Finance; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Mayor Farbridge
THAT the minutes of the Governance & Economic Development Committee meeting held on February 13, 2007 be confirmed as recorded and without being read.

Carried

Association of Municipalities of Ontario

Ms. Pat Vanini, Executive Director of the Association of Municipalities of Ontario was present and outlined the various projects the Association of working on. She outlined their advocacy role with the Ontario Provincial Government on behalf of the various Ontario municipalities. She also outlined various services available to municipalities.

Mr. L. Kotseff

The Committee requested that the Chief Administrative Officer report back to a future Governance & Economic Development Committee meeting on how the City can respond to the Association of Municipalities of Ontario request for municipal input.

New Land Ambulance Committee

2. Moved by Mayor Farbridge
Seconded by Councillor Findlay
THAT Council approve the principles for a new Land Ambulance committee as set out in Schedule "A" attached;

REPORT

March 13, 2007

Governance & Economic Development Committee

Page No. 2

AND THAT an agreement for Land Ambulance service between the City and the County be developed;

AND THAT the Land Ambulance Committee address the nature and form of the reporting on land ambulance issues as a priority;

AND THAT the Land Ambulance Committee form a standing committee of Guelph City Council.

Carried

- 3. Moved by Mayor Farbridge
Seconded by Councillor Findlay

THAT staff report back on the parameters of an agreement between the City of Guelph and the County of Wellington with respect to land ambulance.

Carried

The meeting adjourned at 1:35 p.m.

.....
Chairperson

Mr. L. Kotseff
Chief S. Armstrong



City of Guelph

Report #:

COMMUNITY DESIGN & DEVELOPMENT SERVICES
Economic Development & Tourism Division
(Report 07-27)

TO: *Governance and Economic Development Committee*

DATE: April 10, 2007

SUBJECT: 2007 to 2011 DOWNTOWN GUELPH INVESTMENT ACTION
PLAN

RECOMMENDATION:

“THAT the Community Design and Development Services Report # 07-27, dated April 10, 2007 be received,

AND THAT Guelph City Council approve the 2007 to 2011 Downtown Guelph Investment Action Plan, as detailed in the attached report prepared by the Manager of Economic Development and Tourism and the Chair of the Guelph Downtown Advisory Committee, as the framework for developing implementation programs and associated budgets,

AND THAT Guelph City Council directs the Manager of Economic Development and Tourism to report quarterly on the implementation of the 2007 to 2011 Downtown Guelph Investment Action Plan,

AND THAT Guelph City Council dissolves the Guelph Downtown Advisory Committee and establishes a Guelph Downtown Coordinating Committee as outlined in the attached report to assist with the implementation of the 2007 to 2011 Downtown Guelph Action Plan.”

BACKGROUND:

Guelph City Council has long supported the use of public funds to position the downtown as a desirable location to conduct business, pursue cultural interests and reside. **Appendix “A”** provides an example of the studies, programs and major capital projects initiated to date by the City of Guelph.

Despite these considerable efforts, there has been a concern among local stakeholders, staff and Council that these initiatives have not leveraged the level of private sector investment that is required to ensure the long-term economic sustainability of Guelph’s downtown.

Guelph City Council therefore directed staff to conduct a best practice review of investment programs used by other municipalities and based on the findings to recommend an Action Plan to improve Guelph's downtown.

Guelph City Council also approved the establishment of a Downtown Advisory Group (DAG) to assist staff with the assessment and the development of an Action Plan. DAG represents a broad range of stakeholders from the development industry, downtown businesses, academia, municipal staff, as well as Council. A list of the DAG representatives is found in **Appendix “B”** of this report.

With funding support from the City of Guelph, the Cooperators Group and Milan Lesic and the Downtown Board of Management, the firm of UrbanMetrics Inc. was retained by staff and DAG to conduct a best practice review. UrbanMetrics is a consulting firm having expertise in municipal economic development and downtown programs. In summary the consultant’s work consisted of:

- Conducting workshops with local stakeholders to gain their insight and experience with respect to issues, perceptions, and opinions regarding the current health of Guelph’s downtown, impediments for new investment as well as future investment opportunities. Stakeholders included most City departments, Guelph Police Services, the public, the development industry, business investors, the arts and cultural community, the University of Guelph, local business, community organizations, and property owners.
- Conducting a literature review of North American municipal downtown management and investment programs.

Appendix “C”, ‘City of Guelph Incentives Study’ and Appendix “D” ‘City of Guelph Investment Plan and Management Structure’ provide the executive summaries of the consultant’s findings.

Additional information was obtained through interviews conducted by staff, DAG and representatives from the Cities of Brantford, Kitchener and Cambridge as well as the Town of Newmarket's Business Improvement Area (BIA) program. Each of these municipalities has developed downtown investment programs that are viewed by many as being highly successful.

This background information was used to structure the Action Plan described in this report.

REPORT:

The research conducted suggests to staff and the members of DAG that programs that have been successful in other municipalities have done so through:

- Addressing social, physical and investment issues in a targeted and proactive manner through the establishment of priority programs.
- Establishing and monitoring risk indicators and developing strategies and supporting programs in advance of the existence of downtown issues.
- Encouraging and promoting the functionality of downtown's as a multi-use district through the targeting of programs and pilot projects.
- Establishing financial and non-financial (policy) incentive/performance based programs to mitigate the technical and economic risks encountered by private sector investors.
- Creating certainty and consistency regarding the implementation of municipal planning and development policies and processes through a centralized management structure.
- Coordinating municipal capital improvement and maintenance programs with private sector initiatives through a centralized management structure.
- Promoting downtown opportunities to attract visitors and promote investment opportunities and programs.

In addition to these general points, staff and the members of DAG considered emerging Provincial and Municipal policies during the development of Guelph's Action Plan. Of specific interest were:

- **The Provincial Government's 'Places to Grow' Plan** – This plan encourages in-fill development opportunities within downtowns. Guelph's downtown is designated as an Urban Grow Centre, which establishes a target density of 150 jobs per hectare. This plan creates a framework for new investment opportunities through the establishment of provincial policies.
- **The Provincial Government's Municipal Act Reform** – Recent changes to this Provincial legislation now provide Municipalities with broader financial and management powers and tools relating to use of incentives and governance structures to stimulate development.
- **The City of Guelph's Local Growth Management Study** – The preparation of a Local Growth Management Strategy will, through extensive public consultation and participation, be the key vehicle to address the Places to Grow policies, which can positively influence development opportunities for the downtown.
- **The City of Guelph's Commercial Policy Review (CPR)** – The CPR reinforces the importance of downtown from a commercial perspective and which ensures that downtown commercial opportunities are not compromised by development in other areas of the City. The CPR also recognizes the uniqueness of Guelph's downtown.

Finally DAG and staff also foresee the need for the Action Plan to address and implement potential for new investment opportunities and issues arising from planned public sector capital projects.

Proposed 2007 – 2011 Downtown Guelph Investment Action Plan

It is therefore recommended that an Investment Action Plan for the Guelph's downtown should include the following elements.

1) The Establishment of a Dedicated Downtown Management Structure

A dedicated management structure is required to act as the central (one window) point of contact between City staff, the downtown business community and other downtown stakeholders in the development, planning, budgeting and delivery of programs that will be targeted to improve the social, fiscal, cultural and investment climate for Guelph's downtown. Such a management structure will serve to coordinate programs and provide the type of process continuity that will

be required to attract and retain private sector investment. Council has approved this component of the Action Plan through the funding of an Economic Development Downtown Management position in the City's 2007 operating budget.

2) The Establishment of Downtown Stakeholder's Responsibilities and Development of Operating Protocols.

Research indicates that successful downtowns are realized in part through the efficient delivery of programs and activities. In order to improve the coordination and eliminate duplication of City and non-City activities there needs to be developed a clear understanding of the roles, responsibilities and operating protocols between the stakeholder groups. Also required will be a mechanism to address and mediate issues between stakeholder groups. Through collaboration with these groups it will be the Economic Development Downtown Manager's responsibility to establish and assist in the coordination of stakeholder responsibilities and protocols.

3) Coordination of Municipal Capital & Maintenance Programs

The City of Guelph will continue to act as the major investor in Guelph's downtown through the delivery of capital and maintenance programs. Such programs are essential to create an environment that will support current private sector commercial activities and attract new private sector investment. The scheduling and delivery of such programs needs to be carefully addressed in order to facilitate and maximize private sector investment. The Economic Development Downtown Manager will be responsible for working with city program staff and downtown stakeholders on the scheduling and implementation of municipal capital and maintenance programs to mitigate logistic and/or functional issues arising from such programs.

4) Preparation of a Downtown Community Improvement Plan (CIP)

The creation of a Downtown Community Improvement Plan will serve as the legislative basis for the establishment and implement through incentive programs the long-term vision, goals and objectives for the downtown. The creation of a CIP will help crystallize and properly position opportunities to ensure Guelph's downtown will be positively positioned to leverage a higher level of private sector investment. It will be responsibility of the Economic Development Downtown Manager to coordinate the preparation and implement the CIP for the downtown core.

5) Creation of Downtown Investment Incentive Programs

The implementation of the CIP will be in part done through a menu of financial and non-financial incentive programs and accompanying policies, which will be utilized, on a case-by-case basis. It will be necessary to develop business and planning cases for the establishment of incentives to ensure they are being targeted and used to facilitate good business opportunities for the City. It will be the responsibility of the Economic Development Downtown Manager to develop these programs and policies, and subject to Council approval, implement the delivery and administration of these programs. Year-end reports and recommendations for the continuation and adjustments to these programs are to be provided to council.

6) Development & Implementation of Investment Pilot Projects

Planned municipal capital works investment within the downtown core will create opportunities to obtain new, desired private sector investment. For example, the construction of the new Civic Administration Centre will provide real estate capacity within the existing real estate space to be vacated by the City to attract new investment. The re-development potential of the Baker Street parking lot may also present another opportunity to target private sector investment. The City is therefore in a unique position to develop and structure pilot projects, which would act as the driver in attracting new private sector investment throughout the downtown. Pilot project(s) will also be beneficial in promoting incentive programs endorsed by council. It will be the responsibility of the Downtown Project Manager to identify, prepare and recommend to council the business case for a pilot project(s), to manage the implementation of such projects including working with private sector proponents through the process.

7) Creation & Implementation of Marketing & Promotion Programs

It will be critical that effective marketing and promotional programs be developed that not only promote investment opportunities, but to also promote events and activities within the downtown. It will be equally critical that effective joint venture programs be developed with such groups as the Downtown Board of Management, River Run Centre, Guelph Sports and Entertainment Centre, Old Quebec Street and Visitor and Convention Services. It will be the responsibility of the Downtown Project Manager to develop and deliver marketing and promotional programs that will highlight investment opportunities as well as joint venture programs that will highlight events.

8) Stakeholder Liaison

The Downtown Project Manager will act as the principle coordinator between City staff, investment/developer proponents, non-government organizations, the Downtown Board of Management, downtown businesses and the public on matters relating to the development of proposals, the delivery of municipal programs, events and other matters relating to the health of the downtown.

Appendix “E” of this report elaborates further on the action and timing of these components. It is proposed that this outline be used to direct and measure the success of the Action Plan.

Finally the approval of this Action Plan will fulfill DAG's responsibilities to Guelph City Council. It is therefore recommended that this committee be thanked for its efforts and that it be dissolved and replaced by a new Guelph Downtown Coordinating Committee.

The proposed mandate of this Committee will be to work closely with the Downtown Project Manager to achieve the following:

- To clearly identify the roles and responsibilities of all municipal and non-municipal stakeholders within the downtown;
- To provide recommendations to City staff regarding:
 - the development and implementation to programs designed to address ongoing issues of operation/design/safety/maintenance/use of downtown area;
 - the development, implementation to plans and programs for improvements in the downtown area;
- To improve the scheduling and operating of events and programs in the downtown area between stakeholders; and
- To coordinate communications amongst the municipal and stakeholder groups.
- To monitor the results of the Action Plan and to provide recommendations for any required amendments to the plan.

The proposed composition of the coordinating committee will be as follows:

- A Chair for the Committee – the City of Guelph Downtown Project Manager

- Two appointed representatives from Guelph City Council;
- One appointed representative from the Downtown Board of Management – being the Director for the Downtown Board of Management.
- One appointed member from Guelph Police Services
- One appointed member from the Guelph Development Association

It is understood that the Mayor will be an ex-officio member of this Committee and that the Chief Administrative Officer and Director of Community Design and Development Services will act as advisors to the Committee.

FINANCIAL IMPLICATIONS:

- Funds have been approved for this Action Plan by Guelph City Council in the 2007, 2008 and 2009 Operating Budget as follows: advisory
 - 2007 - \$97,700
 - 2008 - \$297,700
 - 2009 - \$297,700

CONSULTATION :

- **Downtown Advisory Group**
- **Downtown Board of Management**
- **City of Guelph - Community Design and Development Services**
- **City of Guelph - Community Services**
- **City of Guelph - Operations**

ATTACHMENTS:

Appendix "A" - Summary of City of Guelph Downtown Investments

Appendix "B" - Guelph Downtown Action Group Membership

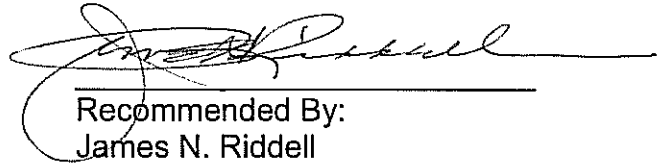
Appendix "C" – 'Executive Summary - City of Guelph Incentives Study'

Appendix "D" – 'Executive Summary - *City of Guelph Investment Plan and Management Structure*'

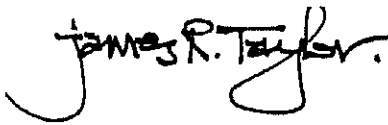
Appendix "E" - Recommended Program Actions, Deliverables & Implementation Schedule




Prepared & Recommended By:
Peter Cartwright
Manager, Economic Development Services
519-837-5600
peter.cartwright@guelph.ca



Recommended By:
James N. Riddell
Director of Community Design &
Development Services
519-837-5616
jim.riddell@guelph.ca



Recommended By:
James Taylor
Chair Downtown Advisory Group



Approved for Presentation:
Larry Kotseff
Chief Administrative Officer

Appendix "A"

**Summary
Of
City of Guelph
Downtown Investments
1995 - 2005**

Major Capital Projects 1995 - 2005	Amount
River Run Centre Construction	\$ 6,950,196
Eaton's Centre Mall	\$ 5,226,061
Guelph Sports & Entertainment Centre Construction	\$ 10,946,893
Downtown Public Realm	\$ 2,083,985
Total Capital Projects	\$ 25,207,135

Capital Expenditures 1996 - 2005	\$ 52,711,828
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Studies	
Downtown Transit Transfer Study 2002 to 2005	\$ 389,741
Civic Administration Study	\$ 532,479
Cardigan Masterplan	\$ 460,745
Downtown Studies	\$ 420,000
Baker Street Lot Study	\$ 300,000
Community Improvement Studies	\$ 330,000
Transportation Strategy Update	\$ 61,866
Transportation Strategy Implementation	\$ 668,749
Infrastructure Sustainability Study	\$ 309,122
Total Studies	\$ 3,472,702

Total City Investment	\$ 81,391,665
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Source: City of Guelph Finance Department 2006

Appendix "B"
Downtown Advisory Group Membership

SECTOR	MEMBER
City Council	Councillor Laura Baily Councillor Lise Burcher
Guelph Chamber of Commerce	Ian Smith
Guelph Economic Development Advisory Group	Ray Culver
Downtown Board of Management	Barbara Macintyre
Developer/Investment Community	Astrid Clos Andrew Lambden
Downtown Business	Kyle Tucker Scott Gosslink
General Public	Jennifer Mackie Ken Hammill
University of Guelph	Dr. James Taylor
Guelph Arts Council	Sally Wismer

Appendix C

Executive Summary

City of Guelph Incentives Study

Executive Summary

Downtown Guelph is at a crossroads. While there are indicators to suggest that the City's core area is a healthy urban centre - a diversity of existing commercial enterprises (shops, services, restaurants, and offices) there are also indications that the downtown is experiencing a decline. The negative press received in recent years has deterred people and activity in the downtown. Vagrancy, panhandling and drug use are increasing, rents are decreasing, and consequently there is reluctance on the part of the private sector development community to invest in the downtown. Tax assessment derived from economic base is therefore declining and aspects of the downtown's physical appearance are beginning to deteriorate. The experience of other communities in Ontario reveals that renewed commitment to their downtowns only occurred when decline was highly visible and resulted in the need for significant and sustained resources to overcome the problem. To do nothing is not an option.

In recognition of the potential that exists with respect to the revitalization of Guelph's downtown, the City of Guelph's Economic Development Department was directed by Guelph City Council to develop a 5 year *Downtown Investment Plan and Management Structure*. The primary intent is to:

- advance downtown priorities and programs,
- produce an updated vision for the downtown based on community input,
- provide for a feasible investment plan, and
- recommend a management structure to enable the implementation of on-going and future revitalization initiatives within the downtown.

Fundamental to the development of an investment plan for Downtown Guelph are the thoughts and opinions of local business, area residents and key stakeholders. In consideration of this, the study reflects the input of three community focus groups that included representatives of various municipal departments, small business operators and community business leaders, the arts and cultural community, the development community, property owners, area residents and the City's Downtown Advisory Group.

Initiating positive change in Downtown Guelph is tied to attracting more residential development, attracting more businesses, creating a more successful business environment and an having an attractive physical place that not only accommodates anticipated redevelopment but that also respects the highly valued heritage context.

There is substantial evidence, however, that a much more comprehensive way of planning for the future is required if the anticipated evolution of Downtown Guelph is to be achieved. The key triggers for success to establishing the environment for a revitalized downtown must include a complex combination of political will, investment in the public realm and infrastructure and a comprehensive package of land use planning policies that include development incentives.

A successful Investment Plan must start with the identification of actions that can be implemented to facilitate and manage positive change. The premise for this Plan is that market demand will be enhanced, development costs will be reduced and development risk will ameliorated.

The following 7 interrelated Priority Actions are necessary to facilitate the appropriate revitalization of Downtown Guelph:

- 1. Establish a Management Structure*
- 2. Establish Financial Incentive Programs*
- 3. Eliminate Financial Barriers to Investment*
- 4. Revise the Planning Framework to Enhance Investment*
- 5. Further Investment in the Public Realm*
- 6. Improve the Social Fabric*
- 7. Improve the Marketing*

In our opinion, the fundamental consideration for the City of Guelph in the implementation of the Investment Plan will be to undertake the preparation of a Community Improvement Plan. The completion of this initiative will set the policy framework for future development and re-development of Downtown Guelph and confirm the City's strategic priorities, including the use of incentives to attract investment to the core area. This initiative also represents the most important consideration in the re-positioning of the downtown and the basis from which other efforts at revitalizing the downtown will flow.

In conjunction with this effort is the recommendation that the City create a Downtown Development Division within the City's Economic Development Department that can champion downtown interests and coordinate all downtown services and functions. It is also essential that a more formal reporting relationship with Council be established that enables the resolution of issues impacting the downtown as they arise. Having established a policy framework to advance

the economic viability of the downtown, the mandate of the Downtown Development Division will be to ensure the future accountability and implementation of civic priorities in the downtown.

Appendix D

Executive Summary

Downtown Guelph Investment Plan and Management Structure Report

Executive Summary

Recognizing the need to explore and develop municipal incentives for the purposes of increasing tax revenue from the City's industrial base and residential development in the Downtown, the City of Guelph has completed a Municipal Incentives Study. The purpose of the study has been to investigate what programs and financial incentives the City may wish to consider, in encouraging the expansion of the industrial tax base city wide, and the residential tax base in the Downtown core.

Underlying the purpose of the study has been the need to provide greater clarity to municipal decision makers with respect to the importance of on-going public support designed to encourage downtown residential development and growth of the City's industrial tax base.

This study was completed in two parts. Part I, completed in November 2004, comprised a review of the current legislative framework that enables municipalities to provide private sector financial incentives for the purposes of generating development; and a review of best practice municipalities and the programs currently being used for stimulating growth and reinvestment in their downtowns and the attraction of new industrial investment.

Key findings from this phase of work suggest that:

- 1. Recent changes to Ontario legislation have provided municipalities with broader powers and tools relating to the provision of financial incentives. Used effectively, these tools have the potential to positively impact both downtown residential investment and city-wide industrial development.**
- 2. Municipal efforts at targeting downtown residential intensification and industrial tax base growth are generally undertaken through the use of the Community Improvement Plan provisions of the *Planning Act*.**
- 3. The Community Improvement Plans often underscore the economic, social and environmental benefits of downtown industrial development on vacant and under-utilized sites. As such, efforts targeting the industrial tax base usually focus on re-development rather than greenfield development.**
- 4. Efforts at increasing the industrial base on a city-wide basis have largely been limited to development charge waivers and non-financial assistance in the form of business planning assistance, marketing etc.**

5. The municipal programs and revitalization tools reviewed in this report are seen as having been very successful. This is largely attributed to the fact that financial returns on private sector investment are frequently many times higher than the initial value of the incentive.
6. A review of best practice programs targeting growth and reinvestment in downtowns reveals that the community benefit derived from new downtown residential development necessitates either the elimination or reduction in applicable development charges. The one-time costs of a development charge waiver are far outweighed by the economic (increased economic activity, assessment and tax revenues); social (removal of stigma, decrease in number of underutilized or vacant sites), and environmental (contaminant removal) benefits.
7. Exempting downtown properties from development charges is an effective way of off-setting the development cost premium of downtown infill development as development charges are seen as an impediment to private sector investment. Industrial tax base growth can also benefit substantially from a development charge exemption when looking to stimulate industrial growth.

Based on these findings, Part II of the study which concluded in October 2005, focused on providing a detailed summary of local issues and interest in the use of incentives and recommendations as to the most appropriate initiatives for increasing or expediting downtown residential and city-wide industrial development, and an administrative structure for the implementation of an incentives program. In determining the appropriateness of incentives to attract business and residential investment, focus group discussions with a wide range of individuals from the development community, the real estate industry, local business and industry, municipal staff, municipal councillors, and representatives of various community and business organizations have been conducted.

In addressing whether the use of financial incentives would have the effect of attracting new investment to Guelph's industrial areas, it is suggested that financial incentives, such as the waiving of applicable development charges are not required at this time. This is based this on the fact that:

- The current level of development charges are seen as being competitive;
- The City of Guelph has a Community Improvement Plan in place to deal with the remediation of brownfield sites;
- The City of Guelph has provisions in its Development Charge By-law for waiving 50 percent of the development charge fees of any planned expansion of existing facilities;

- **The City's ability to increase industrial assessment is hampered in large part due to the lack of supply of readily available and serviced industrial land; and that**
- **The interest and demand for industrial sites in Guelph is set to increase with the opening of the Hanlon Creek Business Park.**

However, in order to assist with the retention and expansion of existing businesses, we recommend that the City give consideration to:

- **A 50% reduction of development charges for those existing Guelph businesses wishing to expand their operations to a different site**

In contrast to the use of incentives to stimulate new industrial investment, an incentives program could be effective in expediting the development of new residential units in the downtown, as it would assist in eliminating some of the financial risk that is equated with infill development and the redevelopment of vacant buildings. An incentives program would also assist in:

- **increasing the population living downtown, thus creating a ready market for downtown businesses and services;**
- **maximize the opportunity for increased tax assessment;**
- **assist with maintaining and improving existing building stock; and**
- **ensure a sustained economic growth in the downtown and support the vital character of the downtown that was identified by stakeholders as being such an asset to the City of Guelph.**

For this reason it is recommended that the City of Guelph:

- 1. Proceed with the development of a community improvement plan for an expanded downtown or central core area that reflects a broader range of investment opportunities for both business and residential development. The Community Improvement Plan should also include a comprehensive incentive program to stimulate new investment, particularly residential development.**
- 2. Develop an incentive program and eligibility framework that focuses on:**
 - **Attracting residential development to suitable sites in the newly defined central core area. In our discussions with municipal staff and representatives from the development community a significant number of sites were identified as being suitable for residential redevelopment. While there were some sites within the current downtown, but there were many more key sites that surround or abut the downtown**

that would enhance the downtown if they were to be re-developed for residential purposes. An expanded core area also means they would also benefit from an incentive program. A consideration for these sites will be adoption of as of right zoning to enable more intensive development.

- **Supporting upper storey renovations of existing buildings.** Many communities are faced with the dilemma of vacant and deteriorating upper storey buildings. If the City is serious about increasing the resident population and activity in the core area then consideration must be given to the renovation of upper storey units.
 - **The reduction or waiving of development charges for new residential construction in a newly defined Central Core Area;**
 - **The reduction or waiving of building permit or planning fees for new residential development;**
 - **The reduction or waiving of the 5 percent residential parkland levy;**
 - **The reduction of parking requirements for residential development;**
 - **An upper storey renovation program in the form of both loans and grants;**
 - **A façade improvement loan that seeks to enhance the downtown’s heritage architecture**
 - **Tax increment funding for heritage improvements and property designation under the Heritage Act;**
 - **A feasibility study grant to assist with identifying structural issues; and**
 - **The development of a marketing piece that promotes the individual programs for the downtown.**
- 3. Incorporate a new policy framework for the downtown in the City’s Official Plan that includes a more flexible approach to height, density and built form. There is a need to amend both the Zoning By-Law and Official Plan to provide for greater flexibility as it relates to residential development in the downtown. This combined approach will achieve a higher level of tax assessment but it will also ensure the long term economic viability of downtown businesses and public sector investment already located there.**

The over-riding factor in the successful implementation of an incentive program in the City of Guelph will be the initial involvement and ongoing coordination between municipal departments, the public

and the development community where all the players are seen as partners in the development of a process that stands to benefit everyone.

Appendix "E"
Recommended Program Actions, Deliverables and Implementation Schedule

Activity	Responsibility	2007				2008				2009				2010			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.0 Dedicated Downtown Management Structure	Council																
1.1 - Funds and Position (FTE) Approved in 2007 Operation Budget	Manager, ED&T																
1.2 - Position Filled & Operational	Downtown Manager																
1.3 - Downtown Coordinating Committee (DCC) Established/Operational	Downtown Manager																
2.0 Stakeholder Responsibilities & Operating Protocols	Downtown Manager																
2.1 - Stakeholder Discussions Held	Downtown Manager																
2.2 - Memorandums of Understanding Finalized	Downtown Manager																
3.0 Municipal Capital and Maintenance Priority Programs	Director, CDD																
3.1 Short Term Program (2007)	Council																
3.1.1 - Priorities Identified	Downtown Manager																
3.1.2 - Capital Funding Approval	Council																
3.2 Medium & Long Term Program	Downtown Manager																
3.2.1 - Priorities Identified	Council																
3.2.2 - Capital Funding Approval	Downtown Manager																
4.0 Downtown Community Improvement Plan (CIP)	Downtown Manager																
4.1 - Initial Community Input Sessions Held	Downtown Manager																
4.2 - Draft CIP Prepared - Reviewed - Revised	Downtown Manager																
4.3 - Final Community Input Sessions Held	Downtown Manager																
4.3 - CIP & Recommendations Presented for Approval	Council																
5.0 Downtown Investment Incentive Programs	Downtown Manager																
5.1 - Business Case for Financial Incentives Developed	Downtown Manager																
5.2 - Planning Case for Non-Financial Incentives Developed	Downtown Manager																
5.3 - Implementation Policies for Incentive Program Developed	Downtown Manager																
5.4 - Financial, Non-Financial Incentives & Policies Approved	Council																
5.5 - Annual Status Report & Recommendations Provided to Council.	Manager, ED&T																
6.0 Investment Pilot Projects	Manager, ED&T																
6.1 Baker Street RFP	Manager, ED&T																
6.1.1 - Process & Package Developed.	Manager, ED&T																
6.1.2 - Process and Package Presented for Approval	Manager, ED&T																
6.1.3 - RFP Issued & Proposals Assessed	Council																
6.1.4 - Proposal Awarded	Council																
6.2 Pilot Projects	Downtown Manager																
6.2.1 - Business Cases Developed	Manager, ED&T																
6.2.2 - Business Cases Presented for Approval	Manager, ED&T																
6.3 Progress Status Report to Council.	Manager, ED&T																
7.0 Marketing & Promotion Programs	Downtown Manager																
7.1 Create and Implement Investment Awareness Programs	Manager, ED&T																
7.2 Create Event and Promotional Programs with External Groups	Manager, ED&T																
8.0 Stakeholder Liaison	Downtown Manager																
8.1 Participate on the Downtown Board of Management	Downtown Manager																
8.2 Coordinate Specific Private Sector Initiatives	Downtown Manager																

LEGEND

 Planning/Development Timeline
 Implementation Timeline
 Milestone or Decision Making Point



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance & Economic Development Committee

DATE: April 10, 2007

SUBJECT: MUNICIPAL ELECTION REFORM

RECOMMENDATION:

THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007, and that the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

SUMMARY:

All local elections in Ontario (municipal/school board) are governed by the Municipal Elections Act. This Act has not seen any significant amendments in over ten years. Municipalities in Ontario as well as the Association of Municipalities of Ontario and the Association of Municipal Managers, Clerks and Treasurers of Ontario have requested amendments numerous times, but to date, these concerns have not been fully addressed.

BACKGROUND:

The Governance and Economic Development Committee has directed that the City Clerk prepare a report with recommended changes to the Municipal Elections Act for submission to the Ministry of Municipal Affairs & Housing which would improve the local election process. This report identifies a number of areas in the legislation that require change.

REPORT:

VOTERS LIST:

An informal survey of how municipal lists in other parts of Canada are generated, indicates that Ontario is unique in its method. The most common source is the provincial voters list, followed by a locally generated list, a voter registration process and lastly the federal voters list.

Provincial List	Municipal List	Voter Registration	Federal List
British Columbia New Brunswick Newfoundland Nova Scotia Quebec	NWT Nunavut PEI	Alberta Saskatchewan	Manitoba

Both Elections Ontario and Elections Canada maintain a permanent list for their elections, and although there has been extensive discussion regarding the creation of a single list for all three levels of government, to date this has not been achieved.

As an alternative to using a voters list, municipalities in Alberta and Saskatchewan use a form of voter registration whereby voters register at the polls on voting days. This would require more resources on voting days in order to process voters and not create line-ups, however the costs would likely be far less than it costs municipalities by having MPAC generate the list.

In Ontario municipal elections, on or before July 31 in the year of a regular election, the Municipal Property Assessment Corporation (MPAC) prepares a preliminary list for each local municipality.

The enumeration process for municipal elections takes place in April and the election is held in November. The return rate on enumeration forms was about 32% in 2006. Enumeration is too far in advance of our election for two reasons. Firstly, the six month timeframe between the enumeration and the election is just too long. Secondly, being a university city experiencing growth, many ownership and tenancy changes can happen between April and November. For example, when the preliminary list was received last July, it included the names of the on-campus students from the 2003 election, most of whom would no longer be in residence. The students who were coming onto campus in September of 2006, had to be captured through a supplementary enumeration.

With respect to current ownership information, MPAC contacts all new owners and requests information that will assist them in updating the voters list. The return rate from new owners is about 59%. Even though 59% of new owners do respond, the responses are often incomplete for election purposes - hence the unconfirmed citizenship, missing children of voting age, missing tenants, boarders, etc.

MPAC has difficulty in obtaining accurate tenant information in time for our election process. The return rate by landlords of buildings of 7 units and greater for tenant information in an election year, is about 68%. Unfortunately, this information is not

received from landlords in time for our preliminary voters list, which requires MPAC to produce a supplementary list . There does not appear to be a mechanism to require Information for tenancies of less than 7 units.

Both the new owner information forms and the enumeration forms do not have a mandatory return deadline similar to the mandatory requirement for census information to be returned. As long as MPAC's requests for information are not responded to, we will continue to have problems with the accuracy of our list.

A serious issue that arose in 2006 was with respect to unconfirmed citizenship. The preliminary list is to contain the name of persons who are entitled to be electors. One of the eligibility requirements to be a municipal elector in Ontario is that of Canadian citizenship. In 2006, MPAC included on the preliminary list, the names of individuals whose citizenship they had been unable to confirm. In Guelph's case, nearly 10,000 names were coded into the electronic voter notification data file with unconfirmed citizenship.

In order to address the question of unconfirmed citizenship, the City Clerk's Office had to mail a notice to each person with a "U" designation, along with a form that would allow them to confirm their citizenship prior to the November 13th municipal election. Unfortunately, the return rate for these forms was low, and many of the "U" designations remained on the list.

An individual having unconfirmed citizenship who wished to vote on election day, was required to take an oath confirming their Canadian citizenship and was then permitted to vote. Any person who would not swear or affirm the oath, or who identified themselves to election staff as not being a Canadian citizen would not have been permitted to vote.

The Municipal Elections Act is quite clear in stating that only the names of eligible voters shall be included in the list. It is unfortunate that MPAC did not follow the legislation and included the names of persons whose citizenship was unconfirmed. As a result, the City incurred additional expenses of over \$5,000 for postage costs and notices that were published in the local media.

In 2006, Clerk's Office staff processed 14,683 additions to the list and 27,326 modifications for electors. This included several thousand changes that were accepted at the polls on election day.

Questions have arisen with respect to what is to be considered a post-secondary student's place of residence for voting eligibility purposes. In particular, differing interpretations have occurred with respect to a student's eligibility to vote in the municipality where they reside when not attending school and also in the municipality where they reside during the school year.

Recommendation: That the Municipal Property Assessment Corporation no longer be the source of municipal voters lists, and that municipalities be given the flexibility to use either the provincial or federal lists, a locally generated list, or a voter registration process.

Recommendation: That in the event alternatives to the current method of generating municipal voters lists in Ontario are not permitted, that the Municipal

Property Assessment Corporation include only the names of persons with Canadian citizenship on the preliminary list of electors.

Recommendation: That the residency requirements set out in Section 2 of the Municipal Elections Act be amended to clarify the residency provisions applicable to students.

REQUIREMENT TO PROVIDE IDENTIFICATION:

The MEA doesn't currently require that a voter must produce identification in order to be added to the voters list, or to be allowed to vote. A poll conducted of surrounding municipalities confirmed that they followed Guelph's practice of not requiring proof of identification. Some municipalities in Ontario do require identification, such as Toronto. The MEA currently permits applications to be added to the voters list to be submitted by mail or by an agent on the voters behalf. In this situation, there is no opportunity to examine identification.

In Ontario elections, in order to have your name added to the list, a voter must produce one identification document that shows name, address, and signature, such as a driver's licence. Alternatively, a voter can produce two other identification documents, one that shows name and signature, such as an old age security card, credit card, passport or citizenship card, and one that shows name and residence address, such as a tax bill or a utility bill. There are other documents that may serve to satisfy poll officials. These could include a book of cheques printed with your residence address or a letter from a major corporation such as a bank or trust company. In order to vote in an Ontario election, a voter is not required to produce identification, but it is suggested that a voter have identification as well as the voter notification card.

The federal government has introduced new legislation with respect to the requirement for voters to provide identification. In order to get on the federal voters list, it is proposed that a voter must produce one valid official document showing name, address and signature (such as a driver's licence) – or - two valid official documents, one showing name and address (such as a telephone or electricity bill), and one showing name and signature (such as a health card or a library card). Alternatively, an affidavit signed before a person authorized to receive oaths in the province or territory and showing the name, current address of ordinary residence and signature of the elector. When an elector cannot provide any of these documents, a document showing the name and current address of ordinary residence of the elector's spouse or of the person on whom the elector is dependent. Both the elector to be registered and the person whose name appears on this document must be present at the time it is offered, and they must reside together.

In order to vote in a federal election, it is proposed that voters will be required to provide one piece of government-issued identification with a photograph and residential address before being allowed to vote (i.e. a driver's licence). If an elector does not have photo identification, he or she will be required to provide two pieces of acceptable identification to establish his or her identity and residence. If a prospective voter does not have two acceptable pieces of identification, he or she will be required to swear an oath as to his or her identity and will need to have another eligible voter vouch for him or her.

Recommendation: That the Municipal Elections Act be amended to require that voters are required to produce appropriate identification in order to be added to the voters list, and in order to be permitted to vote in a municipal election.

Registrants for Questions:

The MEA provides the opportunity for an individual, corporation or trade union that proposes to incur expenses with respect to a question on a ballot, to file a registration notice that provides similar rights and obligations as a candidate with regard to raising funds and incurring campaign expenses. The Act makes no provision for registrants to receive a copy of the voters list as do candidates for office. An informal survey of municipalities with questions on their ballots determined that registrants were allowed to obtain a copy of the list even though there was no specific provision in the Act.

Recommendation: That the Municipal Elections Act be amended to provide that persons and organizations who register on questions are entitled to receive a copy of the voters list.

Scrutineers:

Under the MEA, the rights of candidates and scrutineers are limited to their ability to remain in a voting place and to inspect ballots, ballot boxes and documents prior to the opening of the poll. The Act makes no specific provision that allows a candidate/scrutineer to examine the voters list once a poll has opened. Despite this, most candidates and scrutineers have expressed the need to be able to access information from the list during the hours of voting.

Recommendation: That the provisions of the Municipal Elections Act with respect to the rights of candidates and scrutineers in a voting place be clarified to indicate whether or not access to the voters list is permitted.

Recounts:

Under the MEA, a recount is only automatic in the event of a tie vote. In situations other than a tie vote, the council itself can direct that a recount be held, and there are two instances where an individual can request a judicial recount. A person who is entitled to vote in an election and has reasonable grounds for believing the election results to be in doubt may apply to the Superior Court of Justice for an order that the clerk hold a recount. If satisfied that there are sufficient grounds, the court shall make an order requiring the clerk to hold a recount. Subsequent to a recount being held, a person who disputes the validity of a ballot or of the counting of votes in a ballot under a recount may apply to the Superior Court of Justice for a recount limited to the disputed ballots.

In the early 1990's, the Municipal Elections Act provided for an automatic recount if the difference in votes was less than the greater of:

- Ten votes, or
- One half of one vote for each polling subdivision, or .25% of the total number of votes cast for that office, whichever was less.

This formula resulted in numerous school board recounts across the Province (including Guelph), and the legislation was subsequently changed to provide for an automatic recount only in the event of a tie vote.

Provincial and federal elections have formulas that permit automatic recounts. In Ontario, a recount is automatic if the difference in votes is less than 25 votes. Federal elections in Canada provide for an automatic recount if the difference is less than 1/1000 of total ballots cast.

Prior to 1996, municipalities were responsible for candidates' recount expenses. That provision was repealed, and the Act currently makes the candidates responsible for those expenses. Candidates are permitted to continue to accept contributions to cover their costs relating to a recount.

If the MEA was amended to provide for close-vote recounts, there would be no requirement to apply to the courts, and consequently no costs to candidates in seeking a recount in a close-vote situation. The municipality should not be responsible for candidates' costs in situations where the close vote conditions are not met. Further, the municipality should not be responsible for a candidates' costs if they choose to have a lawyer represent them at a recount.

Recommendation: That the Municipal Elections Act be amended to provide for an automatic recount upon request in close vote situations, and that the Provincial standard of less than 25 votes be established as the threshold for an automatic recount upon request of a candidate who received votes within that threshold.

Recommendation: That in the event amendments providing for automatic close-vote recounts are not permitted, the Municipal Elections Act be amended to provide that the municipality will be responsible for all or a portion of candidates' costs relating to a recount where the difference in votes between an elected candidate and an unsuccessful candidate is less than 25 votes.

DISPUTED BALLOTS:

The MEA currently provides that when the court is hearing an application for a recount of disputed ballots, the hearing is to be conducted "in a summary manner, without application records or factums". In the judgment by Justice van Rensburg earlier this year, the Justice allowed evidence and affidavits to be submitted. The prohibition against such records remains in the MEA.

Recommendation: That the provisions of the Municipal Elections Act with respect to disputed ballots be clarified with respect to the ability of the court to accept records or factums where required.

TIE VOTES:

There are several situations under the Act that require the municipal clerk to choose the successful candidate or candidates by lot when a tie vote occurs. Concerns have been raised about this provision in the MEA following the 2006 municipal election.

In the case of Ontario elections, the Returning officer is the one to cast the final vote, but legislation does not specify how he or she may do so. In the case of federal elections, a by-election must be held.

Since the options appear to be either a breaking of the tie by a returning officer, or a by-election which would have significant costs, it is not recommended that the current tie vote provisions in the MEA be changed.

COMPLIANCE AUDITS:

In 2004, the City wrote to the Association of Municipalities of Ontario to express concerns with the provisions of the MEA relating to compliance audits, and to seek the support of the Association in petitioning the provincial government to make appropriate amendments to the legislation.

Council recognized and supported the need for there to be a process that allows contraventions of the legislation governing election campaign finances legislation to be dealt with, however there were certain provisions of the MEA that caused Council concern.

The Act provides that any elector who is entitled to vote in an election and believes on reasonable grounds that a candidate has contravened a provision of this Act relating to election campaign finances may apply for a compliance audit of the candidate's election campaign finances. In our last election, there were over 50 candidates for elected offices. This means that the potential exists for there to be over 50 requests for compliance audits. The cost of an audit ranges anywhere from \$15,000 to \$50,000 (based on costs experienced by other municipalities in 2000 and estimates provided to us by KPMG, LLP). If Council refuses the audit request, the elector has the right to appeal to the courts who can then order an audit to be conducted. The result is that in either case, the municipality can be faced with unforeseen expenditures after its budget is set. If an audit is done, and the results indicate that there was no contravention, the likelihood of the municipality recovering the costs is questionable.

A request for a compliance audit against one of its own sitting members places the Council in the position of having to determine whether or not an audit should take place, without the benefit of hearing both sides of the issue. Since a sitting member of Council must refrain from speaking to or voting on a request involving their campaign finances in order to comply with the Municipal Conflict of Interest Act, only the complainant's comments are known to Council. It seems unfair that the successful candidate cannot defend him or herself, and it also seems unfair that the Council only gets to hear one side of the issue before having to make its decision. This would not be the case if the matter was considered by another jurisdiction such as Elections Ontario, as the successful candidate would be able to make representation on their own behalf.

To our knowledge, there is no similar provision in the legislation that governs provincial and federal elections. There should be a better way of ensuring that there is a process that allows for compliance audits to take place.

Municipal councils should not be placed in the position of having to determine whether or not an audit is warranted, nor should they be the body to determine whether or not a legal proceeding should be commenced against an individual who may have contravened the Municipal Elections Act. This is Provincial legislation and not a local by-law, and a municipal council should not be seen as part of the enforcement process.

Recommendation - That the Municipal Elections Act be amended to provide that monitoring and enforcement of the provisions of the Municipal Elections Act be the responsibility of Elections Ontario and that sufficient power be given to Elections Ontario to provide appropriate enforcement of the compliance audit provisions of the Municipal Elections Act.

USE OF SCHOOLS IN MUNICIPAL ELECTIONS:

The majority of locations used as polls are schools, churches and municipal facilities. In recent years, many schools have begun to express growing concerns regarding the safety of children within their school on voting day(s) and have made requests ranging from requirements that the municipality hire security personnel to be in the school throughout the day to requests that the municipality find an alternate voting station location. While recognizing the legitimate safety concerns being expressed, continued access to school facilities for municipal and school board election purposes is very important. Noting that the municipal voting day is a fixed date, it has been suggested that the school's safety concerns could be alleviated by scheduling a Professional Activity (P.A.) Day to coincide with voting day so that students will not be in the school facilities.

Recommendation: That for future municipal and school board elections, a Professional Activity Day be scheduled to coincide with Voting Day to address student safety concerns.

LOCAL ELECTION PROCEDURES:

Some municipalities have adopted the practice of issuing a voter information notice to each elector in September of an election year. The intent of these notices is to advise voters of their status on the voters list, and to encourage them to make any required changes prior to election day. The cost associated with generating these notices would be approximately \$50,000 including printing and postage.

In 2006, the City used poll tabulators to process ballots. This is the most common method of vote counting used by urban municipalities in Canada. The tabulators used in Guelph's election were also equipped with an audio vote feature for persons with visual or other impairments that made it difficult for them to read or mark a ballot.

Prior to 2006, central vote tabulators were used in our elections. The benefit of using poll tabulators is that ballots are processed during the day as voting takes place, and at the close of the polls, the tabulators are totaled. Election workers return the tabulators to a central location and the memory cards are uploaded into the election system software.

This is far less labour intensive than central count where all ballots are returned to the counting centre for processing.

The City used a total of 67 tabulators for both the advance and election day voting. One tabulator was used per ward in the advance votes, and on election day, one tabulator was used per voting location, regardless of the number of polls at that location. Actual cost to use the poll tabulator system was approximately \$100,000. In an effort to reduce wait times for voting, it is intended that in future elections, tabulators will be provided for each poll in a multiple polling location. Based on pricing in 2006, the cost to provide the additional tabulators would be approximately \$36,000.

In previous election years, the City held advance votes at one location. In 2006, we used two locations. The number of persons who took advantage of advance voting increased in the wards where the two polls were located. This suggests that more people found it convenient when the advance vote was located within their ward. The majority of people will still vote on election day (96% in 2006). In order to encourage people to take advantage of advance voting, which in turn reduces waiting times on election day, we propose to have advance voting locations located in each of the 6 wards. Based on pricing in 2006, the cost to provide an advance poll in each of the 6 wards would be approximately \$20,000.

Following the 2006 election, concern was expressed about the waiting time some voters experienced in some polls. We have no way of predicting what the turn out will be at any individual poll. In 2006 voter turn-out ranged anywhere from a low of 7% to a high of 67% across polls, but averaged 39.8%. When we prepared for the 2006 election, we determined our worker requirements based on a 40% turn-out.

Recommendation: That the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

CORPORATE STRATEGIC PLAN:

This report supports the strategic direction of having exemplary management practices.

FINANCIAL IMPLICATIONS:

If enhancements to local election procedures are funded in future budget years, the annual cost would be approximately \$32,000 per year in 2008, 2009 and 2010.

DEPARTMENTAL CONSULTATION:

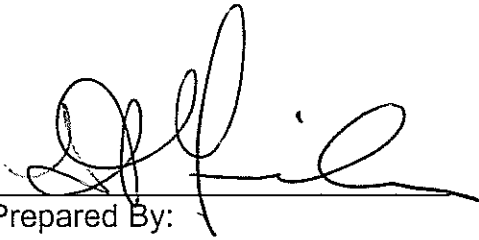
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COMMUNICATIONS:

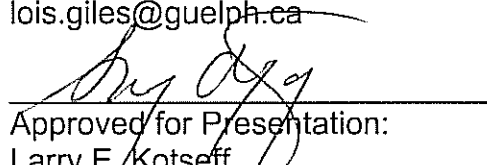
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ATTACHMENTS:

Schedule "A" Summary of Recommendations



Prepared By:
Lois A. Giles
City Clerk/Manager of Council Administrative
Services.
(519) 822-1260, ext. 2232
lois.giles@guelph.ca



Approved for Presentation:
Larry E. Kotseff,
Chief Administrative Officer.



Recommended By:
Lois E. Payne,
Director of Corporate Services /
City Solicitor.
(519) 822-1260, ext. 2288
lois.payne@guelph.ca

Schedule "A"

1. Recommendation: That the Municipal Property Assessment Corporation no longer be the source of municipal voters lists, and that municipalities be given the flexibility to use either the provincial or federal lists, or a voter registration process.
2. Recommendation: That in the event alternatives to the current method of generating municipal voters lists in Ontario are not permitted, that the Municipal Property Assessment Corporation include only the names of persons with Canadian citizenship on the preliminary list of electors.
3. Recommendation: That the residency requirements set out in Section 2 of the Municipal Elections Act be amended to clarify the residency provisions applicable to students.
4. Recommendation: That the Municipal Elections Act be amended to require that voters are required to produce appropriate identification in order to be added to the voters list, and in order to be permitted to vote in a municipal election.
5. Recommendation: That the Municipal Elections Act be amended to provide that persons and organizations who register on questions are entitled to receive a copy of the voters list.
6. Recommendation: That the provisions of the Municipal Elections Act with respect to the rights of candidates and scrutineers in a voting place be clarified to indicate whether or not access to the voters list is permitted.
7. Recommendation: That the Municipal Elections Act be amended to provide for an automatic recount upon request in close vote situations, and that the Provincial standard of less than 25 votes be established as the threshold for an automatic recount upon request of a candidate who received votes within that threshold.
8. Recommendation: That in the event amendments providing for automatic close-vote recounts are not permitted, the Municipal Elections Act be amended to provide that the municipality will be responsible for all or a portion of candidates' costs relating to a recount where the difference in votes between an elected candidate and an unsuccessful candidate is less than 25 votes.
9. Recommendation: That the provisions of the Municipal Elections Act with respect to disputed ballots be clarified with respect to the ability of the court to accept records or factums where required.
10. Recommendation - The Task Force recommends that the Municipal Elections Act be amended to provide that monitoring and enforcement of the provisions of the Municipal Elections Act be the responsibility of Elections Ontario and that sufficient power be given to Elections Ontario to provide appropriate enforcement of the provisions of the Municipal Elections Act.



City
of
Guelph
FINANCE

TO: Governance and Economic Development Committee

DATE: April 10, 2007

SUBJECT: JOINT SERVICE AGREEMENTS – COUNTY OF WELLINGTON

RECOMMENDATION:

That the report dated April 10, 2007 entitled “Joint Service Agreements – County of Wellington” be received for information.

BACKGROUND:

The City of Guelph and the County of Wellington share several municipal services that are provided to residents of the City of Guelph and the County of Wellington.

REPORT:

The purpose of this report is to provide members of the Committee and Council with information on the joint service agreements between the City of Guelph and the County of Wellington. This information will be utilized as a first step in developing the parameters for the discussions that will lead to a new agreement between the City of Guelph and the County of Wellington. The following services are provided under agreements:

Social Services

The County of Wellington is the Designated Service Manager. Services provided under this area are cost shared on the following basis:

Social Assistance – Administration	-Caseload
Social Assistance – Income Maintenance	-Caseload
Employment Services – Ontario Works	-Caseload
Child Care – Administration	-Caseload
Child Care – Assistance	-Caseload
Child Care Centres	-Location of centre

The cost sharing for these services is presently at:

City of Guelph	77.16%
County of Wellington	22.84%

Social Housing

The County of Wellington is the Designated Service Manager providing the following services:

Administration	-Negotiated
County Housing Stock	-Negotiated
Non Profit & Co-op Subsidy	-Negotiated
Rent Supplement	-Negotiated
Capital Financing	-Negotiated
Administration	-Negotiated

The cost sharing for these services is:

City of Guelph	75%
County of Wellington	25%

Health Unit

Services are provided by the Guelph/Wellington Dufferin Health Unit under a local board agreement. Costs are shared for these services in the following format:

Province of Ontario	75%
City of Guelph	11.52%
County of Wellington	8.28%
County of Dufferin	5.20%

The cost sharing agreement between the municipal partners is based on population.

Land Ambulance

The City of Guelph is the Designated Service Manager and the cost sharing is based on population in the following manner:

City of Guelph	56.49%
County of Wellington	43.02%

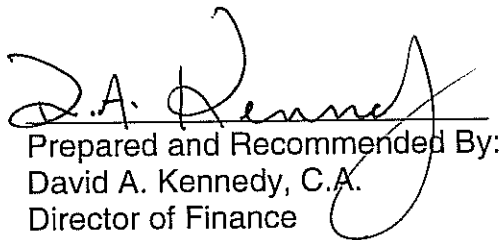
Provincial Offences Court

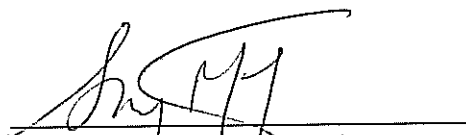
The City of Guelph is the Designated Service Manager and the cost sharing is based on the jurisdiction of the offence. At present, the cost sharing is approximately:

City of Guelph	50%
County of Wellington	50%

Wellington Terrace

This is a long-term care facility owned and operated by the County of Wellington and provides accommodation for residents pursuant to the Home for the Aged and Rest Homes Act. The City of Guelph provides funding to the Terrace under Section 3 of the Homes for the Aged and Rest Homes Act by way of an agreement negotiated between the City of Guelph and the County of Wellington.


Prepared and Recommended By:
David A. Kennedy, C.A.
Director of Finance
519-837-5610 ext. 5606
david.kennedy@guelph.ca


Approved for Presentation:
Larry Kotseff
Chief Administrative Officer

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Tuesday April 10, 2007, 12:00 noon**

A meeting of the Governance & Economic Development Committee was held on Tuesday April 10, 2007 in Committee Room A at 12:00 noon.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Bell and Hofland

Staff Present: Mr. L. Kotseff, Chief Administrative Officer; Mr. D.A. Kennedy, Director of Finance; Mr. D. McCaughan, Director of Operations; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mr. J. Riddell, Director of Community Design & Development Services; Mr. P. Cartwright, Manager of Economic Development & Tourism; Mr. B. Stewart, Manager of Procurement and Risk Management Services; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on March 13, 2007 be confirmed as recorded and without being read.

Carried

2007 to 2011 Downtown Guelph Investment Action Plan

The Manager of Economic Development & Tourism provided background history with respect to the development of the Downtown Guelph Investment Action Plan. He highlighted the following elements of an Investment Action Plan:

- establishment of a dedicated downtown management structure;
- establishment of downtown stakeholder's responsibilities and development of operating protocols;
- coordination of municipal capital and maintenance programs
- preparation of a Downtown Community Improvement Plan (CIP)
- creation of downtown investment incentive program
- development and implementation of investment pilot projects
- creation and implementation of marketing and promotion programs.

Jim Taylor, Chair of the Downtown Advisory Group advised that the project was started in 2005 and identified various key issues.

Ken Hammill advised that the downtown is critical for the community. He further advised that good plans for the downtown have been developed but were not implemented.

Mr. P. Cartwright
Mr. J. Riddell

2. Moved by Councillor Piper
Seconded by Mayor Farbridge
THAT the matter of the establishment of a Guelph Downtown Coordinating Committee to assist with the implementation of the 2007 to 2011 Downtown Guelph Action Plan be referred back to staff;

AND THAT staff report back with an enhanced membership for a Guelph Downtown Coordinating Committee.

Carried

REPORT

3. Moved by Councillor Piper
Seconded by Mayor Farbridge
THAT the Community Design and Development Services Report #07-27, dated April 10, 2007 be received;

AND THAT Guelph City Council approve the 2007 to 2011 Downtown Guelph Investment Action Plan as detailed in the report prepared by the Manager of Economic Development and Tourism and the Chair of the Guelph Downtown Advisory Committee, as the framework for developing implementation programs and associated budgets;

AND THAT Guelph City Council directs the Manager of Economic Development and Tourism to report quarterly on the implementation of the 2007 to 2011 Downtown Guelph Investment Action Plan;

AND THAT Guelph City Council dissolves the Guelph Downtown Advisory Committee, and that the members be thanked for their contribution.

Carried

Municipal Election Reform

REPORT

4. Moved by Mayor Farbridge
Seconded by Councillor Piper
THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007, and that the City clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

Carried

Joint Service Agreements – County of Wellington

Mr. D.A. Kennedy

- 5. Moved by Mayor Farbridge
 Seconded by Councillor Findlay
 THAT the report dated April 10, 2007 entitled “Joint Service Agreements – County of Wellington” be received for information.

Carried

Risk Assessment

The Director of Finance outlined the goal of risk management and the definitions used.

Barb Szychta, Director of Risk Management with The Frank Cowan Company provided an overview of risk management. She advised that risk management is the process of making and carrying out decisions that will minimize the adverse effects of accidental losses upon an organization. She briefly outlined the types of law and what the courts consider.

Steve Smith, Regional Manager with The Frank Cowan Company outlined the insurance coverage for the City.

Mike Morris, Regional Manager with Cunningham Lindsey, the City’s insurance adjuster, outlined the claims process.

The Director of Finance thanked the presenters for coming and providing information on risk assessment and the claims process.

The meeting adjourned at 2:23 p.m.

.....
Chairperson

A great place to call home
A vibrant downtown



A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

May 8, 2007

Council Chambers/Committee Room "B"- 12:00 noon

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – April 10, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>2050705 ONTARIO INC. – YORK-WATSON INDUSTRIAL PARK</p> <p>THAT the report dated May 8, 2007 regarding a second Amending Agreement with 2050705 Ontario Inc. from Community Design and Development Services be received;</p> <p>AND THAT the Corporation of the City of Guelph enter into, and the Mayor and Clerk be authorized to sign, a second Amending Agreement with 2050705 Ontario Inc. to amend the Complete Construction date from December 31, 2006 to December 31, 2007, as contained in the Development Covenants and Restrictions of the Agreement of Purchase and Sale dated July 13, 2004, for the lands described as Part of Block 3, Registered Plan 696 and designated as Parts 7 and 8 on Reference Plan 61R-9282;</p> <p>AND THAT the City Solicitor be directed to prepare the necessary Amending Agreement with all costs, including registration costs, to be borne by 2050705 Ontario Inc.</p>	<p>Approve</p>

<p>ONTARIO MUNICIPAL PARTNERSHIP FUND (OMPF)</p> <p>THAT the City of Guelph provide support to the City of North Bay with regards to petitioning the Province of Ontario concerning OMPF funding to municipalities;</p> <p>AND THAT the City of Guelph petition the Province of Ontario to increase our 2007 OMPF in the amount of \$1,301,100 being the reconciled Community Re-investment Fund (CRF) Local Services Realignment costs for 2003 and 2004 totaling \$1,203,000 and an inflationary increase of 3.7% totaling \$98,100, thereby bringing the funding up to \$2,751,100 in 2007.</p>	<p>Approve</p>
<p>CITIZEN APPOINTMENT PROCESS</p> <p>Council at their meeting of March 26, 2007 passed the following motion:</p> <p>THAT the matter of citizen appointments to various boards, committees or commissions be referred to staff and the appropriate Standing Committee to review the appointment process.</p>	

OTHER BUSINESS:

NEXT MEETING: June 12, 2007

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Tuesday April 10, 2007, 12:00 noon**

A meeting of the Governance & Economic Development Committee was held on Tuesday April 10, 2007 in Committee Room A at 12:00 noon.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Bell and Hofland

Staff Present: Mr. L. Kotseff, Chief Administrative Officer; Mr. D.A. Kennedy, Director of Finance; Mr. D. McCaughan, Director of Operations; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mr. J. Riddell, Director of Community Design & Development Services; Mr. P. Cartwright, Manager of Economic Development & Tourism; Mr. B. Stewart, Manager of Procurement and Risk Management Services; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on March 13, 2007 be confirmed as recorded and without being read.

Carried

2007 to 2011 Downtown Guelph Investment Action Plan

The Manager of Economic Development & Tourism provided background history with respect to the development of the Downtown Guelph Investment Action Plan. He highlighted the following elements of an Investment Action Plan:

- establishment of a dedicated downtown management structure;
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- preparation of a Downtown Community Improvement Plan (CIP)
- creation of downtown investment incentive program
- development and implementation of investment pilot projects
- creation and implementation of marketing and promotion programs.

Jim Taylor, Chair of the Downtown Advisory Group advised that the project was started in 2005 and identified various key issues.

Ken Hammill advised that the downtown is critical for the community. He further advised that good plans for the downtown have been developed but were not implemented.

Mr. P. Cartwright
Mr. J. Riddell

2. Moved by Councillor Piper
Seconded by Mayor Farbridge

THAT the matter of the establishment of a Guelph Downtown Coordinating Committee to assist with the implementation of the 2007 to 2011 Downtown Guelph Action Plan be referred back to staff;

AND THAT staff report back with an enhanced membership for a Guelph Downtown Coordinating Committee.

Carried

REPORT

3. Moved by Councillor Piper
Seconded by Mayor Farbridge

THAT the Community Design and Development Services Report #07-27, dated April 10, 2007 be received;

AND THAT Guelph City Council approve the 2007 to 2011 Downtown Guelph Investment Action Plan as detailed in the report prepared by the Manager of Economic Development and Tourism and the Chair of the Guelph Downtown Advisory Committee, as the framework for developing implementation programs and associated budgets;

AND THAT Guelph City Council directs the Manager of Economic Development and Tourism to report quarterly on the implementation of the 2007 to 2011 Downtown Guelph Investment Action Plan;

AND THAT Guelph City Council dissolves the Guelph Downtown Advisory Committee, and that the members be thanked for their contribution.

Carried

Municipal Election Reform

REPORT

4. Moved by Mayor Farbridge
Seconded by Councillor Piper

THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007, and that the City clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

Carried

Joint Service Agreements – County of Wellington

Mr. D.A. Kennedy

- 5. Moved by Mayor Farbridge
 Seconded by Councillor Findlay
 THAT the report dated April 10, 2007 entitled “Joint Service Agreements – County of Wellington” be received for information.

Carried

Risk Assessment

The Director of Finance outlined the goal of risk management and the definitions used.

Barb Szychta, Director of Risk Management with The Frank Cowan Company provided an overview of risk management. She advised that risk management is the process of making and carrying out decisions that will minimize the adverse effects of accidental losses upon an organization. She briefly outlined the types of law and what the courts consider.

Steve Smith, Regional Manager with The Frank Cowan Company outlined the insurance coverage for the City.

Mike Morris, Regional Manager with Cunningham Lindsey, the City’s insurance adjuster, outlined the claims process.

The Director of Finance thanked the presenters for coming and providing information on risk assessment and the claims process.

The meeting adjourned at 2:23 p.m.

.....
Chairperson



City of Guelph

Report:

COMMUNITY DESIGN & DEVELOPMENT SERVICES

TO: Governance & Economic Development Committee

DATE: 2007/05/08

SUBJECT: 2050705 ONTARIO INC. - YORK-WATSON INDUSTRIAL PARK

RECOMMENDATION:

"That the report dated May 8, 2007 regarding a second Amending Agreement with 2050705 Ontario Inc. from Community Design and Development Services BE RECEIVED; and

"That the Corporation of the City of Guelph enter into, and the Mayor and Clerk be authorized to sign, a second Amending Agreement with 2050705 Ontario Inc. to amend the Complete Construction date from December 31, 2006 to December 31, 2007, as contained in the Development Covenants and Restrictions of the Agreement of Purchase and Sale dated July 13, 2004, for the lands described as Part of Block 3, Registered Plan 696 and designated as Parts 7 and 8 on Reference Plan 61R-9282."

"That the City Solicitor be directed to prepare the necessary Amending Agreement with all costs, including registration costs, to be borne by 2050705 Ontario Inc."

BACKGROUND:

2050705 Ontario Inc. closed on the purchase of a 1.182 acre site in the York-Watson Industrial Park on August 26, 2004. The purchase agreement required the Purchaser to start construction of a minimum 5,150 sq. ft. industrial building on the land by August 26, 2005 and to complete construction by August 26, 2006.

The Purchaser subsequently requested, and the City agreed to amend (at the September 6, 2005 Council meeting), the Development Covenants and Restrictions to waive the start construction date and to amend the complete construction date from August 26, 2006 to December 31, 2006. The Purchaser is now requesting a further extension to the complete construction date from December 31, 2006 to December 31, 2007.

REPORT:

As outlined in the Purchaser's attached letter, the first Amending Agreement provided the Purchaser with additional time to complete negotiations with prospective tenants to support the construction of a building on the site. These negotiations have not been successful. The second requested Amending Agreement is to provide the Purchaser with a further time extension to conclude new discussions with "several serious inquiries" and to complete the required minimum building construction by December 31, 2007.

The Committee is further advised that the City has received an interest from another potential local industrial user who would be prepared to purchase this property and immediately construct the required minimum building on the land should an extension not be granted.

This is the last parcel of land sold by the City in the York-Watson Industrial Park that remains undeveloped. The Offer to Purchase provides for extensions to the start and complete construction dates on such terms and conditions as may be agreed upon. It has been the City's practice, in the past, to work with the Purchaser toward the completion of a building within a reasonable time and not to re-acquire property. The Purchaser has now received a letter of intent from a manufacturing user, which has been reviewed and confirmed by Economic Development Services, which provides the Purchaser with the justification to proceed immediately with the submission of applications for both site plan and building permit required to construct the building on the property.

It is therefore strongly recommended that the second Amending Agreement be approved with all other terms and conditions contained in the original Agreement and the Development Covenants and Restrictions attached thereto to remain in full force and effect. The Purchaser also agrees to pay all costs associated with the preparation of the new Amending Agreement, including registration costs.

The alternative to providing the requested extension is to direct city staff to re-acquire the property in accordance with the terms and conditions contained in the original Offer to Purchase, namely at 90% of the total purchase price, and to put the property back on the market.

CORPORATE STRATEGIC PLAN:

Strategic Goal #2 – “To Strengthen Our Economic Base”

Strategic Direction – “Explore Economic Development Opportunities”

FINANCIAL IMPLICATIONS:

Based on this reports' recommendation, currently there are no financial implications if the Purchaser completes the required building by December 2007.

COMMUNICATIONS:

N/A

ATTACHMENTS:

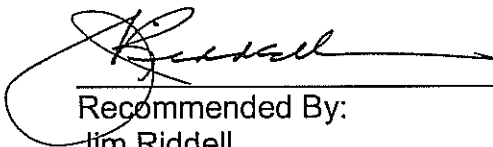
Attachment #1: Purchaser's letter of request
Attachment #2: Site Map - York-Watson Industrial Park



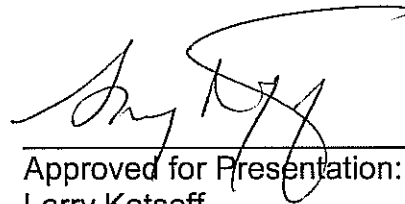
Prepared By:
Jim Mairs
Sr. Business Development Specialist
/Asst. Mgr.
519-837-5600
jim.mairs@guelph.ca



Recommended By:
Peter Cartwright
Mgr. Economic Development &
Tourism Services
519-837-5600
peter.cartwright@guelph.ca



Recommended By:
Jim Riddell
Director, Community Design &
Development Services
519-837-5616
jim.riddell@guelph.ca



Approved for Presentation:
Larry Kotseff
Chief Administrative Officer



City of Guelph

FINANCE

TO: Governance & Economic Development Committee

DATE: May 8, 2007

SUBJECT: ONTARIO MUNICIPAL PARTNERSHIP FUND (OMPF)

RECOMMENDATION:

That the City of Guelph provide support to the City of North Bay with regards to petitioning the Province of Ontario concerning OMPF funding to municipalities;

And that the City of Guelph petition the Province of Ontario to increase our 2007 OMPF in the amount of \$1,301,100 being the reconciled Community Re-investment Fund (CRF) Local Services Realignment costs for 2003 and 2004 totaling \$1,203,000 and an inflationary increase of 3.7% totaling \$98,100, thereby bringing the funding up to \$2,751,100 in 2007

SUMMARY:

On February 15, 2007 the City received a letter from the City of North Bay requesting support in their petition to the Province of Ontario to increase funding under the OMPF program.

BACKGROUND:

The Province of Ontario provides funding under a program called OMPF. This program replaced the CRF program put in place during the Local Service realignment (downloading of services to the Municipality). The intention of the CRF was to provide funding to Municipalities for services downloaded from the Province (Local Services Realignment, LSR). Periodically the Province would reconcile the cost of these programs and adjust the funding received for these services. Under the CRF program the City of Guelph received the following funding:

	2002	2003	2004
Preliminary CRF funding	\$1,073,000	\$1,450,000	\$1,450,000
Reconciliation of LSR costs by Province	\$377,000	\$599,000	\$1,203,000
Total CRF prior to program change	\$1,450,000	\$2,049,000	\$2,653,000

In 2005, the Province replaced the CRF program with the OMPF program saying it was a more fair and equitable funding source for municipalities. Under this program the City does not qualify for funding. In 2005, the Province indicated that it would provide one time funding to those municipalities that have seen funding reduced under the new program. Funding was to be phased out over 3 years. To date funding has remained at \$1,450,000 for the City but there are no guarantees from year to year if we will continue to get this "one-time funding".

	2005	2006	2007	Projected 2008
OMPF program funding	\$0	\$0	\$0	\$0
Stable Funding Guarantee	\$1,450,000	\$1,200,000	\$950,000	\$450,000
Additional Assistance	\$0	\$250,000	\$500,000	\$0
Total one-time OMPF funding	\$1,450,000	\$1,450,000	\$1,450,000	\$450,000

REPORT:

The City of North Bay has petitioned the Province of Ontario to reinstate funding to the municipalities adversely affected by the changes implemented under the OMPF program. They have requested that base funding be at the 2004 level plus an annual increase based on current CPI rates.

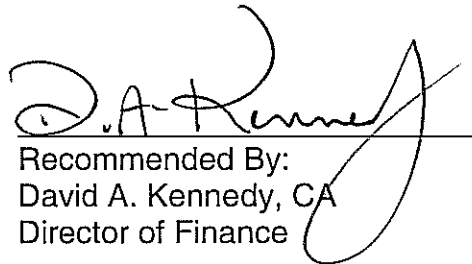
CORPORATE STRATEGIC PLAN: Exemplary Management Practices

FINANCIAL IMPLICATIONS:

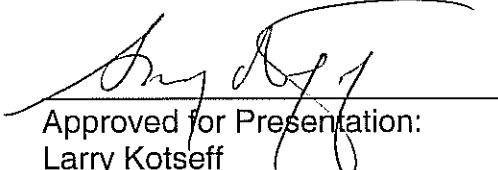
The City has always included this funding as general revenue in its Tax Supported Operating budget. Any change in this program funding would directly impact the tax rate



Prepared By:
Wendy O'Donnell, CGA
Manager of Budget Services



Recommended By:
David A. Kennedy, CA
Director of Finance



Approved for Presentation:
Larry Kotseff
Chief Administrative Officer

March 30, 2007

Mrs. L.A. Giles
City Clerk/Manager of Council
Administrative Services

Dear Ms. Giles :

At a meeting of Guelph City Council held on March 26, 2007 the following resolution was adopted:

“THAT the matter of citizen appointments to various boards, committees or commissions be referred to staff and the appropriate Standing Committee to review the appointment process.”

Yours truly,

Ms. T. Agnello,
Deputy City Clerk

cc. Ms. L.E. Payne

Special Resolution

Laura Murr was present and expressed support for Councillor Laidlaw's motion relating to the chairing of city boards, committees and commissions. She advised that limiting the Chair to four years would allow other members of the Committee to gain experience as Chair as the appointments evolve. She suggested that Council make the citizen appointments in open session and develop conflict of interest guidelines for citizens. She further suggested that citizen appointments to various boards, committees and commissions be limited to 2 four year consecutive terms.

Mrs. L.A. Giles
Ms. L.E. Payne

4. Moved by Councillor Laidlaw
Seconded by Councillor Kovach
THAT the citizen appointees who are appointed Chair of a City board or commission be limited to a maximum of 4 successive years as Chair, retroactive to January 2007.

Carried

Mrs. L.A. Giles
Ms. L.E. Payne

5. Moved by Councillor Laidlaw
Seconded by Councillor Salisbury
THAT the matter of citizen appointments to various boards, committees or commissions be referred to staff and the appropriate Standing Committee to review the appointment process.

Carried

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Tuesday May 8, 2007, 12:00 noon**

A meeting of the Governance & Economic Development Committee was held on Tuesday May 8, 2007 in Committee Room B at 12:00 noon.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillor Bell

Staff Present: Mr. D.A. Kennedy, Director of Finance; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mr. J. Riddell, Director of Community Design & Development Services; Mr. P. Cartwright, Manager of Economic Development & Tourism; Mr. J. Mairs, Senior Business Development Specialist/Assistant Manager – Manufacturing Sector; Ms. T. Agnello, Deputy Clerk and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on April 10, 2007 be confirmed as recorded and without being read.

Carried

2050705 Ontario Inc. – York-Watson Industrial Park

2. Moved by Councillor Piper
Seconded by Councillor Wettstein

REPORT

THAT the report dated May 8, 2007 regarding a second Amending Agreement with 2050705 Ontario Inc. from Community Design and Development Services be received;

AND THAT the Corporation of the City of Guelph enter into, and the Mayor and Clerk be authorized to sign, a second Amending Agreement with 2050705 Ontario Inc. to amend the Complete Construction date from December 31, 2006 to December 31, 2007, as contained in the Development Covenants and Restrictions of the Agreement of Purchase and Sale dated July 13, 2004, for the lands described as Part of Block 3, Registered Plan 696 and designated as Parts 7 and 8 on Reference Plan 61R-9282;

AND THAT the City Solicitor be directed to prepare the necessary Amending Agreement with all costs, including registration costs, to be borne by 2050705 Ontario Inc.

Carried

Ontario Municipal Partnership Fund (OMPF)

REPORT

3. Moved by Councillor Findlay
Seconded by Councillor Piper

THAT the City of Guelph provide support to the City of North Bay with regards to petitioning the Province of Ontario concerning OMPF funding to municipalities;

AND THAT the City of Guelph petition the Province of Ontario to increase our 2007 OMPF in the amount of \$1,301,100 being the reconciled Community Re-investment Fund (CRF) Local Services Realignment costs for 2003 and 2004 totaling \$1,203,000 and an inflationary increase of 3.7% totaling \$98,100, thereby bringing the funding up to \$2,751,100 in 2007.

Carried

Citizen Appointment Process

Mrs. L.A. Giles
Ms. L.E. Payne

4. Moved by Mayor Farbridge
Seconded by Councillor Piper

THAT staff be directed to review the following with respect to the appointment of citizens to various Boards, Committees and Commissions:

- best practices of other municipalities relating to their citizen appointment processes;
- formalization of the skill sets required for members;
- review the interviewing process for citizen appointment.

Carried

Governance Policies

Ms. L.E. Payne
Mrs. L.A. Giles

5. Moved by Mayor Farbridge
Seconded by Councillor Findlay

THAT staff be directed to report back to the Committee with a recommendation to address:

- opportunities that exist for the delegation of authority under the new Municipal Act;
- development of governance policy framework for any delegation of authority;
- integration of the public into the decision making process with respect to delegation of authority;
- accountability and transparency of committees;
- status report on the work currently being undertaken by the staff working committee on delegation of authority.

Carried

Association of Municipalities of Ontario

The Chair advised that any nominations to the Association of Municipalities of Ontario Board of Directors close June 21, 2007 at 4:00 p.m.

Mr. D.A. Kennedy

The Director of Finance was requested to provide the Committee with information on which City staff are on Association of Municipalities of Ontario committees.

Outstanding Items Before Committee Listing

- 6. Moved by Mayor Farbridge
 Seconded by Councillor Piper
 THAT the matter with respect to Wellington Physician Recruitment & Retention be deleted from the Governance & Economic Committee list of outstanding matters before the Committee.

Carried

Regular Meeting Date of the Committee

Staff were requested to survey the Committee members of their availability on the following dates for the regular meetings of the Committee:

- 2nd Thursday at 6:00 p.m.
- 1st Wednesday at 5:30 p.m.

The meeting adjourned at 12:55 p.m.

.....
Chairperson

A great place to call home
A vibrant downtown



A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

Thursday June 14, 2007

Council Committee Room "C"- 6:00 p.m.

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – May 8, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>BEST PRACTICE REVIEW OF MUNICIPAL DOWNTOWN TWO HOUR FREE PARKING PROGRAMS</p> <p>Barbara Leibel will be present to answer any questions.</p> <p>THAT Council receive the Best Practice Review of Municipal Downtown Two Hour Free Parking Programs prepared for Community Design and Development Services by the consultant Barbara Leibel;</p> <p>AND THAT staff from Economic Development and Tourism, Operations and Finance be directed to work with representatives of the Downtown Board of Management to develop a two-hour free downtown "pilot" parking program, which includes performance measurements and targets, to be implemented by July 2007;</p> <p>AND THAT staff be directed that after a twelve month period the "pilot" parking program is to be evaluated within the context of a comprehensive longer-term parking program that supports the implementation of a Community Improvement Plan for the downtown.</p>	Approve
<p>CITY OF GUELPH ECONOMIC DEVELOPMENT AND TOURISM 2007, Q1 PROJECT UPDATE</p> <p>THAT the Economic Development and Tourism 2007, Q1 Project Update be received for information;</p> <p>AND THAT City Council accepts this report and directs the staff of the Economic Development and Tourism Division to make it accessible to the public, business community, other City departments and the City's strategic partners.</p>	Approve

<p>PROPOSED GUELPH DOWNTOWN COORDINATION COMMITTEE</p> <p>THAT Council approves the composition of the Downtown Guelph Coordinating Committee as described in the June 12, 2007 report of the Manager of Economic Development and Tourism Services;</p> <p>AND THAT staff is directed to initiate meetings of the Downtown Guelph Coordinating Committee to assist with the management and implementation of the 2007 to 2011 Downtown Action Plan.</p>	<p>Approve</p>
<p>DELEGATION OF AUTHORITY</p> <p>THAT the report of the City Clerk with respect to delegation of authority under the Municipal Act, be received for information.</p>	<p>Receive</p>
<p>TRANSPARENCY AND ACCOUNTABILITY PROVISIONS IN REVISED MUNICIPAL ACT</p> <p>THAT a special Accountability and Transparency Committee be established;</p> <p>AND THAT representation of the Accountability and Transparency Committee be as follows:</p> <ul style="list-style-type: none"> a. 2 members of Council b. 2 members of the public c. 1 representative of the media d. 1 representative of a local community group or organization e. 1 representative of the business community; <p>AND THAT the proposed terms of reference for the committee include:</p> <ul style="list-style-type: none"> a. A review of the Accountability and Transparency Part of the Municipal Act; b. A review of existing policies, the procedural by-law, code of ethics and other documentation that currently govern the conduct of Council; c. Develop a Code of Conduct; d. Develop an Accountability and Transparency policy; e. Make recommendations to Council relating to the appointment of an Integrity Commissioner, an Ombudsman, and Auditor General, a Lobbyist Registrar and a Special Investigator; and f. Such other duties as Council may assign; <p>AND THAT appropriate staff act as a resource to the committee.</p>	<p>Approve</p>

<p>MUNICIPAL ELECTIONS ACT REFORM</p> <p>THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule “A” to the report dated April 10th, 2007;</p> <p>AND THAT the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures;</p> <p>AND THAT the support of the Association of Municipalities of Ontario be sought for these changes to the Municipal Elections Act;</p> <p>AND THAT in the event of a change in government following the next Provincial election, the Province again be asked to make these changes to the Municipal Elections Act;</p> <p>AND THAT correspondence to the Province be directed to both the Ministry of Municipal Affairs & Housing and the Ministry of Finance with respect to these changes to the Municipal Elections Act;</p> <p>AND THAT in the event MPAC continues to be the source of municipal election voters lists, the Province develop a mechanism for removal of names of people who have died or moved away;</p> <p>AND THAT Council give direction on whether or not to support the suggestion to eliminate the requirement for a 50% turn out in order to determine whether the results of a question are binding.</p>	<p>Approved</p>
<p>CAO RECRUITMENT PROCESS</p> <p>THAT the “Procedure for Hiring the Chief Administrative Officer (CAO)” be approved.</p>	<p>Approve</p>

OTHER BUSINESS:

NEXT MEETING DATE: July 12, 2007 at 6:00 p.m.

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Tuesday May 8, 2007, 12:00 noon**

A meeting of the Governance & Economic Development Committee was held on Tuesday May 8, 2007 in Committee Room B at 12:00 noon.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillor Bell

Staff Present: Mr. D.A. Kennedy, Director of Finance; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mr. J. Riddell, Director of Community Design & Development Services; Mr. P. Cartwright, Manager of Economic Development & Tourism; Mr. J. Mairs, Senior Business Development Specialist/Assistant Manager – Manufacturing Sector; Ms. T. Agnello, Deputy Clerk and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on April 10, 2007 be confirmed as recorded and without being read.

Carried

2050705 Ontario Inc. – York-Watson Industrial Park

2. Moved by Councillor Piper
Seconded by Councillor Wettstein

THAT the report dated May 8, 2007 regarding a second Amending Agreement with 2050705 Ontario Inc. from Community Design and Development Services be received;

AND THAT the Corporation of the City of Guelph enter into, and the Mayor and Clerk be authorized to sign, a second Amending Agreement with 2050705 Ontario Inc. to amend the Complete Construction date from December 31, 2006 to December 31, 2007, as contained in the Development Covenants and Restrictions of the Agreement of Purchase and Sale dated July 13, 2004, for the lands described as Part of Block 3, Registered Plan 696 and designated as Parts 7 and 8 on Reference Plan 61R-9282;

AND THAT the City Solicitor be directed to prepare the necessary Amending Agreement with all costs, including registration costs, to be borne by 2050705 Ontario Inc.

Carried

REPORT

Ontario Municipal Partnership Fund (OMPF)

REPORT

3. Moved by Councillor Findlay
Seconded by Councillor Piper

THAT the City of Guelph provide support to the City of North Bay with regards to petitioning the Province of Ontario concerning OMPF funding to municipalities;

AND THAT the City of Guelph petition the Province of Ontario to increase our 2007 OMPF in the amount of \$1,301,100 being the reconciled Community Re-investment Fund (CRF) Local Services Realignment costs for 2003 and 2004 totaling \$1,203,000 and an inflationary increase of 3.7% totaling \$98,100, thereby bringing the funding up to \$2,751,100 in 2007.

Carried

Citizen Appointment Process

Mrs. L.A. Giles
Ms. L.E. Payne

4. Moved by Mayor Farbridge
Seconded by Councillor Piper

THAT staff be directed to review the following with respect to the appointment of citizens to various Boards, Committees and Commissions:

- best practices of other municipalities relating to their citizen appointment processes;
- formalization of the skill sets required for members;
- review the interviewing process for citizen appointment.

Carried

Governance Policies

Ms. L.E. Payne
Mrs. L.A. Giles

5. Moved by Mayor Farbridge
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THAT staff be directed to report back to the Committee with a recommendation to address:

- opportunities that exist for the delegation of authority under the new Municipal Act;
- development of governance policy framework for any delegation of authority;
- integration of the public into the decision making process with respect to delegation of authority;
- accountability and transparency of committees;
- status report on the work currently being undertaken by the staff working committee on delegation of authority.

Carried

Association of Municipalities of Ontario

The Chair advised that any nominations to the Association of Municipalities of Ontario Board of Directors close June 21, 2007 at 4:00 p.m.

Mr. D.A. Kennedy

The Director of Finance was requested to provide the Committee with information on which City staff are on Association of Municipalities of Ontario committees.

Outstanding Items Before Committee Listing

- 6. Moved by Mayor Farbridge
 Seconded by Councillor Piper
 THAT the matter with respect to Wellington Physician Recruitment & Retention be deleted from the Governance & Economic Committee list of outstanding matters before the Committee.

Carried

Regular Meeting Date of the Committee

Staff were requested to survey the Committee members of their availability on the following dates for the regular meetings of the Committee:

- 2nd Thursday at 6:00 p.m.
- 1st Wednesday at 5:30 p.m.

The meeting adjourned at 12:55 p.m.

.....
Chairperson



City of Guelph

Report

COMMUNITY DESIGN and DEVELOPMENT SERVICES Economic Development and Tourism

TO: Governance & Economic Development Committee

DATE: 2007/06/14

SUBJECT: Best Practice Review of Municipal Downtown Two Hour Free Parking Programs

RECOMMENDATION:

“THAT COUNCIL receive the Best Practice Review of Municipal Downtown Two Hour Free Parking Programs prepared for Community Design and Development Services by the consultant Barbara Leibel, and

THAT STAFF from Economic Development and Tourism, Operations and Finance be directed to work with representatives of the Downtown Board of Management to develop a two-hour free downtown “pilot” parking program, which includes performance measurements and targets, to be implemented by July 2007, and

THAT STAFF be directed that after a twelve month period the “pilot” parking program is to be evaluated within the context of a comprehensive longer-term parking program that supports the implementation of a Community Improvement Plan for the downtown.”

BACKGROUND:

At a meeting of Guelph City Council held December 13th, 2006, the following resolution was adopted:

“THAT STAFF be directed to investigate best practices with respect to providing 2 hour free on-street parking in the

Downtown, and to report back within three months through the appropriate Standing Committee on the implications to the 2008 parking budget.”

REPORT:

Parking has often been perceived as one of the major roadblocks to a downtown's economic viability. In Guelph, parking is currently viewed as an impediment to those visiting downtown. Comparisons are consistently made to the ease of access into other retail, service and hospitality nodes in the city.

Many involved in Guelph's downtown have expressed the opinion that the introduction of free parking will remove a serious impediment to the development of downtown's economy, attracting new customers, tenants, businesses and ultimately resulting in increased assessment and private investment.

As directed by Council, a best practice review, attached as **Appendix "A"**, has been undertaken to investigate two-hour free on street downtown parking programs implemented by other municipalities and their budget implications to serve as background information in evaluating the suitability of this approach for downtown Guelph. This review includes a brief discussion of some variations on the two-hour theme.

Barb Leibel, a consultant who has experience with downtown initiatives, including parking programs, was retained to conduct this best practice assessment. The consultant's attached report (Appendix "A") represents her findings and input supplied by other municipal staff and the Downtown Board of Management.

The terms of reference for this study did not include a quantitative analysis of the overall parking inventory and parking demand or a review of earlier studies that looked at parking within the downtown. However, discussions with Parking staff as well as representatives of the Downtown Board of Management have identified a deficiency of parking spaces within the core area.

The municipalities of Kitchener, Newmarket, Cambridge, Brantford, Waterloo, Perth, Sarnia and Collingwood have been reviewed with respect to Best Practices. Each have provided daily on street two-hour free parking, introduced in each case, with the objective of enticing shoppers back downtown. Information on the respective programs has been obtained through discussions with Municipal staff, BIA representatives and Parking Enforcement personnel.

Amongst these municipalities the following was learned:

- Two hour on street free programs are being operated successfully within a number of municipalities in Ontario. Their introduction has typically been precipitated by the belief that it is a valuable tool to draw customers and businesses to downtown.
- In the majority of free on street parking programs are supported by the municipal tax base. However, some municipalities have begun to approach their Business Improvement Areas (BIA) to help offset costs.
- There are variations to free parking which include the hours of operation, method of enforcement, whether the free privilege is extended to the municipal parking lots and parkades and whether the BIA subsidizes the program or the municipal tax base supports the lost revenue. Some municipalities have used free parking as a promotional marketing tool linked with seasonal festivities or other downtown events, or as a tool to encourage more environmentally sustainable modes of transportation.
- Implementation of free parking has not been without issues. Appendix "B" summarizes the issues identified by the municipalities surveyed in the best practice review.
- All municipalities have undertaken comprehensive communication programs to map and identify parking options clearly through brochures, signage, BIA and Municipal web sites to make the public aware of the variety of short term and long term parking alternatives available within the downtown. (Cambridge is a particularly good model).
- Abuses are a common complaint and many municipalities have addressed this problem through a no re-parking provision, which restricts re-parking of vehicles within the free zone within a time period. This requires a more vigilant, labour intensive approach to parking enforcement.
- Many municipalities have removed the meter heads and the converted posts for locking bicycles or for signage outlining the parking provisions. This approach also accommodates requests to cordon off areas during special events.
- While economic development concerns have been a strong motivator of free parking initiatives across Ontario, the municipalities reviewed were not able to quantify the direct impact of providing free parking. They did note that changes to parking alone did not significantly impact the Downtown. Only when a comprehensive approach was taken that introduced a range of municipal financial incentive programs intended to stimulate private investment and to reinforce the continued economic viability of Downtown as a destination of choice, were measurable achievements realized.

With respect to the need for a comprehensive parking management strategy that assesses parking in the downtown on a broader basis, the City of Guelph and the Downtown Board of Management are currently undertaking a review of parking inventory and are creating a parking management strategy for downtown Guelph. This review will take into account the inventory required to support medium term demand based on emerging downtown projects including: the Baker Street RFP, the Civic Administration Centre/POA Courthouse, the proposed relocation of the Transit Site, and longer term initiatives that come out of the Community Improvement Program (CIP) process with respect to new development or redevelopment within the downtown. This comprehensive understanding and approach to parking considerations in the downtown will identify the best combination of parking strategies that will contribute to downtown Guelph's continued viability.

While the introduction of a two-hour free on-street parking program downtown should be viewed in the context of a broader investment strategy for downtown Guelph that includes a comprehensive parking management strategy, a Community Improvement Plan and an Incentives Program many downtown stakeholders have expressed the opinion that a free parking "pilot" program may in the short term remove an impediment in creating a more vibrant, user-friendly and welcoming atmosphere in downtown Guelph.

The implementation of a "pilot" program would afford the City the ability to formally track the program's effectiveness through clear outcome measures such as retail sales figures, increased activity, changes to property assessment and surveys of public satisfaction with parking in downtown Guelph.

If Council chooses to proceed with a two-hour free parking "pilot" program, the following steps are recommended.

1. Staff and representatives of the Downtown Board of Management should immediately commence work in developing the program parameters and measurement targets.
2. The funding source to implement the pilot program will be sourced through deferred 2007/08 capital projects.
3. The "pilot" program should commence in July 2007 and be monitored by staff and representatives of the Downtown Board of Management for a twelve-month period and be re-assessed within the context of a comprehensive longer-term parking strategy that supports the implementation of a Community Improvement Plan for the downtown.

CORPORATE STRATEGIC PLAN:

- To Strengthen Our Economic Base

FINANCIAL IMPLICATIONS:

Parking in Guelph is currently operated as a user pay program and covers the costs of administration, maintenance and enforcement of lots, parkades and meters. Revenues earned from meters, enforcement and permits are applied to an operating parking budget for major capital maintenance and parking expansion reserves, with any year-end surplus being credited to the parking reserves.

Depending on the extent that two-hour free parking would be offered in the downtown, and based on 2007 budget projections, the following figures represent the worst-case implications to implement a "pilot" parking program for a twelve month period.

1. **Lost Meter Revenue** – \$686,500
2. **Signage** - \$3,000 - estimated
3. **Communications** - \$5,000 - estimated

CONSULTATION/CONCURRENCE:

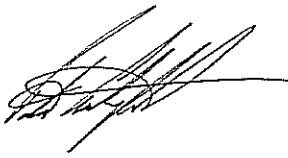
- Operations
- Finance
- Downtown Board of Management

COMMUNICATIONS:

- In order to implement a two hour free parking program a communications strategy is recommended.

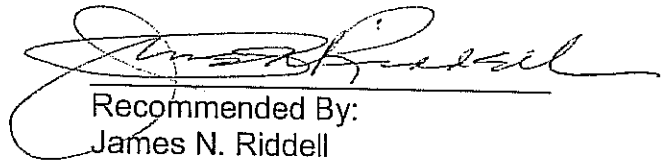
ATTACHMENTS:

- Appendix "A" – City of Guelph Downtown Two Hour Free On Street Parking
– Best Practice Review – May 2007 – prepared by Barb Leibel, Consultant



Prepared & Recommended By:
Peter Cartwright
Manager, Economic Development Services

519-837-5600
peter.cartwright@quelp.ca



Recommended By:
James N. Riddell
Director of Community Design and
Development Services

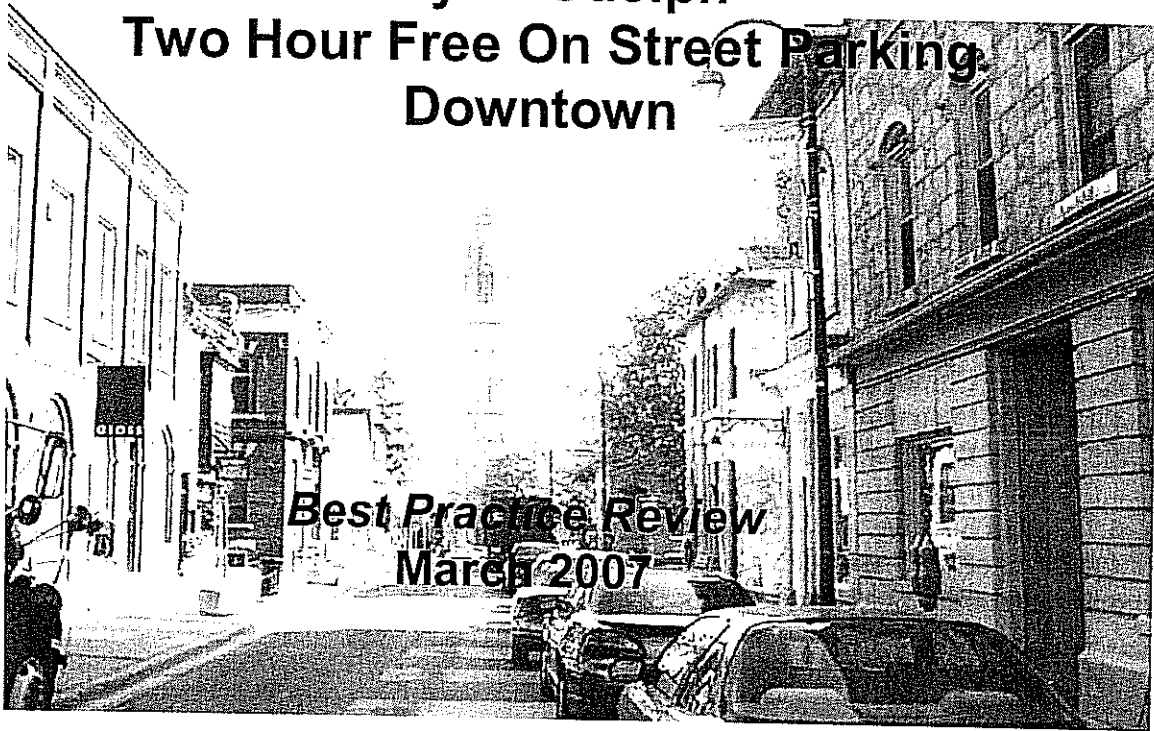
519-837-5616
jim.riddell@quelp.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team

Appendix A

City of Guelph Two Hour Free On Street Parking Downtown



Best Practice Review
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Economic Development Services

Barbara Leibel Consulting

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EXECUTIVE SUMMARY

A number of municipalities throughout Ontario have introduced daily on street free parking downtown as a short term parking option, typically to compete with the free parking provided at the malls and big box retail stores and to entice customers, visitors and new businesses downtown. These municipalities share a common goal of creating a more vibrant and user-friendly downtown in the context of large-scale retail and office development outside of the city's core. These developments have altered consumer expectations, and the introduction of free parking in downtowns has been driven by this and other economic development considerations. Free parking is viewed as one of many tools of downtown revitalization that may help to attract investment to a City's core.

This review has been undertaken in response to Council's motion to investigate the concept of two hour free on street parking downtown and its budget implications to serve as background information in evaluating the suitability of this approach for downtown Guelph. This report is a review of Best Practices in other municipalities and includes a brief discussion of some variations on the two-hour theme. While related, the issues of long term and overnight parking have not been addressed within the scope of this review.

Parking is often perceived as one of the major roadblocks to a downtown's economic viability. In Guelph, parking is currently viewed as an impediment to those visiting and investing downtown. Comparisons are consistently made to the ease of access into other retail, office, service and hospitality nodes in the city.

The terms of reference for this study do not include a quantitative analysis of the overall parking inventory and parking demand or a review of earlier studies that looked at parking within the downtown. However, discussions with Parking staff as well as representatives of the Downtown Board of Management have identified a deficiency of parking spaces within the core area.

Concurrent to this review, the City of Guelph and the Downtown Board of Management are undertaking a comprehensive review of parking inventory and are creating a parking management strategy for downtown Guelph. This will take into account the inventory required to support future demand based on emerging downtown projects including: the Baker Street RFP, the Civic Administration Centre/POA Courthouse, the proposed relocation of the Transit Site, and new initiatives that come out of the Community Improvement Program (CIP) process with respect to new development or redevelopment within the downtown.

Downtowns have restricted land area and cannot typically provide parking to the standards required in other parts of the municipality. The objective with respect to downtown parking is to try and balance supply and demand through new developments and redevelopments as well as through creative parking strategies that focus on better usage of existing facilities, reduced standards, cash-in-lieu and shared use where peak demand times differ. Understanding and balancing short-term requirements with long term and overnight requirements is also essential.

Parking is not the destination; it is an ancillary service that supports a vibrant, economically viable, mixed-use community to which people are drawn. Visitors to downtown are primarily concerned about the availability, convenience and safety of parking, and about not getting tickets. Because price is rarely an issue in successful downtowns, a free parking program can be viewed as an interim measure, put in place to stimulate other elements of the revitalization process.

Parking in Guelph is currently operated as a user pay program and includes administration, maintenance and enforcement of lots, Parkades and meters. All expenses paid and revenues earned from any part of the operation are applied to an overall parking budget including the allocation of funds for major capital maintenance and parking expansion reserves. Any additional operating surplus at year-end is credited to the parking reserves.

On street parking is intended to meet short-term needs and encourage turnover while lots and Parkades are typically intended for longer-term use. There are 634 metered on street spaces downtown and 1601 off street spaces in surrounding lots and Parkades. On street parking meters are heavily used providing parking for up to two hours Monday to Saturday with a 30-minute grace period at the end of the paid parking term, courtesy of the City of Guelph. The parking department has identified 234 vehicles consistently using on- street meters, inappropriately, for long-term use.

The Actual Annual Revenue from the meters in Guelph in 2006 was \$719,200 and is projected to be approximately \$686,500 in 2007.

Downtown fines are consolidated within the overall parking budget for downtown but a rough estimate has established that approximately \$194,000 of the \$350,000 in fines generated in the downtown in 2006 related to violations from the meters specifically.

Permit revenue from 104 metered spaces that have been set aside in low demand areas for long term use is approximately \$47,900 per year. These permits are assigned to individuals working downtown.

The municipalities of Kitchener, Newmarket, Cambridge, Brantford, Waterloo, Perth, Sarnia and Collingwood have been reviewed with respect to Best Practices. Each have provided daily on street two hour free parking, introduced in each case, with the objective of enticing shoppers back downtown. Information on the respective programs has been obtained through discussions with Municipal staff, BIA representatives and Parking Enforcement personnel. Amongst these municipalities, there are variations as to hours of operation, method of enforcement, whether the free privilege is extended to the municipal parking lots, garages and Parkades and whether the BIA subsidizes the program or the lost revenue is supported by the municipal tax base.

The Town of Collingwood introduced a six month trial of the two hour free on street parking program downtown in the summer of 2006, at the request of the BIA. In March 2007, Council extended the program to December 31, 2007 in order to obtain a true

indication of actual costs and benefits of the program, before any final decisions are made with respect to its suitability for longer term implementation.

For most of the municipalities reviewed, the free parking program is currently being subsidized by the municipality out of the tax base, but in some cases this is being reassessed, and the BIA's are being approached to contribute to help offset costs.

The Best Practice review has identified key policy issues related to the introduction of free parking. There is a need to encourage maximum turnover of on-street spaces after a two hour period. Additionally, measures need to be implemented to effectively discourage inappropriate use of short term spaces for long term purposes.

The concept of prohibiting Re-parking (no parking a second time within a specified time period) coupled with conscientious enforcement is seen by most municipalities as an important tool to control the abuses common with a free parking program. It is intended to encourage people to use the on-street parking spaces for the two-hour maximum time period and to use the off-street parking lots for longer stays in the core areas. Re-parking prohibitions are seen as an effective means of controlling chronic abusers.

A free parking program can be potentially more labour intensive and without the proper safeguards in place, more prone to abuse. There is a need to balance user friendly enforcement with controlling inappropriate use.

A communication campaign that explains the terms of the parking program is an important component to accompany its implementation, outlining through pamphlets as well as on the Municipal and BIA websites and in the press, the locations and provisions of the parking program downtown.

Many municipalities extend the free parking provision to their lots, garages and Parkades in order to provide the same benefit to longer term users.

In some municipalities, meter heads and posts were both removed during the course of major road and sidewalk improvements. In most cases, just the meter heads have been removed and the remaining posts have been used for locking bicycles or for signage advising of the new parking provisions and its sponsor.

Municipalities such as Belleville, Streetsville, Ottawa, Hamilton and London reflect variations on the two hour theme. They provide periodic free parking, subsidized by the BIA, as a marketing and promotional tool in conjunction with holidays and special events.

Other municipalities, such as Oshawa, Oakville and St. Catherines offer a token program sponsored by the BIA where the local merchants provide tokens to their customers for free parking at street meters, municipal lots, garages and Parkades.

Still others, such as the City of Kingston, use free parking as a tool to encourage more environmentally sustainable modes of transportation such as walking and cycling. To this

end, Kingston provides the first hour free in their peripheral off street parking lots and charges higher rates for peak, short term, on street downtown parking spaces in particular high demand locations. This approach reinforces the Municipality's defined "Community Vision" of getting more of its citizens out of their cars. Similarly, the City of Toronto is looking at ways to discourage car use within portions of the downtown by investigating the establishment of more Pedestrian Only areas.

The more environmentally sustainable, pedestrian-oriented focus of Kingston and Toronto support a growing philosophy that parking is not just a transportation issue-current municipal parking standards encourage car use and free parking ultimately contributes to traffic congestion, air pollution and energy consumption. This philosophy envisions the expanses of municipal parking lots ultimately being redeveloped for mixed uses as part of a comprehensive strategic plan to discourage car use and to bring more people and businesses downtown.

While economic development concerns have been a strong motivator of free parking initiatives across Ontario, no comparative data has been collected to assess the effectiveness of a free parking program or its effect on economic variables. While the municipalities reviewed were not able to quantify the direct impact of providing free parking, they did note that changes to parking alone did not significantly impact the downtown. Only when a holistic approach was taken that introduced a range of municipal financial incentive programs intended to stimulate private investment and to reinforce the continued economic viability of downtown as a destination of choice, were measurable achievements realized.

The Downtown Board of Management believes that the introduction of free parking will remove a serious impediment to the development of downtown's economy, attracting new customers, tenants, businesses and ultimately resulting in increased assessment and private investment. The Board supports introducing the program, on a trial basis, believing it will create a more vibrant, user-friendly and welcoming atmosphere in downtown Guelph. Such a trial would afford the City the ability to formally track the program's effectiveness through clear outcome measures such as retail sales figures, increased activity, changes to property assessment and surveys of public satisfaction with parking in downtown Guelph.

Implementation of a two hour free parking program in the City of Guelph would involve costs related to:

- Lost meter revenue of approximately \$686,500 +
- Potential reduction in fine revenue depending upon the basis of enforcement
- Support from the tax base to maintain the existing operation or upgrade existing infrastructure to cover lost contribution from meter revenues
- Support from the tax base to cover contributions to both the maintenance and capital reserves to fund major repairs and future expansion
- Removal and storage of meters
- New signage to advise of changes and to denote other associated elements of the program

- Possibly increased enforcement and updated monitoring technology
- Communication campaign

The lost meter revenues will result in an annual operating deficit of approximately \$636,000, an amount that will need to be offset by another source of revenue. This amount reflects the total meter revenue minus an amount of approximately \$50,000 set aside annually in the operating budget that is put into reserves for the maintenance of the meters. Further, while the current parking budget does provide for capital maintenance, it does not provide for any new parking facilities. Removal of meter revenue from the operation will require a commitment to identify an alternate source of funding should expansion of parking facilities be pursued. This could include support from the municipal tax base, increased parking rates, permit fees and fines, BIA contribution, or the potential revenue source from new and increased assessment Downtown.

As a result of this Best Practice review, a number of options are put forward for Council's consideration:

1. The introduction of a two hour free on-street parking program downtown should be viewed in the context of a broader investment strategy for downtown Guelph that includes a comprehensive parking management strategy, a Community Improvement Plan and an Incentives Program.
2. If Council chooses to proceed with a two hour free parking program, it is recommended that a Pilot be introduced that can then be evaluated as part of the overall parking review and CIP process. Consideration should also be given within the Pilot, to extending two hour free parking to some or all of the lots, Parkades and garages in order to encourage longer term users into these locations. It is also recommended that consideration be given to the approach taken in Collingwood's trial in which stickers announcing the free parking program have been placed over the windowed portion of the meters, removing the need and the costs associated with disposing of the meter heads during the trial period.
3. If a Pilot is implemented, performance measurements should be created at the outset to monitor the program's success. These could include, but are not limited to, tracking the number of new businesses opening, increases in property assessments, changes to retail sales, private investment activity downtown, and public response to the program. Establishing a baseline and collecting this data would provide useful input for the CIP process, as well.

1. INTRODUCTION

Parking is often perceived as one of the major roadblocks to a downtown's economic viability. Malls, Big Box stores and outlying office developments, with their expanses of free parking, are seen as having an unfair competitive advantage, skimming away customers and visitors from downtowns. While the quality and combination of shops and services in these developments are also undoubtedly part of the equation, convenient, free parking have become the primary rallying point of downtown business communities. In response, many municipalities across Ontario have been implementing free on street parking as one of the tools to help draw people and businesses back downtown.

2. PURPOSE

This study has been undertaken in response to Council's motion to investigate the concept of two hour on street free parking downtown to serve as background information in assessing the suitability of this approach for downtown Guelph. This report is a review of Best Practices in other municipalities, and includes a brief discussion of some variations on the two hour theme. The issues of long term and overnight parking have not been addressed within the scope of this review.

During the course of this investigation, a number of older studies related to downtown parking issue undertaken by the City of Guelph, came to our attention. These have not been reviewed within the context of this report but it is important to recognize that the parking issue downtown is broader than just the introduction of a two hour free zone and a more comprehensive parking management strategy is recommended. The proposed Baker Street RFP, the Civic Centre redevelopment, the proposed relocation of the Transfer Transit Site, and any new initiatives that come out of the Community Improvement Program (CIP) process with respect to new development or redevelopment within the downtown, all have implications for parking supply and demand. A comprehensive understanding and approach to parking considerations in the downtown is currently being undertaken by the City of Guelph and the Downtown Board of Management in order to assess current and future demands on downtown Guelph's parking inventory. A parking management strategy that assesses capacity, allocation, usage, and the impact of development and redevelopment on the supply and demand would address the implications raised in the earlier studies and would recommend a range of strategies that can meet downtown's parking needs in a balanced way.

While the defined goal of this report is a Best Practices review, the objective of the exercise is to introduce a program that has the potential to attract customers, visitors and businesses back to downtown and to remove any perceived impediments to its vitality. Parking is a common theme amongst municipalities and Business Improvement Areas. However, it is important to understand that free on street parking is a just one tool in an overall redevelopment strategy. The most successful downtowns have used free parking to complement other municipal financial incentive programs intended to stimulate private investment and to reinforce the continued economic viability of Downtown as a destination of choice. Guelph's CIP initiative can provide that context.

3. THE CONTEXT

On street parking is intended to meet short term needs and encourage turnover. In Guelph, both Parking staff and the Downtown Board of Management have indicated that there is a deficiency in the Downtown's overall parking supply.

The Board of Management has indicated that parking is currently viewed as an impediment to those visiting downtown Guelph. This perspective has been voiced in both local media reports and through formal complaints to local businesses and to the Board from visitors to downtown Guelph. Parking also became a significant issue during the last Municipal Election with complaints focused on concerns over heavy-handed enforcement and the inconvenience of finding exact change for parking meters. Comparisons are consistently made to the ease of access into other retail, service, office and hospitality nodes in the city.

Business and property owners in Guelph see free parking downtown as a mechanism to remove a source of competitive disadvantage with respect to other retail, office and service areas within the city. They see removing such impediments as a way to open up the possibility of attracting customers, visitors and new businesses to downtown, which in turn stimulate economic vitality. Providing free on-street short term parking is seen as an added enticement, with customers more willing to explore and patronize retail, hospitality, professional and businesses environments where parking is available, convenient, safe and free of tickets.

The Downtown Board of Management views the provision of free parking as one of many incentive programs for downtown Guelph. A strong public commitment to downtowns in Ontario has proven to simulate private investment. Free parking is perceived as an immediate reflection of that political commitment and, in conjunction with the development of a Community Improvement Plan, the Board believes it can play a pivotal role in downtown revitalization.

The alternative perspective argues that the cost of parking to the consumer is rarely an issue. Downtown is the destination and parking is an ancillary service that supports a vibrant, economically viable, mixed-use community to which people are drawn.

In addition, it can be argued that if the municipal tax base ultimately supports a downtown free parking program, it is not really free. One may not be paying for parking in their role as a motorist but they will be, ultimately, in their role as a resident and a taxpayer. Similarly, while motorists perceive the parking at the mall or the big box retail store to be free, in reality, its cost is absorbed in the storeowners' rent and sometimes, translated further into the price of the consumer goods. Nonetheless, a two-hour free program would remove a perceived impediment, has the potential to act as an additional draw to downtown and is worthy of consideration for downtown Guelph.

This review only addresses the on street metered spaces but the 1601 off street spaces, available in the lots and Parkades downtown represent a major part of the solution to the

parking problem. Employees' downtown need to respect that the downtown has long term and short term parking needs and honouring these distinctions are critical for any parking strategy downtown to be successful. At the same time, it is important to realize that downtowns have restricted land area and cannot typically provide parking to the ideal standards reflected in other parts of the municipality. The objective with downtown parking is to try and balance supply and demand through new developments and redevelopments as well as through creative parking strategies that focus on the more efficient use of existing facilities, reduced standards, cash in lieu and shared use.

Street parking is controlled downtown with 634 parking meters (**Figure 1**) that require payment from Monday to Saturday between 9 am to 6 pm and are free on Sundays. On street parking is heavily used with the meters costing \$1.50 per hour with a minimum purchase of 50 cents and a maximum 2 hour time limit. There is a 30 minute grace period courtesy of the City of Guelph at the end of the paid parking term. Wyndham, Quebec, Macdonell, Cork, Norfolk, Douglas and Commercial Streets are the most frequently used with heaviest usage on Wyndham and Quebec.

To discourage meter parking by long- term users, once identified, a vehicle that chronically misuses meters is issued a notice advising that they will not receive the benefit of the courtesy time and if they remain at the same meter for more than the time allowed by the meter, they will be ticketed.

There are currently approximately 234 vehicles identified as chronically abusing meter parking. These have been noted to belong to employees, municipal staff and merchants.

While not a part of this review, but important for context, there are also 1601 off street spaces. Of the surface lots, the Baker Street Lot and Macdonell Street Lot receive the heaviest public use, while the Fountain Street Lot that regularly operates at capacity has a few public permits but this lot acts primarily as a staff parking location. In addition to this, parking space is currently being leased from the Department of National Defense for additional police parking. The Corporation of the City of Guelph compensates the Parking Operation annually for the staff parking privileges. In 2007, the Parking Operation is budgeted to receive \$97,000.

It was noted with the relocation of the medical offices from 50 Baker Street to the Old Quebec Street Mall, there was a shift in parking trend from the Baker Street Lot to the West Parkade. It was further noted that our usage now drops at the West Parkade over the lunch hour when the doctors' offices are closed. That being said, the Baker Street Lot continues to be the most popular surface lot.

It was noted that since the arena was opened there was no access to the downtown area directly from the East Parkade and that the East Parkade was being underutilized during regular business hours. As a result, in 2005 the City entered into an agreement with the Co-Operators for the use of 240 monthly permits at the East Parkade. While this is the majority of the 320 interior spaces, the County also has approximately 63 permits for their staff in this Parkade as well, with the balance being used by the general public.

To be able to address long term parking needs of those who work in the downtown area, monthly parking permits are available in all the parking lots and Parkades, as well as on-street in any metered zone that is underutilized. Permit revenue for 104 metered spaces is approximately \$47,900 per year. Of the total 104 meter spaces set aside for this purpose, 87 have permits issued.

The pricing of parking permits at the lots, meters and Parkades varies based upon their proximity to the core of the downtown. The parking permit rates are discounted by approximately 60% of the daily rate that could be charged. The number of permits available at any facility varies and we have to ensure that an adequate supply of parking is maintained for the hourly shopper etc.

To assist the merchant, parking tokens in 25 cent denominations are available for purchase and may be given to the merchants' customer as they see fit. Tokens can be used at meter and lots/Parkades. Parking validation coupons are also offered. These coupons are normally printed with the merchants' logo and are available in whatever denomination the merchant prefers and are redeemable at any attended parking facility.

Every Tuesday seniors 60 + receive up to \$1:00 off their total parking fee at West Parkade and Baker Street lot courtesy of Parking Services as part of a Senior Discount Day promotion. Frequent Parking Cards valid at Guelph Parkades and Baker Street lot also give you \$1:00 off after four visits.

4. BEST PRACTICES

A telephone and e-mail survey of municipalities that have implemented two hour free on street parking downtown was undertaken in February and March 2007. The following section discusses the approach taken in each of the municipalities of Kitchener, Newmarket, Cambridge, Brantford, Waterloo, Perth, Sarnia and Collingwood. The results are summarized in **Figure 2**.

The circumstances that lead to the introduction of free on street parking are a relatively typical one. The following detailed discussion of its implementation in Kitchener, speaks to the situation in Guelph and is likely representative of the underlying rationale in the other municipalities reviewed where the background context was not familiar to current staff because the program was implemented many years ago.

4.1 The City of Kitchener

Through the early 1990's Kitchener's core was suffering the affects of the recession like many other urban centres. Office vacancy rates were in the order of 35%, the major retail stores had relocated to suburban malls leaving just fringe retail, both Downtown malls were floundering and there appeared to be no relief in sight.

The familiar complaint was that paid parking was driving customers away. The malls offered free parking, so why couldn't the Downtown? To compound the problem, the few customers that came downtown were given a parking ticket if they were even a few minutes over the limit.

City Council recognized that something had to be done to save the Downtown. They were aware that the downtown served as an important window into the rest of the Municipality. They also recognized that it was not just one thing that was ailing the core, but many different issues impacted the health and perception of the Downtown. To more clearly identify not only the issues facing Downtown, but also the direction that the citizens wanted to see it grow, a task force was developed to seek public input. Through workshops, surveys and public meetings, four basic themes were developed:

1. Support Business
2. Bring people Downtown
3. Increase housing
4. Improve the physical environment

In total, 47 specific action items were recommended by the task force to address these themes. Those that were specifically related to parking included:

- Increase awareness of Downtown parking rates and locations.
- Institute immediate free on-street parking and increase on-street spaces wherever possible.
- Explore free parking in Downtown on Saturdays.
- Develop an educational program to protect against abuse of free parking by Downtown employees.
- Explore innovative parking and transportation initiatives.
- Develop an overall parking strategy for the Downtown addressing fees and user friendly rather than punitive enforcement.

Council was determined to show a commitment to improving the Downtown and ordered the immediate removal of 350 on-street one-hour parking meters, replacing them with a 2 hour free time limit zone, 8 am to 6 pm daily. They combined this with free long term parking in the lots on the downtown's periphery and three hours for a "Toonie" in the more centrally located lots. The retail and commercial businesses, as well as the public, overwhelmingly supported these actions.

However, it did not come without a price. Meter and fine revenue related to those 350 spaces amounted to \$600,000 annually, totally subsidized by the municipality. In addition, the 2 hour time limit zones fostered abuse by merchants, employees, students and visitors to the core. All day free parking was being provided to those persons willing to move their vehicle every two hours. To enforce the program effectively, patrol officers were increased from two to three and license plates were recorded by hand held computer.

To prevent the abuse, staff implemented a “no re-parking within five hours of initial parking” bylaw. This approach has been effective in reducing abuse from over 13% in 1995 to less than 1% today.

To address the negative perception surrounding parking enforcement, the Courtesy Warning Program, which was already in place during Oktoberfest and the Christmas season, was expanded to year round. The program was very well received by both the public and merchants of the Downtown and generated considerable goodwill and reinforced the positive image of the Downtown and Council’s support of the Core. This program cost approximately \$150,000 annually in reduced fine revenue and increased staff costs but was just recently eliminated due to the expense.

The total parking incentives implemented since 1995 are currently costing approximately \$600,000 annually. While this is a major financial commitment, this incentive, along with many others, has been part of significant and measurable improvements in the Downtown.

All those spoken with in Kitchener emphasized that free parking cannot take the credit for this turnaround; it was only one of many different initiatives that restored confidence in the Downtown, for merchants, investors and the public. Changes to parking alone will not significantly impact the Downtown. Only when a holistic approach is taken that deals with the many challenges facing the Downtown are measurable achievements realized.

4.2 The Town of Newmarket

Two hour free on street parking was implemented in downtown Newmarket in 2006 as part of a comprehensive parking strategy and as another component of the Municipality’s successful downtown revitalization program. The parking program is seen as a complement to the Municipality’s financial incentive programs introduced in 2004 that are stimulating long term property owners, new property owners and tenants to reinvest in downtown. The turnaround on Main Street has been dramatic due to the reinvestment, regular special events (parades, festivals, farmer’s market etc) and coordinated marketing. Free parking adds another draw to the mix.

In Newmarket, 110 meters were replaced with 2 hour free parking everyday 9am to 9pm on Main Street and the adjacent residential side streets. In some instances, only one side of the residential street is available for free parking due to loading considerations. There

are no Re-parking prohibitions and licence plates are recorded for enforcement purposes with chalk. The BIA is hoping to have a dedicated officer assigned to the downtown but at this time enforcement is handled as part of the existing enforcement rotation.

Lots in close proximity to downtown, defined as a 2 to 5 minute walk from Main Street, accommodate a combination of 3 hour free parking and permit parking. There are also 12 hour free lots further on the periphery.

Lost meter revenue is approximately \$102,960 annually. This program is totally subsidized by the municipality at this time.

The cost to implement the program in Newmarket involved a two step approach as the Municipality removed most of the meters in preparation to install Pay and Display Machines as part of major road and sidewalk reconstruction taking place. Through subsequent consultations with the Newmarket Downtown Development Committee, it was determined that implementing free parking was a preferable option to Pay and Display and so the second step of the process involved removing the machines, removing the heads from the remaining 12 meters and removing and installing new signage. Costs included approximately \$200 per meter to remove the heads from 12 meters, \$3000 in new signage for 200 signs and approximately two weeks of work for a two man crew. The 12 meter posts were left in place to be used for locking bicycles.

4.3 City of Cambridge

The City of Cambridge has three historic core areas, Galt City Centre, Preston Towne Centre and Hespeler Village and has been committed to revitalizing these three areas since 1998, believing that the development and maintenance of its downtown core areas is a key component of their economic development strategy. Free on street parking has been in place since 1984, fully subsidized by the municipality. At that time, both the meter heads and the posts were removed.

While there is an overall deficiency in parking supply in downtown Cambridge and a long waiting list for permits, there are over 800 free on-street parking spaces available in the three core areas. Parking is permitted 9 am to 9 pm daily in these on-street spaces for a maximum of 2 hours free. These spaces are for customers who want to park for short periods of time, and close to their destination. Enforcement of turnover and availability of parking spaces for customers and visitors is done by hand held computers. Long-term parking is provided at user Pay & Display parking lots. The machines are programmed to give first 2 hours free and any additional time is \$1:00 per hour. In addition, there are 12 hour free lots on the periphery of downtown

In effort to effectively mitigate against the usual abuses under this program and to encourage people to use the on-street parking spaces for the two-hour maximum time period and use the off-street parking lots for longer stays in the core areas, "Re-Parking" is prohibited within 5 hours time period and once the two hour free limit has been exceeded you are ticketed if found parked anywhere within the No Re-parking area.

To ensure clear communication about the parking program, a brochure was developed, distributed, posted on the Municipal and BIA web sites and an advertisement was posted in the local newspaper.

4.4 City of Waterloo

The Municipality has provided a combination of one hour and two hour free on street parking for 234 downtown spaces in Uptown Waterloo since the mid 1980's when the meters were totally removed. On King Street and its adjacent side streets two hour parking is permitted from 6 am to 9 pm daily, while 1 hour free on street is permitted throughout the rest of the BIA boundaries. The two hour free privilege also extends to some lots in close proximity to the high demand areas of downtown.

Re-parking is not prohibited and as such, merchants ,customers and employees frequently abuse the free privilege, moving their cars every two hours rather than pay a BIA subsidized discounted \$6:00 per day ticket to park from 6am to 9 pm daily in the Parkade. Parking infractions are enforced by hand held computers.

Waterloo is looking at the issue of re-parking and is currently undertaking a parking strategy to look at the broader parking issue downtown.

4.5 City of Brantford

The demand for on street parking in Brantford has greatly increased in the past few years, in part due to the increase in enrolment and expansion at Laurier University and the revitalization activities occurring downtown. Off street parking facilities in the downtown core are reaching their practical capacity, and new employment growth in the downtown core will increase the demand. The need for additional parking spaces in the downtown was identified in the 2004 Downtown Parking Study and the current Transportation Master Plan and are to be addressed again in the Downtown Master Plan initiative that is about to begin.

City of Brantford offers 463 spaces of 2 hour free parking downtown all day, fully subsidized by the Municipality and administered through the Municipal Parking Department. This program was initiated by the BIA and implemented approximately 10 to 12 years ago for a portion of the downtown; it was extended to the remainder of the core area about 5 years ago. The free parking privilege is not extended to the off street lots. Re-parking is prohibited and enforcement is monitored with chalk on a complaint basis. Lost revenue is estimated at approximately \$150,000 annually. The meter posts have been left in place.

A 2004 parking study done by the City included a recommendation that Pay and Display machines be installed on the downtown streets in light of increased demand and to encourage greater turnover. However, this recommendation has not been implemented and will be reassessed as part of the Downtown Master Plan process that is about to begin.

Figure 2: Comparative Table: Two Hour Free On Street Parking Downtown

Municipality	No of On Street Spaces	Extended to Lots	Times	Re-parking	Enforcement	Who Subsidizes	Annual Lost Revenue	Status of Posts
Kitchener	350	No-Toonie buys you first 3 hours	8am to 6pm daily	Prohibited within 5 hour timeframe	Increased from 2 to 3 officers; Record plate numbers in hand held computer	Municipality	\$600,000	heads & posts removed
Cambridge	800	Yes, also a long term (12 hour free lot)	9am-9 pm daily	Prohibited in specified locations in high demand areas within 5 hour time frame	Chalk; increase to officers	Municipality	Data not available	heads & posts removed
Brantford	463	No	Daily	Prohibited within 5 hour time frame	Complaint basis/chalk	Municipality	\$150,000	Posts remain
Waterloo	234	Some lots;	6 am to 9 pm daily	Permitted but investigating policy to prohibit due to abuses	Hand held computers; same no. officers	Municipality	Data not available	Heads & posts removed
Newmarket	110	Some lots have up to 3 hours free	Daily 9am to 9pm	Permitted	Chalk; Request for a dedicated officer	Municipality	\$102,960	Most fully out; others used for bike locking
Perth	240	Lots are user pay	9am-5pm Mon- Sat	Prohibited within 5 hour timeframe	Hand held computers; same no. officers	BIA	N/A -BIA subsidizes	Posts remain-
Sarnia	600	No	Daily	Permitted	Chalk; increase to officers	Municipality	\$140,000 10 yrs ago	Posts remain
Town of Collingwood	443	No	Daily	Permitted	Chalk; increase to officers	Municipality: Trial -August 2006 to Dec. 31, 2007	\$122,065	Stickers on meters advise of program

4.6 The Town of Perth

The Town of Perth offers complimentary parking for two consecutive hours within a five hour period, courtesy of the Downtown Perth Business Improvement Area on approximately 240 spaces 9 to 5 Monday to Saturday on downtown streets and immediately adjacent residential streets. It is not extended to the parking lots. Re-parking within a 5-hour timeframe in the on street spaces is prohibited. Hand held computers record license plates. Parking hours are associated with the car, not the driver so two different people using the same car in the same day could receive a fine.

The program has been in place for three years. Local residents and businesses wanted a system that customers would find to be more convenient than the Pay and Display machines as well as an inducement to draw people downtown. The municipality implemented the program on a trial basis 3 years ago and is going to begin an assessment of it sometime this year. The BIA members were each assessed \$100 (later increased to \$200) to help subsidize the \$40,000 in lost revenue to the municipality. Only the meter heads have been removed with the posts being used for signage explaining the parking provisions and the programs sponsorship by the BIA.

4.7 City of Sarnia

Free daily parking was implemented at 600 on street spaces in Sarnia's downtown over 10 years ago with the removal of the parking meter heads in the belief that paid parking was a major factor in the downtown's decline. The daily free program was not extended to the parking lots. Sarnia does not prohibit re-parking so enforcement has been viewed as a nightmare with drivers either rubbing off the chalk from their tires or moving to a different space nearby. The Municipality has absorbed the cost and revenue of \$140,000 annually was lost. There has been a recent push by Councillors to reintroduce paid parking on streets downtown but nothing formally has been pursued to date. The BIA is no longer in existence and despite the availability of free on street parking for the past 10 years, Downtown Sarnia is still considered to be at a crossroads

4.8 The Town Of Collingwood

In the spring of 2006, representatives from the Downtown BIA presented a request to Council to consider implementing a free 2 hour limit on street parking in the downtown for a six month trial period. This program would be evaluated after the trial period and, if deemed successful, be implemented permanently. This request from the BIA was accepted by Council and ultimately implemented in August of 2006.

443 on street metered spaces are involved in the 2 hour free parking trial downtown. Free parking is available all day but has not been extended to the lots. Parking is not being combined with any other incentive programs downtown.

Enforcement has been noted as an issue. Enforcement has required an increase of an additional officer and monitoring is done by chalk. People continually move from space

to space to avoid the time limit, and/or remove the chalk marks on tires. Collingwood has created chalk charts where they write down the information on the vehicles and patrol 2 1/4 hours later to issue infractions to vehicles which have not been moved. However, the chalk charts are a labour intensive approach and, if the program is implemented permanently, the Town will consider the purchase of handheld recording equipment.

To implement the trial, existing signage was removed and new signage was placed at all entrances to the downtown. The window area in the meters was covered with a half moon sticker that advised of the program and directed longer term parkers to the off street lots. For the first two weeks of the trial, courtesy tickets were produced and given out to those exceeding the 2 hour time limit. The BIA was responsible for the preparation of the signage proofs, promotional brochures and developed and administered surveys to evaluate the impact of the program. In addition, the program was promoted on the radio and in the local newspaper.

In late fall, The Town of Collingwood commissioned C.C. Tatham and Associates Ltd. (CCTA) to undertake an update to an earlier Parking Study, to evaluate the 2 hour free program and to further investigate suitable solutions to address current/future parking demands.

The study was completed in March 2007 and included the following findings and recommendations regarding the two hour free trial:

- The 2 hour free parking program was reported by the BIA (but not substantiated) to have a positive impact on the downtown business community in so far that free parking was strongly supported by the stakeholders. However, from a financial perspective, a significant reduction in parking revenues was encountered. The Town will experience budget deficiencies and limited opportunities to contribute annually to parking reserves if the trial program is continued in 2007 without another source of revenue in place
- In consideration of the above observations, the continuation of the 2 hour free parking program is not recommended due to the financial cost to the Town. However, should the BIA agree to provide the necessary funds to compensate the Town for any budget shortfalls including contributions towards the annual parking reserves (for future repairs), the program could become viable and thus warrant further consideration

In March 2007, Council considered the report and despite the recommendation, extended the trial until Dec 31, 2007, to get a true indication of actual costs and benefits of the program.

The BIA has advised Council that they will be bringing the matter to their annual General Meeting in May to determine if the BIA membership is willing to provide financial support to offset the deficit of the two-hour free trial parking program. An informal discussion with the BIA President has indicated that the membership will support a BIA contribution to help offset costs to keep the program running.

4.9 Variations

4.9.1. Free Parking: Evenings/ Weekends/Promotional Events/Tokens

Other municipalities have done variations on the free parking theme. Belleville and Streetsville offer one hour free parking on specified streets and lots downtown with evening and weekends free. Ottawa has free parking available on weekends at City lots and meters located within the downtown core. Barrie and Hamilton and London BIA's sponsor free parking in downtown two weeks prior to Christmas.

Oshawa, Oakville and St.Catherines offer a token program sponsored by the BIA where the BIA provides tokens to its customers for free parking at street meters, Municipal lots and garages or Parkades.

4.9.2 Environmental Objectives

The more environmentally sustainable, pedestrian-oriented focus of municipalities such as Kingston and Toronto supports a growing philosophy that parking is not just a transportation issue- current municipal parking standards encourage car use and free parking ultimately contributes to traffic congestion, air pollution and energy consumption. In the long run, this philosophy envisions the expanses of municipal parking lots being redeveloped for mixed uses as part of a comprehensive strategic plan to discourage car use and to bring more people and businesses downtown.

Municipalities such as the City of Kingston have taken an entirely different approach and are using free parking as a tool to encourage more environmentally sustainable modes of transportation such as walking and cycling. It was agreed that it was not "parking" that attracted people to the downtown, but the variety of shops and services.

Kingston provides "the first hour free" only in lots as a method to encourage off street parking- the concept of walk-a-little, save-a-little- and charges a premium for peak short term, on street downtown parking spaces in particular high demand locations in order to discourage car use and encourage increased pedestrian and bicycle usage. This approach reinforces the Municipality's focused and coordinated "Community Vision" of getting more of its citizens out of their cars.

Kingston's approach directs the parkers to the most appropriate parking location based on the following principles:

1. Encourage off-street parking (to allow for increased availability of convenient on-street parking).
2. Encourage turn over in high demand areas through rates and length of stay regulations. Long term parking on the periphery.
3. Parking close to the demand generator is more expensive. Concept of walk-a-little, save-a-little.
4. Payment is required when there is demand.

Parking changes used a “carrot and stick” approach:

- **"First Hour Free"** - incentive program in the attended lots, replacing the merchant sponsored parking stamp program.
- **Increase on-street parking time limits to 2 hours** in High and Moderate Demand Areas from the current length of 60 minutes, 30 minutes and 15 minutes, and provide additional 5 or 10 minute complimentary pick up zones.
- **Increase off-street parking time limits to 3 hours** in Moderate Demand Areas, and unlimited in Low Demand Areas from the current length of 60 minutes.
- **Install Pay and Display meters** - replace parking meters and accept credit card payment.
- **Change meter/pay and display times to hours of active parking demand.** 9:30 a.m. to 5:30 p.m. Monday to Saturday - Commercial areas (Downtown, Midtown) 8 a.m. to 5 p.m. Monday to Friday – Kingston General Hospital/ Queen's University area
- **Increase on-street parking rates to \$1.50 per hour in High Demand Areas.** Rates at designated disabled spaces to remain at \$1.00 per hour.
- **Maintain expired meter fine at \$15.00**, but increase the early payment amount from \$7 to \$10.
- **Reduce Pay and Display fines from \$25.00 to \$15.00**, with the early payment amount reduced from \$20 to \$10 (consistent with expired meter fines).
- **Increase monthly permit rates in the High and Moderate Demand Areas** from \$69 to \$80 (including taxes - High Demand), and \$51.75 to \$60 (Moderate Demand). Maintain or lower rates in low demand areas.

The City of Toronto has also begun investigation to actively discourage car use and its attendant impacts. Baldwin and Mirvish Streets are being considered as Pedestrian Only streets, while Pedestrian Sundays are being increased from two to nine in Kensington Market. Consideration is also being given to reducing Yonge Street to one lane, each way, south of Dundas Street.

The environmentally sustainable, pedestrian-oriented focus of Kingston and Toronto supports a growing, alternative philosophy to discourage car use.

5. BUDGET IMPLICATIONS

Parking in Guelph is currently operated as a user pay program and includes administration, maintenance and enforcement of lots, Parkades and meters. All expenses paid and revenues earned from any part of the operation are applied to an overall parking budget including the allocation of funds for major capital maintenance and parking expansion reserves. Any additional operating surplus at year end is credited to the parking reserves.

5.1 Downtown Parking Meter Budget Overview

2006 Budgeted Meter Revenue:	\$758,000
2006 Actual Meter Revenue:	\$784,700
2006 Actual Meter Expenditures:	\$ 65, 500
2006 Net Revenues:	\$719 200
2007 Meter Budget:	\$ 686,500
2007 Budgeted Revenues	\$ 758,000
2007 Budgeted Expenditures:	\$ 71,500
2007 Net Revenues:	\$ 686,500

It should be noted that the only expenses related specifically to “Meter Expenditures” include collections and meter maintenance. Meter enforcement and other administrative expenses related to the meters are accounted for as part of the overall downtown parking budget under Administration and Enforcement Expenditures.

The total enforcement budget for downtown in 2006 was \$219,000 with actual 2006 expenditures of \$180,150. Enforcement, in particular, could not be separated out from general enforcement as the three foot patrol officers assigned to downtown are responsible for not only parking, but also waste and signage violations.

Downtown fines are also consolidated within the overall parking budget for downtown but a rough estimate has established that approximately \$194,000 of the \$350,000 in fines generated in the downtown in 2006 related to violations from the meters specifically.

Permit revenue for 104 metered spaces is approximately \$47,900 per year. Of the total 104 meter spaces set aside for this purpose, 87 have permits. These vehicles would need to be relocated to longer term parking facilities.

5.2 The Components of a Two hour Free Parking Program

In order to implement the two hour free on street parking program, the issue of meters would need to be addressed and the signage replaced. Most municipalities reviewed have had free parking in place for over 10 years so it is difficult to get comparative cost figures. However, the Town of Newmarket has undertaken this exercise within the last few years and discussions with their staff have provided an indication of what is involved to implement the program and a general idea of costs.

- The cost to remove the meter poles: Poles can be left in place, be cut flush to the sidewalk, or pulled out and the concrete repaired. In Newmarket, the poles were cemented in four feet below ground so only some poles were removed when the roads and sidewalks in certain areas were undergoing major reconstruction; otherwise, substantial digging and damage to the surrounding sidewalks would have been required and then the cost of repair would need to be added. In Newmarket, some of the meter posts were left in place, with the intention of using them for locking bicycles; in Perth, the posts hold signage announcing that

the parking program is courtesy of the BIA. If posts remain, post caps need to be installed.

- Signage needs to be removed, new signage produced and installed.
- Disposal, storage or sale of meter heads: Initial enquiries by Parking Services staff have determined that the supplier will not buy the heads back; neighbouring municipalities could be contacted to see if any money can be recovered from the sale of the meter heads.
- Cost for any additional enforcement officer and purchase of updated monitoring technology, if desired.
- Communication campaign and promotional brochures produced and distributed, Municipal web site updated with new parking information: A communication campaign explaining the parking program is an important component to accompany implementation. In addition to signage and brochures, both the Municipal and BIA websites should be updated with the locations and provisions of the parking program downtown.

Town of Newmarket Costs:

- 98 poles removed as part of major road and sidewalk repair project
- \$200 per meter to remove just the heads and install post caps on 12 meters
- \$3000 for new signage and associated materials throughout downtown (200 signs \$50- \$100 each)
- \$7800 for signage installation for 2 man crew and truck for two weeks of work

It should be noted that Guelph's Parking Services staff have advised that it is preferable to remove just the meter heads as routine requests are received from businesses and contractors to reserve space(s) for construction purposes or from the churches for weddings and funerals in the downtown. Currently the meter heads are bagged to indicate no parking and without some way to indicate the reserved status of the spaces it becomes difficult to cordon off the areas. Cones or barricades have been found to be an ineffective control as they are easily moved.

Leaving the posts in place is a common approach taken in many municipalities. Council, however, may be concerned that leaving the posts in place could give the unintended perception that free parking is a temporary measure and that meters could be reactivated at any time. Politically, this may not be the message Council wants to send about their commitment to the program; however, reinventing the posts as bicycle locking poles or using them for signage is certainly a workable compromise that could save the City money and provide a solution to satisfy two other valid objectives.

The free parking program would be potentially more labour intensive and without the proper safeguards in place, more prone to abuse. There would be the need to chalk the tires or record the licence plates of every vehicle to be able to effectively monitor the two hour time limit. At the present time, enforcement involves three officers patrolling downtown streets twice a day, once in the morning and again in the afternoon. Walking past a meter during a patrol and noting if its time has expired and providing a courtesy thirty minute grace period is a much less labour intensive exercise than would be

involved under the free program. In addition, unless a Re-parking prohibition is put in place, the free system is potentially more prone to abuse: chalk rubbed off tires, debate over how long a vehicle has been parked and vehicles are simply moved from space to space all day.

5.3 Cost Benefit Analysis of Introducing Two Hour Free Parking:

Costs

- Lost meter revenue of approximately \$686,500 +
- Only one third to one quarter of the current fine revenue would be realized depending upon the basis of enforcement
- Support from the tax base to maintain the existing operation or upgrade existing infrastructure to cover lost contribution from meter revenues
- Support from the tax base to cover contributions to both the maintenance and capital reserves to fund major repairs and future expansion
- Removal and storage of meters
- New signage to advise of changes and to denote other associated elements of the program
- Possibly increased enforcement and updated monitoring technology
- Communication campaign

Perceived Benefits:

- Attract new commercial operations, which will lead to increased assessment from a more economically viable downtown.
- Create a more vibrant and user-friendly downtown atmosphere that is attractive to consumers, residents, tourists and new businesses.
- A “Re-parking Prohibition” may provide a better ability to regulate on street spaces for short term use and to discourage abuses.

While the municipalities reviewed were not able to quantify the direct impact of providing free parking, they did note that changes to parking alone did not significantly impact the Downtown. Only when a holistic approach was taken that dealt with the many challenges facing the Downtown were measurable achievements realized. Downtown renewal initiatives will always take into consideration parking and other traffic demand management issues, but the basis of redevelopment plans must focus on the destination.

Guelph’s Downtown Board of Management anticipates that the introduction of a two hour free on street parking program will remove an impediment to downtown revitalization and act as a stimulus for increased redevelopment in downtown Guelph.

Council has clearly indicated its commitment to the downtown through the initiation of the Community Improvement process and funding approvals for investment seed capital and a Downtown Economic Development Manager position to oversee and coordinate investment matters related to the downtown. Free parking, used in conjunction with other initiatives, may be an effective mechanism to help stimulate the downtown. Council may wish to consider its implementation on a trial basis with tangible outcome measures in

place to monitor its effectiveness. Additionally, its success may also hinge on the introduction of loans and grants that can be provided under the CIP to help stimulate private investment that will serve as an even greater catalyst to reinvestment in the downtown.

The lost meter revenues will result in an annual operating deficit of approximately \$636,000, an amount that will need to be offset by another source of revenue. This amount reflects the total meter revenue minus an amount of approximately \$50,000 set aside annually in the operating budget that is put into reserves for the maintenance of the meters. Further, while the current parking budget does provide for capital maintenance, it does not provide for any new parking facilities. Removal of meter revenue from the operation will require a commitment to identify an alternate source of funding should expansion of parking facilities be pursued. This could include support from the municipal tax base, increased parking rates, permit fees and fines, BIA contribution, or the potential revenue source from new and increased assessment Downtown.

Finally, the ultimate success of downtown requires better integration and coordination between stakeholders with respect to downtown activities and initiatives. To be effective in revitalization efforts, the various stakeholder groups need to speak with a single voice by coordinating priorities amongst themselves and these need to be better integrated with City decision making related to the downtown.

6. CONCLUSIONS

Parking is currently operated as a user pay operation and includes administration, maintenance and enforcement of lots, Parkades and meters. All expenses paid and revenues earned from any part of the operation are applied to an overall parking budget including allocating funds for major capital maintenance and parking expansion reserves. Any additional operating surplus at year end is credited to the parking reserves.

Downtown Guelph reflects a deficiency in parking supply and this reality is compounded by the inappropriate usage of a portion of the 634 on street short term spaces by merchants, employees, and municipal staff for both parking and loading activities.

The two hour on street free program is operating successfully within a number of municipalities in Ontario. Its introduction has typically been precipitated by the belief that it is a valuable tool to draw customers and businesses to downtown.

In the majority of the municipalities reviewed, free on street parking is currently being supported by the municipal tax base. However, some municipalities have begun to approach the BIA to help offset costs.

Amongst those municipalities that offer the program, there are variations as to hours of operation and whether the privilege is extended to the municipal parking lots, garages and Parkades.

Abuses under the program are a common complaint and many municipalities have addressed this problem through a no re-parking provision which restricts re-parking of vehicles within the free zone within a five hour time period. This is seen as an effective tool to control abuses, however, more vigilant enforcement is labour intensive and needs to be balanced with the objectives of the program so as not to be counter-productive.

In many municipalities, only the meter heads have been removed and the posts are now used for locking bicycles or for signage outlining the parking provisions. This approach accommodates routine requests to cordon off areas during special events and is clearly most cost effective.

Other municipalities have done variations on the two hour free theme using free parking as a promotional marketing tool linked with seasonal festivities or other downtown events that arise or as a tool to encourage more environmentally sustainable modes of transportation.

All municipalities have undertaken comprehensive communication programs to map and identify parking options clearly through brochures, signage, BIA and Municipal web sites to make the public aware of the variety of short term and long term parking alternatives available within the downtown. (Cambridge is a particularly good model)

Free parking in conjunction with other municipal financial incentive programs and coordinated marketing activities by the BIA, together, have been successful components of downtown revitalization. However, every municipality we spoke with emphasized that parking on its own should not be viewed as the solution; it is just one of many tools.

In addition, a comprehensive understanding and approach to overall parking considerations in Downtown Guelph is required, identifying the best combination of parking strategies for both short term and long term needs that will contribute to downtown Guelph's viability.

For any parking program to be successful, it is essential that long term users respect that the downtown has long term and short term parking needs and honouring these distinctions are critical for any parking strategy downtown to be successful. At the same time, it is important to recognize that downtowns have restricted land area and cannot typically provide parking to the ideal standards reflected in other parts of the municipality. The objective with downtown parking is to try and balance supply and demand through new developments and redevelopments as well as through creative parking strategies that focus on better usage of existing facilities, reduced standards, cash in lieu and shared use.

While the municipalities reviewed were not able to quantify the direct impact of providing free parking, they did note that changes to parking alone did not significantly impact the Downtown. Only when a holistic approach was taken that dealt with the many challenges facing the Downtown were measurable achievements realized. Outcome

measures should accompany the free parking program if it is implemented in downtown Guelph.

Parking is not the destination; it is an ancillary service that supports a vibrant, economically viable, mixed-use community to which people are drawn. Visitors to downtown are primarily concerned about the availability, convenience and safety of parking, and about not getting tickets. Because price is rarely an issue in successful downtowns, a free parking program can be viewed as an interim measure, put in place to stimulate other elements of the revitalization process.

The lost meter revenues will result in an annual operating deficit of approximately \$636,000, an amount that will need to be offset by another source of revenue. Further, while the current parking budget does provide for capital maintenance, it does not provide for any new parking facilities. Removal of meter revenue from the operation will require a commitment to identify an alternate source of funding should expansion of parking facilities be pursued. This could include support from the municipal tax base, increased parking rates, permit fees and fines, BIA contribution, or the potential revenue source from new and increased assessment Downtown.

The need to address the overall parking deficiency downtown, the deficit created by the lost meter revenue and its impact on the overall parking budget and the necessity of more vigilant enforcement for a free parking program to be effective, must be carefully weighed in relation to overall revitalization objectives when assessing the suitability of introducing the two hour free program in downtown Guelph.

7. NEXT STEPS

As a result of this Best Practice review, a number of options are put forward for Council's consideration:

1. The introduction of a two hour free on-street parking program downtown should be viewed in the context of a broader investment strategy for downtown Guelph that includes a comprehensive parking management strategy, a Community Improvement Plan and an Incentives Program.
2. If Council chooses to proceed with a two hour free parking program at this time, it is recommended that a Pilot be introduced that can then be evaluated as part of the overall parking strategy and CIP process. Consideration should also be given within the trial, to extending two hour free parking to some or all of the lots, Parkades and garages in order to encourage longer term users into these locations. It is also recommended that consideration be given to the approach taken in the Collingwood trial in which stickers announcing the free parking program have been placed over the windowed portion of the meters, removing the need and the costs associated with disposing of the meter heads during the trial period.

3. If a Pilot is implemented, performance measurements should be created at the outset to monitor the program's success. These could include, but are not limited to, tracking the number of new businesses opening, increases in property assessments, changes to retail sales, private investment activity downtown, and public response to the program. Establishing a baseline and collecting this data would provide useful input for the CIP process, as well.

Appendix B

APPENDIX "B"

**DOWNTOWN
FREE PARKING PROGRAM
ISSUES**

Issue	Best Practice Findings	Guelph Context
<p>1. Funding of Free Parking Programs</p>	<ul style="list-style-type: none"> ▪ The majority of the municipalities surveyed have supported free on street parking through their municipal tax base. ▪ In some cases the municipality and the Business Improvement Area (BIA) have jointly funded free on street parking. 	<ul style="list-style-type: none"> ▪ Guelph's parking is currently operated as a user pay program and includes administration, maintenance and enforcement of lots, parkades and meters ▪ All expenses paid and revenues earned from any part of the operation are applied to an overall parking budget including allocating funds for major capital maintenance and parking expansion reserves. Any additional operating surplus at year-end is credited to the parking reserves. ▪ The funding of a permanent program will result in a loss of current funds for capital maintenance programs and parking expansion programs and alternate funding sources for these programs will have to be identified.

<p>2. Implementation of Free Parking Programs.</p>	<ul style="list-style-type: none"> ▪ On street free parking programs have typically been precipitated by the belief that it is a valuable tool to draw customers and businesses to downtown. ▪ Free parking programs have been primarily used as a promotional marketing tool linked with seasonal festivities or downtown events that arise or as a tool to encourage more environmentally sustainable modes of transportation. ▪ Free parking programs have been implemented as a form of a municipal financial incentive program that is tied to larger marketing or downtown revitalization programs. ▪ Free parking programs are usually a component of a larger parking strategy for downtowns. ▪ There exists a wide variation of free parking programs with respect to hours of operation and whether the privilege is extended throughout downtowns, including municipal parking lots, garages and parkades. 	<ul style="list-style-type: none"> ▪ Downtown Guelph currently has 687 on street short-term parking spaces. ▪ City staff and downtown stakeholders all agree there is a deficiency in parking supply for Guelph's downtown. ▪ Most stakeholders view the implementation of a pilot free on-street parking program as an initiative to address short term parking concerns. ▪ The scope and funding for such a pilot program needs to be developed. ▪ Work has commenced on a comprehensive parking management strategy, which assesses capacity, allocation, usage, and the impact that planned development projects will have on parking supply and demand. ▪ Such a parking management strategy will identify the best combination of short, medium and long term planning options required to support current planned projects and the implementation of a Community Improvement Plan for the downtown. ▪ Any free parking program, be it a pilot project or part of an overall parking strategy requires targets to measure its success.
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- An abuse of parking programs by downtown employees is a common issue amongst the municipalities surveyed. Many municipalities have addressed this problem through a no re-parking provision, which restricts re-parking of vehicles within a free zone within a five hour time period.
- Enforcement of free parking programs is more labour intensive and without the proper safeguards in place, more prone to abuse.
- Comprehensive communication programs, identifying parking options to the public are essential for a successful free parking program.



City of Guelph

Report:
**COMMUNITY DESIGN AND DEVELOPMENT
SERVICES: ECONOMIC DEVELOPMENT AND
TOURISM**

TO: Governance and Economic Development Committee

DATE: 2007/06/14

SUBJECT: CITY OF GUELPH ECONOMIC DEVELOPMENT AND TOURISM 2007,
Q1 PROJECT UPDATE

RECOMMENDATION:

That the Economic Development and Tourism 2007, Q1 Project Update be received for information:

And That City Council accepts this report and directs the staff of the Economic Development and Tourism Division to make it accessible to the public, business community, other City departments and the City's strategic partners.

BACKGROUND:

Economic Development and Tourism is continuing to provide quarterly reports to City Council to provide updates on its strategic programs, current projects and recent accomplishments.

REPORT:

In accordance with the Division's 2006 - 2008 Business Plan, the Quarterly Project Update helps to meet our goal to improve communications with Council, other City departments, the business community and the public. This reporting tool also increases the profile of the division's programs and activities to our strategic partners in the academic community and the Provincial and Federal levels of government.

CORPORATE STRATEGIC PLAN:

- To strengthen our economic base.
- To manage growth in a balanced and sustainable manner.
- To support our natural, cultural and architectural heritage.

FINANCIAL IMPLICATIONS:

Funds for the activities highlighted have been approved by City Council in the 2007 Operating and Capital budgets.

DEPARTMENTAL CONSULTATION:

N/A

COMMUNICATIONS:

N/A

ATTACHMENTS:

Attachment 1: Q1 Program Matrix




Prepared By:
Jennifer Peleschak
Marketing & Event Coordinator

519-837-5600
jennifer.peleschak@guelph.ca



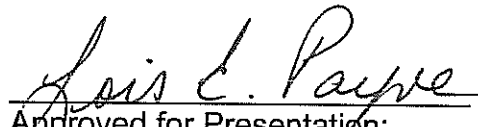
Recommended By:
Peter Cartwright
Manager, Economic Development &
Tourism

519-837-5600
peter.cartwright@guelph.ca



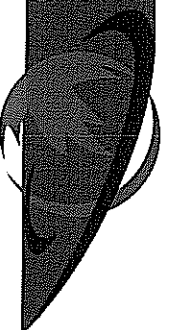
Recommended By:
Jim Riddell
Director of Community Design and
Development Services

519-837-5616
jim.riddell@guelph.ca



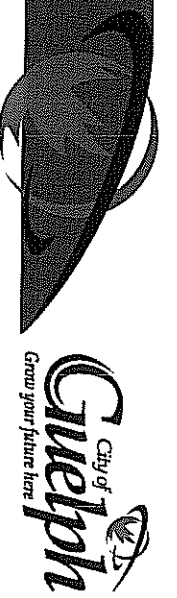
Approved for Presentation:
On behalf of the Transitional
Executive Team

**2007 Project Report Updates for Q1
Economic Development and Tourism**



Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Land Development</p> <p>Council Strategy: To strengthen our economic base</p> <ul style="list-style-type: none"> ○ Ensure a sufficient supply of serviced employment lands <p>Further information contact: Peter Cartwright Manager, Economic Development and Tourism 519-837-5600 peter.cartwright@guelph.ca</p>	<p>Hanlon Creek Business Park</p> <ul style="list-style-type: none"> ● In 2000 the City of Guelph purchased +/- 400 gross acres of land for the purpose of developing a business park. ● In 2006 the Ontario Municipal Board (OMB) approved the planning documents and minutes of settlement for this development. ● Subsequent to the OMB approvals the City of Guelph and Belmont Equities (HCBP) Inc. have entered into an agreement to jointly develop a first phase, which consists of approximately 120 net developable acres (77 acres for the City of Guelph and 43 for Belmont Equities (HCBP) Inc.). 	<ul style="list-style-type: none"> ● Public Liaison Committee meetings initiated. ● Completed archaeological site assessment for Phase 1 lands. ● Issued 'Request for Proposals' to undertake detailed engineering design and Environmental Implementation Report. ● Retained environmental consultants – Baseline site monitoring program initiated. ● Retained development project manager. ● Commenced developing draft urban design standards. ● Completed negotiations for interim intersection and full interchange improvements between landowners, City and Ministry of Transportation. ● Completed Environmental Assessment for the interim interchange improvements. ● Commenced detail design work for interim intersection improvements ● Completed topographic survey plan for phase 1 and 2. ● Substantially completed calculation survey for subdivision plan. 	<ul style="list-style-type: none"> ● Obtaining clearance of archaeological assessment survey and report from the Ministry of Culture. ● Award engineering consultant contract. ● Approval of the Environmental Implementation terms of reference by the Grand River Conservation Authority (GRCA) and the City of Guelph's Environmental Advisory Committee (EAC). ● Finalize the detailed engineering design. ● Finalize the urban design standards. ● Tender and issue interim intersection construction contracts. 	<ul style="list-style-type: none"> ● Securing approval of the Environmental Implementation Report's terms of reference from GRCA and EAC. ● Securing City and Provincial approvals for detailed engineering design

**2007 Project Report Updates for Q1
Economic Development and Tourism**



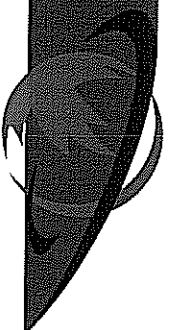
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Land Development</p> <p>Council Strategy: To strengthen our economic base</p> <ul style="list-style-type: none"> ○ Ensure a sufficient supply of serviced employment lands <p>Further information contact: Jim Mairs Senior Business Development Specialist 519-837-5600 jim.mairs@guelph.ca</p>	<p>South Guelph Industrial Lands</p> <ul style="list-style-type: none"> ● In 2004, Economic Development and Tourism initiated discussions with private sector developers to bring to market new employment lands south of Clair Road and adjacent to the Hanlon expressway. ● Developers for these lands include Tim Hortons Development Limited, Cooper Construction and Industrial Equities Inc. 	<ul style="list-style-type: none"> ● Commenced finalizing cost sharing agreement between developers for interim Hwy 6 intersection improvements. ● Subdivision agreement for Industrial Equities prepared. ● Assisted with due diligence activities between Industrial Equities and a potential client. ● Site plan application submitted for Cooper Construction lands 	<ul style="list-style-type: none"> ● Finalize the cost sharing agreement for interim Hwy 6 intersection improvements. ● Subdivision agreement for Industrial Equities land executed between City and developer. ● Site plan application submitted for Industrial Equities site. ● Site plan application approved for Cooper Construction lands. 	<ul style="list-style-type: none"> ● Unforeseen matters may raise between the City, developers and the Ministry of Transportation with respect to the construction of Hwy 6 interim improvements. ● Approval of Industrial Equities site plan application may be delayed due to required revisions. ● Cooper Construction's site plan approval may be delayed due technical matters or a change in the developer's business requirements

2007 Project Report Updates for Q1
Economic Development and Tourism



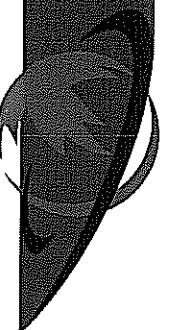
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Agri-food & Innovation Sector</p> <p>Council Strategy: To strengthen our economic base</p> <ul style="list-style-type: none"> ○ Encourage and support commercialization opportunities within emerging innovation sectors <p>Further information contact: Barb Maly Business Development Specialist Agri-food & Innovation Sectors 519-837-5600 barb.maly@guelph.ca</p>	<p>Implementation of Guelph's Agri-food, Life Science and Innovation Sectors' Marketing Plan</p> <p>Guelph Partnership for Innovation (GPI) Agri-food and Life Science marketing plan was completed in March 2006 along with a Guelph Food Industry Analysis. The key objective of this marketing plan is to develop commercialization and marketing programs to position Guelph as one of the top agri-food and life science innovation clusters in the country. This will be achieved through:</p> <ul style="list-style-type: none"> ○ The creation of local networking events to share information and create awareness of opportunities with existing and potential customers. ○ The development of programs to support entrepreneurs and early stage innovation 	<ul style="list-style-type: none"> ● Secured \$50,000 in funding through IRAP to develop a mentorship support programs for early stage and expanding companies in Guelph. ● Completed a Technical Sales and Marketing mentorship program ● Assisted an early stage functional food research company to secure \$5 million in investment to establish a 10,000 sq.ft. pilot plant facility in Guelph by the end of 2007. ● Prepared proposals and met with a British Columbia bakery considering an \$80M, 250 job operation in Guelph ● Coordinated activities between the City of Guelph, Township of Guelph Eramosa and County of Wellington to advance a proposed state-of-the-art 375 metric tonnes/day flour mill looking to locate just north of the ● Commenced planning activities to develop a Guelph Agri-food partners booth and Ambassador program at International Food Technologies Expo in July 2007 with the University of Guelph, Guelph Food Technology Centre, Canadian Institute for Food Safety, 	<ul style="list-style-type: none"> ● Development of Agri-food partner's booth, video and marketing materials for IFT Food Expo ● Attending BIO Boston in May, 2007 ● Exploratory visit to the Province of Treviso, Italy in late May/early June 2007 ● Assist in the hiring of a new dedicated Executive Director for GPI ● Coordinate follow up activities between City, Province and British Columbia Bakery ● Coordinate follow up activities between City, Township of Guelph Eramosa, Wellington County and flour mill 	<ul style="list-style-type: none"> ● Securing CISP funding to assist in funding IFT Food Expo Marketing Initiatives.

**2007 Project Report Updates for Q1
Economic Development and Tourism**



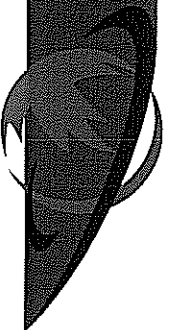
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
	<p>companies</p> <ul style="list-style-type: none"> ○ Domestic and international marketing, investment attraction and business development activities ○ The creation of communication programs to create awareness ○ The development of partnerships within the University of Guelph research community and those who can help commercialize and move research to the marketplace 	<p>Laboratory Services, Ontario Soybean Growers Food Expo, GPI and City of Guelph</p> <ul style="list-style-type: none"> ● Secured funding from Community Investment Support Program; support joint City Guelph Partnership for Innovation (GPI) to marketing and investment attraction initiatives 		

**2007 Project Report Updates for Q1
Economic Development and Tourism**



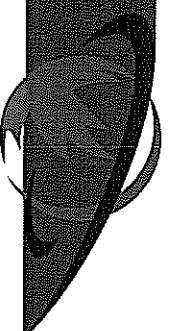
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Downtown</p> <p>Council Strategy: To strengthen our economic base</p> <p>Further information contact: Peter Cartwright Manager, Economic Development and Tourism 519-837-5600 peter.cartwright@guelph.ca</p>	<p>Council approved funds in Economic Development and Tourism's 2007 to 2009 operating budget to implement programs to increase private sector investment within the downtown.</p>	<ul style="list-style-type: none"> • Advertised and interviewed for the Downtown Economic Development Manager's position • Finalized downtown action plan report and recommendations for Council's approval • Commenced stakeholder discussions regarding a request for development proposals for the Baker Street site. • Commenced a best practice review of municipal free parking programs. 	<ul style="list-style-type: none"> • Fill the Downtown Economic Development Manager's position. • Approval of the downtown action plan by Guelph City Council. • Finalize the request for development proposal package and process for the Baker Street site. • Finalize and present to Guelph City Council a best practice review of municipal free parking programs. 	<ul style="list-style-type: none"> • Additional interviews for the Downtown Economic Development Manager's position identified may be required. • Additional information may be requested by Council for the approval of the downtown action plan. • Stakeholder discussions may identify additional matters that need to be addressed prior to the issuance of a request for development proposals for the Baker Street site. • Stakeholder discussions may identify additional matters that will need to be

2007 Project Report Updates for Q1
Economic Development and Tourism



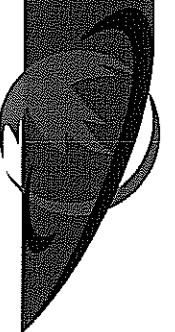
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
				addressed prior to the finalizing the best practice review of municipal free parking programs.

2007 Project Report Updates for Q1
Economic Development and Tourism



Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Tourism</p> <p>Council Strategy: To strengthen our economic base</p> <p>Further information contact: Sue Trerise Senior Business Development Specialist 519-837-1335 sue.trerise@guelph.ca</p>	<p>Shakespeare Made in Canada Marketing Campaign</p> <p>Consumer marketing campaign organized and implemented to attract visitors to the city over the course of the festival.</p>	<ul style="list-style-type: none"> Continuation of marketing and promotion programs until the end of May. Overnight and day-trip visitation being tracked through the website, tourism industry partners, and by phone and email inquiries to the Visitor Information Centre. Daily visitation at MacDonald Stewart Art Centre increased 400% 	<ul style="list-style-type: none"> Conclude marketing program. Review final statistics and program results with Event Partners, including the University, as well as local tourism industry partners. 	<ul style="list-style-type: none"> Cooperation and coordination required from the University of Guelph, Guelph Arts Council and the city's Corporate Communications department.
<p>Tourism</p> <p>Council Strategy: To strengthen our economic base</p> <p>Further information contact: Sue Trerise Senior Business Development Specialist 519-837-1335 sue.trerise@guelph.ca</p>	<p>2007 Guelph Wellington Tourism Partnership Program</p> <p>A comprehensive package that offers marketing benefits to Guelph and Wellington County tourism industry partners at a competitive annual rate.</p>	<ul style="list-style-type: none"> Commenced 2007 Partnership benefits program Increased partnerships from 124 industry partners (2006) to 156 partners (still increasing) in 2007. 2007 Partnership revenue targets met with the increase of 32 Partners 	<ul style="list-style-type: none"> Deliver bus advertising benefit for top level (Profile) partners. Deliver tourism packaging seminar for all partners to increase tourism product inventory in the region. Complete delivery of all partnership benefits for 2007. 	<ul style="list-style-type: none"> Revised pricing structure and deliverable benefits package. Partnership sales were coordinated with sales of the 2007 Visitor Guide. Increased and improved communication with partners throughout the process.

2007 Project Report Updates for Q1
Economic Development and Tourism



Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Marketing & Promotional Activities</p> <p>Further information contact: Jennifer Peleschak Marketing & Event Coordinator 519-837-5600 jennifer.peleschak@guelph.ca</p>	<p>Develop and implement effective communication and marketing programs to a wide range of audiences to attract and retain business investment, employment, assessment and tourism opportunities</p>	<ul style="list-style-type: none"> Initiated marketing activities (signage; information packages; networking activities) for the Hanlon Creek Business Park Increase advertising revenue for both the 2007 Guelph Business Directory (from \$4200 in 2006 to \$11,800 in 2007) and the 2007 Visit Guelph and Wellington Visitor Guide (from \$46,200 in 2006 to \$72,054 in 2007) 	<ul style="list-style-type: none"> 2007 Guelph Business Directory available for sale: CD and print version 2006 Annual Review Developments Newsletter HCBP website presence 	<ul style="list-style-type: none"> Increase of Advertising Sales Agents – covered larger area. Better cooperation and increased participation from County of Wellington Municipal Partners for the Visitor Guide
<p>Miscellaneous</p> <p>Further information contact: Jennifer Peleschak Marketing & Event Coordinator 519-837-5600 jennifer.peleschak@guelph.ca</p>	<p>Film Sector Development</p> <p>Provide economic investment for Guelph, to give local support and guidance to the film and television community and to promote the city as a location for filming.</p>	<ul style="list-style-type: none"> Developed web presence for the Guelph Film Office Coordinated 20 film inquiries, 1 completed production Coordinated with an international production that will be in Guelph from May to October 	<ul style="list-style-type: none"> Continue to assist production companies find locations and obtain approvals for filming Work with the international production Upgrade web presence 	<ul style="list-style-type: none"> Securing requested locations Securing support from City departments and the community at large



City of Guelph

Report

COMMUNITY DESIGN and DEVELOPMENT SERVICES Economic Development and Tourism

TO: Governance & Economic Development Committee

DATE: 2007/06/14

SUBJECT: Proposed Guelph Downtown Coordination Committee

RECOMMENDATION:

“THAT Council approves the composition of the Downtown Guelph Coordinating Committee as described in the June 12, 2007 report of the Manager of Economic Development and Tourism Services;

AND THAT staff is directed to initiate meetings of the Downtown Guelph Coordinating Committee to assist with the management and implementation of the 2007 to 2011 Downtown Action Plan.”

BACKGROUND:

At a meeting of the Governance and Economic Development Committee held April 10, 2007, the following resolution was passed:

“THAT the matter of the establishment of a Guelph Downtown Coordinating Committee to assist with the implementation of the 2007 to 2011 Downtown Guelph Action Plan be referred back to staff;

AND THAT staff report back with an enhanced membership for a Guelph Downtown Coordinating Committee.”

REPORT:

The 2007 to 2010 Downtown Guelph Investment Action Plan report presented by staff at the April 10, 2007 Governance & Economic Development Committee (GEDC) meeting recommended actions for the downtown including the establishment of a Guelph Downtown Coordinating Committee.

The mandate of this Committee is to work closely with the City's Downtown Project Manager to achieve the following:

A Great Place to Call Home

- To clearly identify the roles and responsibilities of all municipal and non-municipal stakeholders within the downtown;
- To provide recommendations to City staff regarding:
 - the development and implementation of programs designed to address ongoing issues of operation/design/safety/maintenance/use of downtown area;
 - the development, implementation to plans and programs for improvements in the downtown area;
- To improve the scheduling and operating of events and programs in the downtown area between stakeholders; and
- To coordinate communications amongst the municipal and stakeholder groups.
- To monitor the results of the Action Plan and to provide recommendations for any required amendments to the plan.

The actions recommended in the April 10, 2007 report were approved by GEDC and subsequently by Guelph City Council at its April 23, 2007 meeting, with the exception of the composition of the Guelph Downtown Coordinating Committee.

As instructed, staff has reconsidered the composition of the Guelph Downtown Coordinating Committee, and through consultation with City and other downtown stakeholders, as highlighted in the Consultation/Concurrence portion of this report, provides a revised proposed structure and rationale as detailed in Appendix "A".

CORPORATE STRATEGIC PLAN:

- To Strengthen Our Economic Base
- To Support Our Natural, Cultural and Architectural Heritage

FINANCIAL IMPLICATIONS:

- Based on this report's recommendations, currently there are no additional financial implications beyond those highlighted in staff's April 10, 2007 GEDC report, which are:

2007 - \$97,700 (Staff salary and benefits)

2008 - \$297,700 (Staff salary and benefits and seed funds for incentive programs)

2009 - \$297,700 (Staff salary and benefits and seed funds for incentive programs)

DEPARTMENTAL CONSULTATION/CONCURRENCE:

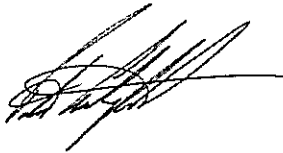
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COMMUNICATIONS:

o None required

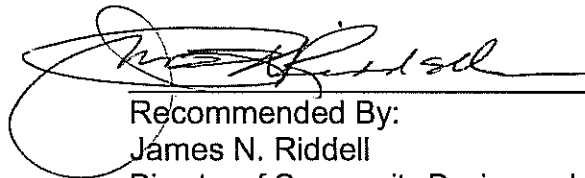
ATTACHMENTS:

o **Appendix "A"** – Proposed Guelph Downtown Coordinating Committee



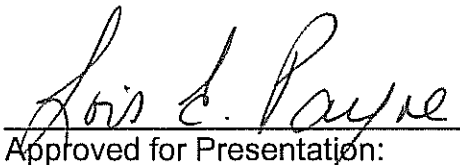
Prepared & Recommended By:
Peter Cartwright
Manager, Economic Development Services

519-837-5600
peter.cartwright@guelph.ca



Recommended By:
James N. Riddell
Director of Community Design and
Development Services

519-837-5616
jim.riddell@guelph.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team

Appendix "A"
Proposed Downtown Coordinating Committee
For Discussion Purposes Only!

Group or Association	Members	Suggested Representatives	Rationale
Downtown Board of Management	2	The General Manager and one member from the Board of Directors.	The Downtown Board of Management will provide input from the perspective of the downtown business community in the development, implementation and monitoring of actions identified in the 2007 – 2011 Downtown Action Plan.
Guelph City Council	2	Two Councillors or one Councillor and Mayor.	The inclusion of elected officials will ensure that effective liaison occurs between Council, City Staff and Stakeholders on matters that will arise during the development, implementation and monitoring of the 2007 – 2011 Downtown Action Plan.
University of Guelph	1	One representative from the School of Environmental Design & Rural Development, College of Arts, or College of Management & Economics.	The University of Guelph has expressed an interest in developing a downtown campus. The University has indicated that a downtown campus may include one of the programs noted in this matrix. The inclusion of a University representative on this committee will assist in strategically locating a campus as well as assisting with other components of the Downtown Action Plan.
City of Guelph - Economic Development & Tourism	2	Downtown Economic Development Manager Manager, Economic Development and Tourism	As the Downtown Economic Development Manager will be responsible for the management and coordination of the 2007 – 2011 Downtown Action Plan it is proposed that this staff person actively participate on this committee.
City of Guelph - Operations	1	As designated by the Director of Operations	A representative from the City's Operations Department is required to ensure parking and maintenance programs are coordinated with other downtown activities.
City of Guelph – Community Design and Development Services (CDDS)	1	As designated by the Director of CDDS	A representative from the CDDS is required to ensure municipal planning, urban design and capital works activities are coordinated with other downtown programs.
Guelph Chamber of Commerce	1	A staff member of the Chamber as designated by the Board	Inclusion of the Guelph Chamber of Commerce on this committee will assist with the development of small business opportunities in the downtown
Guelph Developers Association	1	As designated by the Chair of the GDA	Input from the GDA will assist with the structuring of real estate Pilot Projects for the downtown.
Public at Large	2	Representatives from the corporate business community such as the Cooperators, Banks, etc.	Inclusion of such a representative will ensure corporate business practices and input into the 2007 – 2011 Downtown Action Plan
Total =	13		



City of Guelph

Report:

TO: GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

DATE: June 14, 2007

SUBJECT: DELEGATION OF AUTHORITY UNDER MUNICIPAL ACT

RECOMMENDATION:

THAT the report of the City Clerk with respect to delegation of authority under the Municipal Act, be received for information.

SUMMARY:

As a result of the Bill 130 amendments to the Municipal Act, Council has greater ability to delegate its powers and duties in order to streamline the local decision making process. The Governance and Economic Development Committee has requested a status report on the work being done by staff with respect to potential delegation of authority.

BACKGROUND:

Under Bill 130, Council can delegate its powers and duties under the revised Municipal Act, 2001, or any other Act, "to a person or body". This discretionary authority permits Council to delegate its various powers and duties subject to any limits or procedural requirements it considers appropriate. The intent of delegating authority for routine administrative matters, is to allow Council to focus on larger issues that are more strategic in nature and also to allow Council to create local bodies to assist with local decision making.

REPORT:

Council has the authority to delegate all ***but*** the following powers:

- adoption or amendment of the budget;
- setting of taxes, tax rates and ratios;
- power to appoint or remove statutory officers;
- power to incorporate municipal corporations;

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- Issues related to small business counseling and municipal capital facilities
- power to adopt or amend its Official Plan;
- approval of zoning by-laws or certain Community Improvement Plans;
- certain legislative and quasi-judicial powers
- other powers as may be prescribed.

Council can delegate authority to:

- one or more members of municipal council;
- a body that has at least two members of which 50% are council members, council appointees, or a combination thereof;
- an officer, employee or agent of the city.

In some cases, Council can delegate to other persons or bodies as well.

Council can choose to revoke a delegation of power at any time. Council can also delegate a power and specify that it cannot be revoked until the end of Council's term. The Province has retained the right to revoke or restrict delegated powers at any time. Council can provide for reviews or appeals of decisions made by persons or bodies under their delegated powers or duties.

The Act also requires Council to adopt and maintain a policy with respect to the delegation of its powers and duties, however the requirement for such a policy does not come into effect until January 1, 2008. Nevertheless, it is important that we commence work on the policy in preparation for 2008.

Earlier this year, a staff working group met on a number of occasions, to identify possible opportunities where Council could delegate authority with respect to routine matters. As part of the working group's research, the delegation of authority by-laws of a number of other Canadian municipalities were reviewed, including Windsor, Thunder Bay, Ottawa, Edmonton and Powell River. Ottawa and Edmonton had the most extensive list of items where authority had been delegated. Below is a summary of the types of matters that have been delegated in these municipalities:

- Parades and Special Events
- Parking and Traffic Regulations
- Routine Administrative Agreements
- Planning Approvals for Subdivisions, Condominiums, Part Lot Control, Site Plans
- Various Development Agreements
- Real estate transactions and property agreements with a value of less than \$100,000
- Extension agreements under municipal tax sale procedures
- Settlement of claims less than \$100,000
- Legal Matters with a value of less than \$100,000
- Applications under Land Titles Act

- Noise By-law Exemption
- Local Taxation Minutes of Settlement
- Retail Business Holidays Act
- Establish fees, charges, rates and tariffs;
- Parking and Traffic By-law Amendments
- Property Transactions with value less than \$100,000
- Miscellaneous Legal and Realty Matters including correction of title errors, minor uses of City property, liens, discharges, release of expired agreements.
- Approve the settlement of actions, claims or demands less than \$250,000
- Approval of tenders less than \$1,000,000 where in an approved budget
- Approve sale of land at fair market value where value does not exceed \$1,000,000

Like most municipalities, Guelph City Council has already delegated authority in a number of areas:

Delegation To	Matter Delegated
Committee of Adjustment	Minor Variances, Severances,
FACS Committee	Appeals Committee under the Licensing By-law (to hear appeals of refusals or revocations of business licences)
CDDS	Approval of Site Plans Approval of Condominium Plans (except the conversion of rental housing) Site Plan Agreements under the Planning Act or Condominium Act Part Lot Control Exemptions Fees under the Planning Act Staff Attendance at OMB Hearings in Support of Council Planning Decisions
Various Departments in conjunction with Legal Services and Realty Services	Real Property Agreements - <ul style="list-style-type: none"> • Permitting the Corporation or contractors to enter upon land for any purpose of the Corporation • Licensing the City or contractors to use lands • Purchase of lands or easements required for capital projects, where funding has been approved with value of \$50,000 or less • Permitting others to enter onto lands owned by the Corporation • Licensing others to use lands owned by the Corporation • Documentation involving the purchase, sale or exchange of interest in land other than agreements for purchase or sale of lands, deeds and transfers, leases and agreements to lease.

Other Forms of Delegation

In addition to the delegation of authority to committees and staff, the revised Municipal Act provides broader, more permissive governance powers with respect to other local government bodies including:

- local boards
- municipal service boards
- municipal service corporations

Local Boards - The broader powers in the legislation allow Council to change or dissolve certain “local boards,” including BIA boards or management boards. Previously, municipalities had limited authority to establish and make changes to local boards. Municipalities may now make any change to existing boards e.g. board mandate, structure, procedures, consultation policies, etc. In essence, use of these boards is a form of delegation of authority. Council could, delegate any of its non-core powers to a local board. The following statutory bodies are expressly excluded from Council's new authority with respect to local boards:

- Children's Aid Society
- Board of Health
- Homes for the Aged Management Committee
- Management Committee
- Police Services Board
- Library Board
- Municipal Service Corporations.

Municipal Service Boards - Previously, only the following municipal service boards could be established by a municipal council:

- Public Utilities
- Waste Management
- Transportation Systems (other than highways)
- Culture, Parks, Recreation and Heritage
- Parking (except on highways)

Under the revised Act, City Council can establish municipal service boards for any municipal service or activity. Council can also decide the name, quorum, budget process, selection of members as well as the roles that a municipal service board must fulfill. A municipal service board is still a 'body corporate' and an agent of the municipality whose term of office cannot exceed the term of council, but it can be delegated any of the non-core powers of the municipality. When a municipality delegates a power to a municipal service board, existing municipal by-laws or resolutions are deemed to be by-laws of the board.

Municipal Service Corporations – Under the revised Act, City Council has broader, discretionary authority to establish a municipal service corporation to provide any system, service or thing that the City could provide with some restrictions (i.e. this provision does not apply to a corporation under the *Electricity Act, 1998* or a local housing corporation under the *Social Housing Reform Act, 2000*). In addition, Council has the power to appoint directors or officers to a municipal service corporation it creates and the municipality can purchase shares issued by it. There are no provisions to restrict municipalities as to which statute municipal service corporations may be incorporated under or whether they must be profit or non-profit entities.

Next Steps

The initial focus of the work being done on delegation of authority, is to identify opportunities for the delegation of routine administrative matters. These potential delegations would have the following benefits:

- Reduced staff time in preparing, reviewing, sign-off, attendance at Committees and Council on reports relating to routine matters;
- Reduced time for Council members in reading reports relating to routine matters, thereby allowing Council to focus their time and efforts on larger more strategic issues;
- Reducing the time period that is now involved in obtaining Council approval under the existing reporting process.

Senior Management will be reviewing the initial proposals of the working group, and will make recommendations to Council that would form the basis for the development of a governance policy framework for any delegation of authority, and the integration of the public into the decision making process with respect to delegation of authority. The requirement to have a policy relating to delegation of authority will come into effect on January 1, 2008. Council will also have to consider what accountability and oversight measures will accompany delegation of powers.

In future years, Council may want to consider establishing or delegating powers to existing local boards, or the creation of Municipal Service Boards or Municipal Service Corporations for specific purposes. This will not form part of the initial work on delegation of authority. Any of these actions will also require the development of a policy framework, and the involvement of the public in the decision making process.

CORPORATE STRATEGIC PLAN:

The use of delegated authority will support the strategic direction of having exemplary management practices.

FINANCIAL IMPLICATIONS:

To be determined with next steps.

DEPARTMENTAL CONSULTATION:

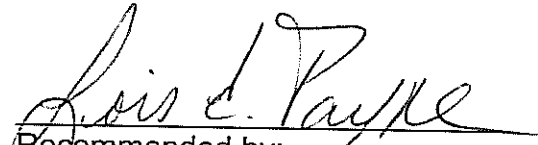
Initial staff consultation includes Operations, Realty Services, Finance, Community Design & Development Services,

COMMUNICATIONS:

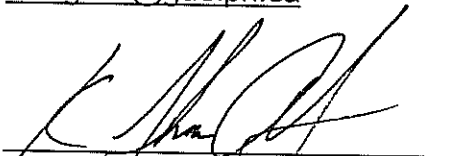
ATTACHMENTS:



Prepared by:
Lois A. Giles, City Clerk
(519) 822-1260, ext. 2232
lois.giles@guelph.ca



Recommended by:
Lois E. Payne, Director of Corporate Services/City Solicitor
(519) 822-1260, ext. 2288
lois.payne@guelph.ca



Approved for Presentation
On behalf of the Transitional Executive Team



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance & Economic Development Committee

DATE: 2007 06 14

SUBJECT: TRANSPARENCY AND ACCOUNTABILITY PROVISIONS IN REVISED MUNICIPAL ACT

RECOMMENDATIONS:

1. **THAT a special Accountability and Transparency Committee be established.**
2. **THAT representation of the Accountability and Transparency Committee be as follows:**
 - a. **2 members of Council**
 - b. **2 members of the public**
 - c. **1 representative of the media**
 - d. **1 representative of a local community group or organization**
 - e. **1 representative of the business community**
3. **THAT the proposed terms of reference for the committee include:**
 - a. **A review of the Accountability and Transparency Part of the Municipal Act**
 - b. **A review of existing policies, the procedural by-law, code of ethics and other documentation that currently govern the conduct of Council;**
 - c. **Develop a Code of Conduct;**
 - d. **Develop an Accountability and Transparency policy;**
 - e. **Make recommendations to Council relating to the appointment of an Integrity Commissioner, an Ombudsman, an Auditor General, a Lobbyist Registrar and a Special Investigator; and**
 - f. **Such other duties as Council may assign.**
4. **That appropriate staff act as resource to the committee.**

SUMMARY:

As a result of Bill 130, the Municipal Act has been amended to make discretionary provisions for municipal councils to deal with certain matters of accountability and transparency.

BACKGROUND:

The new provisions of the Municipal Act give authority to councils to:

- Establish a Code of Conduct to set the minimum standards for behaviour of members of Council in carrying out their municipal roles and functions.
- Appoint an Integrity Commissioner who reports to council and who is responsible for performing the functions assigned by the municipality regarding the code of conduct for members of council and for members of local boards.
- Appoint a Registrar responsible for a lobby registration which is a formal tracking of lobbyists and their meetings with public officials that would be made available for public inspection.
- Appoint an Ombudsman responsible for investigating in an independent manner any decision or recommendation made or act done or omitted in the course of the administration of the municipality, its local boards and such municipally-controlled corporations as the municipality may specify
- Appoint an Auditor General responsible for assisting Council in "holding itself and its administrators accountable for the quality of stewardship over public funds and for achievement of value for money in municipal operations". This does not include the duties of the municipal auditor.
- Appoint an investigator to investigate complaints respecting compliance with open meeting requirements. If no investigator is appointed, the provincial Ombudsman will investigate. (NOTE: This provision of the Act does not come into effect until January 1, 2008.)

Effective January 1, 2008, it will be mandatory that each municipality have in place a policy dealing with the manner of ensuring accountability and transparency.

REPORT:

Various approaches are being used by municipalities to deal with these new accountability and transparency provisions. One approach that is being used, is to appoint a special committee to review these new provisions, and to develop policies and make recommendations that Council could adopt to ensure accountability and transparency in the City's operations. Such a committee could have representation from members of Council, members of the public, organizations, special interest groups, the media, etc.

If a special committee is established, it is hoped that it would complete its work prior to the end of 2007, so that Council can begin to put in place the actions that will ensure accountability and transparency of its operations for the public.

CORPORATE STRATEGIC PLAN:

This report supports the strategic direction of having exemplary management practices.

FINANCIAL IMPLICATIONS:

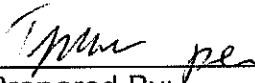
There will be minor costs relating to advertising, holding of public meetings, etc.

DEPARTMENTAL CONSULTATION:

n/a

COMMUNICATIONS:

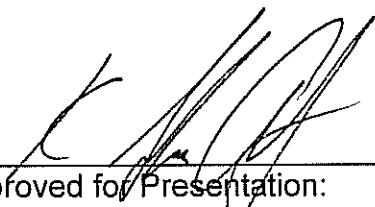
The meetings of the special committee will be advertised in both the local media and on the City's web site.



Prepared By:
Lois A. Giles
City Clerk
(519) 822-1260 ext. 2232
lois.giles@guelph.ca



Recommended By:
Lois E. Payne
Director of Corporate Services/City
Solicitor.
(519) 822-1260 ext. 2288
lois.payne@guelph.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance & Economic Development Committee

DATE: 2007 06 14

SUBJECT: MUNICIPAL ELECTIONS ACT REFORM

RECOMMENDATION:

THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007,

AND THAT the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

AND THAT the support of the Association of Municipalities of Ontario be sought for these changes to the Municipal Elections Act;

AND THAT in the event of a change in government following the next Provincial election, the Province again be asked to make these changes to the Municipal Elections Act;

AND THAT correspondence to the Province be directed to both the Ministry of Municipal Affairs & Housing and the Ministry of Finance with respect to these changes to the Municipal Elections Act;

AND THAT in the event MPAC continues to be the source of municipal election voters lists, the Province develop a mechanism for removal of names of people who have died or moved away;

AND THAT Council give direction on whether or not to support the suggestion to eliminate the requirement for a 50% turn out in order to determine whether the results of a question are binding.

SUMMARY:

This report responds to suggestions made by delegations at the April 16, 2007 meeting of Council regarding reforms to the Municipal Elections Act.

BACKGROUND:

At the April 16th meeting of Council, delegations Susan Watson and Bruce Shapka made the following suggestions with respect to reforms to the Municipal Elections Act.

1. if no action is taken by the Province to make amendments to the MEA within 18 months, that a formal complaint be lodged with the Ombudsman of Ontario;
2. That the correspondence to the Province requesting amendments to the MEA be sent to both the Ministry of Municipal Affairs & Housing and the Ministry of Finance;
3. A mechanism for removal of names of people who have died or moved away;
4. The criteria for a binding referendum be 50% plus 1 of those who voted in the election.

REPORT:

1. **Complaint to Ombudsman** - Under the Ombudsman Act, the function of the Ombudsman is to investigate any decision or recommendation made or any act done or omitted in the course of the "*administration*" of a governmental organization. My understanding of this provision is that the powers of the Ombudsman to investigate complaints, does not extend to the legislative actions of the Ontario Government, but rather to administrative actions of government ministries and agencies. In conversation with the Ombudsman's office, we were advised that this office does not get involved in broad policy issues of the government. As such, the matter of an official complaint is not a course of action that is open to the City.

As an alternative, it suggested that the support of the Association of Municipalities of Ontario be sought for amendments to the MEA. AMO acts as a lobby group on behalf of municipalities in Ontario with the provincial government. The Association has a proven track record of success in advocating on behalf of Ontario municipalities. In addition, in the event of a change in government as a result of the upcoming Provincial election, the Province should again be requested to make the needed changes to the MEA.

2. **Correspondence to Ministry of Municipal Affairs & Housing and the Ministry of Finance** – This is an excellent suggestion and the City's correspondence will be directed accordingly.

3. **Removal of Names of Deceased Persons and Persons Who Have Moved**
– The intent of this suggestion should be supported in the event that MPAC continues to be the source of municipal voters lists.

4. **Binding Referendums** – Under the existing legislation with respect to questions on ballots, we would have to experience a turn out greater than 50% before the results of a vote were binding. The intent behind this provision is that with a very low turn out, a small minority of the voting public could dictate a change. According to AMO's 2006 election survey, the lowest turn out experienced in a municipal election in 2006 was 10%. In the 2006 Guelph election, almost 9% of the ballots cast, had no votes on the question. As can be seen with these statistics, it is possible for a very small number of eligible voters to determine whether or not the result of a question is binding on a municipality.

However, since 10% of the eligible voters can determine who will be elected to a municipal council, perhaps it is reasonable to assume that they should also be permitted to determine the outcome of a question on the ballot by a majority vote. It then becomes a political question as to whether or not this suggestion should be supported, and the direction of Council should be given.

CORPORATE STRATEGIC PLAN:

This report

FINANCIAL IMPLICATIONS:

n/a

DEPARTMENTAL CONSULTATION:

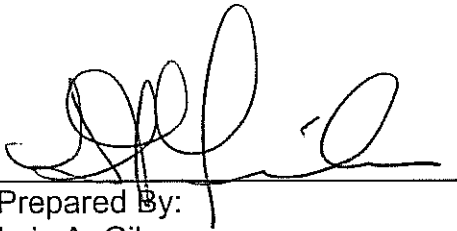
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COMMUNICATIONS:

The

ATTACHMENTS:

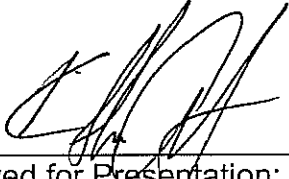
April 16th, 2007 Report on Municipal Election Reform



Prepared By:
Lois A. Giles,
City Clerk.
(519) 822-1260 ext. 2232
lois.giles@guelph.ca



Recommended By:
Lois E. Payne,
Director of Corporate Services/City Clerk.
(519) 822-1260 ext. 2288
lois.payne@guelph.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance & Economic Development Committee

DATE: April 10, 2007

SUBJECT: MUNICIPAL ELECTION REFORM

RECOMMENDATION:

THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007, and that the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

SUMMARY:

All local elections in Ontario (municipal/school board) are governed by the Municipal Elections Act. This Act has not seen any significant amendments in over ten years. Municipalities in Ontario as well as the Association of Municipalities of Ontario and the Association of Municipal Managers, Clerks and Treasurers of Ontario have requested amendments numerous times, but to date, these concerns have not been fully addressed.

BACKGROUND:

The Governance and Economic Development Committee has directed that the City Clerk prepare a report with recommended changes to the Municipal Elections Act for submission to the Ministry of Municipal Affairs & Housing which would improve the local election process. This report identifies a number of areas in the legislation that require change.

REPORT:

VOTERS LIST:

An informal survey of how municipal lists in other parts of Canada are generated, indicates that Ontario is unique in its method. The most common source is the provincial voters list, followed by a locally generated list, a voter registration process and lastly the federal voters list.

Provincial List	Municipal List	Voter Registration	Federal List
British Columbia New Brunswick Newfoundland Nova Scotia Quebec	NWT Nunavut PEI	Alberta Saskatchewan	Manitoba

Both Elections Ontario and Elections Canada maintain a permanent list for their elections, and although there has been extensive discussion regarding the creation of a single list for all three levels of government, to date this has not been achieved.

As an alternative to using a voters list, municipalities in Alberta and Saskatchewan use a form of voter registration whereby voters register at the polls on voting days. This would require more resources on voting days in order to process voters and not create line-ups, however the costs would likely be far less than it costs municipalities by having MPAC generate the list.

In Ontario municipal elections, on or before July 31 in the year of a regular election, the Municipal Property Assessment Corporation (MPAC) prepares a preliminary list for each local municipality.

The enumeration process for municipal elections takes place in April and the election is held in November. The return rate on enumeration forms was about 32% in 2006. Enumeration is too far in advance of our election for two reasons. Firstly, the six month timeframe between the enumeration and the election is just too long. Secondly, being a university city experiencing growth, many ownership and tenancy changes can happen between April and November. For example, when the preliminary list was received last July, it included the names of the on-campus students from the 2003 election, most of whom would no longer be in residence. The students who were coming onto campus in September of 2006, had to be captured through a supplementary enumeration.

With respect to current ownership information, MPAC contacts all new owners and requests information that will assist them in updating the voters list. The return rate from new owners is about 59%. Even though 59% of new owners do respond, the responses are often incomplete for election purposes - hence the unconfirmed citizenship, missing children of voting age, missing tenants, boarders, etc.

MPAC has difficulty in obtaining accurate tenant information in time for our election process. The return rate by landlords of buildings of 7 units and greater for tenant information in an election year, is about 68%. Unfortunately, this information is not

received from landlords in time for our preliminary voters list, which requires MPAC to produce a supplementary list. There does not appear to be a mechanism to require information for tenancies of less than 7 units.

Both the new owner information forms and the enumeration forms do not have a mandatory return deadline similar to the mandatory requirement for census information to be returned. As long as MPAC's requests for information are not responded to, we will continue to have problems with the accuracy of our list.

A serious issue that arose in 2006 was with respect to unconfirmed citizenship. The preliminary list is to contain the name of persons who are entitled to be electors. One of the eligibility requirements to be a municipal elector in Ontario is that of Canadian citizenship. In 2006, MPAC included on the preliminary list, the names of individuals whose citizenship they had been unable to confirm. In Guelph's case, nearly 10,000 names were coded into the electronic voter notification data file with unconfirmed citizenship.

In order to address the question of unconfirmed citizenship, the City Clerk's Office had to mail a notice to each person with a "U" designation, along with a form that would allow them to confirm their citizenship prior to the November 13th municipal election. Unfortunately, the return rate for these forms was low, and many of the "U" designations remained on the list.

An individual having unconfirmed citizenship who wished to vote on election day, was required to take an oath confirming their Canadian citizenship and was then permitted to vote. Any person who would not swear or affirm the oath, or who identified themselves to election staff as not being a Canadian citizen would not have been permitted to vote.

The Municipal Elections Act is quite clear in stating that only the names of eligible voters shall be included in the list. It is unfortunate that MPAC did not follow the legislation and included the names of persons whose citizenship was unconfirmed. As a result, the City incurred additional expenses of over \$5,000 for postage costs and notices that were published in the local media.

In 2006, Clerk's Office staff processed 14,683 additions to the list and 27,326 modifications for electors. This included several thousand changes that were accepted at the polls on election day.

Questions have arisen with respect to what is to be considered a post-secondary student's place of residence for voting eligibility purposes. In particular, differing interpretations have occurred with respect to a student's eligibility to vote in the municipality where they reside when not attending school and also in the municipality where they reside during the school year.

Recommendation: That the Municipal Property Assessment Corporation no longer be the source of municipal voters lists, and that municipalities be given the flexibility to use either the provincial or federal lists, a locally generated list, or a voter registration process.

Recommendation: That in the event alternatives to the current method of generating municipal voters lists in Ontario are not permitted, that the Municipal

A Great Place to Call Home

Property Assessment Corporation include only the names of persons with Canadian citizenship on the preliminary list of electors.

Recommendation: That the residency requirements set out in Section 2 of the Municipal Elections Act be amended to clarify the residency provisions applicable to students.

REQUIREMENT TO PROVIDE IDENTIFICATION:

The MEA doesn't currently require that a voter must produce identification in order to be added to the voters list, or to be allowed to vote. A poll conducted of surrounding municipalities confirmed that they followed Guelph's practice of not requiring proof of identification. Some municipalities in Ontario do require identification, such as Toronto. The MEA currently permits applications to be added to the voters list to be submitted by mail or by an agent on the voters behalf. In this situation, there is no opportunity to examine identification.

In Ontario elections, in order to have your name added to the list, a voter must produce one identification document that shows name, address, and signature, such as a driver's licence. Alternatively, a voter can produce two other identification documents, one that shows name and signature, such as an old age security card, credit card, passport or citizenship card, and one that shows name and residence address, such as a tax bill or a utility bill. There are other documents that may serve to satisfy poll officials. These could include a book of cheques printed with your residence address or a letter from a major corporation such as a bank or trust company. In order to vote in an Ontario election, a voter is not required to produce identification, but it is suggested that a voter have identification as well as the voter notification card.

The federal government has introduced new legislation with respect to the requirement for voters to provide identification. In order to get on the federal voters list, it is proposed that a voter must produce one valid official document showing name, address and signature (such as a driver's licence) – or - two valid official documents, one showing name and address (such as a telephone or electricity bill), and one showing name and signature (such as a health card or a library card). Alternatively, an affidavit signed before a person authorized to receive oaths in the province or territory and showing the name, current address of ordinary residence and signature of the elector. When an elector cannot provide any of these documents, a document showing the name and current address of ordinary residence of the elector's spouse or of the person on whom the elector is dependent. Both the elector to be registered and the person whose name appears on this document must be present at the time it is offered, and they must reside together.

In order to vote in a federal election, it is proposed that voters will be required to provide one piece of government-issued identification with a photograph and residential address before being allowed to vote (i.e. a driver's licence). If an elector does not have photo identification, he or she will be required to provide two pieces of acceptable identification to establish his or her identity and residence. If a prospective voter does not have two acceptable pieces of identification, he or she will be required to swear an oath as to his or her identity and will need to have another eligible voter vouch for him or her.

Recommendation: That the Municipal Elections Act be amended to require that voters are required to produce appropriate identification in order to be added to the voters list, and in order to be permitted to vote in a municipal election.

Registrants for Questions:

The MEA provides the opportunity for an individual, corporation or trade union that proposes to incur expenses with respect to a question on a ballot, to file a registration notice that provides similar rights and obligations as a candidate with regard to raising funds and incurring campaign expenses. The Act makes no provision for registrants to receive a copy of the voters list as do candidates for office. An informal survey of municipalities with questions on their ballots determined that registrants were allowed to obtain a copy of the list even though there was no specific provision in the Act.

Recommendation: That the Municipal Elections Act be amended to provide that persons and organizations who register on questions are entitled to receive a copy of the voters list.

Scrutineers:

Under the MEA, the rights of candidates and scrutineers are limited to their ability to remain in a voting place and to inspect ballots, ballot boxes and documents prior to the opening of the poll. The Act makes no specific provision that allows a candidate/scrutineer to examine the voters list once a poll has opened. Despite this, most candidates and scrutineers have expressed the need to be able to access information from the list during the hours of voting.

Recommendation: That the provisions of the Municipal Elections Act with respect to the rights of candidates and scrutineers in a voting place be clarified to indicate whether or not access to the voters list is permitted.

Recounts:

Under the MEA, a recount is only automatic in the event of a tie vote. In situations other than a tie vote, the council itself can direct that a recount be held, and there are two instances where an individual can request a judicial recount. A person who is entitled to vote in an election and has reasonable grounds for believing the election results to be in doubt may apply to the Superior Court of Justice for an order that the clerk hold a recount. If satisfied that there are sufficient grounds, the court shall make an order requiring the clerk to hold a recount. Subsequent to a recount being held, a person who disputes the validity of a ballot or of the counting of votes in a ballot under a recount may apply to the Superior Court of Justice for a recount limited to the disputed ballots.

In the early 1990's, the Municipal Elections Act provided for an automatic recount if the difference in votes was less than the greater of:

- Ten votes, or
- One half of one vote for each polling subdivision, or .25% of the total number of votes cast for that office, whichever was less.

This formula resulted in numerous school board recounts across the Province (including Guelph), and the legislation was subsequently changed to provide for an automatic recount only in the event of a tie vote.

Provincial and federal elections have formulas that permit automatic recounts. In Ontario, a recount is automatic if the difference in votes is less than 25 votes. Federal elections in Canada provide for an automatic recount if the difference is less than 1/1000 of total ballots cast.

Prior to 1996, municipalities were responsible for candidates' recount expenses. That provision was repealed, and the Act currently makes the candidates responsible for those expenses. Candidates are permitted to continue to accept contributions to cover their costs relating to a recount.

If the MEA was amended to provide for close-vote recounts, there would be no requirement to apply to the courts, and consequently no costs to candidates in seeking a recount in a close-vote situation. The municipality should not be responsible for candidates' costs in situations where the close vote conditions are not met. Further, the municipality should not be responsible for a candidates' costs if they choose to have a lawyer represent them at a recount.

Recommendation: That the Municipal Elections Act be amended to provide for an automatic recount upon request in close vote situations, and that the Provincial standard of less than 25 votes be established as the threshold for an automatic recount upon request of a candidate who received votes within that threshold.

Recommendation: That in the event amendments providing for automatic close-vote recounts are not permitted, the Municipal Elections Act be amended to provide that the municipality will be responsible for all or a portion of candidates' costs relating to a recount where the difference in votes between an elected candidate and an unsuccessful candidate is less than 25 votes.

DISPUTED BALLOTS:

The MEA currently provides that when the court is hearing an application for a recount of disputed ballots, the hearing is to be conducted "in a summary manner, without application records or factums". In the judgment by Justice van Rensburg earlier this year, the Justice allowed evidence and affidavits to be submitted. The prohibition against such records remains in the MEA.

Recommendation: That the provisions of the Municipal Elections Act with respect to disputed ballots be clarified with respect to the ability of the court to accept records or factums where required.

TIE VOTES:

There are several situations under the Act that require the municipal clerk to choose the successful candidate or candidates by lot when a tie vote occurs. Concerns have been raised about this provision in the MEA following the 2006 municipal election.

In the case of Ontario elections, the Returning officer is the one to cast the final vote, but legislation does not specify how he or she may do so. In the case of federal elections, a by-election must be held.

Since the options appear to be either a breaking of the tie by a returning officer, or a by-election which would have significant costs, it is not recommended that the current tie vote provisions in the MEA be changed.

COMPLIANCE AUDITS:

In 2004, the City wrote to the Association of Municipalities of Ontario to express concerns with the provisions of the MEA relating to compliance audits, and to seek the support of the Association in petitioning the provincial government to make appropriate amendments to the legislation.

Council recognized and supported the need for there to be a process that allows contraventions of the legislation governing election campaign finances legislation to be dealt with, however there were certain provisions of the MEA that caused Council concern.

The Act provides that any elector who is entitled to vote in an election and believes on reasonable grounds that a candidate has contravened a provision of this Act relating to election campaign finances may apply for a compliance audit of the candidate's election campaign finances. In our last election, there were over 50 candidates for elected offices. This means that the potential exists for there to be over 50 requests for compliance audits. The cost of an audit ranges anywhere from \$15,000 to \$50,000 (based on costs experienced by other municipalities in 2000 and estimates provided to us by KPMG, LLP). If Council refuses the audit request, the elector has the right to appeal to the courts who can then order an audit to be conducted. The result is that in either case, the municipality can be faced with unforeseen expenditures after its budget is set. If an audit is done, and the results indicate that there was no contravention, the likelihood of the municipality recovering the costs is questionable.

A request for a compliance audit against one of its own sitting members places the Council in the position of having to determine whether or not an audit should take place, without the benefit of hearing both sides of the issue. Since a sitting member of Council must refrain from speaking to or voting on a request involving their campaign finances in order to comply with the Municipal Conflict of Interest Act, only the complainant's comments are known to Council. It seems unfair that the successful candidate cannot defend him or herself, and it also seems unfair that the Council only gets to hear one side of the issue before having to make its decision. This would not be the case if the matter was considered by another jurisdiction such as Elections Ontario, as the successful candidate would be able to make representation on their own behalf.

To our knowledge, there is no similar provision in the legislation that governs provincial and federal elections. There should be a better way of ensuring that there is a process that allows for compliance audits to take place.

Municipal councils should not be placed in the position of having to determine whether or not an audit is warranted, nor should they be the body to determine whether or not a legal proceeding should be commenced against an individual who may have contravened the Municipal Elections Act. This is Provincial legislation and not a local by-law, and a municipal council should not be seen as part of the enforcement process.

Recommendation - That the Municipal Elections Act be amended to provide that monitoring and enforcement of the provisions of the Municipal Elections Act be the responsibility of Elections Ontario and that sufficient power be given to Elections Ontario to provide appropriate enforcement of the compliance audit provisions of the Municipal Elections Act.

USE OF SCHOOLS IN MUNICIPAL ELECTIONS:

The majority of locations used as polls are schools, churches and municipal facilities. In recent years, many schools have begun to express growing concerns regarding the safety of children within their school on voting day(s) and have made requests ranging from requirements that the municipality hire security personnel to be in the school throughout the day to requests that the municipality find an alternate voting station location. While recognizing the legitimate safety concerns being expressed, continued access to school facilities for municipal and school board election purposes is very important. Noting that the municipal voting day is a fixed date, it has been suggested that the school's safety concerns could be alleviated by scheduling a Professional Activity (P.A.) Day to coincide with voting day so that students will not be in the school facilities.

Recommendation: That for future municipal and school board elections, a Professional Activity Day be scheduled to coincide with Voting Day to address student safety concerns.

LOCAL ELECTION PROCEDURES:

Some municipalities have adopted the practice of issuing a voter information notice to each elector in September of an election year. The intent of these notices is to advise voters of their status on the voters list, and to encourage them to make any required changes prior to election day. The cost associated with generating these notices would be approximately \$50,000 including printing and postage.

In 2006, the City used poll tabulators to process ballots. This is the most common method of vote counting used by urban municipalities in Canada. The tabulators used in Guelph's election were also equipped with an audio vote feature for persons with visual or other impairments that made it difficult for them to read or mark a ballot.

Prior to 2006, central vote tabulators were used in our elections. The benefit of using poll tabulators is that ballots are processed during the day as voting takes place, and at the close of the polls, the tabulators are totaled. Election workers return the tabulators to a central location and the memory cards are uploaded into the election system software.

This is far less labour intensive than central count where all ballots are returned to the counting centre for processing.

The City used a total of 67 tabulators for both the advance and election day voting. One tabulator was used per ward in the advance votes, and on election day, one tabulator was used per voting location, regardless of the number of polls at that location. Actual cost to use the poll tabulator system was approximately \$100,000. In an effort to reduce wait times for voting, it is intended that in future elections, tabulators will be provided for each poll in a multiple polling location. Based on pricing in 2006, the cost to provide the additional tabulators would be approximately \$36,000.

In previous election years, the City held advance votes at one location. In 2006, we used two locations. The number of persons who took advantage of advance voting increased in the wards where the two polls were located. This suggests that more people found it convenient when the advance vote was located within their ward. The majority of people will still vote on election day (96% in 2006). In order to encourage people to take advantage of advance voting, which in turn reduces waiting times on election day, we propose to have advance voting locations located in each of the 6 wards. Based on pricing in 2006, the cost to provide an advance poll in each of the 6 wards would be approximately \$20,000.

Following the 2006 election, concern was expressed about the waiting time some voters experienced in some polls. We have no way of predicting what the turn out will be at any individual poll. In 2006 voter turn-out ranged anywhere from a low of 7% to a high of 67% across polls, but averaged 39.8%. When we prepared for the 2006 election, we determined our worker requirements based on a 40% turn-out.

Recommendation: That the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

CORPORATE STRATEGIC PLAN:

This report supports the strategic direction of having exemplary management practices.

FINANCIAL IMPLICATIONS:

If enhancements to local election procedures are funded in future budget years, the annual cost would be approximately \$32,000 per year in 2008, 2009 and 2010.

DEPARTMENTAL CONSULTATION:

n/a

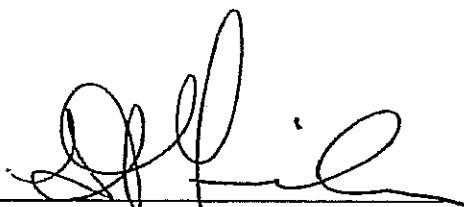
COMMUNICATIONS:

n/a

ATTACHMENTS:

Schedule "A" Summary of Recommendations

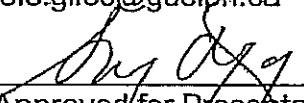
A Great Place to Call Home



Prepared By:
Lois A. Giles
City Clerk/Manager of Council Administrative
Services.
(519) 822-1260, ext. 2232
lois.giles@guelph.ca



Recommended By:
Lois E. Payne,
Director of Corporate Services /
City Solicitor.
(519) 822-1260, ext. 2288
lois.payne@guelph.ca



Approved for Presentation:
Larry E. Kotseff,
Chief Administrative Officer.

Schedule "A"

1. Recommendation: That the Municipal Property Assessment Corporation no longer be the source of municipal voters lists, and that municipalities be given the flexibility to use either the provincial or federal lists, or a voter registration process.
2. Recommendation: That in the event alternatives to the current method of generating municipal voters lists in Ontario are not permitted, that the Municipal Property Assessment Corporation include only the names of persons with Canadian citizenship on the preliminary list of electors.
3. Recommendation: That the residency requirements set out in Section 2 of the Municipal Elections Act be amended to clarify the residency provisions applicable to students.
4. Recommendation: That the Municipal Elections Act be amended to require that voters are required to produce appropriate identification in order to be added to the voters list, and in order to be permitted to vote in a municipal election.
5. Recommendation: That the Municipal Elections Act be amended to provide that persons and organizations who register on questions are entitled to receive a copy of the voters list.
6. Recommendation: That the provisions of the Municipal Elections Act with respect to the rights of candidates and scrutineers in a voting place be clarified to indicate whether or not access to the voters list is permitted.
7. Recommendation: That the Municipal Elections Act be amended to provide for an automatic recount upon request in close vote situations, and that the Provincial standard of less than 25 votes be established as the threshold for an automatic recount upon request of a candidate who received votes within that threshold.
8. Recommendation: That in the event amendments providing for automatic close-vote recounts are not permitted, the Municipal Elections Act be amended to provide that the municipality will be responsible for all or a portion of candidates' costs relating to a recount where the difference in votes between an elected candidate and an unsuccessful candidate is less than 25 votes.
9. Recommendation: That the provisions of the Municipal Elections Act with respect to disputed ballots be clarified with respect to the ability of the court to accept records or factums where required.
10. Recommendation - The Task Force recommends that the Municipal Elections Act be amended to provide that monitoring and enforcement of the provisions of the Municipal Elections Act be the responsibility of Elections Ontario and that sufficient power be given to Elections Ontario to provide appropriate enforcement of the provisions of the Municipal Elections Act.



City of Guelph

Report:

MAYOR AND CHAIR OF FINANCE, ADMINISTRATION AND CORPORATE SERVICES

TO: *Governance and Economic Development Committee*

DATE: June 14, 2007

SUBJECT: CAO Recruitment Process

RECOMMENDATION:

That the "Procedure for Hiring the Chief Administrative Officer (CAO)" be approved.

BACKGROUND:

On April 27th, 2007, Council directed the Mayor and Chair of Finance, Administration and Corporate Services Committee to report back to Council with recommendations on a process to hire the CAO.

REPORT:

A proposed procedure for hiring the Chief Administrative Officer (CAO) has been developed. The procedure has been adapted from the "Policy for Hiring Directors" approved by Council on March 26, 2007.

CORPORATE STRATEGIC PLAN:

To have exemplary management practices.

FINANCIAL IMPLICATIONS:

The cost of retaining the services of a recruitment consultant and/or recruitment search firm will be determined through a Request for Proposals.

DEPARTMENTAL CONSULTATION:

Not applicable.

A Great Place to Call Home

COMMUNICATIONS:

N/A

ATTACHMENTS:

1. "Procedure for Hiring the Chief Administrative Officer (CAO)"


Prepared & Recommended By:
Karen Farbridge
MAYOR


Reviewed & Recommended By:
Karl Wettstein
CHAIR, FINANCE, ADMINISTRATION AND CORPORATE SERVICES



Procedure for Hiring the Chief Administrative Officer (CAO)

1. The recruitment of a CAO reporting to Council will include a thorough and comprehensive analysis of the position requirements and a thorough assessment of the skills, experience, knowledge and qualifications of both *internal* and *external* candidates.
2. The Search Team will consist of the Mayor and Chairs of the Community Development and Environmental Services Committee, Emergency Services, Community Services and Operations Committee, Finance, Administration and Corporate Services Committee and Governance and Economic Development Committee. An independent person from the community may form part of the Search team.
3. The recruitment process will be determined by the Search Team with the assistance of a recruitment consultant and/or recruitment search firm. The position will be advertised both internally and externally.
4. The Search Team will recommend a preferred recruitment consultant and/or recruitment search firm to Council for approval. Selection of a recruitment consultant and/or recruitment search firm will be consistent with the City of Guelph's purchasing policy.
5. The recruitment consultant and/or recruitment search firm will screen prospective candidates and develop a short list of candidates to be interviewed by the Search Team.
6. Appropriate further testing and evaluations as required will be completed, along with reference verification.
7. Based on the results of testing, evaluation, reference checking and input and evaluation, the Search Team will make a recommendation on a preferred candidate to Council.
8. A summary of the process, the overall evaluations of all candidates and the final decision will be presented by the Search Team to Council prior to offering the position to the candidate.

Notice of Meeting:

GOVERNANCE AND ECONOMIC DEVELOPMENT COMMITTEE

MON., JUNE 18, 2007 5:00 P.M.

Council Committee Room "B"

TWO ITEMS FROM THE JUNE 14th AGENDA:

- 1. Best Practice Review of Municipal Downtown Two Hour Free Parking Programs**
- 2. CAO Recruitment Process**

Please Bring These Reports from your Agenda to the Meeting.



City of Guelph

Report

COMMUNITY DESIGN and DEVELOPMENT SERVICES Economic Development and Tourism

TO: Governance & Economic Development Committee

DATE: 2007/06/14

SUBJECT: Best Practice Review of Municipal Downtown Two Hour Free Parking Programs

RECOMMENDATION:

“THAT COUNCIL receive the Best Practice Review of Municipal Downtown Two Hour Free Parking Programs prepared for Community Design and Development Services by the consultant Barbara Leibel, and

THAT STAFF from Economic Development and Tourism, Operations and Finance be directed to work with representatives of the Downtown Board of Management to develop a two-hour free downtown “pilot” parking program, which includes performance measurements and targets, to be implemented by July 2007, and

THAT STAFF be directed that after a twelve month period the “pilot” parking program is to be evaluated within the context of a comprehensive longer-term parking program that supports the implementation of a Community Improvement Plan for the downtown.”

BACKGROUND:

At a meeting of Guelph City Council held December 13th, 2006, the following resolution was adopted:

“THAT STAFF be directed to investigate best practices with respect to providing 2 hour free on-street parking in the

Downtown, and to report back within three months through the appropriate Standing Committee on the implications to the 2008 parking budget.”

REPORT:

Parking has often been perceived as one of the major roadblocks to a downtown's economic viability. In Guelph, parking is currently viewed as an impediment to those visiting downtown. Comparisons are consistently made to the ease of access into other retail, service and hospitality nodes in the city.

Many involved in Guelph's downtown have expressed the opinion that the introduction of free parking will remove a serious impediment to the development of downtown's economy, attracting new customers, tenants, businesses and ultimately resulting in increased assessment and private investment.

As directed by Council, a best practice review, attached as **Appendix "A"**, has been undertaken to investigate two-hour free on street downtown parking programs implemented by other municipalities and their budget implications to serve as background information in evaluating the suitability of this approach for downtown Guelph. This review includes a brief discussion of some variations on the two-hour theme.

Barb Leibel, a consultant who has experience with downtown initiatives, including parking programs, was retained to conduct this best practice assessment. The consultant's attached report (Appendix "A") represents her findings and input supplied by other municipal staff and the Downtown Board of Management.

The terms of reference for this study did not include a quantitative analysis of the overall parking inventory and parking demand or a review of earlier studies that looked at parking within the downtown. However, discussions with Parking staff as well as representatives of the Downtown Board of Management have identified a deficiency of parking spaces within the core area.

The municipalities of Kitchener, Newmarket, Cambridge, Brantford, Waterloo, Perth, Sarnia and Collingwood have been reviewed with respect to Best Practices. Each have provided daily on street two-hour free parking, introduced in each case, with the objective of enticing shoppers back downtown. Information on the respective programs has been obtained through discussions with Municipal staff, BIA representatives and Parking Enforcement personnel.

Amongst these municipalities the following was learned:

- Two hour on street free programs are being operated successfully within a number of municipalities in Ontario. Their introduction has typically been precipitated by the belief that it is a valuable tool to draw customers and businesses to downtown.
- In the majority of free on street parking programs are supported by the municipal tax base. However, some municipalities have begun to approach their Business Improvement Areas (BIA) to help offset costs.
- There are variations to free parking which include the hours of operation, method of enforcement, whether the free privilege is extended to the municipal parking lots and parkades and whether the BIA subsidizes the program or the municipal tax base supports the lost revenue. Some municipalities have used free parking as a promotional marketing tool linked with seasonal festivities or other downtown events, or as a tool to encourage more environmentally sustainable modes of transportation.
- Implementation of free parking has not been without issues. Appendix "B" summarizes the issues identified by the municipalities surveyed in the best practice review.
- All municipalities have undertaken comprehensive communication programs to map and identify parking options clearly through brochures, signage, BIA and Municipal web sites to make the public aware of the variety of short term and long term parking alternatives available within the downtown. (Cambridge is a particularly good model).
- Abuses are a common complaint and many municipalities have addressed this problem through a no re-parking provision, which restricts re-parking of vehicles within the free zone within a time period. This requires a more vigilant, labour intensive approach to parking enforcement.
- Many municipalities have removed the meter heads and the converted posts for locking bicycles or for signage outlining the parking provisions. This approach also accommodates requests to cordon off areas during special events.
- While economic development concerns have been a strong motivator of free parking initiatives across Ontario, the municipalities reviewed were not able to quantify the direct impact of providing free parking. They did note that changes to parking alone did not significantly impact the Downtown. Only when a comprehensive approach was taken that introduced a range of municipal financial incentive programs intended to stimulate private investment and to reinforce the continued economic viability of Downtown as a destination of choice, were measurable achievements realized.

With respect to the need for a comprehensive parking management strategy that assesses parking in the downtown on a broader basis, the City of Guelph and the Downtown Board of Management are currently undertaking a review of parking inventory and are creating a parking management strategy for downtown Guelph. This review will take into account the inventory required to support medium term demand based on emerging downtown projects including: the Baker Street RFP, the Civic Administration Centre/POA Courthouse, the proposed relocation of the Transit Site, and longer term initiatives that come out of the Community Improvement Program (CIP) process with respect to new development or redevelopment within the downtown. This comprehensive understanding and approach to parking considerations in the downtown will identify the best combination of parking strategies that will contribute to downtown Guelph's continued viability.

While the introduction of a two-hour free on-street parking program downtown should be viewed in the context of a broader investment strategy for downtown Guelph that includes a comprehensive parking management strategy, a Community Improvement Plan and an Incentives Program many downtown stakeholders have expressed the opinion that a free parking "pilot" program may in the short term remove an impediment in creating a more vibrant, user-friendly and welcoming atmosphere in downtown Guelph.

The implementation of a "pilot" program would afford the City the ability to formally track the program's effectiveness through clear outcome measures such as retail sales figures, increased activity, changes to property assessment and surveys of public satisfaction with parking in downtown Guelph.

If Council chooses to proceed with a two-hour free parking "pilot" program, the following steps are recommended.

1. Staff and representatives of the Downtown Board of Management should immediately commence work in developing the program parameters and measurement targets.
2. The funding source to implement the pilot program will be sourced through deferred 2007/08 capital projects.
3. The "pilot" program should commence in July 2007 and be monitored by staff and representatives of the Downtown Board of Management for a twelve-month period and be re-assessed within the context of a comprehensive longer-term parking strategy that supports the implementation of a Community Improvement Plan for the downtown.

CORPORATE STRATEGIC PLAN:

- To Strengthen Our Economic Base

FINANCIAL IMPLICATIONS:

Parking in Guelph is currently operated as a user pay program and covers the costs of administration, maintenance and enforcement of lots, parkades and meters. Revenues earned from meters, enforcement and permits are applied to an operating parking budget for major capital maintenance and parking expansion reserves, with any year-end surplus being credited to the parking reserves.

Depending on the extent that two-hour free parking would be offered in the downtown, and based on 2007 budget projections, the following figures represent the worst-case implications to implement a "pilot" parking program for a twelve month period.

1. **Lost Meter Revenue** – \$686,500
2. **Signage** - \$3,000 - estimated
3. **Communications** - \$5,000 - estimated

CONSULTATION/CONCURRENCE:

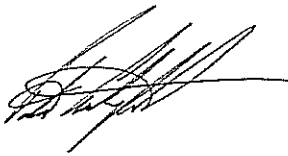
- Operations
- Finance
- Downtown Board of Management

COMMUNICATIONS:

- In order to implement a two hour free parking program a communications strategy is recommended.

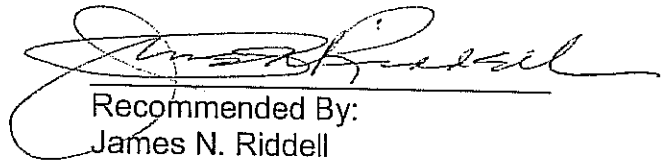
ATTACHMENTS:

- Appendix "A" – City of Guelph Downtown Two Hour Free On Street Parking
– Best Practice Review – May 2007 – prepared by Barb Leibel, Consultant



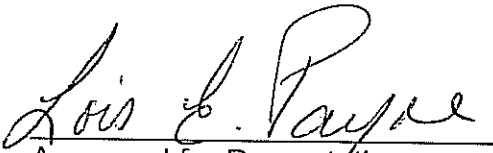
Prepared & Recommended By:
Peter Cartwright
Manager, Economic Development Services

519-837-5600
peter.cartwright@quelp.ca



Recommended By:
James N. Riddell
Director of Community Design and
Development Services

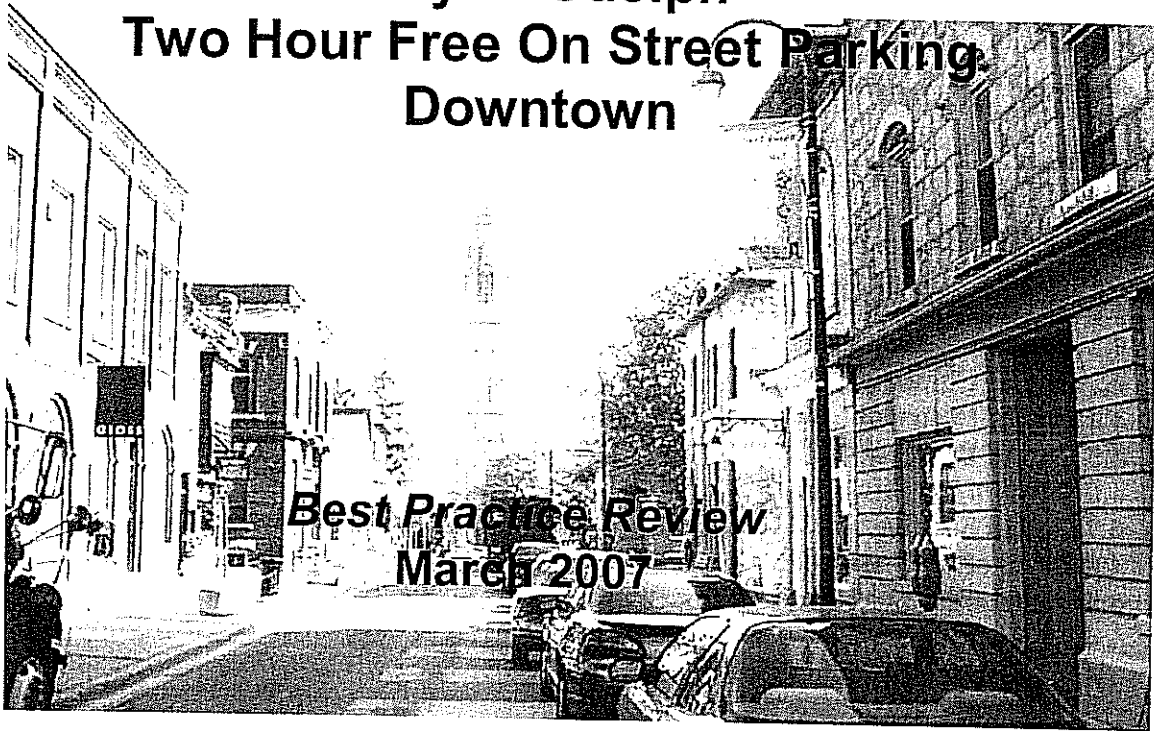
519-837-5616
jim.riddell@quelp.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team

Appendix A

City of Guelph Two Hour Free On Street Parking Downtown



Best Practice Review
March 2007

Prepared for the City of Guelph
Economic Development Services

Barbara Leibel Consulting

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EXECUTIVE SUMMARY

A number of municipalities throughout Ontario have introduced daily on street free parking downtown as a short term parking option, typically to compete with the free parking provided at the malls and big box retail stores and to entice customers, visitors and new businesses downtown. These municipalities share a common goal of creating a more vibrant and user-friendly downtown in the context of large-scale retail and office development outside of the city's core. These developments have altered consumer expectations, and the introduction of free parking in downtowns has been driven by this and other economic development considerations. Free parking is viewed as one of many tools of downtown revitalization that may help to attract investment to a City's core.

This review has been undertaken in response to Council's motion to investigate the concept of two hour free on street parking downtown and its budget implications to serve as background information in evaluating the suitability of this approach for downtown Guelph. This report is a review of Best Practices in other municipalities and includes a brief discussion of some variations on the two-hour theme. While related, the issues of long term and overnight parking have not been addressed within the scope of this review.

Parking is often perceived as one of the major roadblocks to a downtown's economic viability. In Guelph, parking is currently viewed as an impediment to those visiting and investing downtown. Comparisons are consistently made to the ease of access into other retail, office, service and hospitality nodes in the city.

The terms of reference for this study do not include a quantitative analysis of the overall parking inventory and parking demand or a review of earlier studies that looked at parking within the downtown. However, discussions with Parking staff as well as representatives of the Downtown Board of Management have identified a deficiency of parking spaces within the core area.

Concurrent to this review, the City of Guelph and the Downtown Board of Management are undertaking a comprehensive review of parking inventory and are creating a parking management strategy for downtown Guelph. This will take into account the inventory required to support future demand based on emerging downtown projects including: the Baker Street RFP, the Civic Administration Centre/POA Courthouse, the proposed relocation of the Transit Site, and new initiatives that come out of the Community Improvement Program (CIP) process with respect to new development or redevelopment within the downtown.

Downtowns have restricted land area and cannot typically provide parking to the standards required in other parts of the municipality. The objective with respect to downtown parking is to try and balance supply and demand through new developments and redevelopments as well as through creative parking strategies that focus on better usage of existing facilities, reduced standards, cash-in-lieu and shared use where peak demand times differ. Understanding and balancing short-term requirements with long term and overnight requirements is also essential.

Parking is not the destination; it is an ancillary service that supports a vibrant, economically viable, mixed-use community to which people are drawn. Visitors to downtown are primarily concerned about the availability, convenience and safety of parking, and about not getting tickets. Because price is rarely an issue in successful downtowns, a free parking program can be viewed as an interim measure, put in place to stimulate other elements of the revitalization process.

Parking in Guelph is currently operated as a user pay program and includes administration, maintenance and enforcement of lots, Parkades and meters. All expenses paid and revenues earned from any part of the operation are applied to an overall parking budget including the allocation of funds for major capital maintenance and parking expansion reserves. Any additional operating surplus at year-end is credited to the parking reserves.

On street parking is intended to meet short-term needs and encourage turnover while lots and Parkades are typically intended for longer-term use. There are 634 metered on street spaces downtown and 1601 off street spaces in surrounding lots and Parkades. On street parking meters are heavily used providing parking for up to two hours Monday to Saturday with a 30-minute grace period at the end of the paid parking term, courtesy of the City of Guelph. The parking department has identified 234 vehicles consistently using on- street meters, inappropriately, for long-term use.

The Actual Annual Revenue from the meters in Guelph in 2006 was \$719,200 and is projected to be approximately \$686,500 in 2007.

Downtown fines are consolidated within the overall parking budget for downtown but a rough estimate has established that approximately \$194,000 of the \$350,000 in fines generated in the downtown in 2006 related to violations from the meters specifically.

Permit revenue from 104 metered spaces that have been set aside in low demand areas for long term use is approximately \$47,900 per year. These permits are assigned to individuals working downtown.

The municipalities of Kitchener, Newmarket, Cambridge, Brantford, Waterloo, Perth, Sarnia and Collingwood have been reviewed with respect to Best Practices. Each have provided daily on street two hour free parking, introduced in each case, with the objective of enticing shoppers back downtown. Information on the respective programs has been obtained through discussions with Municipal staff, BIA representatives and Parking Enforcement personnel. Amongst these municipalities, there are variations as to hours of operation, method of enforcement, whether the free privilege is extended to the municipal parking lots, garages and Parkades and whether the BIA subsidizes the program or the lost revenue is supported by the municipal tax base.

The Town of Collingwood introduced a six month trial of the two hour free on street parking program downtown in the summer of 2006, at the request of the BIA. In March 2007, Council extended the program to December 31, 2007 in order to obtain a true

indication of actual costs and benefits of the program, before any final decisions are made with respect to its suitability for longer term implementation.

For most of the municipalities reviewed, the free parking program is currently being subsidized by the municipality out of the tax base, but in some cases this is being reassessed, and the BIA's are being approached to contribute to help offset costs.

The Best Practice review has identified key policy issues related to the introduction of free parking. There is a need to encourage maximum turnover of on-street spaces after a two hour period. Additionally, measures need to be implemented to effectively discourage inappropriate use of short term spaces for long term purposes.

The concept of prohibiting Re-parking (no parking a second time within a specified time period) coupled with conscientious enforcement is seen by most municipalities as an important tool to control the abuses common with a free parking program. It is intended to encourage people to use the on-street parking spaces for the two-hour maximum time period and to use the off-street parking lots for longer stays in the core areas. Re-parking prohibitions are seen as an effective means of controlling chronic abusers.

A free parking program can be potentially more labour intensive and without the proper safeguards in place, more prone to abuse. There is a need to balance user friendly enforcement with controlling inappropriate use.

A communication campaign that explains the terms of the parking program is an important component to accompany its implementation, outlining through pamphlets as well as on the Municipal and BIA websites and in the press, the locations and provisions of the parking program downtown.

Many municipalities extend the free parking provision to their lots, garages and Parkades in order to provide the same benefit to longer term users.

In some municipalities, meter heads and posts were both removed during the course of major road and sidewalk improvements. In most cases, just the meter heads have been removed and the remaining posts have been used for locking bicycles or for signage advising of the new parking provisions and its sponsor.

Municipalities such as Belleville, Streetsville, Ottawa, Hamilton and London reflect variations on the two hour theme. They provide periodic free parking, subsidized by the BIA, as a marketing and promotional tool in conjunction with holidays and special events.

Other municipalities, such as Oshawa, Oakville and St. Catherines offer a token program sponsored by the BIA where the local merchants provide tokens to their customers for free parking at street meters, municipal lots, garages and Parkades.

Still others, such as the City of Kingston, use free parking as a tool to encourage more environmentally sustainable modes of transportation such as walking and cycling. To this

end, Kingston provides the first hour free in their peripheral off street parking lots and charges higher rates for peak, short term, on street downtown parking spaces in particular high demand locations. This approach reinforces the Municipality's defined "Community Vision" of getting more of its citizens out of their cars. Similarly, the City of Toronto is looking at ways to discourage car use within portions of the downtown by investigating the establishment of more Pedestrian Only areas.

The more environmentally sustainable, pedestrian-oriented focus of Kingston and Toronto support a growing philosophy that parking is not just a transportation issue-current municipal parking standards encourage car use and free parking ultimately contributes to traffic congestion, air pollution and energy consumption. This philosophy envisions the expanses of municipal parking lots ultimately being redeveloped for mixed uses as part of a comprehensive strategic plan to discourage car use and to bring more people and businesses downtown.

While economic development concerns have been a strong motivator of free parking initiatives across Ontario, no comparative data has been collected to assess the effectiveness of a free parking program or its effect on economic variables. While the municipalities reviewed were not able to quantify the direct impact of providing free parking, they did note that changes to parking alone did not significantly impact the downtown. Only when a holistic approach was taken that introduced a range of municipal financial incentive programs intended to stimulate private investment and to reinforce the continued economic viability of downtown as a destination of choice, were measurable achievements realized.

The Downtown Board of Management believes that the introduction of free parking will remove a serious impediment to the development of downtown's economy, attracting new customers, tenants, businesses and ultimately resulting in increased assessment and private investment. The Board supports introducing the program, on a trial basis, believing it will create a more vibrant, user-friendly and welcoming atmosphere in downtown Guelph. Such a trial would afford the City the ability to formally track the program's effectiveness through clear outcome measures such as retail sales figures, increased activity, changes to property assessment and surveys of public satisfaction with parking in downtown Guelph.

Implementation of a two hour free parking program in the City of Guelph would involve costs related to:

- Lost meter revenue of approximately \$686,500 +
- Potential reduction in fine revenue depending upon the basis of enforcement
- Support from the tax base to maintain the existing operation or upgrade existing infrastructure to cover lost contribution from meter revenues
- Support from the tax base to cover contributions to both the maintenance and capital reserves to fund major repairs and future expansion
- Removal and storage of meters
- New signage to advise of changes and to denote other associated elements of the program

- Possibly increased enforcement and updated monitoring technology
- Communication campaign

The lost meter revenues will result in an annual operating deficit of approximately \$636,000, an amount that will need to be offset by another source of revenue. This amount reflects the total meter revenue minus an amount of approximately \$50,000 set aside annually in the operating budget that is put into reserves for the maintenance of the meters. Further, while the current parking budget does provide for capital maintenance, it does not provide for any new parking facilities. Removal of meter revenue from the operation will require a commitment to identify an alternate source of funding should expansion of parking facilities be pursued. This could include support from the municipal tax base, increased parking rates, permit fees and fines, BIA contribution, or the potential revenue source from new and increased assessment Downtown.

As a result of this Best Practice review, a number of options are put forward for Council's consideration:

1. The introduction of a two hour free on-street parking program downtown should be viewed in the context of a broader investment strategy for downtown Guelph that includes a comprehensive parking management strategy, a Community Improvement Plan and an Incentives Program.
2. If Council chooses to proceed with a two hour free parking program, it is recommended that a Pilot be introduced that can then be evaluated as part of the overall parking review and CIP process. Consideration should also be given within the Pilot, to extending two hour free parking to some or all of the lots, Parkades and garages in order to encourage longer term users into these locations. It is also recommended that consideration be given to the approach taken in Collingwood's trial in which stickers announcing the free parking program have been placed over the windowed portion of the meters, removing the need and the costs associated with disposing of the meter heads during the trial period.
3. If a Pilot is implemented, performance measurements should be created at the outset to monitor the program's success. These could include, but are not limited to, tracking the number of new businesses opening, increases in property assessments, changes to retail sales, private investment activity downtown, and public response to the program. Establishing a baseline and collecting this data would provide useful input for the CIP process, as well.

1. INTRODUCTION

Parking is often perceived as one of the major roadblocks to a downtown's economic viability. Malls, Big Box stores and outlying office developments, with their expanses of free parking, are seen as having an unfair competitive advantage, skimming away customers and visitors from downtowns. While the quality and combination of shops and services in these developments are also undoubtedly part of the equation, convenient, free parking have become the primary rallying point of downtown business communities. In response, many municipalities across Ontario have been implementing free on street parking as one of the tools to help draw people and businesses back downtown.

2. PURPOSE

This study has been undertaken in response to Council's motion to investigate the concept of two hour on street free parking downtown to serve as background information in assessing the suitability of this approach for downtown Guelph. This report is a review of Best Practices in other municipalities, and includes a brief discussion of some variations on the two hour theme. The issues of long term and overnight parking have not been addressed within the scope of this review.

During the course of this investigation, a number of older studies related to downtown parking issue undertaken by the City of Guelph, came to our attention. These have not been reviewed within the context of this report but it is important to recognize that the parking issue downtown is broader than just the introduction of a two hour free zone and a more comprehensive parking management strategy is recommended. The proposed Baker Street RFP, the Civic Centre redevelopment, the proposed relocation of the Transfer Transit Site, and any new initiatives that come out of the Community Improvement Program (CIP) process with respect to new development or redevelopment within the downtown, all have implications for parking supply and demand. A comprehensive understanding and approach to parking considerations in the downtown is currently being undertaken by the City of Guelph and the Downtown Board of Management in order to assess current and future demands on downtown Guelph's parking inventory. A parking management strategy that assesses capacity, allocation, usage, and the impact of development and redevelopment on the supply and demand would address the implications raised in the earlier studies and would recommend a range of strategies that can meet downtown's parking needs in a balanced way.

While the defined goal of this report is a Best Practices review, the objective of the exercise is to introduce a program that has the potential to attract customers, visitors and businesses back to downtown and to remove any perceived impediments to its vitality. Parking is a common theme amongst municipalities and Business Improvement Areas. However, it is important to understand that free on street parking is a just one tool in an overall redevelopment strategy. The most successful downtowns have used free parking to complement other municipal financial incentive programs intended to stimulate private investment and to reinforce the continued economic viability of Downtown as a destination of choice. Guelph's CIP initiative can provide that context.

3. THE CONTEXT

On street parking is intended to meet short term needs and encourage turnover. In Guelph, both Parking staff and the Downtown Board of Management have indicated that there is a deficiency in the Downtown's overall parking supply.

The Board of Management has indicated that parking is currently viewed as an impediment to those visiting downtown Guelph. This perspective has been voiced in both local media reports and through formal complaints to local businesses and to the Board from visitors to downtown Guelph. Parking also became a significant issue during the last Municipal Election with complaints focused on concerns over heavy-handed enforcement and the inconvenience of finding exact change for parking meters. Comparisons are consistently made to the ease of access into other retail, service, office and hospitality nodes in the city.

Business and property owners in Guelph see free parking downtown as a mechanism to remove a source of competitive disadvantage with respect to other retail, office and service areas within the city. They see removing such impediments as a way to open up the possibility of attracting customers, visitors and new businesses to downtown, which in turn stimulate economic vitality. Providing free on-street short term parking is seen as an added enticement, with customers more willing to explore and patronize retail, hospitality, professional and businesses environments where parking is available, convenient, safe and free of tickets.

The Downtown Board of Management views the provision of free parking as one of many incentive programs for downtown Guelph. A strong public commitment to downtowns in Ontario has proven to simulate private investment. Free parking is perceived as an immediate reflection of that political commitment and, in conjunction with the development of a Community Improvement Plan, the Board believes it can play a pivotal role in downtown revitalization.

The alternative perspective argues that the cost of parking to the consumer is rarely an issue. Downtown is the destination and parking is an ancillary service that supports a vibrant, economically viable, mixed-use community to which people are drawn.

In addition, it can be argued that if the municipal tax base ultimately supports a downtown free parking program, it is not really free. One may not be paying for parking in their role as a motorist but they will be, ultimately, in their role as a resident and a taxpayer. Similarly, while motorists perceive the parking at the mall or the big box retail store to be free, in reality, its cost is absorbed in the storeowners' rent and sometimes, translated further into the price of the consumer goods. Nonetheless, a two-hour free program would remove a perceived impediment, has the potential to act as an additional draw to downtown and is worthy of consideration for downtown Guelph.

This review only addresses the on street metered spaces but the 1601 off street spaces, available in the lots and Parkades downtown represent a major part of the solution to the

parking problem. Employees' downtown need to respect that the downtown has long term and short term parking needs and honouring these distinctions are critical for any parking strategy downtown to be successful. At the same time, it is important to realize that downtowns have restricted land area and cannot typically provide parking to the ideal standards reflected in other parts of the municipality. The objective with downtown parking is to try and balance supply and demand through new developments and redevelopments as well as through creative parking strategies that focus on the more efficient use of existing facilities, reduced standards, cash in lieu and shared use.

Street parking is controlled downtown with 634 parking meters (**Figure 1**) that require payment from Monday to Saturday between 9 am to 6 pm and are free on Sundays. On street parking is heavily used with the meters costing \$1.50 per hour with a minimum purchase of 50 cents and a maximum 2 hour time limit. There is a 30 minute grace period courtesy of the City of Guelph at the end of the paid parking term. Wyndham, Quebec, Macdonell, Cork, Norfolk, Douglas and Commercial Streets are the most frequently used with heaviest usage on Wyndham and Quebec.

To discourage meter parking by long- term users, once identified, a vehicle that chronically misuses meters is issued a notice advising that they will not receive the benefit of the courtesy time and if they remain at the same meter for more than the time allowed by the meter, they will be ticketed.

There are currently approximately 234 vehicles identified as chronically abusing meter parking. These have been noted to belong to employees, municipal staff and merchants.

While not a part of this review, but important for context, there are also 1601 off street spaces. Of the surface lots, the Baker Street Lot and Macdonell Street Lot receive the heaviest public use, while the Fountain Street Lot that regularly operates at capacity has a few public permits but this lot acts primarily as a staff parking location. In addition to this, parking space is currently being leased from the Department of National Defense for additional police parking. The Corporation of the City of Guelph compensates the Parking Operation annually for the staff parking privileges. In 2007, the Parking Operation is budgeted to receive \$97,000.

It was noted with the relocation of the medical offices from 50 Baker Street to the Old Quebec Street Mall, there was a shift in parking trend from the Baker Street Lot to the West Parkade. It was further noted that our usage now drops at the West Parkade over the lunch hour when the doctors' offices are closed. That being said, the Baker Street Lot continues to be the most popular surface lot.

It was noted that since the arena was opened there was no access to the downtown area directly from the East Parkade and that the East Parkade was being underutilized during regular business hours. As a result, in 2005 the City entered into an agreement with the Co-Operators for the use of 240 monthly permits at the East Parkade. While this is the majority of the 320 interior spaces, the County also has approximately 63 permits for their staff in this Parkade as well, with the balance being used by the general public.

To be able to address long term parking needs of those who work in the downtown area, monthly parking permits are available in all the parking lots and Parkades, as well as on-street in any metered zone that is underutilized. Permit revenue for 104 metered spaces is approximately \$47,900 per year. Of the total 104 meter spaces set aside for this purpose, 87 have permits issued.

The pricing of parking permits at the lots, meters and Parkades varies based upon their proximity to the core of the downtown. The parking permit rates are discounted by approximately 60% of the daily rate that could be charged. The number of permits available at any facility varies and we have to ensure that an adequate supply of parking is maintained for the hourly shopper etc.

To assist the merchant, parking tokens in 25 cent denominations are available for purchase and may be given to the merchants' customer as they see fit. Tokens can be used at meter and lots/Parkades. Parking validation coupons are also offered. These coupons are normally printed with the merchants' logo and are available in whatever denomination the merchant prefers and are redeemable at any attended parking facility.

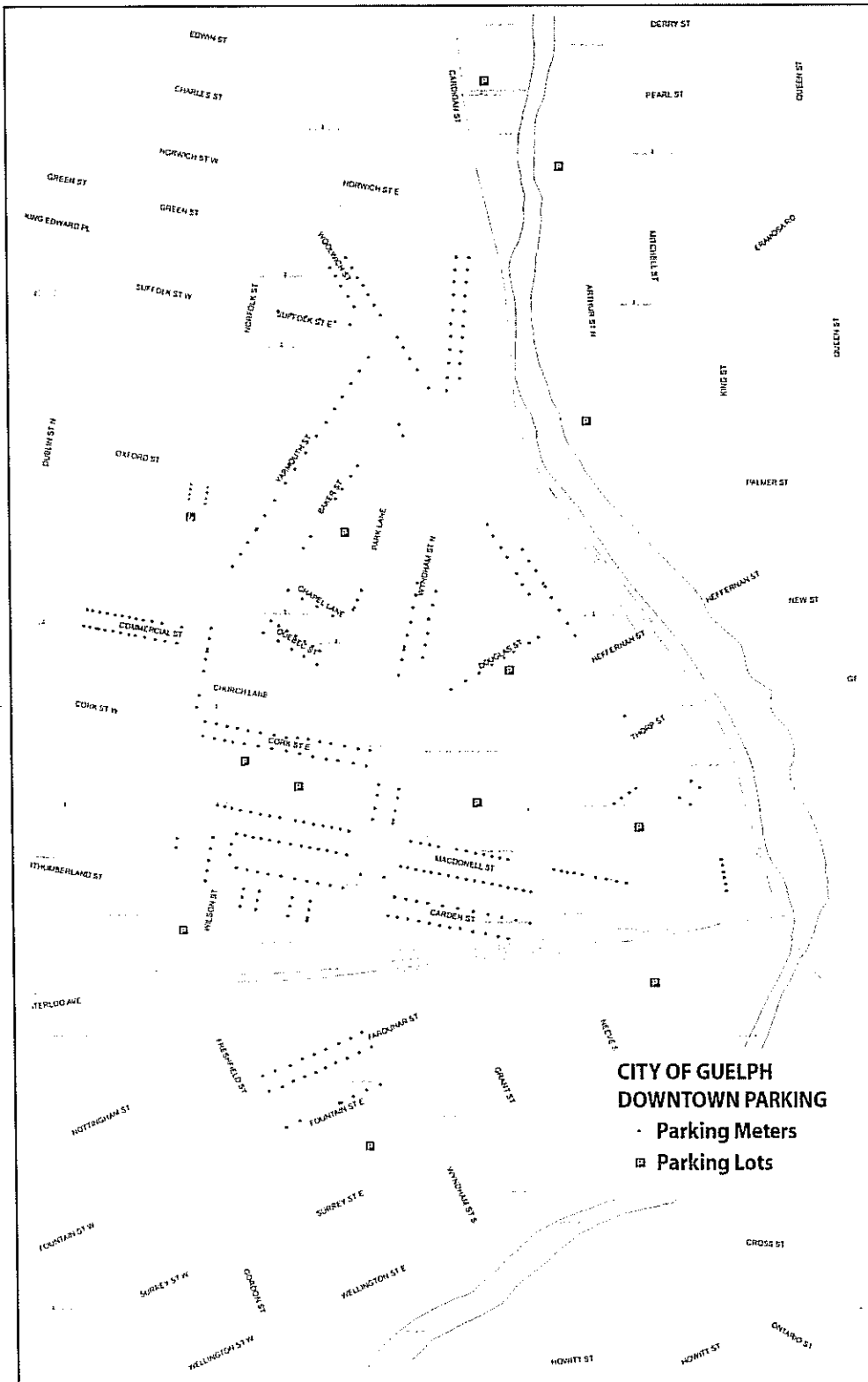
Every Tuesday seniors 60 + receive up to \$1:00 off their total parking fee at West Parkade and Baker Street lot courtesy of Parking Services as part of a Senior Discount Day promotion. Frequent Parking Cards valid at Guelph Parkades and Baker Street lot also give you \$1:00 off after four visits.

4. BEST PRACTICES

A telephone and e-mail survey of municipalities that have implemented two hour free on street parking downtown was undertaken in February and March 2007. The following section discusses the approach taken in each of the municipalities of Kitchener, Newmarket, Cambridge, Brantford, Waterloo, Perth, Sarnia and Collingwood. The results are summarized in **Figure 2**.

The circumstances that lead to the introduction of free on street parking are a relatively typical one. The following detailed discussion of its implementation in Kitchener, speaks to the situation in Guelph and is likely representative of the underlying rationale in the other municipalities reviewed where the background context was not familiar to current staff because the program was implemented many years ago.

Figure 1: Guelph Parking Meters



4.1 The City of Kitchener

Through the early 1990's Kitchener's core was suffering the affects of the recession like many other urban centres. Office vacancy rates were in the order of 35%, the major retail stores had relocated to suburban malls leaving just fringe retail, both Downtown malls were floundering and there appeared to be no relief in sight.

The familiar complaint was that paid parking was driving customers away. The malls offered free parking, so why couldn't the Downtown? To compound the problem, the few customers that came downtown were given a parking ticket if they were even a few minutes over the limit.

City Council recognized that something had to be done to save the Downtown. They were aware that the downtown served as an important window into the rest of the Municipality. They also recognized that it was not just one thing that was ailing the core, but many different issues impacted the health and perception of the Downtown. To more clearly identify not only the issues facing Downtown, but also the direction that the citizens wanted to see it grow, a task force was developed to seek public input. Through workshops, surveys and public meetings, four basic themes were developed:

1. Support Business
2. Bring people Downtown
3. Increase housing
4. Improve the physical environment

In total, 47 specific action items were recommended by the task force to address these themes. Those that were specifically related to parking included:

- Increase awareness of Downtown parking rates and locations.
- Institute immediate free on-street parking and increase on-street spaces wherever possible.
- Explore free parking in Downtown on Saturdays.
- Develop an educational program to protect against abuse of free parking by Downtown employees.
- Explore innovative parking and transportation initiatives.
- Develop an overall parking strategy for the Downtown addressing fees and user friendly rather than punitive enforcement.

Council was determined to show a commitment to improving the Downtown and ordered the immediate removal of 350 on-street one-hour parking meters, replacing them with a 2 hour free time limit zone, 8 am to 6 pm daily. They combined this with free long term parking in the lots on the downtown's periphery and three hours for a "Toonie" in the more centrally located lots. The retail and commercial businesses, as well as the public, overwhelmingly supported these actions.

However, it did not come without a price. Meter and fine revenue related to those 350 spaces amounted to \$600,000 annually, totally subsidized by the municipality. In addition, the 2 hour time limit zones fostered abuse by merchants, employees, students and visitors to the core. All day free parking was being provided to those persons willing to move their vehicle every two hours. To enforce the program effectively, patrol officers were increased from two to three and license plates were recorded by hand held computer.

To prevent the abuse, staff implemented a “no re-parking within five hours of initial parking” bylaw. This approach has been effective in reducing abuse from over 13% in 1995 to less than 1% today.

To address the negative perception surrounding parking enforcement, the Courtesy Warning Program, which was already in place during Oktoberfest and the Christmas season, was expanded to year round. The program was very well received by both the public and merchants of the Downtown and generated considerable goodwill and reinforced the positive image of the Downtown and Council’s support of the Core. This program cost approximately \$150,000 annually in reduced fine revenue and increased staff costs but was just recently eliminated due to the expense.

The total parking incentives implemented since 1995 are currently costing approximately \$600,000 annually. While this is a major financial commitment, this incentive, along with many others, has been part of significant and measurable improvements in the Downtown.

All those spoken with in Kitchener emphasized that free parking cannot take the credit for this turnaround; it was only one of many different initiatives that restored confidence in the Downtown, for merchants, investors and the public. Changes to parking alone will not significantly impact the Downtown. Only when a holistic approach is taken that deals with the many challenges facing the Downtown are measurable achievements realized.

4.2 The Town of Newmarket

Two hour free on street parking was implemented in downtown Newmarket in 2006 as part of a comprehensive parking strategy and as another component of the Municipality’s successful downtown revitalization program. The parking program is seen as a complement to the Municipality’s financial incentive programs introduced in 2004 that are stimulating long term property owners, new property owners and tenants to reinvest in downtown. The turnaround on Main Street has been dramatic due to the reinvestment, regular special events (parades, festivals, farmer’s market etc) and coordinated marketing. Free parking adds another draw to the mix.

In Newmarket, 110 meters were replaced with 2 hour free parking everyday 9am to 9pm on Main Street and the adjacent residential side streets. In some instances, only one side of the residential street is available for free parking due to loading considerations. There

are no Re-parking prohibitions and licence plates are recorded for enforcement purposes with chalk. The BIA is hoping to have a dedicated officer assigned to the downtown but at this time enforcement is handled as part of the existing enforcement rotation.

Lots in close proximity to downtown, defined as a 2 to 5 minute walk from Main Street, accommodate a combination of 3 hour free parking and permit parking. There are also 12 hour free lots further on the periphery.

Lost meter revenue is approximately \$102,960 annually. This program is totally subsidized by the municipality at this time.

The cost to implement the program in Newmarket involved a two step approach as the Municipality removed most of the meters in preparation to install Pay and Display Machines as part of major road and sidewalk reconstruction taking place. Through subsequent consultations with the Newmarket Downtown Development Committee, it was determined that implementing free parking was a preferable option to Pay and Display and so the second step of the process involved removing the machines, removing the heads from the remaining 12 meters and removing and installing new signage. Costs included approximately \$200 per meter to remove the heads from 12 meters, \$3000 in new signage for 200 signs and approximately two weeks of work for a two man crew. The 12 meter posts were left in place to be used for locking bicycles.

4.3 City of Cambridge

The City of Cambridge has three historic core areas, Galt City Centre, Preston Towne Centre and Hespeler Village and has been committed to revitalizing these three areas since 1998, believing that the development and maintenance of its downtown core areas is a key component of their economic development strategy. Free on street parking has been in place since 1984, fully subsidized by the municipality. At that time, both the meter heads and the posts were removed.

While there is an overall deficiency in parking supply in downtown Cambridge and a long waiting list for permits, there are over 800 free on-street parking spaces available in the three core areas. Parking is permitted 9 am to 9 pm daily in these on-street spaces for a maximum of 2 hours free. These spaces are for customers who want to park for short periods of time, and close to their destination. Enforcement of turnover and availability of parking spaces for customers and visitors is done by hand held computers. Long-term parking is provided at user Pay & Display parking lots. The machines are programmed to give first 2 hours free and any additional time is \$1:00 per hour. In addition, there are 12 hour free lots on the periphery of downtown

In effort to effectively mitigate against the usual abuses under this program and to encourage people to use the on-street parking spaces for the two-hour maximum time period and use the off-street parking lots for longer stays in the core areas, "Re-Parking" is prohibited within 5 hours time period and once the two hour free limit has been exceeded you are ticketed if found parked anywhere within the No Re-parking area.

To ensure clear communication about the parking program, a brochure was developed, distributed, posted on the Municipal and BIA web sites and an advertisement was posted in the local newspaper.

4.4 City of Waterloo

The Municipality has provided a combination of one hour and two hour free on street parking for 234 downtown spaces in Uptown Waterloo since the mid 1980's when the meters were totally removed. On King Street and its adjacent side streets two hour parking is permitted from 6 am to 9 pm daily, while 1 hour free on street is permitted throughout the rest of the BIA boundaries. The two hour free privilege also extends to some lots in close proximity to the high demand areas of downtown.

Re-parking is not prohibited and as such, merchants ,customers and employees frequently abuse the free privilege, moving their cars every two hours rather than pay a BIA subsidized discounted \$6:00 per day ticket to park from 6am to 9 pm daily in the Parkade. Parking infractions are enforced by hand held computers.

Waterloo is looking at the issue of re-parking and is currently undertaking a parking strategy to look at the broader parking issue downtown.

4.5 City of Brantford

The demand for on street parking in Brantford has greatly increased in the past few years, in part due to the increase in enrolment and expansion at Laurier University and the revitalization activities occurring downtown. Off street parking facilities in the downtown core are reaching their practical capacity, and new employment growth in the downtown core will increase the demand. The need for additional parking spaces in the downtown was identified in the 2004 Downtown Parking Study and the current Transportation Master Plan and are to be addressed again in the Downtown Master Plan initiative that is about to begin.

City of Brantford offers 463 spaces of 2 hour free parking downtown all day, fully subsidized by the Municipality and administered through the Municipal Parking Department. This program was initiated by the BIA and implemented approximately 10 to 12 years ago for a portion of the downtown; it was extended to the remainder of the core area about 5 years ago. The free parking privilege is not extended to the off street lots. Re-parking is prohibited and enforcement is monitored with chalk on a complaint basis. Lost revenue is estimated at approximately \$150,000 annually. The meter posts have been left in place.

A 2004 parking study done by the City included a recommendation that Pay and Display machines be installed on the downtown streets in light of increased demand and to encourage greater turnover. However, this recommendation has not been implemented and will be reassessed as part of the Downtown Master Plan process that is about to begin.

Figure 2: Comparative Table: Two Hour Free On Street Parking Downtown

Municipality	No of On Street Spaces	Extended to Lots	Times	Re-parking	Enforcement	Who Subsidizes	Annual Lost Revenue	Status of Posts
Kitchener	350	No-Toonie buys you first 3 hours	8am to 6pm daily	Prohibited within 5 hour timeframe	Increased from 2 to 3 officers; Record plate numbers in hand held computer	Municipality	\$600,000	heads & posts removed
Cambridge	800	Yes, also a long term (12 hour free lot)	9am-9 pm daily	Prohibited in specified locations in high demand areas within 5 hour time frame	Chalk; increase to officers	Municipality	Data not available	heads & posts removed
Brantford	463	No	Daily	Prohibited within 5 hour time frame	Complaint basis/chalk	Municipality	\$150,000	Posts remain
Waterloo	234	Some lots;	6 am to 9 pm daily	Permitted but investigating policy to prohibit due to abuses	Hand held computers; same no. officers	Municipality	Data not available	Heads & posts removed
Newmarket	110	Some lots have up to 3 hours free	Daily 9am to 9pm	Permitted	Chalk; Request for a dedicated officer	Municipality	\$102,960	Most fully out; others used for bike locking
Perth	240	Lots are user pay	9am-5pm Mon- Sat	Prohibited within 5 hour timeframe	Hand held computers; same no. officers	BIA	N/A -BIA subsidizes	Posts remain-
Sarnia	600	No	Daily	Permitted	Chalk; increase to officers	Municipality	\$140,000 10 yrs ago	Posts remain
Town of Collingwood	443	No	Daily	Permitted	Chalk; increase to officers	Municipality: Trial -August 2006 to Dec. 31, 2007	\$122,065	Stickers on meters advise of program

4.6 The Town of Perth

The Town of Perth offers complimentary parking for two consecutive hours within a five hour period, courtesy of the Downtown Perth Business Improvement Area on approximately 240 spaces 9 to 5 Monday to Saturday on downtown streets and immediately adjacent residential streets. It is not extended to the parking lots. Re-parking within a 5-hour timeframe in the on street spaces is prohibited. Hand held computers record license plates. Parking hours are associated with the car, not the driver so two different people using the same car in the same day could receive a fine.

The program has been in place for three years. Local residents and businesses wanted a system that customers would find to be more convenient than the Pay and Display machines as well as an inducement to draw people downtown. The municipality implemented the program on a trial basis 3 years ago and is going to begin an assessment of it sometime this year. The BIA members were each assessed \$100 (later increased to \$200) to help subsidize the \$40,000 in lost revenue to the municipality. Only the meter heads have been removed with the posts being used for signage explaining the parking provisions and the programs sponsorship by the BIA.

4.7 City of Sarnia

Free daily parking was implemented at 600 on street spaces in Sarnia's downtown over 10 years ago with the removal of the parking meter heads in the belief that paid parking was a major factor in the downtown's decline. The daily free program was not extended to the parking lots. Sarnia does not prohibit re-parking so enforcement has been viewed as a nightmare with drivers either rubbing off the chalk from their tires or moving to a different space nearby. The Municipality has absorbed the cost and revenue of \$140,000 annually was lost. There has been a recent push by Councillors to reintroduce paid parking on streets downtown but nothing formally has been pursued to date. The BIA is no longer in existence and despite the availability of free on street parking for the past 10 years, Downtown Sarnia is still considered to be at a crossroads

4.8 The Town Of Collingwood

In the spring of 2006, representatives from the Downtown BIA presented a request to Council to consider implementing a free 2 hour limit on street parking in the downtown for a six month trial period. This program would be evaluated after the trial period and, if deemed successful, be implemented permanently. This request from the BIA was accepted by Council and ultimately implemented in August of 2006.

443 on street metered spaces are involved in the 2 hour free parking trial downtown. Free parking is available all day but has not been extended to the lots. Parking is not being combined with any other incentive programs downtown.

Enforcement has been noted as an issue. Enforcement has required an increase of an additional officer and monitoring is done by chalk. People continually move from space

to space to avoid the time limit, and/or remove the chalk marks on tires. Collingwood has created chalk charts where they write down the information on the vehicles and patrol 2 1/4 hours later to issue infractions to vehicles which have not been moved. However, the chalk charts are a labour intensive approach and, if the program is implemented permanently, the Town will consider the purchase of handheld recording equipment.

To implement the trial, existing signage was removed and new signage was placed at all entrances to the downtown. The window area in the meters was covered with a half moon sticker that advised of the program and directed longer term parkers to the off street lots. For the first two weeks of the trial, courtesy tickets were produced and given out to those exceeding the 2 hour time limit. The BIA was responsible for the preparation of the signage proofs, promotional brochures and developed and administered surveys to evaluate the impact of the program. In addition, the program was promoted on the radio and in the local newspaper.

In late fall, The Town of Collingwood commissioned C.C. Tatham and Associates Ltd. (CCTA) to undertake an update to an earlier Parking Study, to evaluate the 2 hour free program and to further investigate suitable solutions to address current/future parking demands.

The study was completed in March 2007 and included the following findings and recommendations regarding the two hour free trial:

- The 2 hour free parking program was reported by the BIA (but not substantiated) to have a positive impact on the downtown business community in so far that free parking was strongly supported by the stakeholders. However, from a financial perspective, a significant reduction in parking revenues was encountered. The Town will experience budget deficiencies and limited opportunities to contribute annually to parking reserves if the trial program is continued in 2007 without another source of revenue in place
- In consideration of the above observations, the continuation of the 2 hour free parking program is not recommended due to the financial cost to the Town. However, should the BIA agree to provide the necessary funds to compensate the Town for any budget shortfalls including contributions towards the annual parking reserves (for future repairs), the program could become viable and thus warrant further consideration

In March 2007, Council considered the report and despite the recommendation, extended the trial until Dec 31, 2007, to get a true indication of actual costs and benefits of the program.

The BIA has advised Council that they will be bringing the matter to their annual General Meeting in May to determine if the BIA membership is willing to provide financial support to offset the deficit of the two-hour free trial parking program. An informal discussion with the BIA President has indicated that the membership will support a BIA contribution to help offset costs to keep the program running.

4.9 Variations

4.9.1. Free Parking: Evenings/ Weekends/Promotional Events/Tokens

Other municipalities have done variations on the free parking theme. Belleville and Streetsville offer one hour free parking on specified streets and lots downtown with evening and weekends free. Ottawa has free parking available on weekends at City lots and meters located within the downtown core. Barrie and Hamilton and London BIA's sponsor free parking in downtown two weeks prior to Christmas.

Oshawa, Oakville and St.Catherines offer a token program sponsored by the BIA where the BIA provides tokens to its customers for free parking at street meters, Municipal lots and garages or Parkades.

4.9.2 Environmental Objectives

The more environmentally sustainable, pedestrian-oriented focus of municipalities such as Kingston and Toronto supports a growing philosophy that parking is not just a transportation issue- current municipal parking standards encourage car use and free parking ultimately contributes to traffic congestion, air pollution and energy consumption. In the long run, this philosophy envisions the expanses of municipal parking lots being redeveloped for mixed uses as part of a comprehensive strategic plan to discourage car use and to bring more people and businesses downtown.

Municipalities such as the City of Kingston have taken an entirely different approach and are using free parking as a tool to encourage more environmentally sustainable modes of transportation such as walking and cycling. It was agreed that it was not "parking" that attracted people to the downtown, but the variety of shops and services.

Kingston provides "the first hour free" only in lots as a method to encourage off street parking- the concept of walk-a-little, save-a-little- and charges a premium for peak short term, on street downtown parking spaces in particular high demand locations in order to discourage car use and encourage increased pedestrian and bicycle usage. This approach reinforces the Municipality's focused and coordinated "Community Vision" of getting more of its citizens out of their cars.

Kingston's approach directs the parkers to the most appropriate parking location based on the following principles:

1. Encourage off-street parking (to allow for increased availability of convenient on-street parking).
2. Encourage turn over in high demand areas through rates and length of stay regulations. Long term parking on the periphery.
3. Parking close to the demand generator is more expensive. Concept of walk-a-little, save-a-little.
4. Payment is required when there is demand.

Parking changes used a “carrot and stick” approach:

- **"First Hour Free"** - incentive program in the attended lots, replacing the merchant sponsored parking stamp program.
- **Increase on-street parking time limits to 2 hours** in High and Moderate Demand Areas from the current length of 60 minutes, 30 minutes and 15 minutes, and provide additional 5 or 10 minute complimentary pick up zones.
- **Increase off-street parking time limits to 3 hours** in Moderate Demand Areas, and unlimited in Low Demand Areas from the current length of 60 minutes.
- **Install Pay and Display meters** - replace parking meters and accept credit card payment.
- **Change meter/pay and display times to hours of active parking demand.** 9:30 a.m. to 5:30 p.m. Monday to Saturday - Commercial areas (Downtown, Midtown) 8 a.m. to 5 p.m. Monday to Friday – Kingston General Hospital/ Queen's University area
- **Increase on-street parking rates to \$1.50 per hour in High Demand Areas.** Rates at designated disabled spaces to remain at \$1.00 per hour.
- **Maintain expired meter fine at \$15.00**, but increase the early payment amount from \$7 to \$10.
- **Reduce Pay and Display fines from \$25.00 to \$15.00**, with the early payment amount reduced from \$20 to \$10 (consistent with expired meter fines).
- **Increase monthly permit rates in the High and Moderate Demand Areas** from \$69 to \$80 (including taxes - High Demand), and \$51.75 to \$60 (Moderate Demand). Maintain or lower rates in low demand areas.

The City of Toronto has also begun investigation to actively discourage car use and its attendant impacts. Baldwin and Mirvish Streets are being considered as Pedestrian Only streets, while Pedestrian Sundays are being increased from two to nine in Kensington Market. Consideration is also being given to reducing Yonge Street to one lane, each way, south of Dundas Street.

The environmentally sustainable, pedestrian-oriented focus of Kingston and Toronto supports a growing, alternative philosophy to discourage car use.

5. BUDGET IMPLICATIONS

Parking in Guelph is currently operated as a user pay program and includes administration, maintenance and enforcement of lots, Parkades and meters. All expenses paid and revenues earned from any part of the operation are applied to an overall parking budget including the allocation of funds for major capital maintenance and parking expansion reserves. Any additional operating surplus at year end is credited to the parking reserves.

5.1 Downtown Parking Meter Budget Overview

2006 Budgeted Meter Revenue:	\$758,000
2006 Actual Meter Revenue:	\$784,700
2006 Actual Meter Expenditures:	\$ 65, 500
2006 Net Revenues:	\$719 200
2007 Meter Budget:	\$ 686,500
2007 Budgeted Revenues	\$ 758,000
2007 Budgeted Expenditures:	\$ 71,500
2007 Net Revenues:	\$ 686,500

It should be noted that the only expenses related specifically to “Meter Expenditures” include collections and meter maintenance. Meter enforcement and other administrative expenses related to the meters are accounted for as part of the overall downtown parking budget under Administration and Enforcement Expenditures.

The total enforcement budget for downtown in 2006 was \$219,000 with actual 2006 expenditures of \$180,150. Enforcement, in particular, could not be separated out from general enforcement as the three foot patrol officers assigned to downtown are responsible for not only parking, but also waste and signage violations.

Downtown fines are also consolidated within the overall parking budget for downtown but a rough estimate has established that approximately \$194,000 of the \$350,000 in fines generated in the downtown in 2006 related to violations from the meters specifically.

Permit revenue for 104 metered spaces is approximately \$47,900 per year. Of the total 104 meter spaces set aside for this purpose, 87 have permits. These vehicles would need to be relocated to longer term parking facilities.

5.2 The Components of a Two hour Free Parking Program

In order to implement the two hour free on street parking program, the issue of meters would need to be addressed and the signage replaced. Most municipalities reviewed have had free parking in place for over 10 years so it is difficult to get comparative cost figures. However, the Town of Newmarket has undertaken this exercise within the last few years and discussions with their staff have provided an indication of what is involved to implement the program and a general idea of costs.

- The cost to remove the meter poles: Poles can be left in place, be cut flush to the sidewalk, or pulled out and the concrete repaired. In Newmarket, the poles were cemented in four feet below ground so only some poles were removed when the roads and sidewalks in certain areas were undergoing major reconstruction; otherwise, substantial digging and damage to the surrounding sidewalks would have been required and then the cost of repair would need to be added. In Newmarket, some of the meter posts were left in place, with the intention of using them for locking bicycles; in Perth, the posts hold signage announcing that

the parking program is courtesy of the BIA. If posts remain, post caps need to be installed.

- Signage needs to be removed, new signage produced and installed.
- Disposal, storage or sale of meter heads: Initial enquiries by Parking Services staff have determined that the supplier will not buy the heads back; neighbouring municipalities could be contacted to see if any money can be recovered from the sale of the meter heads.
- Cost for any additional enforcement officer and purchase of updated monitoring technology, if desired.
- Communication campaign and promotional brochures produced and distributed, Municipal web site updated with new parking information: A communication campaign explaining the parking program is an important component to accompany implementation. In addition to signage and brochures, both the Municipal and BIA websites should be updated with the locations and provisions of the parking program downtown.

Town of Newmarket Costs:

- 98 poles removed as part of major road and sidewalk repair project
- \$200 per meter to remove just the heads and install post caps on 12 meters
- \$3000 for new signage and associated materials throughout downtown (200 signs \$50- \$100 each)
- \$7800 for signage installation for 2 man crew and truck for two weeks of work

It should be noted that Guelph's Parking Services staff have advised that it is preferable to remove just the meter heads as routine requests are received from businesses and contractors to reserve space(s) for construction purposes or from the churches for weddings and funerals in the downtown. Currently the meter heads are bagged to indicate no parking and without some way to indicate the reserved status of the spaces it becomes difficult to cordon off the areas. Cones or barricades have been found to be an ineffective control as they are easily moved.

Leaving the posts in place is a common approach taken in many municipalities. Council, however, may be concerned that leaving the posts in place could give the unintended perception that free parking is a temporary measure and that meters could be reactivated at any time. Politically, this may not be the message Council wants to send about their commitment to the program; however, reinventing the posts as bicycle locking poles or using them for signage is certainly a workable compromise that could save the City money and provide a solution to satisfy two other valid objectives.

The free parking program would be potentially more labour intensive and without the proper safeguards in place, more prone to abuse. There would be the need to chalk the tires or record the licence plates of every vehicle to be able to effectively monitor the two hour time limit. At the present time, enforcement involves three officers patrolling downtown streets twice a day, once in the morning and again in the afternoon. Walking past a meter during a patrol and noting if its time has expired and providing a courtesy thirty minute grace period is a much less labour intensive exercise than would be

involved under the free program. In addition, unless a Re-parking prohibition is put in place, the free system is potentially more prone to abuse: chalk rubbed off tires, debate over how long a vehicle has been parked and vehicles are simply moved from space to space all day.

5.3 Cost Benefit Analysis of Introducing Two Hour Free Parking:

Costs

- Lost meter revenue of approximately \$686,500 +
- Only one third to one quarter of the current fine revenue would be realized depending upon the basis of enforcement
- Support from the tax base to maintain the existing operation or upgrade existing infrastructure to cover lost contribution from meter revenues
- Support from the tax base to cover contributions to both the maintenance and capital reserves to fund major repairs and future expansion
- Removal and storage of meters
- New signage to advise of changes and to denote other associated elements of the program
- Possibly increased enforcement and updated monitoring technology
- Communication campaign

Perceived Benefits:

- Attract new commercial operations, which will lead to increased assessment from a more economically viable downtown.
- Create a more vibrant and user-friendly downtown atmosphere that is attractive to consumers, residents, tourists and new businesses.
- A “Re-parking Prohibition” may provide a better ability to regulate on street spaces for short term use and to discourage abuses.

While the municipalities reviewed were not able to quantify the direct impact of providing free parking, they did note that changes to parking alone did not significantly impact the Downtown. Only when a holistic approach was taken that dealt with the many challenges facing the Downtown were measurable achievements realized. Downtown renewal initiatives will always take into consideration parking and other traffic demand management issues, but the basis of redevelopment plans must focus on the destination.

Guelph’s Downtown Board of Management anticipates that the introduction of a two hour free on street parking program will remove an impediment to downtown revitalization and act as a stimulus for increased redevelopment in downtown Guelph.

Council has clearly indicated its commitment to the downtown through the initiation of the Community Improvement process and funding approvals for investment seed capital and a Downtown Economic Development Manager position to oversee and coordinate investment matters related to the downtown. Free parking, used in conjunction with other initiatives, may be an effective mechanism to help stimulate the downtown. Council may wish to consider its implementation on a trial basis with tangible outcome measures in

place to monitor its effectiveness. Additionally, its success may also hinge on the introduction of loans and grants that can be provided under the CIP to help stimulate private investment that will serve as an even greater catalyst to reinvestment in the downtown.

The lost meter revenues will result in an annual operating deficit of approximately \$636,000, an amount that will need to be offset by another source of revenue. This amount reflects the total meter revenue minus an amount of approximately \$50,000 set aside annually in the operating budget that is put into reserves for the maintenance of the meters. Further, while the current parking budget does provide for capital maintenance, it does not provide for any new parking facilities. Removal of meter revenue from the operation will require a commitment to identify an alternate source of funding should expansion of parking facilities be pursued. This could include support from the municipal tax base, increased parking rates, permit fees and fines, BIA contribution, or the potential revenue source from new and increased assessment Downtown.

Finally, the ultimate success of downtown requires better integration and coordination between stakeholders with respect to downtown activities and initiatives. To be effective in revitalization efforts, the various stakeholder groups need to speak with a single voice by coordinating priorities amongst themselves and these need to be better integrated with City decision making related to the downtown.

6. CONCLUSIONS

Parking is currently operated as a user pay operation and includes administration, maintenance and enforcement of lots, Parkades and meters. All expenses paid and revenues earned from any part of the operation are applied to an overall parking budget including allocating funds for major capital maintenance and parking expansion reserves. Any additional operating surplus at year end is credited to the parking reserves.

Downtown Guelph reflects a deficiency in parking supply and this reality is compounded by the inappropriate usage of a portion of the 634 on street short term spaces by merchants, employees, and municipal staff for both parking and loading activities.

The two hour on street free program is operating successfully within a number of municipalities in Ontario. Its introduction has typically been precipitated by the belief that it is a valuable tool to draw customers and businesses to downtown.

In the majority of the municipalities reviewed, free on street parking is currently being supported by the municipal tax base. However, some municipalities have begun to approach the BIA to help offset costs.

Amongst those municipalities that offer the program, there are variations as to hours of operation and whether the privilege is extended to the municipal parking lots, garages and Parkades.

Abuses under the program are a common complaint and many municipalities have addressed this problem through a no re-parking provision which restricts re-parking of vehicles within the free zone within a five hour time period. This is seen as an effective tool to control abuses, however, more vigilant enforcement is labour intensive and needs to be balanced with the objectives of the program so as not to be counter-productive.

In many municipalities, only the meter heads have been removed and the posts are now used for locking bicycles or for signage outlining the parking provisions. This approach accommodates routine requests to cordon off areas during special events and is clearly most cost effective.

Other municipalities have done variations on the two hour free theme using free parking as a promotional marketing tool linked with seasonal festivities or other downtown events that arise or as a tool to encourage more environmentally sustainable modes of transportation.

All municipalities have undertaken comprehensive communication programs to map and identify parking options clearly through brochures, signage, BIA and Municipal web sites to make the public aware of the variety of short term and long term parking alternatives available within the downtown. (Cambridge is a particularly good model)

Free parking in conjunction with other municipal financial incentive programs and coordinated marketing activities by the BIA, together, have been successful components of downtown revitalization. However, every municipality we spoke with emphasized that parking on its own should not be viewed as the solution; it is just one of many tools.

In addition, a comprehensive understanding and approach to overall parking considerations in Downtown Guelph is required, identifying the best combination of parking strategies for both short term and long term needs that will contribute to downtown Guelph's viability.

For any parking program to be successful, it is essential that long term users respect that the downtown has long term and short term parking needs and honouring these distinctions are critical for any parking strategy downtown to be successful. At the same time, it is important to recognize that downtowns have restricted land area and cannot typically provide parking to the ideal standards reflected in other parts of the municipality. The objective with downtown parking is to try and balance supply and demand through new developments and redevelopments as well as through creative parking strategies that focus on better usage of existing facilities, reduced standards, cash in lieu and shared use.

While the municipalities reviewed were not able to quantify the direct impact of providing free parking, they did note that changes to parking alone did not significantly impact the Downtown. Only when a holistic approach was taken that dealt with the many challenges facing the Downtown were measurable achievements realized. Outcome

measures should accompany the free parking program if it is implemented in downtown Guelph.

Parking is not the destination; it is an ancillary service that supports a vibrant, economically viable, mixed-use community to which people are drawn. Visitors to downtown are primarily concerned about the availability, convenience and safety of parking, and about not getting tickets. Because price is rarely an issue in successful downtowns, a free parking program can be viewed as an interim measure, put in place to stimulate other elements of the revitalization process.

The lost meter revenues will result in an annual operating deficit of approximately \$636,000, an amount that will need to be offset by another source of revenue. Further, while the current parking budget does provide for capital maintenance, it does not provide for any new parking facilities. Removal of meter revenue from the operation will require a commitment to identify an alternate source of funding should expansion of parking facilities be pursued. This could include support from the municipal tax base, increased parking rates, permit fees and fines, BIA contribution, or the potential revenue source from new and increased assessment Downtown.

The need to address the overall parking deficiency downtown, the deficit created by the lost meter revenue and its impact on the overall parking budget and the necessity of more vigilant enforcement for a free parking program to be effective, must be carefully weighed in relation to overall revitalization objectives when assessing the suitability of introducing the two hour free program in downtown Guelph.

7. NEXT STEPS

As a result of this Best Practice review, a number of options are put forward for Council's consideration:

1. The introduction of a two hour free on-street parking program downtown should be viewed in the context of a broader investment strategy for downtown Guelph that includes a comprehensive parking management strategy, a Community Improvement Plan and an Incentives Program.
2. If Council chooses to proceed with a two hour free parking program at this time, it is recommended that a Pilot be introduced that can then be evaluated as part of the overall parking strategy and CIP process. Consideration should also be given within the trial, to extending two hour free parking to some or all of the lots, Parkades and garages in order to encourage longer term users into these locations. It is also recommended that consideration be given to the approach taken in the Collingwood trial in which stickers announcing the free parking program have been placed over the windowed portion of the meters, removing the need and the costs associated with disposing of the meter heads during the trial period.

3. If a Pilot is implemented, performance measurements should be created at the outset to monitor the program's success. These could include, but are not limited to, tracking the number of new businesses opening, increases in property assessments, changes to retail sales, private investment activity downtown, and public response to the program. Establishing a baseline and collecting this data would provide useful input for the CIP process, as well.

Appendix B

APPENDIX "B"

**DOWNTOWN
FREE PARKING PROGRAM
ISSUES**

Issue	Best Practice Findings	Guelph Context
<p>1. Funding of Free Parking Programs</p>	<ul style="list-style-type: none"> ▪ The majority of the municipalities surveyed have supported free on street parking through their municipal tax base. ▪ In some cases the municipality and the Business Improvement Area (BIA) have jointly funded free on street parking. 	<ul style="list-style-type: none"> ▪ Guelph's parking is currently operated as a user pay program and includes administration, maintenance and enforcement of lots, parkades and meters ▪ All expenses paid and revenues earned from any part of the operation are applied to an overall parking budget including allocating funds for major capital maintenance and parking expansion reserves. Any additional operating surplus at year-end is credited to the parking reserves. ▪ The funding of a permanent program will result in a loss of current funds for capital maintenance programs and parking expansion programs and alternate funding sources for these programs will have to be identified.

<p>2. Implementation of Free Parking Programs.</p>	<ul style="list-style-type: none"> ▪ On street free parking programs have typically been precipitated by the belief that it is a valuable tool to draw customers and businesses to downtown. ▪ Free parking programs have been primarily used as a promotional marketing tool linked with seasonal festivities or downtown events that arise or as a tool to encourage more environmentally sustainable modes of transportation. ▪ Free parking programs have been implemented as a form of a municipal financial incentive program that is tied to larger marketing or downtown revitalization programs. ▪ Free parking programs are usually a component of a larger parking strategy for downtowns. ▪ There exists a wide variation of free parking programs with respect to hours of operation and whether the privilege is extended throughout downtowns, including municipal parking lots, garages and parkades. 	<ul style="list-style-type: none"> ▪ Downtown Guelph currently has 687 on street short-term parking spaces. ▪ City staff and downtown stakeholders all agree there is a deficiency in parking supply for Guelph's downtown. ▪ Most stakeholders view the implementation of a pilot free on-street parking program as an initiative to address short term parking concerns. ▪ The scope and funding for such a pilot program needs to be developed. ▪ Work has commenced on a comprehensive parking management strategy, which assesses capacity, allocation, usage, and the impact that planned development projects will have on parking supply and demand. ▪ Such a parking management strategy will identify the best combination of short, medium and long term planning options required to support current planned projects and the implementation of a Community Improvement Plan for the downtown. ▪ Any free parking program, be it a pilot project or part of an overall parking strategy requires targets to measure its success.
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- An abuse of parking programs by downtown employees is a common issue amongst the municipalities surveyed. Many municipalities have addressed this problem through a no re-parking provision, which restricts re-parking of vehicles within a free zone within a five hour time period.
- Enforcement of free parking programs is more labour intensive and without the proper safeguards in place, more prone to abuse.
- Comprehensive communication programs, identifying parking options to the public are essential for a successful free parking program.



City of Guelph

Report:

MAYOR AND CHAIR OF FINANCE, ADMINISTRATION AND CORPORATE SERVICES

TO: *Governance and Economic Development Committee*

DATE: June 14, 2007

SUBJECT: CAO Recruitment Process

RECOMMENDATION:

That the "Procedure for Hiring the Chief Administrative Officer (CAO)" be approved.

BACKGROUND:

On April 27th, 2007, Council directed the Mayor and Chair of Finance, Administration and Corporate Services Committee to report back to Council with recommendations on a process to hire the CAO.

REPORT:

A proposed procedure for hiring the Chief Administrative Officer (CAO) has been developed. The procedure has been adapted from the "Policy for Hiring Directors" approved by Council on March 26, 2007.

CORPORATE STRATEGIC PLAN:

To have exemplary management practices.

FINANCIAL IMPLICATIONS:

The cost of retaining the services of a recruitment consultant and/or recruitment search firm will be determined through a Request for Proposals.

DEPARTMENTAL CONSULTATION:

Not applicable.

A Great Place to Call Home

COMMUNICATIONS:

N/A

ATTACHMENTS:

1. "Procedure for Hiring the Chief Administrative Officer (CAO)"


Prepared & Recommended By:
Karen Farbridge
MAYOR


Reviewed & Recommended By:
Karl Wettstein
CHAIR, FINANCE, ADMINISTRATION AND CORPORATE SERVICES



Procedure for Hiring the Chief Administrative Officer (CAO)

1. The recruitment of a CAO reporting to Council will include a thorough and comprehensive analysis of the position requirements and a thorough assessment of the skills, experience, knowledge and qualifications of both *internal* and *external* candidates.
2. The Search Team will consist of the Mayor and Chairs of the Community Development and Environmental Services Committee, Emergency Services, Community Services and Operations Committee, Finance, Administration and Corporate Services Committee and Governance and Economic Development Committee. An independent person from the community may form part of the Search team.
3. The recruitment process will be determined by the Search Team with the assistance of a recruitment consultant and/or recruitment search firm. The position will be advertised both internally and externally.
4. The Search Team will recommend a preferred recruitment consultant and/or recruitment search firm to Council for approval. Selection of a recruitment consultant and/or recruitment search firm will be consistent with the City of Guelph's purchasing policy.
5. The recruitment consultant and/or recruitment search firm will screen prospective candidates and develop a short list of candidates to be interviewed by the Search Team.
6. Appropriate further testing and evaluations as required will be completed, along with reference verification.
7. Based on the results of testing, evaluation, reference checking and input and evaluation, the Search Team will make a recommendation on a preferred candidate to Council.
8. A summary of the process, the overall evaluations of all candidates and the final decision will be presented by the Search Team to Council prior to offering the position to the candidate.

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Monday June 18, 2007, 5:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Monday June 18, 2007 in the Council Chambers at 5:00 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Beard, Bell, Billings, Farrelly, Hofland and Salisbury

Staff Present: Mr. D.A. Kennedy, Acting Chief Administrative Officer/Director of Finance; Mr. D. McCaughan, Director of Operations; Mr. J. Riddell, Director of Community Design and Development Services; Mr. B. Chapman, Manager Traffic and Parking; Mr. P. Cartwright, Manager of Economic Development and Tourism; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Piper

Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on May 8, 2007 be confirmed as recorded and without being read.

Carried

The Chair advised that the purpose of this meeting was to consider two items that were on the agenda for the June 14th meeting of the Committee which was cancelled.

Best Practice Review of Municipal Downtown Two Hour Free Parking Programs

Clare McNaul was present and expressed concern with the proposed two hour free parking on-street in the downtown. She suggested that the City has not considered the environmental impact to the downtown that additional cars would create. She suggested that the City should start with offering two hour free parking in the downtown parking lots, and to charge a premium for the use of on-street parking spaces.

Audrey Jamal, General Manager of the Downtown Board of Management advised that the Boards is in support of the staff recommendation. She suggested that offering two hour free parking in the downtown would create a level playing field with other shopping areas in the city. She also suggested that this program would assist in revitalizing the downtown.

Barbara Leibel of Barbara Leibel Consulting was present and briefly outlined and provided clarification relating to the best practice review undertaken in March 2007.

REPORT

- 2. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT Council receive the Best Practice Review of Municipal Downtown Two Hour Free Parking Programs prepared for Community Design and Development Services by the consultant Barbara Leibel;

AND THAT staff from Economic Development and Tourism, Operations and Finance be directed to work with representatives of the Downtown Board of Management to develop a two-hour free downtown “pilot” parking program, which includes performance measurements and targets, to be implemented by July 2007;

AND THAT staff be directed that after a twelve month period the “pilot” parking program is to be evaluated within the context of a comprehensive longer-term parking program that supports the implementation of a Community Improvement Plan for the downtown.

Carried

CAO Recruitment Process

REPORT

- 3. Moved by Councillor Piper
Seconded by Councillor Wettstein

THAT the “Procedure for Hiring the Chief Administrative Officer (CAO)” be approved.

Carried

The meeting adjourned at 5:37 p.m.

.....
Chairperson

A great place to call home
A vibrant downtown



A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

Thursday July 12, 2007

Council Chambers - 6:00 p.m.

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – June 18, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>CITY OF GUELPH ECONOMIC DEVELOPMENT AND TOURISM 2007, Q1 PROJECT UPDATE</p> <p>THAT the Economic Development and Tourism 2007, Q1 Project Update be received for information;</p> <p>AND THAT City Council accepts this report and directs the staff of the Economic Development and Tourism Division to make it accessible to the public, business community, other City departments and the City's strategic partners.</p>	Approve
<p>PROPOSED GUELPH DOWNTOWN COORDINATION COMMITTEE</p> <p>THAT Council approves the composition of the Downtown Guelph Coordinating Committee as described in the June 12, 2007 report of the Manager of Economic Development and Tourism Services;</p> <p>AND THAT staff is directed to initiate meetings of the Downtown Guelph Coordinating Committee to assist with the management and implementation of the 2007 to 2011 Downtown Action Plan.</p>	Approve
<p>DELEGATION OF AUTHORITY UNDER MUNICIPAL ACT</p> <p>THAT the report of the City Clerk with respect to delegation of authority under the Municipal Act, be received for information.</p>	Receive

TRANSPARENCY AND ACCOUNTABILITY PROVISIONS IN REVISED MUNICIPAL ACT

Approve

THAT a special Accountability and Transparency Committee be established;

AND THAT representation of the Accountability and Transparency Committee be as follows:

- a. 2 members of Council
- b. 2 members of the public
- c. 1 representative of the media
- d. 1 representative of a local community group or organization
- e. 1 representative of the business community;

AND THAT the proposed terms of reference for the committee include:

- a. A review of the Accountability and Transparency Part of the Municipal Act;
- b. A review of existing policies, the procedural by-law, code of ethics and other documentation that currently govern the conduct of Council;
- c. Develop a Code of Conduct;
- d. Develop an Accountability and Transparency policy;
- e. Make recommendations to Council relating to the appointment of an Integrity Commissioner, an Ombudsman, and Auditor General, a Lobbyist Registrar and a Special Investigator; and
- f. Such other duties as Council may assign;

AND THAT appropriate staff act as a resource to the committee.

MUNICIPAL ELECTIONS ACT REFORM

Approve

THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007;

AND THAT the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures;

AND THAT the support of the Association of Municipalities of Ontario be sought for these changes to the Municipal Elections Act;

AND THAT in the event of a change in government following the next Provincial election, the Province again be asked to make these changes to the Municipal Elections Act;

<p>AND THAT correspondence to the Province be directed to both the Ministry of Municipal Affairs & Housing and the Ministry of Finance with respect to these changes to the Municipal Elections Act;</p> <p>AND THAT in the event MPAC continues to be the source of municipal election voters lists, the Province develop a mechanism for removal of names of people who have died or moved away;</p> <p>AND THAT Council give direction on whether or not to support the suggestion to eliminate the requirement for a 50% turn out in order to determine whether the results of a question are binding.</p>	
<p>COUNCIL CHAMBERS ELECTRONIC VOTING SYSTEM PROCEDURES</p> <p>THAT the Council Chambers electronic voting system be used for all Public Council meetings;</p> <p>AND THAT the Councillors remain seated when speaking and that the City of Guelph Procedural By-law be amended accordingly;</p> <p>AND THAT all voting (other than procedural motions) be by recorded vote.</p>	Approve
<p>AMO COMMITTEES</p> <p>THAT the report of the Director of Finance dated July 12, 2007 with respect to AMO Committees, be received for information.</p>	Receive
<p>CITY OF GUELPH SERVICE REVIEW CYCLE AND FRAMEWORK</p> <p>THAT Council review and approve a four year service review cycle for aspects of major programs and services;</p> <p>AND THAT Council adopt the review framework suggested in the attached report which allows for process flexibility while ensuring accountability.</p>	Approve
<p>PROPOSED TWINNING RELATIONSHIP WITH THE PROVINCE OF TREVISO</p> <p>THAT City Council receive the report of July 12, 2007 prepared by the Manger of Economic Development and Tourism regarding the proposed Municipal Twinning with the Province of Treviso;</p>	Approve

<p>AND THAT City Council direct staff to coordinate with the Guelph Twinning Committee and representatives from the Province of Treviso a Twinning Agreement between the City of Guelph and the Province of Treviso;</p> <p>AND THAT City Council direct staff to coordinate with the Guelph Twinning Committee and local stakeholders the hosting in 2007 of a reciprocal delegation of Officials from the Province of Treviso for the purpose of executing a Twinning Agreement.</p>	
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OTHER BUSINESS:

NEXT MEETING DATE: August 9, 2007 at 6:00 p.m.

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Monday June 18, 2007, 5:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Monday June 18, 2007 in the Council Chambers at 5:00 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Beard, Bell, Billings, Farrelly, Hofland and Salisbury

Staff Present: Mr. D.A. Kennedy, Acting Chief Administrative Officer/Director of Finance; Mr. D. McCaughan, Director of Operations; Mr. J. Riddell, Director of Community Design and Development Services; Mr. B. Chapman, Manager Traffic and Parking; Mr. P. Cartwright, Manager of Economic Development and Tourism; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Piper
Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on May 8, 2007 be confirmed as recorded and without being read.

Carried

The Chair advised that the purpose of this meeting was to consider two items that were on the agenda for the June 14th meeting of the Committee which was cancelled.

Best Practice Review of Municipal Downtown Two Hour Free Parking Programs

Clare McNaul was present and expressed concern with the proposed two hour free parking on-street in the downtown. She suggested that the City has not considered the environmental impact to the downtown that additional cars would create. She suggested that the City should start with offering two hour free parking in the downtown parking lots, and to charge a premium for the use of on-street parking spaces.

Audrey Jamal, General Manager of the Downtown Board of Management advised that the Boards is in support of the staff recommendation. She suggested that offering two hour free parking in the downtown would create a level playing field with other shopping areas in the city. She also suggested that this program would assist in revitalizing the downtown.

Barbara Leibel of Barbara Leibel Consulting was present and briefly outlined and provided clarification relating to the best practice review undertaken in March 2007.

REPORT

- 2. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT Council receive the Best Practice Review of Municipal Downtown Two Hour Free Parking Programs prepared for Community Design and Development Services by the consultant Barbara Leibel;

AND THAT staff from Economic Development and Tourism, Operations and Finance be directed to work with representatives of the Downtown Board of Management to develop a two-hour free downtown “pilot” parking program, which includes performance measurements and targets, to be implemented by July 2007;

AND THAT staff be directed that after a twelve month period the “pilot” parking program is to be evaluated within the context of a comprehensive longer-term parking program that supports the implementation of a Community Improvement Plan for the downtown.

Carried

CAO Recruitment Process

REPORT

- 3. Moved by Councillor Piper
Seconded by Councillor Wettstein

THAT the “Procedure for Hiring the Chief Administrative Officer (CAO)” be approved.

Carried

The meeting adjourned at 5:37 p.m.

.....
Chairperson



City of Guelph

Report:
**COMMUNITY DESIGN AND DEVELOPMENT
SERVICES: ECONOMIC DEVELOPMENT AND
TOURISM**

TO: Governance and Economic Development Committee

DATE: 2007/06/14

SUBJECT: CITY OF GUELPH ECONOMIC DEVELOPMENT AND TOURISM 2007,
Q1 PROJECT UPDATE

RECOMMENDATION:

That the Economic Development and Tourism 2007, Q1 Project Update be received for information:

And That City Council accepts this report and directs the staff of the Economic Development and Tourism Division to make it accessible to the public, business community, other City departments and the City's strategic partners.

BACKGROUND:

Economic Development and Tourism is continuing to provide quarterly reports to City Council to provide updates on its strategic programs, current projects and recent accomplishments.

REPORT:

In accordance with the Division's 2006 - 2008 Business Plan, the Quarterly Project Update helps to meet our goal to improve communications with Council, other City departments, the business community and the public. This reporting tool also increases the profile of the division's programs and activities to our strategic partners in the academic community and the Provincial and Federal levels of government.

CORPORATE STRATEGIC PLAN:

- To strengthen our economic base.
- To manage growth in a balanced and sustainable manner.
- To support our natural, cultural and architectural heritage.

FINANCIAL IMPLICATIONS:

Funds for the activities highlighted have been approved by City Council in the 2007 Operating and Capital budgets.

DEPARTMENTAL CONSULTATION:

N/A

COMMUNICATIONS:

N/A

ATTACHMENTS:

Attachment 1: Q1 Program Matrix




Prepared By:
Jennifer Peleschak
Marketing & Event Coordinator

519-837-5600
jennifer.peleschak@guelph.ca



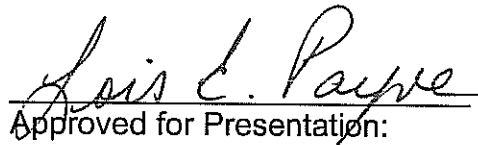
Recommended By:
Peter Cartwright
Manager, Economic Development &
Tourism

519-837-5600
peter.cartwright@guelph.ca



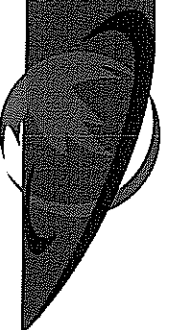
Recommended By:
Jim Riddell
Director of Community Design and
Development Services

519-837-5616
jim.riddell@guelph.ca



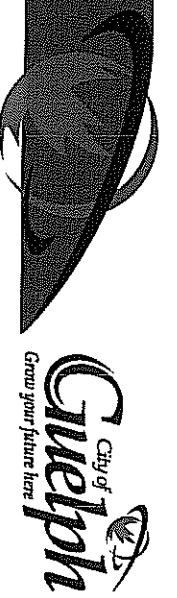
Approved for Presentation:
On behalf of the Transitional
Executive Team

**2007 Project Report Updates for Q1
Economic Development and Tourism**



Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Land Development</p> <p>Council Strategy: To strengthen our economic base</p> <ul style="list-style-type: none"> ○ Ensure a sufficient supply of serviced employment lands <p>Further information contact: Peter Cartwright Manager, Economic Development and Tourism 519-837-5600 peter.cartwright@guelph.ca</p>	<p>Hanlon Creek Business Park</p> <ul style="list-style-type: none"> ● In 2000 the City of Guelph purchased +/- 400 gross acres of land for the purpose of developing a business park. ● In 2006 the Ontario Municipal Board (OMB) approved the planning documents and minutes of settlement for this development. ● Subsequent to the OMB approvals the City of Guelph and Belmont Equities (HCBP) Inc. have entered into an agreement to jointly develop a first phase, which consists of approximately 120 net developable acres (77 acres for the City of Guelph and 43 for Belmont Equities (HCBP) Inc.). 	<ul style="list-style-type: none"> ● Public Liaison Committee meetings initiated. ● Completed archaeological site assessment for Phase 1 lands. ● Issued 'Request for Proposals' to undertake detailed engineering design and Environmental Implementation Report. ● Retained environmental consultants – Baseline site monitoring program initiated. ● Retained development project manager. ● Commenced developing draft urban design standards. ● Completed negotiations for interim intersection and full interchange improvements between landowners, City and Ministry of Transportation. ● Completed Environmental Assessment for the interim interchange improvements. ● Commenced detail design work for interim intersection improvements ● Completed topographic survey plan for phase 1 and 2. ● Substantially completed calculation survey for subdivision plan. 	<ul style="list-style-type: none"> ● Obtaining clearance of archaeological assessment survey and report from the Ministry of Culture. ● Award engineering consultant contract. ● Approval of the Environmental Implementation terms of reference by the Grand River Conservation Authority (GRCA) and the City of Guelph's Environmental Advisory Committee (EAC). ● Finalize the detailed engineering design. ● Finalize the urban design standards. ● Tender and issue interim intersection construction contracts. 	<ul style="list-style-type: none"> ● Securing approval of the Environmental Implementation Report's terms of reference from GRCA and EAC. ● Securing City and Provincial approvals for detailed engineering design

**2007 Project Report Updates for Q1
Economic Development and Tourism**



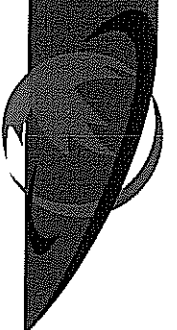
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Land Development</p> <p>Council Strategy: To strengthen our economic base</p> <ul style="list-style-type: none"> ○ Ensure a sufficient supply of serviced employment lands <p>Further information contact: Jim Mairs Senior Business Development Specialist 519-837-5600 jim.mairs@guelph.ca</p>	<p>South Guelph Industrial Lands</p> <ul style="list-style-type: none"> ● In 2004, Economic Development and Tourism initiated discussions with private sector developers to bring to market new employment lands south of Clair Road and adjacent to the Hanlon expressway. ● Developers for these lands include Tim Hortons Development Limited, Cooper Construction and Industrial Equities Inc. 	<ul style="list-style-type: none"> ● Commenced finalizing cost sharing agreement between developers for interim Hwy 6 intersection improvements. ● Subdivision agreement for Industrial Equities prepared. ● Assisted with due diligence activities between Industrial Equities and a potential client. ● Site plan application submitted for Cooper Construction lands 	<ul style="list-style-type: none"> ● Finalize the cost sharing agreement for interim Hwy 6 intersection improvements. ● Subdivision agreement for Industrial Equities land executed between City and developer. ● Site plan application submitted for Industrial Equities site. ● Site plan application approved for Cooper Construction lands. 	<ul style="list-style-type: none"> ● Unforeseen matters may raise between the City, developers and the Ministry of Transportation with respect to the construction of Hwy 6 interim improvements. ● Approval of Industrial Equities site plan application may be delayed due to required revisions. ● Cooper Construction's site plan approval may be delayed due technical matters or a change in the developer's business requirements

2007 Project Report Updates for Q1
Economic Development and Tourism



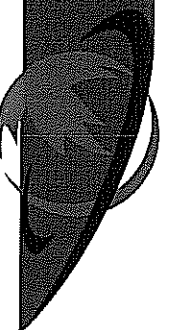
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Agri-food & Innovation Sector</p> <p>Council Strategy: To strengthen our economic base</p> <ul style="list-style-type: none"> ○ Encourage and support commercialization opportunities within emerging innovation sectors <p>Further information contact: Barb Maly Business Development Specialist Agri-food & Innovation Sectors 519-837-5600 barb.maly@guelph.ca</p>	<p>Implementation of Guelph's Agri-food, Life Science and Innovation Sectors' Marketing Plan</p> <p>Guelph Partnership for Innovation (GPI) Agri-food and Life Science marketing plan was completed in March 2006 along with a Guelph Food Industry Analysis. The key objective of this marketing plan is to develop commercialization and marketing programs to position Guelph as one of the top agri-food and life science innovation clusters in the country. This will be achieved through:</p> <ul style="list-style-type: none"> ○ The creation of local networking events to share information and create awareness of opportunities with existing and potential customers. ○ The development of programs to support entrepreneurs and early stage innovation 	<ul style="list-style-type: none"> ● Secured \$50,000 in funding through IRAP to develop a mentorship support programs for early stage and expanding companies in Guelph. ● Completed a Technical Sales and Marketing mentorship program ● Assisted an early stage functional food research company to secure \$5 million in investment to establish a 10,000 sq.ft. pilot plant facility in Guelph by the end of 2007. ● Prepared proposals and met with a British Columbia bakery considering an \$80M, 250 job operation in Guelph ● Coordinated activities between the City of Guelph, Township of Guelph Eramosa and County of Wellington to advance a proposed state-of-the-art 375 metric tonnes/day flour mill looking to locate just north of the ● Commenced planning activities to develop a Guelph Agri-food partners booth and Ambassador program at International Food Technologies Expo in July 2007 with the University of Guelph, Guelph Food Technology Centre, Canadian Institute for Food Safety, 	<ul style="list-style-type: none"> ● Development of Agri-food partner's booth, video and marketing materials for IFT Food Expo ● Attending BIO Boston in May, 2007 ● Exploratory visit to the Province of Treviso, Italy in late May/early June 2007 ● Assist in the hiring of a new dedicated Executive Director for GPI ● Coordinate follow up activities between City, Province and British Columbia Bakery ● Coordinate follow up activities between City, Township of Guelph Eramosa, Wellington County and flour mill 	<ul style="list-style-type: none"> ● Securing CISP funding to assist in funding IFT Food Expo Marketing Initiatives.

**2007 Project Report Updates for Q1
Economic Development and Tourism**



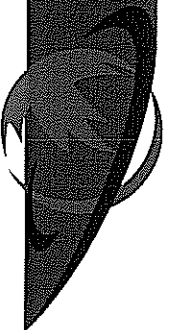
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
	<p>companies</p> <ul style="list-style-type: none"> ○ Domestic and international marketing, investment attraction and business development activities ○ The creation of communication programs to create awareness ○ The development of partnerships within the University of Guelph research community and those who can help commercialize and move research to the marketplace 	<p>Laboratory Services, Ontario Soybean Growers Food Expo, GPI and City of Guelph</p> <ul style="list-style-type: none"> ● Secured funding from Community Investment Support Program; support joint City Guelph Partnership for Innovation (GPI) to marketing and investment attraction initiatives 		

**2007 Project Report Updates for Q1
Economic Development and Tourism**



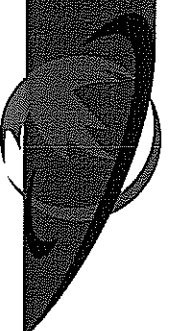
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Downtown</p> <p>Council Strategy: To strengthen our economic base</p> <p>Further information contact: Peter Cartwright Manager, Economic Development and Tourism 519-837-5600 peter.cartwright@guelph.ca</p>	<p>Council approved funds in Economic Development and Tourism's 2007 to 2009 operating budget to implement programs to increase private sector investment within the downtown.</p>	<ul style="list-style-type: none"> • Advertised and interviewed for the Downtown Economic Development Manager's position • Finalized downtown action plan report and recommendations for Council's approval • Commenced stakeholder discussions regarding a request for development proposals for the Baker Street site. • Commenced a best practice review of municipal free parking programs. 	<ul style="list-style-type: none"> • Fill the Downtown Economic Development Manager's position. • Approval of the downtown action plan by Guelph City Council. • Finalize the request for development proposal package and process for the Baker Street site. • Finalize and present to Guelph City Council a best practice review of municipal free parking programs. 	<ul style="list-style-type: none"> • Additional interviews for the Downtown Economic Development Manager's position identified may be required. • Additional information may be requested by Council for the approval of the downtown action plan. • Stakeholder discussions may identify additional matters that need to be addressed prior to the issuance of a request for development proposals for the Baker Street site. • Stakeholder discussions may identify additional matters that will need to be

2007 Project Report Updates for Q1
Economic Development and Tourism



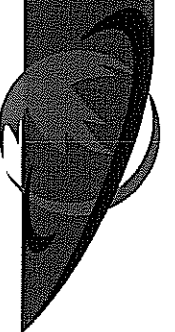
Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
				addressed prior to the finalizing the best practice review of municipal free parking programs.

**2007 Project Report Updates for Q1
Economic Development and Tourism**



Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Tourism</p> <p>Council Strategy: To strengthen our economic base</p> <p>Further information contact: Sue Trerise Senior Business Development Specialist 519-837-1335 sue.trerise@guelph.ca</p>	<p>Shakespeare Made in Canada Marketing Campaign</p> <p>Consumer marketing campaign organized and implemented to attract visitors to the city over the course of the festival.</p>	<ul style="list-style-type: none"> • Continuation of marketing and promotion programs until the end of May. • Overnight and day-trip visitation being tracked through the website, tourism industry partners, and by phone and email inquiries to the Visitor Information Centre. • Daily visitation at MacDonald Stewart Art Centre increased 400% 	<ul style="list-style-type: none"> • Conclude marketing program. • Review final statistics and program results with Event Partners, including the University, as well as local tourism industry partners. 	<ul style="list-style-type: none"> • Cooperation and coordination required from the University of Guelph, Guelph Arts Council and the city's Corporate Communications department.
<p>Tourism</p> <p>Council Strategy: To strengthen our economic base</p> <p>Further information contact: Sue Trerise Senior Business Development Specialist 519-837-1335 sue.trerise@guelph.ca</p>	<p>2007 Guelph Wellington Tourism Partnership Program</p> <p>A comprehensive package that offers marketing benefits to Guelph and Wellington County tourism industry partners at a competitive annual rate.</p>	<ul style="list-style-type: none"> • Commenced 2007 Partnership benefits program • Increased partnerships from 124 industry partners (2006) to 156 partners (still increasing) in 2007. • 2007 Partnership revenue targets met with the increase of 32 Partners 	<ul style="list-style-type: none"> • Deliver bus advertising benefit for top level (Profile) partners. • Deliver tourism packaging seminar for all partners to increase tourism product inventory in the region. • Complete delivery of all partnership benefits for 2007. 	<ul style="list-style-type: none"> • Revised pricing structure and deliverable benefits package. • Partnership sales were coordinated with sales of the 2007 Visitor Guide. • Increased and improved communication with partners throughout the process.

2007 Project Report Updates for Q1
Economic Development and Tourism



Program	Project Description	Activities for Q1	Key Objectives for Q2	Critical Factors
<p>Marketing & Promotional Activities</p> <p>Further information contact: Jennifer Peleschak Marketing & Event Coordinator 519-837-5600 jennifer.peleschak@guelph.ca</p>	<p>Develop and implement effective communication and marketing programs to a wide range of audiences to attract and retain business investment, employment, assessment and tourism opportunities</p>	<ul style="list-style-type: none"> Initiated marketing activities (signage; information packages; networking activities) for the Hanlon Creek Business Park Increase advertising revenue for both the 2007 Guelph Business Directory (from \$4200 in 2006 to \$11,800 in 2007) and the 2007 Visit Guelph and Wellington Visitor Guide (from \$46,200 in 2006 to \$72,054 in 2007) 	<ul style="list-style-type: none"> 2007 Guelph Business Directory available for sale: CD and print version 2006 Annual Review Developments Newsletter HCBP website presence 	<ul style="list-style-type: none"> Increase of Advertising Sales Agents – covered larger area. Better cooperation and increased participation from County of Wellington Municipal Partners for the Visitor Guide
<p>Miscellaneous</p> <p>Further information contact: Jennifer Peleschak Marketing & Event Coordinator 519-837-5600 jennifer.peleschak@guelph.ca</p>	<p>Film Sector Development</p> <p>Provide economic investment for Guelph, to give local support and guidance to the film and television community and to promote the city as a location for filming.</p>	<ul style="list-style-type: none"> Developed web presence for the Guelph Film Office Coordinated 20 film inquiries, 1 completed production Coordinated with an international production that will be in Guelph from May to October 	<ul style="list-style-type: none"> Continue to assist production companies find locations and obtain approvals for filming Work with the international production Upgrade web presence 	<ul style="list-style-type: none"> Securing requested locations Securing support from City departments and the community at large



City of Guelph

Report

COMMUNITY DESIGN and DEVELOPMENT SERVICES Economic Development and Tourism

TO: Governance & Economic Development Committee

DATE: 2007/06/14

SUBJECT: Proposed Guelph Downtown Coordination Committee

RECOMMENDATION:

“THAT Council approves the composition of the Downtown Guelph Coordinating Committee as described in the June 12, 2007 report of the Manager of Economic Development and Tourism Services;

AND THAT staff is directed to initiate meetings of the Downtown Guelph Coordinating Committee to assist with the management and implementation of the 2007 to 2011 Downtown Action Plan.”

BACKGROUND:

At a meeting of the Governance and Economic Development Committee held April 10, 2007, the following resolution was passed:

“THAT the matter of the establishment of a Guelph Downtown Coordinating Committee to assist with the implementation of the 2007 to 2011 Downtown Guelph Action Plan be referred back to staff;

AND THAT staff report back with an enhanced membership for a Guelph Downtown Coordinating Committee.”

REPORT:

The 2007 to 2010 Downtown Guelph Investment Action Plan report presented by staff at the April 10, 2007 Governance & Economic Development Committee (GEDC) meeting recommended actions for the downtown including the establishment of a Guelph Downtown Coordinating Committee.

The mandate of this Committee is to work closely with the City's Downtown Project Manager to achieve the following:

A Great Place to Call Home

- To clearly identify the roles and responsibilities of all municipal and non-municipal stakeholders within the downtown;
- To provide recommendations to City staff regarding:
 - the development and implementation of programs designed to address ongoing issues of operation/design/safety/maintenance/use of downtown area;
 - the development, implementation to plans and programs for improvements in the downtown area;
- To improve the scheduling and operating of events and programs in the downtown area between stakeholders; and
- To coordinate communications amongst the municipal and stakeholder groups.
- To monitor the results of the Action Plan and to provide recommendations for any required amendments to the plan.

The actions recommended in the April 10, 2007 report were approved by GEDC and subsequently by Guelph City Council at its April 23, 2007 meeting, with the exception of the composition of the Guelph Downtown Coordinating Committee.

As instructed, staff has reconsidered the composition of the Guelph Downtown Coordinating Committee, and through consultation with City and other downtown stakeholders, as highlighted in the Consultation/Concurrence portion of this report, provides a revised proposed structure and rationale as detailed in Appendix "A".

CORPORATE STRATEGIC PLAN:

- To Strengthen Our Economic Base
- To Support Our Natural, Cultural and Architectural Heritage

FINANCIAL IMPLICATIONS:

- Based on this report's recommendations, currently there are no additional financial implications beyond those highlighted in staff's April 10, 2007 GEDC report, which are:

2007 - \$97,700 (Staff salary and benefits)

2008 - \$297,700 (Staff salary and benefits and seed funds for incentive programs)

2009 - \$297,700 (Staff salary and benefits and seed funds for incentive programs)

DEPARTMENTAL CONSULTATION/CONCURRENCE:

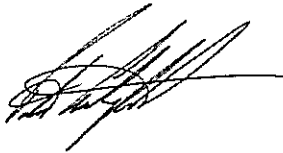
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COMMUNICATIONS:

o None required

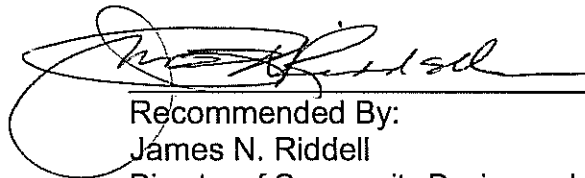
ATTACHMENTS:

o **Appendix "A"** – Proposed Guelph Downtown Coordinating Committee



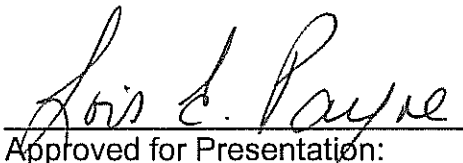
Prepared & Recommended By:
Peter Cartwright
Manager, Economic Development Services

519-837-5600
peter.cartwright@guelph.ca



Recommended By:
James N. Riddell
Director of Community Design and
Development Services

519-837-5616
jim.riddell@guelph.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team

Appendix "A"
Proposed Downtown Coordinating Committee
For Discussion Purposes Only!

Group or Association	Members	Suggested Representatives	Rationale
Downtown Board of Management	2	The General Manager and one member from the Board of Directors.	The Downtown Board of Management will provide input from the perspective of the downtown business community in the development, implementation and monitoring of actions identified in the 2007 – 2011 Downtown Action Plan.
Guelph City Council	2	Two Councillors or one Councillor and Mayor.	The inclusion of elected officials will ensure that effective liaison occurs between Council, City Staff and Stakeholders on matters that will arise during the development, implementation and monitoring of the 2007 – 2011 Downtown Action Plan.
University of Guelph	1	One representative from the School of Environmental Design & Rural Development, College of Arts, or College of Management & Economics.	The University of Guelph has expressed an interest in developing a downtown campus. The University has indicated that a downtown campus may include one of the programs noted in this matrix. The inclusion of a University representative on this committee will assist in strategically locating a campus as well as assisting with other components of the Downtown Action Plan.
City of Guelph - Economic Development & Tourism	2	Downtown Economic Development Manager Manager, Economic Development and Tourism	As the Downtown Economic Development Manager will be responsible for the management and coordination of the 2007 – 2011 Downtown Action Plan it is proposed that this staff person actively participate on this committee.
City of Guelph - Operations	1	As designated by the Director of Operations	A representative from the City's Operations Department is required to ensure parking and maintenance programs are coordinated with other downtown activities.
City of Guelph – Community Design and Development Services (CDDS)	1	As designated by the Director of CDDS	A representative from the CDDS is required to ensure municipal planning, urban design and capital works activities are coordinated with other downtown programs.
Guelph Chamber of Commerce	1	A staff member of the Chamber as designated by the Board	Inclusion of the Guelph Chamber of Commerce on this committee will assist with the development of small business opportunities in the downtown
Guelph Developers Association	1	As designated by the Chair of the GDA	Input from the GDA will assist with the structuring of real estate Pilot Projects for the downtown.
Public at Large	2	Representatives from the corporate business community such as the Cooperators, Banks, etc.	Inclusion of such a representative will ensure corporate business practices and input into the 2007 – 2011 Downtown Action Plan
Total =	13		



TO: GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

DATE: June 14, 2007

SUBJECT: DELEGATION OF AUTHORITY UNDER MUNICIPAL ACT

RECOMMENDATION:

THAT the report of the City Clerk with respect to delegation of authority under the Municipal Act, be received for information.

SUMMARY:

As a result of the Bill 130 amendments to the Municipal Act, Council has greater ability to delegate its powers and duties in order to streamline the local decision making process. The Governance and Economic Development Committee has requested a status report on the work being done by staff with respect to potential delegation of authority.

BACKGROUND:

Under Bill 130, Council can delegate its powers and duties under the revised Municipal Act, 2001, or any other Act, "to a person or body". This discretionary authority permits Council to delegate its various powers and duties subject to any limits or procedural requirements it considers appropriate. The intent of delegating authority for routine administrative matters, is to allow Council to focus on larger issues that are more strategic in nature and also to allow Council to create local bodies to assist with local decision making.

REPORT:

Council has the authority to delegate all ***but*** the following powers:

- adoption or amendment of the budget;
- setting of taxes, tax rates and ratios;
- power to appoint or remove statutory officers;
- power to incorporate municipal corporations;

- Issues related to small business counseling and municipal capital facilities
- power to adopt or amend its Official Plan;
- approval of zoning by-laws or certain Community Improvement Plans;
- certain legislative and quasi-judicial powers
- other powers as may be prescribed.

Council can delegate authority to:

- one or more members of municipal council;
- a body that has at least two members of which 50% are council members, council appointees, or a combination thereof;
- an officer, employee or agent of the city.

In some cases, Council can delegate to other persons or bodies as well.

Council can choose to revoke a delegation of power at any time. Council can also delegate a power and specify that it cannot be revoked until the end of Council's term. The Province has retained the right to revoke or restrict delegated powers at any time. Council can provide for reviews or appeals of decisions made by persons or bodies under their delegated powers or duties.

The Act also requires Council to adopt and maintain a policy with respect to the delegation of its powers and duties, however the requirement for such a policy does not come into effect until January 1, 2008. Nevertheless, it is important that we commence work on the policy in preparation for 2008.

Earlier this year, a staff working group met on a number of occasions, to identify possible opportunities where Council could delegate authority with respect to routine matters. As part of the working group's research, the delegation of authority by-laws of a number of other Canadian municipalities were reviewed, including Windsor, Thunder Bay, Ottawa, Edmonton and Powell River. Ottawa and Edmonton had the most extensive list of items where authority had been delegated. Below is a summary of the types of matters that have been delegated in these municipalities:

- Parades and Special Events
- Parking and Traffic Regulations
- Routine Administrative Agreements
- Planning Approvals for Subdivisions, Condominiums, Part Lot Control, Site Plans
- Various Development Agreements
- Real estate transactions and property agreements with a value of less than \$100,000
- Extension agreements under municipal tax sale procedures
- Settlement of claims less than \$100,000
- Legal Matters with a value of less than \$100,000
- Applications under Land Titles Act

- Noise By-law Exemption
- Local Taxation Minutes of Settlement
- Retail Business Holidays Act
- Establish fees, charges, rates and tariffs;
- Parking and Traffic By-law Amendments
- Property Transactions with value less than \$100,000
- Miscellaneous Legal and Realty Matters including correction of title errors, minor uses of City property, liens, discharges, release of expired agreements.
- Approve the settlement of actions, claims or demands less than \$250,000
- Approval of tenders less than \$1,000,000 where in an approved budget
- Approve sale of land at fair market value where value does not exceed \$1,000,000

Like most municipalities, Guelph City Council has already delegated authority in a number of areas:

Delegation To	Matter Delegated
Committee of Adjustment	Minor Variances, Severances,
FACS Committee	Appeals Committee under the Licensing By-law (to hear appeals of refusals or revocations of business licences)
CDDS	Approval of Site Plans Approval of Condominium Plans (except the conversion of rental housing) Site Plan Agreements under the Planning Act or Condominium Act Part Lot Control Exemptions Fees under the Planning Act Staff Attendance at OMB Hearings in Support of Council Planning Decisions
Various Departments in conjunction with Legal Services and Realty Services	Real Property Agreements - <ul style="list-style-type: none"> • Permitting the Corporation or contractors to enter upon land for any purpose of the Corporation • Licensing the City or contractors to use lands • Purchase of lands or easements required for capital projects, where funding has been approved with value of \$50,000 or less • Permitting others to enter onto lands owned by the Corporation • Licensing others to use lands owned by the Corporation • Documentation involving the purchase, sale or exchange of interest in land other than agreements for purchase or sale of lands, deeds and transfers, leases and agreements to lease.

Other Forms of Delegation

In addition to the delegation of authority to committees and staff, the revised Municipal Act provides broader, more permissive governance powers with respect to other local government bodies including:

- local boards
- municipal service boards
- municipal service corporations

Local Boards - The broader powers in the legislation allow Council to change or dissolve certain “local boards,” including BIA boards or management boards. Previously, municipalities had limited authority to establish and make changes to local boards. Municipalities may now make any change to existing boards e.g. board mandate, structure, procedures, consultation policies, etc. In essence, use of these boards is a form of delegation of authority. Council could, delegate any of its non-core powers to a local board. The following statutory bodies are expressly excluded from Council's new authority with respect to local boards:

- Children’s Aid Society
- Board of Health
- Homes for the Aged Management Committee
- Management Committee
- Police Services Board
- Library Board
- Municipal Service Corporations.

Municipal Service Boards - Previously, only the following municipal service boards could be established by a municipal council:

- Public Utilities
- Waste Management
- Transportation Systems (other than highways)
- Culture, Parks, Recreation and Heritage
- Parking (except on highways)

Under the revised Act, City Council can establish municipal service boards for any municipal service or activity. Council can also decide the name, quorum, budget process, selection of members as well as the roles that a municipal service board must fulfill. A municipal service board is still a ‘body corporate’ and an agent of the municipality whose term of office cannot exceed the term of council, but it can be delegated any of the non-core powers of the municipality. When a municipality delegates a power to a municipal service board, existing municipal by-laws or resolutions are deemed to be by-laws of the board.

Municipal Service Corporations – Under the revised Act, City Council has broader, discretionary authority to establish a municipal service corporation to provide any system, service or thing that the City could provide with some restrictions (i.e. this provision does not apply to a corporation under the *Electricity Act, 1998* or a local housing corporation under the *Social Housing Reform Act, 2000*). In addition, Council has the power to appoint directors or officers to a municipal service corporation it creates and the municipality can purchase shares issued by it. There are no provisions to restrict municipalities as to which statute municipal service corporations may be incorporated under or whether they must be profit or non-profit entities.

Next Steps

The initial focus of the work being done on delegation of authority, is to identify opportunities for the delegation of routine administrative matters. These potential delegations would have the following benefits:

- Reduced staff time in preparing, reviewing, sign-off, attendance at Committees and Council on reports relating to routine matters;
- Reduced time for Council members in reading reports relating to routine matters, thereby allowing Council to focus their time and efforts on larger more strategic issues;
- Reducing the time period that is now involved in obtaining Council approval under the existing reporting process.

Senior Management will be reviewing the initial proposals of the working group, and will make recommendations to Council that would form the basis for the development of a governance policy framework for any delegation of authority, and the integration of the public into the decision making process with respect to delegation of authority. The requirement to have a policy relating to delegation of authority will come into effect on January 1, 2008. Council will also have to consider what accountability and oversight measures will accompany delegation of powers.

In future years, Council may want to consider establishing or delegating powers to existing local boards, or the creation of Municipal Service Boards or Municipal Service Corporations for specific purposes. This will not form part of the initial work on delegation of authority. Any of these actions will also require the development of a policy framework, and the involvement of the public in the decision making process.

CORPORATE STRATEGIC PLAN:

The use of delegated authority will support the strategic direction of having exemplary management practices.

FINANCIAL IMPLICATIONS:

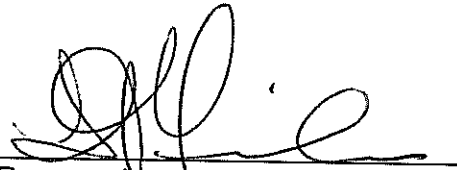
To be determined with next steps.

DEPARTMENTAL CONSULTATION:

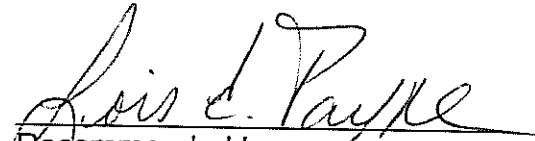
Initial staff consultation includes Operations, Realty Services, Finance, Community Design & Development Services,

COMMUNICATIONS:

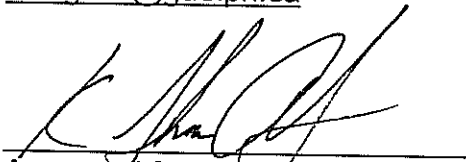
ATTACHMENTS:



Prepared by:
Lois A. Giles, City Clerk
(519) 822-1260, ext. 2232
lois.giles@guelph.ca



Recommended by:
Lois E. Payne, Director of Corporate Services/City Solicitor
(519) 822-1260, ext. 2288
lois.payne@guelph.ca



Approved for Presentation
On behalf of the Transitional Executive Team



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance & Economic Development Committee

DATE: 2007 06 14

SUBJECT: TRANSPARENCY AND ACCOUNTABILITY PROVISIONS IN REVISED MUNICIPAL ACT

RECOMMENDATIONS:

1. **THAT a special Accountability and Transparency Committee be established.**
2. **THAT representation of the Accountability and Transparency Committee be as follows:**
 - a. **2 members of Council**
 - b. **2 members of the public**
 - c. **1 representative of the media**
 - d. **1 representative of a local community group or organization**
 - e. **1 representative of the business community**
3. **THAT the proposed terms of reference for the committee include:**
 - a. **A review of the Accountability and Transparency Part of the Municipal Act**
 - b. **A review of existing policies, the procedural by-law, code of ethics and other documentation that currently govern the conduct of Council;**
 - c. **Develop a Code of Conduct;**
 - d. **Develop an Accountability and Transparency policy;**
 - e. **Make recommendations to Council relating to the appointment of an Integrity Commissioner, an Ombudsman, an Auditor General, a Lobbyist Registrar and a Special Investigator; and**
 - f. **Such other duties as Council may assign.**
4. **That appropriate staff act as resource to the committee.**

SUMMARY:

As a result of Bill 130, the Municipal Act has been amended to make discretionary provisions for municipal councils to deal with certain matters of accountability and transparency.

BACKGROUND:

The new provisions of the Municipal Act give authority to councils to:

- Establish a Code of Conduct to set the minimum standards for behaviour of members of Council in carrying out their municipal roles and functions.
- Appoint an Integrity Commissioner who reports to council and who is responsible for performing the functions assigned by the municipality regarding the code of conduct for members of council and for members of local boards.
- Appoint a Registrar responsible for a lobby registration which is a formal tracking of lobbyists and their meetings with public officials that would be made available for public inspection.
- Appoint an Ombudsman responsible for investigating in an independent manner any decision or recommendation made or act done or omitted in the course of the administration of the municipality, its local boards and such municipally-controlled corporations as the municipality may specify
- Appoint an Auditor General responsible for assisting Council in "holding itself and its administrators accountable for the quality of stewardship over public funds and for achievement of value for money in municipal operations". This does not include the duties of the municipal auditor.
- Appoint an investigator to investigate complaints respecting compliance with open meeting requirements. If no investigator is appointed, the provincial Ombudsman will investigate. (NOTE: This provision of the Act does not come into effect until January 1, 2008.)

Effective January 1, 2008, it will be mandatory that each municipality have in place a policy dealing with the manner of ensuring accountability and transparency.

REPORT:

Various approaches are being used by municipalities to deal with these new accountability and transparency provisions. One approach that is being used, is to appoint a special committee to review these new provisions, and to develop policies and make recommendations that Council could adopt to ensure accountability and transparency in the City's operations. Such a committee could have representation from members of Council, members of the public, organizations, special interest groups, the media, etc.

If a special committee is established, it is hoped that it would complete its work prior to the end of 2007, so that Council can begin to put in place the actions that will ensure accountability and transparency of its operations for the public.

CORPORATE STRATEGIC PLAN:

This report supports the strategic direction of having exemplary management practices.

FINANCIAL IMPLICATIONS:

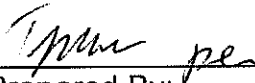
There will be minor costs relating to advertising, holding of public meetings, etc.

DEPARTMENTAL CONSULTATION:

n/a

COMMUNICATIONS:

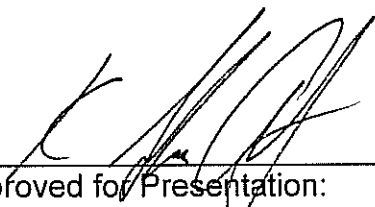
The meetings of the special committee will be advertised in both the local media and on the City's web site.



Prepared By:
Lois A. Giles
City Clerk
(519) 822-1260 ext. 2232
lois.giles@guelph.ca



Recommended By:
Lois E. Payne
Director of Corporate Services/City
Solicitor.
(519) 822-1260 ext. 2288
lois.payne@guelph.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance & Economic Development Committee

DATE: 2007 06 14

SUBJECT: MUNICIPAL ELECTIONS ACT REFORM

RECOMMENDATION:

THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007,

AND THAT the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

AND THAT the support of the Association of Municipalities of Ontario be sought for these changes to the Municipal Elections Act;

AND THAT in the event of a change in government following the next Provincial election, the Province again be asked to make these changes to the Municipal Elections Act;

AND THAT correspondence to the Province be directed to both the Ministry of Municipal Affairs & Housing and the Ministry of Finance with respect to these changes to the Municipal Elections Act;

AND THAT in the event MPAC continues to be the source of municipal election voters lists, the Province develop a mechanism for removal of names of people who have died or moved away;

AND THAT Council give direction on whether or not to support the suggestion to eliminate the requirement for a 50% turn out in order to determine whether the results of a question are binding.

SUMMARY:

This report responds to suggestions made by delegations at the April 16, 2007 meeting of Council regarding reforms to the Municipal Elections Act.

BACKGROUND:

At the April 16th meeting of Council, delegations Susan Watson and Bruce Shapka made the following suggestions with respect to reforms to the Municipal Elections Act.

1. if no action is taken by the Province to make amendments to the MEA within 18 months, that a formal complaint be lodged with the Ombudsman of Ontario;
2. That the correspondence to the Province requesting amendments to the MEA be sent to both the Ministry of Municipal Affairs & Housing and the Ministry of Finance;
3. A mechanism for removal of names of people who have died or moved away;
4. The criteria for a binding referendum be 50% plus 1 of those who voted in the election.

REPORT:

1. **Complaint to Ombudsman** - Under the Ombudsman Act, the function of the Ombudsman is to investigate any decision or recommendation made or any act done or omitted in the course of the "*administration*" of a governmental organization. My understanding of this provision is that the powers of the Ombudsman to investigate complaints, does not extend to the legislative actions of the Ontario Government, but rather to administrative actions of government ministries and agencies. In conversation with the Ombudsman's office, we were advised that this office does not get involved in broad policy issues of the government. As such, the matter of an official complaint is not a course of action that is open to the City.

As an alternative, it suggested that the support of the Association of Municipalities of Ontario be sought for amendments to the MEA. AMO acts as a lobby group on behalf of municipalities in Ontario with the provincial government. The Association has a proven track record of success in advocating on behalf of Ontario municipalities. In addition, in the event of a change in government as a result of the upcoming Provincial election, the Province should again be requested to make the needed changes to the MEA.

2. **Correspondence to Ministry of Municipal Affairs & Housing and the Ministry of Finance** – This is an excellent suggestion and the City's correspondence will be directed accordingly.

3. **Removal of Names of Deceased Persons and Persons Who Have Moved**
– The intent of this suggestion should be supported in the event that MPAC continues to be the source of municipal voters lists.

4. **Binding Referendums** – Under the existing legislation with respect to questions on ballots, we would have to experience a turn out greater than 50% before the results of a vote were binding. The intent behind this provision is that with a very low turn out, a small minority of the voting public could dictate a change. According to AMO's 2006 election survey, the lowest turn out experienced in a municipal election in 2006 was 10%. In the 2006 Guelph election, almost 9% of the ballots cast, had no votes on the question. As can be seen with these statistics, it is possible for a very small number of eligible voters to determine whether or not the result of a question is binding on a municipality.

However, since 10% of the eligible voters can determine who will be elected to a municipal council, perhaps it is reasonable to assume that they should also be permitted to determine the outcome of a question on the ballot by a majority vote. It then becomes a political question as to whether or not this suggestion should be supported, and the direction of Council should be given.

CORPORATE STRATEGIC PLAN:

This report

FINANCIAL IMPLICATIONS:

n/a

DEPARTMENTAL CONSULTATION:

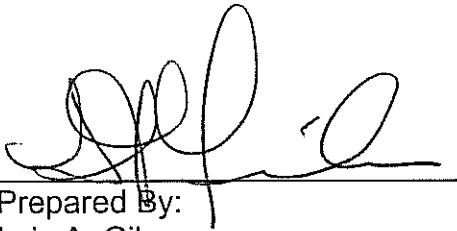
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COMMUNICATIONS:


The

ATTACHMENTS:

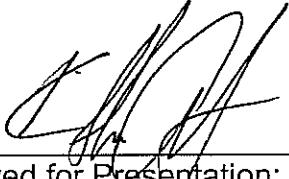
April 16th, 2007 Report on Municipal Election Reform



Prepared By:
Lois A. Giles,
City Clerk.
(519) 822-1260 ext. 2232
lois.giles@guelph.ca



Recommended By:
Lois E. Payne,
Director of Corporate Services/City Clerk.
(519) 822-1260 ext. 2288
lois.payne@guelph.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance & Economic Development Committee

DATE: April 10, 2007

SUBJECT: MUNICIPAL ELECTION REFORM

RECOMMENDATION:

THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007, and that the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

SUMMARY:

All local elections in Ontario (municipal/school board) are governed by the Municipal Elections Act. This Act has not seen any significant amendments in over ten years. Municipalities in Ontario as well as the Association of Municipalities of Ontario and the Association of Municipal Managers, Clerks and Treasurers of Ontario have requested amendments numerous times, but to date, these concerns have not been fully addressed.

BACKGROUND:

The Governance and Economic Development Committee has directed that the City Clerk prepare a report with recommended changes to the Municipal Elections Act for submission to the Ministry of Municipal Affairs & Housing which would improve the local election process. This report identifies a number of areas in the legislation that require change.

REPORT:

VOTERS LIST:

An informal survey of how municipal lists in other parts of Canada are generated, indicates that Ontario is unique in its method. The most common source is the provincial voters list, followed by a locally generated list, a voter registration process and lastly the federal voters list.

Provincial List	Municipal List	Voter Registration	Federal List
British Columbia New Brunswick Newfoundland Nova Scotia Quebec	NWT Nunavut PEI	Alberta Saskatchewan	Manitoba

Both Elections Ontario and Elections Canada maintain a permanent list for their elections, and although there has been extensive discussion regarding the creation of a single list for all three levels of government, to date this has not been achieved.

As an alternative to using a voters list, municipalities in Alberta and Saskatchewan use a form of voter registration whereby voters register at the polls on voting days. This would require more resources on voting days in order to process voters and not create line-ups, however the costs would likely be far less than it costs municipalities by having MPAC generate the list.

In Ontario municipal elections, on or before July 31 in the year of a regular election, the Municipal Property Assessment Corporation (MPAC) prepares a preliminary list for each local municipality.

The enumeration process for municipal elections takes place in April and the election is held in November. The return rate on enumeration forms was about 32% in 2006. Enumeration is too far in advance of our election for two reasons. Firstly, the six month timeframe between the enumeration and the election is just too long. Secondly, being a university city experiencing growth, many ownership and tenancy changes can happen between April and November. For example, when the preliminary list was received last July, it included the names of the on-campus students from the 2003 election, most of whom would no longer be in residence. The students who were coming onto campus in September of 2006, had to be captured through a supplementary enumeration.

With respect to current ownership information, MPAC contacts all new owners and requests information that will assist them in updating the voters list. The return rate from new owners is about 59%. Even though 59% of new owners do respond, the responses are often incomplete for election purposes - hence the unconfirmed citizenship, missing children of voting age, missing tenants, boarders, etc.

MPAC has difficulty in obtaining accurate tenant information in time for our election process. The return rate by landlords of buildings of 7 units and greater for tenant information in an election year, is about 68%. Unfortunately, this information is not

received from landlords in time for our preliminary voters list, which requires MPAC to produce a supplementary list. There does not appear to be a mechanism to require information for tenancies of less than 7 units.

Both the new owner information forms and the enumeration forms do not have a mandatory return deadline similar to the mandatory requirement for census information to be returned. As long as MPAC's requests for information are not responded to, we will continue to have problems with the accuracy of our list.

A serious issue that arose in 2006 was with respect to unconfirmed citizenship. The preliminary list is to contain the name of persons who are entitled to be electors. One of the eligibility requirements to be a municipal elector in Ontario is that of Canadian citizenship. In 2006, MPAC included on the preliminary list, the names of individuals whose citizenship they had been unable to confirm. In Guelph's case, nearly 10,000 names were coded into the electronic voter notification data file with unconfirmed citizenship.

In order to address the question of unconfirmed citizenship, the City Clerk's Office had to mail a notice to each person with a "U" designation, along with a form that would allow them to confirm their citizenship prior to the November 13th municipal election. Unfortunately, the return rate for these forms was low, and many of the "U" designations remained on the list.

An individual having unconfirmed citizenship who wished to vote on election day, was required to take an oath confirming their Canadian citizenship and was then permitted to vote. Any person who would not swear or affirm the oath, or who identified themselves to election staff as not being a Canadian citizen would not have been permitted to vote.

The Municipal Elections Act is quite clear in stating that only the names of eligible voters shall be included in the list. It is unfortunate that MPAC did not follow the legislation and included the names of persons whose citizenship was unconfirmed. As a result, the City incurred additional expenses of over \$5,000 for postage costs and notices that were published in the local media.

In 2006, Clerk's Office staff processed 14,683 additions to the list and 27,326 modifications for electors. This included several thousand changes that were accepted at the polls on election day.

Questions have arisen with respect to what is to be considered a post-secondary student's place of residence for voting eligibility purposes. In particular, differing interpretations have occurred with respect to a student's eligibility to vote in the municipality where they reside when not attending school and also in the municipality where they reside during the school year.

Recommendation: That the Municipal Property Assessment Corporation no longer be the source of municipal voters lists, and that municipalities be given the flexibility to use either the provincial or federal lists, a locally generated list, or a voter registration process.

Recommendation: That in the event alternatives to the current method of generating municipal voters lists in Ontario are not permitted, that the Municipal

A Great Place to Call Home

Property Assessment Corporation include only the names of persons with Canadian citizenship on the preliminary list of electors.

Recommendation: That the residency requirements set out in Section 2 of the Municipal Elections Act be amended to clarify the residency provisions applicable to students.

REQUIREMENT TO PROVIDE IDENTIFICATION:

The MEA doesn't currently require that a voter must produce identification in order to be added to the voters list, or to be allowed to vote. A poll conducted of surrounding municipalities confirmed that they followed Guelph's practice of not requiring proof of identification. Some municipalities in Ontario do require identification, such as Toronto. The MEA currently permits applications to be added to the voters list to be submitted by mail or by an agent on the voters behalf. In this situation, there is no opportunity to examine identification.

In Ontario elections, in order to have your name added to the list, a voter must produce one identification document that shows name, address, and signature, such as a driver's licence. Alternatively, a voter can produce two other identification documents, one that shows name and signature, such as an old age security card, credit card, passport or citizenship card, and one that shows name and residence address, such as a tax bill or a utility bill. There are other documents that may serve to satisfy poll officials. These could include a book of cheques printed with your residence address or a letter from a major corporation such as a bank or trust company. In order to vote in an Ontario election, a voter is not required to produce identification, but it is suggested that a voter have identification as well as the voter notification card.

The federal government has introduced new legislation with respect to the requirement for voters to provide identification. In order to get on the federal voters list, it is proposed that a voter must produce one valid official document showing name, address and signature (such as a driver's licence) – or - two valid official documents, one showing name and address (such as a telephone or electricity bill), and one showing name and signature (such as a health card or a library card). Alternatively, an affidavit signed before a person authorized to receive oaths in the province or territory and showing the name, current address of ordinary residence and signature of the elector. When an elector cannot provide any of these documents, a document showing the name and current address of ordinary residence of the elector's spouse or of the person on whom the elector is dependent. Both the elector to be registered and the person whose name appears on this document must be present at the time it is offered, and they must reside together.

In order to vote in a federal election, it is proposed that voters will be required to provide one piece of government-issued identification with a photograph and residential address before being allowed to vote (i.e. a driver's licence). If an elector does not have photo identification, he or she will be required to provide two pieces of acceptable identification to establish his or her identity and residence. If a prospective voter does not have two acceptable pieces of identification, he or she will be required to swear an oath as to his or her identity and will need to have another eligible voter vouch for him or her.

Recommendation: That the Municipal Elections Act be amended to require that voters are required to produce appropriate identification in order to be added to the voters list, and in order to be permitted to vote in a municipal election.

Registrants for Questions:

The MEA provides the opportunity for an individual, corporation or trade union that proposes to incur expenses with respect to a question on a ballot, to file a registration notice that provides similar rights and obligations as a candidate with regard to raising funds and incurring campaign expenses. The Act makes no provision for registrants to receive a copy of the voters list as do candidates for office. An informal survey of municipalities with questions on their ballots determined that registrants were allowed to obtain a copy of the list even though there was no specific provision in the Act.

Recommendation: That the Municipal Elections Act be amended to provide that persons and organizations who register on questions are entitled to receive a copy of the voters list.

Scrutineers:

Under the MEA, the rights of candidates and scrutineers are limited to their ability to remain in a voting place and to inspect ballots, ballot boxes and documents prior to the opening of the poll. The Act makes no specific provision that allows a candidate/scrutineer to examine the voters list once a poll has opened. Despite this, most candidates and scrutineers have expressed the need to be able to access information from the list during the hours of voting.

Recommendation: That the provisions of the Municipal Elections Act with respect to the rights of candidates and scrutineers in a voting place be clarified to indicate whether or not access to the voters list is permitted.

Recounts:

Under the MEA, a recount is only automatic in the event of a tie vote. In situations other than a tie vote, the council itself can direct that a recount be held, and there are two instances where an individual can request a judicial recount. A person who is entitled to vote in an election and has reasonable grounds for believing the election results to be in doubt may apply to the Superior Court of Justice for an order that the clerk hold a recount. If satisfied that there are sufficient grounds, the court shall make an order requiring the clerk to hold a recount. Subsequent to a recount being held, a person who disputes the validity of a ballot or of the counting of votes in a ballot under a recount may apply to the Superior Court of Justice for a recount limited to the disputed ballots.

In the early 1990's, the Municipal Elections Act provided for an automatic recount if the difference in votes was less than the greater of:

- Ten votes, or
- One half of one vote for each polling subdivision, or .25% of the total number of votes cast for that office, whichever was less.

This formula resulted in numerous school board recounts across the Province (including Guelph), and the legislation was subsequently changed to provide for an automatic recount only in the event of a tie vote.

Provincial and federal elections have formulas that permit automatic recounts. In Ontario, a recount is automatic if the difference in votes is less than 25 votes. Federal elections in Canada provide for an automatic recount if the difference is less than 1/1000 of total ballots cast.

Prior to 1996, municipalities were responsible for candidates' recount expenses. That provision was repealed, and the Act currently makes the candidates responsible for those expenses. Candidates are permitted to continue to accept contributions to cover their costs relating to a recount.

If the MEA was amended to provide for close-vote recounts, there would be no requirement to apply to the courts, and consequently no costs to candidates in seeking a recount in a close-vote situation. The municipality should not be responsible for candidates' costs in situations where the close vote conditions are not met. Further, the municipality should not be responsible for a candidates' costs if they choose to have a lawyer represent them at a recount.

Recommendation: That the Municipal Elections Act be amended to provide for an automatic recount upon request in close vote situations, and that the Provincial standard of less than 25 votes be established as the threshold for an automatic recount upon request of a candidate who received votes within that threshold.

Recommendation: That in the event amendments providing for automatic close-vote recounts are not permitted, the Municipal Elections Act be amended to provide that the municipality will be responsible for all or a portion of candidates' costs relating to a recount where the difference in votes between an elected candidate and an unsuccessful candidate is less than 25 votes.

DISPUTED BALLOTS:

The MEA currently provides that when the court is hearing an application for a recount of disputed ballots, the hearing is to be conducted "in a summary manner, without application records or factums". In the judgment by Justice van Rensburg earlier this year, the Justice allowed evidence and affidavits to be submitted. The prohibition against such records remains in the MEA.

Recommendation: That the provisions of the Municipal Elections Act with respect to disputed ballots be clarified with respect to the ability of the court to accept records or factums where required.

TIE VOTES:

There are several situations under the Act that require the municipal clerk to choose the successful candidate or candidates by lot when a tie vote occurs. Concerns have been raised about this provision in the MEA following the 2006 municipal election.

In the case of Ontario elections, the Returning officer is the one to cast the final vote, but legislation does not specify how he or she may do so. In the case of federal elections, a by-election must be held.

Since the options appear to be either a breaking of the tie by a returning officer, or a by-election which would have significant costs, it is not recommended that the current tie vote provisions in the MEA be changed.

COMPLIANCE AUDITS:

In 2004, the City wrote to the Association of Municipalities of Ontario to express concerns with the provisions of the MEA relating to compliance audits, and to seek the support of the Association in petitioning the provincial government to make appropriate amendments to the legislation.

Council recognized and supported the need for there to be a process that allows contraventions of the legislation governing election campaign finances legislation to be dealt with, however there were certain provisions of the MEA that caused Council concern.

The Act provides that any elector who is entitled to vote in an election and believes on reasonable grounds that a candidate has contravened a provision of this Act relating to election campaign finances may apply for a compliance audit of the candidate's election campaign finances. In our last election, there were over 50 candidates for elected offices. This means that the potential exists for there to be over 50 requests for compliance audits. The cost of an audit ranges anywhere from \$15,000 to \$50,000 (based on costs experienced by other municipalities in 2000 and estimates provided to us by KPMG, LLP). If Council refuses the audit request, the elector has the right to appeal to the courts who can then order an audit to be conducted. The result is that in either case, the municipality can be faced with unforeseen expenditures after its budget is set. If an audit is done, and the results indicate that there was no contravention, the likelihood of the municipality recovering the costs is questionable.

A request for a compliance audit against one of its own sitting members places the Council in the position of having to determine whether or not an audit should take place, without the benefit of hearing both sides of the issue. Since a sitting member of Council must refrain from speaking to or voting on a request involving their campaign finances in order to comply with the Municipal Conflict of Interest Act, only the complainant's comments are known to Council. It seems unfair that the successful candidate cannot defend him or herself, and it also seems unfair that the Council only gets to hear one side of the issue before having to make its decision. This would not be the case if the matter was considered by another jurisdiction such as Elections Ontario, as the successful candidate would be able to make representation on their own behalf.

To our knowledge, there is no similar provision in the legislation that governs provincial and federal elections. There should be a better way of ensuring that there is a process that allows for compliance audits to take place.

Municipal councils should not be placed in the position of having to determine whether or not an audit is warranted, nor should they be the body to determine whether or not a legal proceeding should be commenced against an individual who may have contravened the Municipal Elections Act. This is Provincial legislation and not a local by-law, and a municipal council should not be seen as part of the enforcement process.

Recommendation - That the Municipal Elections Act be amended to provide that monitoring and enforcement of the provisions of the Municipal Elections Act be the responsibility of Elections Ontario and that sufficient power be given to Elections Ontario to provide appropriate enforcement of the compliance audit provisions of the Municipal Elections Act.

USE OF SCHOOLS IN MUNICIPAL ELECTIONS:

The majority of locations used as polls are schools, churches and municipal facilities. In recent years, many schools have begun to express growing concerns regarding the safety of children within their school on voting day(s) and have made requests ranging from requirements that the municipality hire security personnel to be in the school throughout the day to requests that the municipality find an alternate voting station location. While recognizing the legitimate safety concerns being expressed, continued access to school facilities for municipal and school board election purposes is very important. Noting that the municipal voting day is a fixed date, it has been suggested that the school's safety concerns could be alleviated by scheduling a Professional Activity (P.A.) Day to coincide with voting day so that students will not be in the school facilities.

Recommendation: That for future municipal and school board elections, a Professional Activity Day be scheduled to coincide with Voting Day to address student safety concerns.

LOCAL ELECTION PROCEDURES:

Some municipalities have adopted the practice of issuing a voter information notice to each elector in September of an election year. The intent of these notices is to advise voters of their status on the voters list, and to encourage them to make any required changes prior to election day. The cost associated with generating these notices would be approximately \$50,000 including printing and postage.

In 2006, the City used poll tabulators to process ballots. This is the most common method of vote counting used by urban municipalities in Canada. The tabulators used in Guelph's election were also equipped with an audio vote feature for persons with visual or other impairments that made it difficult for them to read or mark a ballot.

Prior to 2006, central vote tabulators were used in our elections. The benefit of using poll tabulators is that ballots are processed during the day as voting takes place, and at the close of the polls, the tabulators are totaled. Election workers return the tabulators to a central location and the memory cards are uploaded into the election system software.

This is far less labour intensive than central count where all ballots are returned to the counting centre for processing.

The City used a total of 67 tabulators for both the advance and election day voting. One tabulator was used per ward in the advance votes, and on election day, one tabulator was used per voting location, regardless of the number of polls at that location. Actual cost to use the poll tabulator system was approximately \$100,000. In an effort to reduce wait times for voting, it is intended that in future elections, tabulators will be provided for each poll in a multiple polling location. Based on pricing in 2006, the cost to provide the additional tabulators would be approximately \$36,000.

In previous election years, the City held advance votes at one location. In 2006, we used two locations. The number of persons who took advantage of advance voting increased in the wards where the two polls were located. This suggests that more people found it convenient when the advance vote was located within their ward. The majority of people will still vote on election day (96% in 2006). In order to encourage people to take advantage of advance voting, which in turn reduces waiting times on election day, we propose to have advance voting locations located in each of the 6 wards. Based on pricing in 2006, the cost to provide an advance poll in each of the 6 wards would be approximately \$20,000.

Following the 2006 election, concern was expressed about the waiting time some voters experienced in some polls. We have no way of predicting what the turn out will be at any individual poll. In 2006 voter turn-out ranged anywhere from a low of 7% to a high of 67% across polls, but averaged 39.8%. When we prepared for the 2006 election, we determined our worker requirements based on a 40% turn-out.

Recommendation: That the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures.

CORPORATE STRATEGIC PLAN:

This report supports the strategic direction of having exemplary management practices.

FINANCIAL IMPLICATIONS:

If enhancements to local election procedures are funded in future budget years, the annual cost would be approximately \$32,000 per year in 2008, 2009 and 2010.

DEPARTMENTAL CONSULTATION:

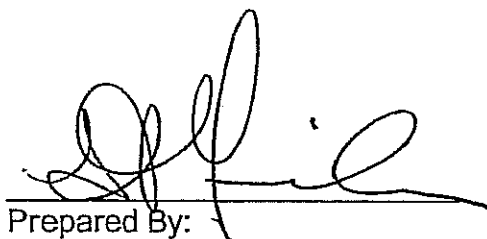
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COMMUNICATIONS:

n/a

ATTACHMENTS:

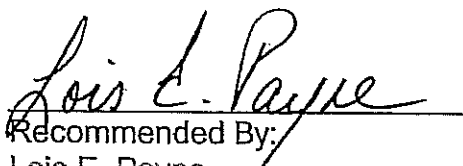
Schedule "A" Summary of Recommendations



Prepared By:
Lois A. Giles
City Clerk/Manager of Council Administrative
Services.
(519) 822-1260, ext. 2232
lois.giles@guelph.ca



Approved for Presentation:
Larry E. Kotseff,
Chief Administrative Officer.



Recommended By:
Lois E. Payne,
Director of Corporate Services /
City Solicitor.
(519) 822-1260, ext. 2288
lois.payne@guelph.ca

Schedule "A"

1. Recommendation: That the Municipal Property Assessment Corporation no longer be the source of municipal voters lists, and that municipalities be given the flexibility to use either the provincial or federal lists, or a voter registration process.
2. Recommendation: That in the event alternatives to the current method of generating municipal voters lists in Ontario are not permitted, that the Municipal Property Assessment Corporation include only the names of persons with Canadian citizenship on the preliminary list of electors.
3. Recommendation: That the residency requirements set out in Section 2 of the Municipal Elections Act be amended to clarify the residency provisions applicable to students.
4. Recommendation: That the Municipal Elections Act be amended to require that voters are required to produce appropriate identification in order to be added to the voters list, and in order to be permitted to vote in a municipal election.
5. Recommendation: That the Municipal Elections Act be amended to provide that persons and organizations who register on questions are entitled to receive a copy of the voters list.
6. Recommendation: That the provisions of the Municipal Elections Act with respect to the rights of candidates and scrutineers in a voting place be clarified to indicate whether or not access to the voters list is permitted.
7. Recommendation: That the Municipal Elections Act be amended to provide for an automatic recount upon request in close vote situations, and that the Provincial standard of less than 25 votes be established as the threshold for an automatic recount upon request of a candidate who received votes within that threshold.
8. Recommendation: That in the event amendments providing for automatic close-vote recounts are not permitted, the Municipal Elections Act be amended to provide that the municipality will be responsible for all or a portion of candidates' costs relating to a recount where the difference in votes between an elected candidate and an unsuccessful candidate is less than 25 votes.
9. Recommendation: That the provisions of the Municipal Elections Act with respect to disputed ballots be clarified with respect to the ability of the court to accept records or factums where required.
10. Recommendation - The Task Force recommends that the Municipal Elections Act be amended to provide that monitoring and enforcement of the provisions of the Municipal Elections Act be the responsibility of Elections Ontario and that sufficient power be given to Elections Ontario to provide appropriate enforcement of the provisions of the Municipal Elections Act.



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance & Economic Development Committee

DATE: 2007/07/12

SUBJECT: COUNCIL CHAMBERS ELECTRONIC VOTING SYSTEM PROCEDURES

RECOMMENDATION:

That the Council chambers electronic voting system be used for all Public Council meetings; and,

That the Councillors remain seated when speaking and that the City of Guelph Procedural Bylaw be amended accordingly; and,

That all voting (other than procedural motions) be by recorded vote.

BACKGROUND:

With the previous sound system the Councillors operated the system by standing to speak as they were recognized by the Chair.

By 2005 the sound system was failing to properly record the ROGERS sound feed to the live recorded council meetings for the public. Subsequently, staff researched systems available for purchase and investigated system enhancements which could be used in the course of meetings.

A sound system with a voting component was purchased that could be used in various formats.

REPORT:

The current council has used the sound system by pressing a button to speak when recognized by the chair. Using this method the Chair must keep track of the list of speaking requests, whilst chairing the meeting and following the debate.

In the proposed procedure, members of Council will press the button when they wish to speak and the system will automatically list them in a queue in the order in which the request was made.

Standing when speaking was effective when the microphones could be held up to the speaker's face. The microphones are now affixed to the tables and although the system picks up sound extremely well, poor reception occurs when Councillors are addressing delegations and staff because they tend to turn towards them and away from the microphones. Therefore, for best reception, Councillors, should sit to speak because they will be much closer to the microphone.

Currently, a manual system for recording votes is in effect for recorded votes only. When a Councillor calls for a recorded vote the City Clerk calls each individual's name and records their vote in the affirmative or negative. When completed she, states whether the motion has been carried or defeated. Meetings having many recoded votes have been lengthy due to the time required to call a recorded vote.

Non-recorded votes are taken by a show of hands, and occasionally it is necessary for the chair to repeat the vote, especially when it is a close vote. In the philosophy of openness and accountability it is proposed that all votes (other than procedural motions*) be recorded. The Chair would call the question and the members of Council would have a fixed amount of time to vote. The members can vote in the affirmative or negative by pressing the appropriate button and the vote would be displayed on the overhead screen as to how each individual voted. The Mayor would announce that the vote has been carried or defeated.

* Procedural motions are motions which facilitate the conduct of the business of the meeting such as moving into committee of the whole, moving into closed session, reading of the bylaws etc... as identified on the agenda to assigned Councillors.

CORPORATE STRATEGIC PLAN:

The recommendations in this report support strategic direction #6: To have exemplary management practices by implementing best practices for Council and strengthening the capabilities of Council.

FINANCIAL IMPLICATIONS:

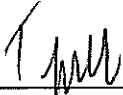
As this is a procedural matter there are no financial costs incurred.

DEPARTMENTAL CONSULTATION:

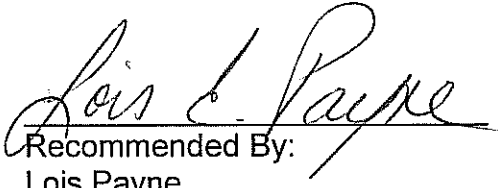
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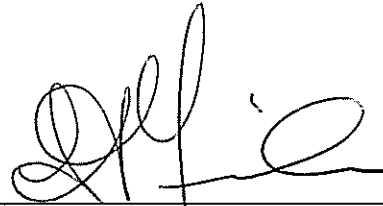
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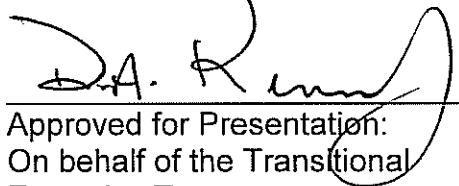
Prepared By:
Tina Agnello
Deputy Clerk
519 822-1260 X 2811
tina.agnello@guelph.ca



Recommended By:
Lois Payne
Director of Corporate Services/City Solicitor
519 822-1260



Recommended By:
Lois Giles
City Clerk/Manager of Council
Administrative Services
519 822-1260 X 2332
lois.giles@city.guleph.ca



Approved for Presentation:
On behalf of the Transitional
Executive Team



City of Guelph

FINANCE

Information Report

TO: Governance & Economic Development Committee

DATE: July 12, 2007

SUBJECT: AMO COMMITTEES

BACKGROUND:

Information was requested at a meeting of the Governance & Economic Development Committee held May 8, 2007 regarding which City staff participate on Association of Municipalities of Ontario (AMO) committees.

REPORT:

The City currently has Mr. Dean Wyman participating on the AMO Waste Management Task Force. Attached is copy of AMO's 2005/2006 Annual Report. Listed on pages 5 through 16 is a complete listing of the volunteers who served with AMO.

DEPARTMENTAL CONSULTATION:

All departments were asked for a listing of staff who participate on an AMO committee.

ATTACHMENTS:

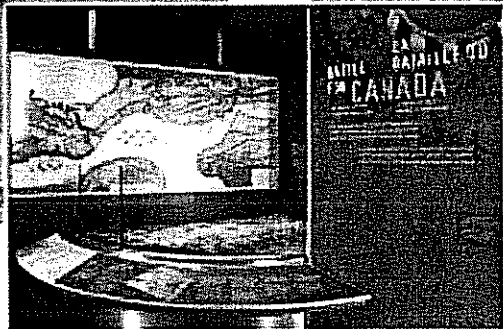
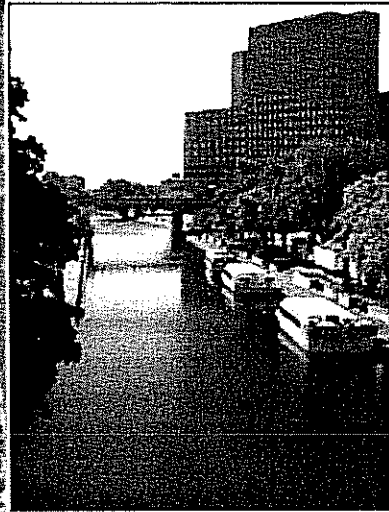
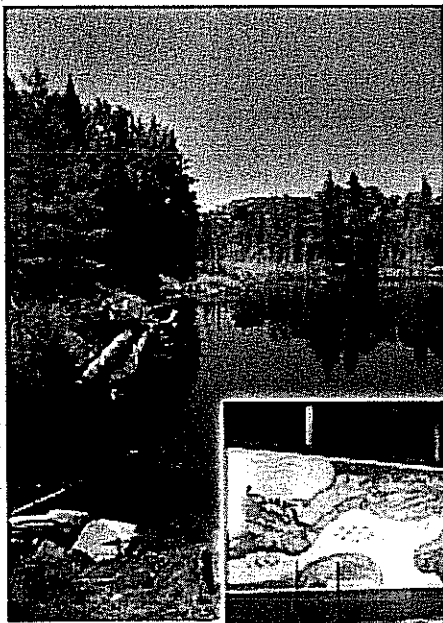
AMO 2005/2006 Annual Report

Prepared & Recommended By:
David A. Kennedy, C.A.
Director of Finance

Approved for Presentation
Member, Transitional Executive Team



CREATING A NEW MUNICIPAL LANDSCAPE —A REPORT



A MESSAGE FROM THE PRESIDENT



I am pleased to report that your Association has grown stronger. It has delivered on a great number of initiatives. AMO will continue to keep its eye to the future as we advocate for the structural design that will make municipal governments more empowered and financially stronger.

Several years ago, your Board adopted a Vision Statement. Why? Because notwithstanding how diverse this province is, there is a commonality shared among us all. It makes little difference if you are on a council in our smallest municipality or the largest, whether in northern Ontario or southern Ontario.

"In Ontario's municipalities, people and families can live, thrive and prosper in the communities they call home, and children will have the choice and opportunity to live and work in the communities where they were raised."

The Vision Statement is the umbrella for the Board's advocacy efforts and none more crucial than municipal financial sustainability. When we launched the \$3 billion (and growing) campaign last year, it was with the view that we needed a plan that, overtime, will fix this immense and unsustainable subsidy of property taxes for provincial health and social services programs. This year, 2006 marks the 10th year since the *Who Does What/Local Services Realignment* (aka download). The prediction of just how unsound placing social and community health costs on property taxes is evident from the ever-increasing property tax rates and the inability to invest in needed infrastructure. With education taxes and the \$3 billion gap combined, about fifty cents of every property tax dollar now goes to support provincial programs.

We have worked hard to raise the profile of this predicament. Others, from the federal government through to private sector and finance experts have all agreed – there must be remedies to this inherently unsustainable situation. In fact, Premier McGuinty has said that, "In an ideal world... I would upload those downloaded services, I just don't think it is right that municipalities... have to use property taxes in order to pay for those so-called soft services. I think that is partly our responsibility, but I can't turn that around overnight."¹

We know it can't be turned around overnight. But we do know that unless we start to figure out a plan, we will not be able to see the light at the end of the tunnel! The Province has taken some steps to help us financially and we are appreciative of those steps. However, they have been somewhat ad hoc and sometimes one-off's. Municipal governments, like the health and education sectors, need a defined, agreed upon plan – one that sets out clear outcomes over time. AMO will not waver in its goal to get such a plan that will make sense for property tax payers and that recognizes the province's own challenges.

There are a good many achievements we must celebrate – from the introduction of less micro-management and broader authorities in the amendments to the Municipal Act, to a stronger recognition of municipal decisions in the land use planning process and the move to true 50:50 cost sharing for ambulance services. The successful negotiations and delivery of the federal gas tax agreement and the federal transit agreement has made a difference for all municipal governments when it comes to infrastructure investment. AMO, as the administrator, has risen to the occasion and has delivered the funds in a timely and straightforward manner.

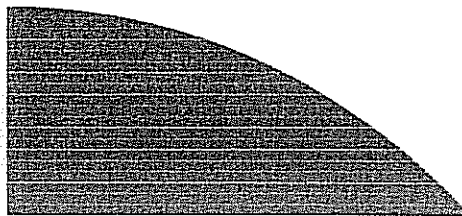
There are other numerous achievements, many of which would not be as effectively realized without the work of the many volunteers on our numerous Task Forces and the incredible AMO staff. Your dedication and commitment of time and knowledge is key to your Association's success. I also want to thank the Memorandum of Understanding Team and the AMO Board of Directors. It has been a phenomenal year. My term as President was enriched by the support and commitment of these individuals. I also want to acknowledge the support of my Council. It has been a pleasure to be your President and to travel and be welcomed throughout the province and to represent AMO nationally. The work is never done, but the challenges are made easier to face when you know you have a supportive team and membership. Thank you to all who have welcomed me into your communities.

Roger Anderson
President

¹ Toronto Star, February 16, 2006



FROM MY DESK



Larger, ambitious goals usually require that people work together with other people. At AMO, we practice this daily – on all goals, large and small! It is true – whether we are developing a new product through our subsidiary company, Local Authorities Services or by enhancing our communication tools to

ensure members have access to current, relevant information. This year marked the inauguration of registering on-line for the annual Conference. You will also have the chance to use the system to register for our Councillor Training Series (apparently there is a municipal election in November!) as well as our Municipal Act Sessions in 2006. Councils are to have new broader authorities and fewer provincial rules. So you will want to find out what this means for you and your municipal government. Check out the schedule (see our website or call for a brochure) and get ready to sign up.

Teamwork is certainly true of our policy development processes and our advocacy efforts. Elsewhere in this Annual Report you will see a listing of the numerous Task Forces, their volunteers and achievements. AMO's policy development is enhanced by the practical experiences of municipal elected and municipal staff officials. I also want to acknowledge the support that the various municipal staff associations lend to this work. AMO is privileged to have the support of all of these groups. Teamwork works!

AMO is about to head into a new role as municipal governments' representative for OMERS on both the Sponsors Corporation and the Plans Administration Corporation. OMERS is a \$40 billion plus plan and represents about 8% of Ontario's GDP. It involves over 900 employers, the majority of which are municipal governments and related boards. This "representative role" is one not anticipated in AMO's Bylaw, but assigned to it by the Province.

It is a role that the Association is taking very seriously and is structuring so that municipal interests are well represented. AMO will incur added costs to do the best job and will need to get support from OMERS municipal employers. No one likes more costs, but as members of your Board of Directors have said, the cost to municipalities of not bringing professionalism and support to this new role would likely be even higher. The Board is optimistic that OMERS municipal employers will be extremely supportive of AMO in this new role. It is going to be vital to the interests of municipal government.

This past year has been beyond busy and has flown by exponentially. I want to thank every AMO staffer – you stepped up to the plate to help the Association deliver on so many fronts. I want to particularly thank Brenda Harvey, our Business Development Coordinator who is retiring after the Conference – what an exit! Her enthusiasm, humour and customer service have been invaluable.

Board governance is about providing reflection and questioning by bringing representative views of the broader municipal sector. President Anderson and the Board have done this – looking beyond their own circumstances. It takes time and effort to push ideas and solutions through the many provincial and federal ministerial doors. Along the way, the President and the Board provided their leadership to a large number of initiatives and challenges. I appreciate the support and confidence of the Board and the staff. In turn, I applaud each and every one of you and the Association's member municipalities. You help make it happen. As I said before, teamwork works!

Pat Varini
Executive Director

SECRETARY-TREASURER'S REPORT



As your Secretary-Treasurer, I am pleased to provide you with my report on the financial and administrative activities of the Association over the past year.

MEMBERSHIP:

AMO continues to demonstrate its ability to attract a solid membership of 401 municipalities representing 90% of all municipalities. Our membership is further strengthened by 21 associate, 4 district, and 5 partner members. In 2005, we were very pleased to welcome the Municipality of Tweed as a new member, and we were also saddened by the loss of the City of Toronto as a member in the Association. For 2006, our membership has grown with 6 new municipal members and we welcome the Township of Carlow/Mayo, Township of Coleman, Township of Enniskillen, Township of Harris, Township of James, and Township of Joly.

ADMINISTRATIVE:

In 2005, AMO staff was kept very busy working on the logistics for administering the Federal Gas Tax Fund. An IT security audit was conducted, and complete redundancy was installed in preparation for the Gas Tax reporting. In addition, your Board has been working on several minor changes to the Association By-Law, which will be presented for approval at the 2006 Annual General Meeting.

FINANCES:

The Annual Report includes a copy of the audited financial statement for the year ending December 31, 2005. The Association is in good financial shape. The net loss of \$52,034 is reflected in several areas of the Statement of Operations. Membership fees in 2005 were lower than budgeted due to the non-renewal by the City of Toronto. General Administration expenses increased for several reasons, including the development of a new website and additional advocacy requirements for a heavy policy agenda including the launch of the \$3 billion gap campaign, Bill 206 OMERs devolution and *Municipal Act* among others. In 2004, the Executive Committee approved an allocation of \$50,000 from unrestricted net assets towards the development of a new website with some of the expenses occurring in 2004 and the balance expensed in 2005. The Association's fiscal picture is solid – utilizing a variety of revenue generating methods to help us manage membership fees while funding our business. AMO's subsidiary corporation, Local Authority Services Ltd. also plays an important role in diversifying our revenue sources while supporting municipal governments as they look for ways to reduce their expenditures. I encourage all municipalities to check out LAS and their programs.

Finally, as my term comes to an end, I would like to thank my colleagues on the AMO Executive and Board under the leadership of President Roger Anderson, and particularly the staff of AMO for their assistance in making my role as Secretary-Treasurer an enjoyable experience.

Respectfully submitted,

Larry McCabe

Secretary-Treasurer – AMO

Clerk-Administrator – Town of Goderich

A LOCAL AUTHORITY SERVICES LTD. (LAS) BOARD CHAIRMAN'S REPORT



As I move into the second year of my term as Chairman of the Local Authority Services Ltd. Board, I am pleased to provide you with some highlights of the work that the Board has been undertaking. LAS, AMO's subsidiary company, continues to be a strong performer in providing value-added services to Ontario's

municipalities, and in assisting AMO to meet its financial targets. I strongly encourage all municipalities to investigate how the products and services of LAS can help your municipality save money and stretch that property taxpayer dollar even further!

ONE FUND INVESTMENT PROGRAM

During 2005, LAS and CHUMS developed two educational pieces for municipalities – an *Investment Manual* and a *Cash Management Manual*. This will be distributed to all municipalities. In December 2005 the ONE Fund, under the Eligible Investments Regulation, was given permission to invest in Canadian equities. This has initiated a review of existing funds and the consideration of the types of equity funds that could be developed for municipalities. An investment consultant was also hired to assist in the process. It is anticipated that at least two new equity funds will be available for investment in the fall of 2006.

BULK PROCUREMENT – NATURAL GAS

The natural gas bulk procurement program continues to grow at a steady pace, realizing increased savings for members through economies-of-scale. At the end of 2005, there was 8,000 GJ's per day being purchased for members at a more stable and predictable price. Over the past five years, members in the program have realized savings of approximately \$17 million over utility gas prices.

BULK PROCUREMENT – ELECTRICITY

Due to the uncertainties of the Regulated Price Plan, and in response to some member municipalities, LAS is setting up an electricity bulk procurement program. This program will be similar to the natural gas program where electricity is purchased direct from the supplier(s). An RFP for load profiles and program administration was issued in the spring of 2005. Shell Trading was the successful company for both components of the RFP. In the fall of 2005, staff worked on various tools for use in the program, including an aggregated program wide load profile, a purchasing strategy, a savings forecast, and legal agreements. It is anticipated that supply will be purchased mid 2006. I want to thank the Energy Advisory Committee for their efforts in bringing this project on-stream. The interest in participation is spreading throughout the sector and others want to get on board.

EDUCATIONAL PROGRAMS

In partnership with Natural Resources Canada (NRCan), LAS ran six highly successful energy efficiency workshops for municipalities across the province. The purpose of the energy management workshops was to provide councils and municipal staff with a basic understanding of energy, the potential energy savings opportunities, and the various programs and incentives that NRCan offers for energy reduction projects.

MUNICIPAL HOME & AUTO INSURANCE PROGRAM

LAS continues to offer a municipal employee (elected and staff) home and auto insurance program, which offers rates typically 10 to 15% lower than retail rates due to group buying power.

311 PROGRAM

In 2004 the CRTC gave municipalities the right to use 311 for municipal services. Use of the number is usually coupled with information systems. As the high cost to set up a 311 system in a municipality is a deterrent to mid and small sized municipalities, LAS is investigating the implementation of a province-wide service. In 2005 an implementation committee was struck, staff met with various software and contact center providers, and held discussions with several consultants. Over the next year, LAS staff will continue to investigate the feasibility and implementation of a province-wide 311 contact center.

I want to thank the members of the LAS Board for their time, their enthusiasm and guidance as we develop municipal products.

Respectfully submitted,
Larry Dilani
Chairman, LAS
Mayor, City of Hamilton

RECOGNIZING AMO'S MANY VOLUNTEERS

AVOID AFFORDABLE HOUSING AND HOMELESSNESS TASK FORCE

CHAIR: Peter Hume, Councillor, City of Ottawa

MEMBERS: Cathy Buffett, Director of Community Programs, Public Health and Community Services, City of Hamilton
Henry Clarke, Councillor, City of Peterborough

Fran Coleman, Councillor, Town of Huntsville

Rob Cressman, Director of Housing Division, Region of Halton

Denis R. Desmeules, Manager, Housing Services, City of Greater Sudbury

Susan Eagle, Councillor, City of London

Rob Horne, Director of Housing, Planning, Housing & Community Services Department, Region of Waterloo

Keith Lucas, Director, Corporate Services, Social Services Unit, City of Windsor

Gwen Maloney, Manager, Housing Initiatives and Administration, Region of Halton

Russell Mawby, Director of Housing, City of Ottawa

Pat Mullin, Councillor, Region of Peel

Ann Mulvale, Mayor, Town of Oakville

Sylvia Patterson, Director, Housing and Residential Services, Region of York

Tim Rigby, Mayor, City of St. Catharines

Ken Seiling, Regional Chair, Region of Waterloo

Ron Stevens, Mayor, City of Orillia

David Szwarc, Chief Administrative Officer, Region of Peel, and Housing Lead of the CAOs

Keith Ward, Commissioner of Housing, Region of Peel

Rod Wyatt, Director, Housing and Long-Term Care, County of Grey

Pauline Daling, Executive Director, Ontario Municipal Social Services Association

Roger Maloney, Vice-Chair, Social Housing Services Corporation

Lindsey Reed, Executive Director, Social Housing Services Corporation

PURPOSE: Represent municipal interests and concerns related to the development and implementation of housing and homelessness policies. Advocate for fair and equitable funding arrangements in the development and delivery of affordable housing.

ACHIEVEMENTS: Continue to call on the federal and provincial governments to fully meet the financial requirements to solve the affordable and social housing needs in Ontario. The Municipal Advisory Group (MAG) – a subcommittee of the Task Force – has advised the Province on the program design of the Canada-Ontario Affordable Housing Agreement.

DURATION: Ongoing

CONTACT: Petra Wolfbeiss, Senior Policy Advisor

• **AMO/City of Toronto/Ministry of Municipal Affairs and Housing Municipal Advisory Group on the Affordable Housing Program (MAG)**

MEMBERS: Ann Mulvale, Mayor, Town of Oakville

Tom Belanger, Manager, Community Housing Services, District of Nipissing Social Services Administration Board

Peter Boban, Division Manager, Social Housing Unit, District of Thunder Bay Social Services Administration Board

Susan Eagle, Councillor, City of London

Keith Extance, Program Manager, Housing Development Partnerships, City of Hamilton

Rob Horne, Director of Housing, Planning, Housing & Community Services Department, Region of Waterloo

Peter Hume, Councillor, City of Ottawa

Russell Mawby, Director of Housing, City of Ottawa

Sylvia Patterson, Director, Housing and Residential Services, Region of York

Jeff Schelling, Solicitor, Corporate, Legal Services, Region of Waterloo

Joan Strachan, Acting Housing Director, Housing Services, County of Wellington

Keith Ward, Commissioner of Housing, Region of Peel

Bill White, Chief Administrative Officer, District of Nipissing Social Services Administration Board

• **MAG Indemnification Subcommittee**

MEMBERS: Russell Mawby, Director of Housing, City of Ottawa
Jeff Schelling, Solicitor (Corporate), Legal Services, Region of Waterloo

• **MAG Communication Subcommittee**

MEMBERS: Susan Eagle, Councillor, City of London
Ann Mulvale, Mayor, Town of Oakville
Sylvia Patterson, Director, Housing and Residential Services, Region of York
Keith Ward, Commissioner of Housing, Region of Peel

• **MAG Agenda Working Group**

MEMBERS: Russell Mawby, Director, Housing, City of Ottawa
Sylvia Patterson, Director, Housing and Residential Services, Region of York
Keith Ward, Commissioner of Housing, Region of Peel

• **MAG Northern Implementation Working Group**

MEMBERS: Tom Belanger, Manager, Community Housing Services, District of Nipissing Social Services Administration Board
Peter Boban, Division Manager, Social Housing Unit, District of Thunder Bay Social Services Administration Board
Peter Bradley, Manager, Housing Services, Manitoulin Sudbury Social Services Administration Board
Rick Cobean, Manager, Housing Programs, District of Sault Ste. Marie Social Services Administration Board
Denis Desmeules, Manager, Housing Services, City of Greater Sudbury
Cathe Hoszowski, Social Housing Manager, District of Rainy River Social Services Administration Board
Debbie Mills, Social Housing Manager, Algoma District Services Board
Bill White, Chief Administrative Officer, District of Nipissing Social Services Administration Board

• **MAG Affordable Housing Program (AHP) Implementation Working Group**

MEMBERS: Tom Belanger, Manager, Community Housing Services, District of Nipissing Social Services Administration Board

Susan Eagle, Councillor, City of London

Drew Goursky, Housing Development Policy Co-ordinator, Region of Peel

Gabe Tropea, Manager, Housing Development, Region of York

Donna Mayer, Housing Developer, Housing Branch, City of Ottawa

• **MAG Ontario Mortgage Housing Initiative (OMHI) Resource Centre Consultation Group**

MEMBERS: Tom Belanger, Manager, Community Housing Services, District of Nipissing Social Services Administration Board

Len Bulmer, Senior Financial Analyst, Housing Development, Region of York

Susan Eagle, Councillor, City of London

Matthew Gaskell, Senior Solicitor, Region of Durham

Dan Labrecque, Treasurer and Commissioner of Finance, Region of Peel

AVD AGGREGATES TASK FORCE

CHAIR: Janet Stavinga, Councillor, City of Ottawa

MEMBERS: Richard P. Bates, Chief Administrative Officer, Township of Ramara
Helma Geerts, Senior Planner, Region of Halton

John Huke, Councillor, City of Kawartha Lakes

Kevin Eby, Director, Community Planning, Region of Waterloo

Stan Holiday, Senior Planner, City of Hamilton

Aldo Salis, Senior Planner, County of Wellington

Neal Snutch, Councillor, Township of Ramara

Anne Vanhoucke, Councillor, Township of South-West Oxford

PURPOSE: To develop a list of principles to help inform the Environmental Commissioner of Ontario's Aggregate Strategy for 2020 and beyond.

ACHIEVEMENTS: Developed a long list of principles for reform in the areas of provincial policy, impact of aggregate extraction and transportation, oversight of the industry, and accountability of the industry.

DURATION: Ongoing

CONTACT: Scott Vokey, Senior Policy Advisor

AVD BARRIER-FREE ACCESS WORKING GROUP

CHAIR: Sandra Hames, Councillor, City of Brampton

MEMBERS: Cordelia Abankwa-Harris, Director, Program and Policy Support Division, Community Services and Housing, Region of York

Robin Armistead, Municipal Policy Specialist, City Manager's Office, City of London

Deb Bergey, Social Planning Associate, Region of Waterloo

Fran Coleman, Councillor, Town of Huntsville

Clay Connor, Director of Real Property and Commercial Law, City of Brampton

Frank Gillis, Councillor, Town of Espanola

Michele Kennedy, Clerk, Town of

Whitchurch-Stouffville

Ingrid Parkes, Councillor, City of Kenora

Celia Southward, Recreation Supervisor of Special Services, City of Windsor

Walt Visser, Councillor, Township of Centre Wellington

Diana Summers, Manager of Policy, Ontario Good Roads Association

PURPOSE: Development of municipal policy position in response to the government's consultation on changes to the Accessibility for Ontarians with Disabilities Act, 2005 and its implementation.

ACHIEVEMENTS: AMO report approved and submitted to the Standing Committee on Social Policy. Ongoing work with the Ministry of Community and Social Services on the implementation of the Act including participation on the Transportation and Customer Service Standard Development Committees and the Future AODA Standard Development Committee.

DURATION: Ongoing

CONTACT: Petra Wolfbeiss, Senior Policy Advisor

AVD BIOSOLIDS WORKING GROUP

MEMBERS: George Bis, Quality Control Technologist, Region of Niagara

Wayne Caldwell, Senior Planner, County of Huron

Mark Early, Director of Planning/Deputy Clerk, Town of Mono

Sally McIntyre, Program Manager, Environmental Programs, City of Ottawa

Peter Morden, Operations Support Coordinator, Planning and Public Works, Region of Halton

Kyoshi Oka, Manager of Wastewater Treatment Options, Region of Halton

Bill Semeniuk, Mayor, Township of Zorra

Allen Taylor, Deputy Reeve, Township of East Garafraxa

PURPOSE: To review and comment on the Draft Guide to the Beneficial Use of Non-Agricultural Source Materials on Agricultural Land from a municipal perspective.

ACHIEVEMENTS: AMO submitted its position paper to the Minister of Municipal Affairs and Housing in May 2006. The Government has not made any further decision.

DURATION: Ongoing

CONTACT: Milena Avramovic, Senior Policy Advisor

AVD BROWNFIELDS TASK FORCE

CHAIR: Marguerite Ceschi-Smith, Councillor, City of Brantford

MEMBERS: Mary Bracken, Environmental Planner, City of Mississauga
Brock Criger, Manager, Development Planning Services, Region of Peel
Grant Hopcroft, Director of Intergovernmental and Community Liaison, City of London

Ted Knight, Mayor, Town of Parry Sound

Hon Lu, Manager, Urban Environmental Services, Toronto Economic Development Corporation (TEDCO)

Lesley MacDonald, Director of Legal Services & City Solicitor, City of Kitchener

Warren Munro, Community Improvement and Housing Coordinator, City of Oshawa

Carolynn Reid, Brownfields Coordinator & Business Development Consultant, City of Hamilton

Lynn Robichaud, Senior Environmental Coordinator, City of Burlington

Norman Sandberg, Councillor, Town of Collingwood

Jeff Smylie, Environmental Engineer, City of Mississauga

April Souwand, Senior Environmental Planner, City of Cambridge
Larry Tansley, City Solicitor, City of Brantford
Grant Whittington, Chief Administrative Officer, Town of Wilmot
Wendy Wright, Commissioner of Planning Services, City of Cambridge
Kelly Yerxa, City Solicitor, City of Burlington

The members of the AMO Planning Task Force, listed below, took part in all meetings and discussions relating to Brownfields, and made significant contributions to the preparation of the AMO Brownfields Report.

Roger Anderson, Regional Chair, Region of Durham
Joni Baechler, Councillor, City of London
Mary Ellen Bench, City Solicitor, City of Mississauga
Gary Cousins, Planning Director, County of Wellington
LeeAnne Doyle, Manager, Development Applications and Community Teams, City of Windsor
Christine Drimmie, Policy and Research Advisor, Region of Durham
Kevin Eby, Director of Community Planning, Region of Waterloo
Stephen Evans, Director of Planning and Economic Development, County of Middlesex
Steve Fahner, Director of Planning, Township of Muskoka Lakes
Olivio Fatigati, Legal Counsel, City of Mississauga
Marg French, Commissioner, Planning and Economic Development, District of Muskoka
Rob MacIsaac, Mayor, City of Burlington
Janice McDonald, Director of Planning and Development, County of Grey
Patrick O'Connor, Director of Legal Services, Region of Peel
Shelley Partridge, Senior Planner, Region of Halton
Norman Sandberg, Councillor, Town of Collingwood
Allan Ramsay, Manager of Long Range Planning, Town of Oakville
Vito Spatafora, Councillor, Town of Richmond Hill
Ian Sugden, Chief Planner, Town of Gravenhurst
Chris White, Councillor, Township of Guelph/Eramosa
Wendy Wright, Commissioner of Planning Services, City of Cambridge

Kelly Yerxa, City Solicitor, City of Burlington
Jyoti Zuidema, Assistant City Solicitor, City of Burlington

PURPOSE: To develop an AMO position to enable brownfield redevelopment.

ACHIEVEMENTS: Developed a flexible program that is responsive to community needs and local employment markets.

DURATION: Ongoing

CONTACT: Milena Avramovic, Senior Policy Advisor

AMO COMMUNITY AND SOCIAL SERVICES TASK FORCE

CHAIR: Joyce Savoline, Chairman, Region of Halton

MEMBERS: **Ab Chahbar**, Councillor, City of London
David Court, Chief Administrative Officer, District of Algoma Social Services Administration Board
Ken Dick, General Manager of Social and Health Services, County of Lambton
Frank Gillis, Deputy Mayor, Town of Espanola
Brian Hutchings, Commissioner, Community Services, Region of Niagara
Jennifer Kirkham, Director of Community Programs and Strategies, City of London
David Landers, Chief Administrative Officer (Acting), Cochrane District Social Services Administration Board
Mary Lucas, General Manager, District of Thunder Bay Social Services Administration Board
Danielle Masse, Director, Employment and Financial Assistance, City of Ottawa
Janet Menard, Acting Commissioner, Social Services, Region of Peel
Lynn Peterson, Mayor, City of Thunder Bay
Carl Ross, General Manager, Community Services, County of Northumberland
Terry Sanderson, Administrator of Social Services, County of Bruce
Mike Schuster, Commissioner, Social Services, Region of Waterloo
Joann Simmons, Commissioner, Social Services, Region of York
David Szwarz, Chief Administrative Officer, Region of Peel
Dan Temprile, Commissioner, Social Services, City of Brantford
Bill White, Chief Administrative Officer, District of Nipissing Social Services Administration Board

Vicki Woodcox, Senior Director, Employment, Housing and Long-Term Care Division, City of Hamilton
Pauline Daling, Executive Director, Ontario Municipal Social Services Association

PURPOSE: Represent municipal interests and concerns related to the development and implementation of social assistance policies. Advocate for fair and equitable funding arrangements in the delivery of social services.

ACHIEVEMENTS: Formed JobsNow Subcommittee and funding model subcommittee on employment outcome measures.

DURATION: Ongoing

CONTACT: Petra Wolfbeiss, Senior Policy Advisor

• AMO/Ministry of Community and Social Services Outcome Measures Subcommittee

MEMBERS: **Tracey Brick**, Ontario Works Manager, Algoma District Social Services Administration Board
Cathy Cleaves, Director, Employment Services, Social Services, City of Brantford
David Dirks, Director, Employment and Income Support, Social Services, Region of Waterloo
Danielle Masse, Director, Employment and Financial Assistance, City of Ottawa
Janet Menard, Acting Commissioner, Social Services, Region of Peel
David Rennie, Director, Social Assistance, Region of York
Rod Sutherland, Manager, Social Services, City of Kawartha Lakes
David Szwarz, Chief Administrative Officer, Region of Peel
Elisabeth White, Manager, Employment Initiatives, City of London

PURPOSE: Develop the program and implementation details of the Ministry of Community and Social Services' new outcome measures funding model.

ACHIEVEMENTS: Involved in developing details of the new funding model and advised Ministry of timing and implementation of the new model that is respectful of municipal needs and processes.

DURATION: Ongoing

CONTACT: Petra Wolfbeiss, Senior Policy Advisor

• **AMO JobsNow Subcommittee**

MEMBERS: **Dianne Apland**, Ontario Works/Child Care Director, Kenora District of Social Services Administration Board

Bob Barraclough, Director, Operations and Client Services, District of Nipissing Social Services Administration Board

Tracey Brick, Ontario Works Manager, Algoma District Social Services Administration Board

Cathy Cleaves, Director, Employment Services, Social Services, City of Brantford

Paul Cloutier, Director of Income Support, Region of Durham

Gillian Hendry, Director, Employment and Income Support Branch, Public Health and Community Services, City of Hamilton

Brian Hutchings, Commissioner, Community Services, Region of Niagara

Danielle Masse, Director, Employment and Financial Assistance, City of Ottawa

Janet Menard, Acting Commissioner, Social Services, Region of Peel

David Rennie, Director, Social Assistance, Region of York

PURPOSE: Review progress on JobsNow initiative and potential municipal response.

ACHIEVEMENTS: Reviewing strategy regulatory municipal response to JobsNow initiative.

DURATION: Ongoing

CONTACT: **Petra Wolfbeiss**, Senior Policy Advisor

AMO CUMULATIVE IMPACT ASSESSMENT COMMITTEE (CIAC)

CHAIR: **Pat Vanini**, Executive Director, AMO

MEMBERS: **Nigel Bellchamber**, General Manager, Ontario Municipal Administrators' Association

Ron Chittick, City Administrator, City of Peterborough

Murray Clarke, Chief Administrative Officer, Town of Bracebridge

Dan Cowin, Executive Director, Municipal Finance Officers Association

Rick Fiebig, Chief Administrative Officer, County of Brant

Norm Gamble, Chief Administrative Officer, County of Grey

Michael Garrett, Chief Administrative Officer, Region of York

Kent Kirkpatrick, City Manager, City of Ottawa

Andy Koopmans, Executive Director, Association of Municipal Managers, Clerks and Treasurers of Ontario

Norm Kyle, Chief Administrative Officer, Township of Smith-Ennismore-Lakefield

Peter Lee, City Administrator, City of Barrie

Roger Maloney, Chief Administrative Officer, Region of Peel

Larry McCabe, Clerk-Administrator, Town of Goderich

Pat Moyle, Chief Administrative Officer, Town of Caledon

Bob Petrie, Chief Administrative Officer, City of Thunder Bay

Larry Ryan, Chief Financial Officer, Region of Waterloo

Joe Torlone, Chief Administrative Officer, City of Timmins

PURPOSE: The Committee was established under the auspices of the AMO-Ontario Memorandum of Understanding (MOU) to monitor the cumulative fiscal impacts of provincial policy initiatives and to advise provincial and municipal officials participating in the MOU process of fiscal matters affecting municipal governments in Ontario.

ACHIEVEMENTS: The Committee has established a framework to assess the cumulative fiscal impacts of government decisions and developed a tool to allow the government to track fiscal impacts on municipalities.

DURATION: Ongoing

CONTACT: **Brian Rosborough**, Director of Policy

Patricia Swerhone, Senior Policy Advisor

AMO ENERGY CONSERVATION AND SMART METERS TASK FORCE

CHAIR: **Gary McNamara**, Mayor, Town of Tecumseh

MEMBERS: **Dennis Brown**, Mayor, Township of Atikokan

Ron Chittick, Chief Administrative Officer, City of Peterborough

Tracey Forrest, Manager, Corporate Energy Services, Region of York

Steven Hall, Director, Corporate Energy Management, Region of Peel

Kevin Henderson, Manager of Corporate Energy, Region of Peel

Jacques Héту, Mayor, Town of Hawkesbury

Gabriella Kalapos, Director of Outreach Programs, Clean Air Partnership

Geoff Lupton, Manager of Energy Initiatives, City of Hamilton

Larry McCabe, Clerk-Administrator, Town of Goderich

Sara Peckford, Environmental Progress Officer, Town of Caledon

Norman Sandberg, Councillor, Town of Collingwood

Viive Sawler, Manager, Energy Conservation Office, Town of Markham

Cindy Toth, Director of Environmental Policy, Town of Oakville

Darius Vaiciunas, Load Management & Regulatory Coordinator, Collingwood Utility Services

Christina Weylie, Councillor, City of Kitchener (alternate)

Carl Zehr, Mayor, City of Kitchener

PURPOSE: The purpose of this task force is to assist AMO to develop its position on energy conservation informed by a consideration all municipal interests – as LDC shareholders, consumers of energy and community leaders.

ACHIEVEMENTS: Worked closely with the Ministry of Energy to ensure Bill 21 and supportive resolutions will not adversely affect the municipal sector. Assisted in the planning of AMO's first Energy Matters Conference in March 2006 as well as the first conservation booklet designed specifically for the municipal sector released in August 2006.

DURATION: Ongoing

CONTACT: **Scott Vokey**, Senior Policy Advisor

Nancy Plumridge, Director of Administration & Business Development

AMO ENVIRONMENTAL ASSESSMENT TASK FORCE

MEMBERS: **Leo DeLoyde**, General Manager, Development and Infrastructure, City of Burlington

David Leckie, Director, Roads and Transportation, City of London

Paul Knowles, Chief Administrative Officer, Town of Carleton Place

Janine Ralph, former Manager, Waste Policy and Planning, Region of Niagara

Jeff Seaton, Executive Director, Municipal Engineers Association

Graham Vincent, Director of Transportation Planning, Region of Waterloo

PURPOSE: To provide appropriate advice to the AMO Board on a response to the *Environmental Assessment Advisory Panel's Report* in June 2005. Prepared and submitted AMO position paper on this matter in March 2006.

ACHIEVEMENTS: Developed a response to the *Environmental Assessment Advisory Panel's Report* that was endorsed by AMO Board of Directors before sending to the Ministry of the Environment in June of 2005. Developed the AMO position paper in March 2006 citing necessary changes as requested by municipalities.

DURATION: Ongoing

CONTACT: Milena Avramovic, Senior Policy Advisor

AMO FIRE SERVICES TASK FORCE

CHAIR: James Young, Mayor, Town of East Gwillimbury

MEMBERS: Bill Bartley, Councillor, Township of Shuniah

Graham Dart, Director, Human Resources, City of St. Thomas

Sandra Hames, Councillor, City of Brampton

Nick Kristoffy, Chief Administrative Officer, Town of Whitchurch-Stouffville

Norm Kyle, Chief Administrative Officer, Township of Smith-Ennismore-Lakefield

Dail Levesque, Director, Administrative Services, City of Owen Sound

Joe Pavelka, Chief Administrative Officer, Municipality of Chatham-Kent

Mike Pintar, Deputy Fire Chief, City of Timmins

Bill Smirle, Deputy Mayor, Township of North Dundas

PURPOSE: To advise the AMO Board of Directors on several issues impacting municipal fire services, including:

- The protection of "two-halter" firefighters from union pressure and charges;
- The Ontario Fire Marshal (OFM) Public Fire Safety Guidelines (e.g. the 10-in-10 Guideline);
- The nature and status of OFM audits of municipal fire services;
- The Ministry of Labour's Guidance Notes regarding fire service health and safety issues, which are based on the work of the Section 21 Advisory Committee;
- The interest arbitration process, which leads to excessive wage increases;
- Other labour issues;

- Protecting and enhancing the management rights of municipal administrators;
- First and Tiered response and coordinating with other emergency services;
- User fees;
- The Fire Code; and
- Management exclusions; and to undertake appropriate advocacy.

ACHIEVEMENTS: Has met directly with staff of the Office of the Fire Marshall regarding fire safety guidelines.

DURATION: Ongoing

CONTACT: Scott Vokey, Senior Policy Advisor

AMO GREEN TIDE WORKING GROUP

MEMBERS: Lynn Balfour, Chief Building Official, County of Brant

Mary Ellen Bench, City Solicitor, City of Mississauga

Joe Couto, Director of Government Relations, Ontario Association of Chiefs of Police

Joy Hulton, Regional Solicitor, Region of York

Barbara Hume-Wright, Executive Director, Ontario Association of Chiefs of Police

Michele Kennedy, Town Clerk, Town of Whitchurch-Stouffville and AMCTO Board Members

Virginia MacLean, Solicitor, Wilms & Shier

Frank Nicholson, Manager, Legislative Services, Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)

Terry Hewitson, Supervisor of Inspections and By-law Enforcement, City of Burlington

PURPOSE: To inform AMO's position on the protocols being developed to accompany Bill 128 and to help develop appropriate advocacy strategies.

ACHIEVEMENTS: The working group has raised important implementation issues with the Ministry and is working toward an effective implementation strategy.

DURATION: Ongoing

CONTACTS: Scott Vokey, Senior Policy Advisor

AMO-MOU LAND AMBULANCE TASK FORCE - Municipal Members

CO-CHAIR: Pat Vanini, Executive Director, AMO

MEMBERS: Brent Browett, Director of Emergency Services, City of Hamilton

Gary Champagne, Chief Administrative Officer, Manitoulin-Sudbury District Social Services Board

Stephen Fournier, Chief Administrative Officer, United Counties of Leeds & Grenville

Dan McCormick, Health Services Manager, Rainy River District Social Services Administration Board

Denis Merrall, Director, Transportation and Emergency Services, County of Middlesex

Glen Peace, City Manager, City of Hamilton

Patricia Swerhone, Senior Policy Advisor, AMO

PURPOSE: To facilitate dialogue between municipalities and the Province on land ambulance issues and provide options to decision-makers.

ACHIEVEMENTS: Discussions on broad policy areas of cost containment, cost sharing and accountability. Three sub-group reports have been completed and presented to the MOU for advice. The task force played an important role in AMO's advocacy for better cost sharing arrangements announced by the Premier at the 2006 ROMA/OGRA Conference.

DURATION: Ongoing

CONTACT: Patricia Swerhone, Senior Policy Advisor

AMO LINE FENCES ACT WORKING GROUP

MEMBERS: Marc Clermont, Director of Public Works, United Counties of Prescott and Russell

Michael Graves, Director of Corporate Services, Town of Tillsonburg

Brian Knox, County Engineer, County of Bruce

Jean Rixon, Director of Planning, County of Hastings

Allen Taylor, Deputy Reeve, Township of East Garafraxa

Bill Vrebosch, Mayor, Township of East Ferris

Chris White, Councillor, Township of Guelph/Eramosa

PURPOSE: Represent municipal interests and concerns related to the development and operation of trails on abandoned railroad rights-of-ways (ARROWS). Advocate for a fair and equitable solution to fencing of trails and related costs.

ACHIEVEMENTS: Members participated in Ministry of Municipal Affairs and Housing workshop sessions on Section 20 of the *Line Fences Act*. The group has also advocated for a resolution to the liability crisis currently facing many existing trails.

DURATION: 2005 – 2006

CONTACT: **Scott Vokey**, Senior Policy Advisor

AVO LONG-TERM CARE WORKING GROUP

CHAIR: **Joyce Savoline**, Regional Chairman, Region of Halton

MEMBERS: **Peter Barnes**, Administrator, Wellington Terrace

Heather Bozzer, Administrator, Golden Manor, City of Timmins

Tom Deline, Mayor, Municipality of Centre Hastings

Elizabeth Fulton, Chief Administrative Officer, County of Frontenac

Jan Harder, Councillor, City of Ottawa

Mike Schuster, Commissioner, Social Services, Region of Waterloo

Lynda Secord, Administrator, Wentworth Lodge, City of Hamilton

Dominic Ventresca, Commissioner, Social Services, Region of Niagara

Dick Verrips, Commissioner, Social Services, County of Bruce

Sheldon Wolfson, Director, Services for Seniors, Region of Halton

PURPOSE: Advocate municipal issues and concerns to the Ministry of Health and Long-Term Care regarding program and policy changes.

ACHIEVEMENTS: Consultations with Ministry representatives on Government direction related to the program, policy and regulatory changes in the operation of long-term care homes.

DURATION: Ongoing

CONTACT: **Petra Wolfbeiss**, Senior Policy Advisor

AVO MUNICIPAL ACT REVIEW WORKING GROUP

CHAIR: **Pat Vanini**, Executive Director, AMO

MEMBERS: **Nigel Bellchamber**, General Manager, Ontario Municipal Administrators' Association

Mary Ellen Bench, City Solicitor, City of Mississauga

Dan Cowin, Executive Director, Municipal Finance Officers Association

Fred Dean, Solicitor Serving Local Government

Michael Garrett, Chief Administrative Officer, Region of York

Cindy Harrison, Senior Corporate Policy Leader, CAO's Office, Region of York

Andy Koopmans, Executive Director, Association of Municipal Managers, Clerks and Treasurers of Ontario

Frank Nicholson, Manager, Legislative Services, AMCTO

Sheila Richardson, Executive Director, Ontario Good Roads Association

Diana Summers, Manager of Policy, Ontario Good Roads Association

John Skorobohacz, City Manager/Chief Administrative Officer, City of Windsor

PURPOSE: The purpose of the working group is to examine the implications of proposed *Municipal Act* reforms from various stakeholders and the overall provincial-municipal relationship that would result. It also considers expanded, broader municipal powers and other issues in the context of the current *Municipal Act*. Discussions have been framed by submissions received in Phase 1, but also recognized the broader agenda for municipal autonomy and the need to identify a range of options for changes to the Act.

ACHIEVEMENTS: Bill 130, *Municipal Statute Law Amendment Act* was introduced on June 15, 2006. The Bill is based on AMO's principles for a mature provincial/municipal relationship.

DURATION: Ongoing

CONTACT: **Pat Vanini**, Executive Director

Scott Vokey, Senior Policy Advisor

AVO MUNICIPAL TERM AND RELATED MATTERS ADVISORY COMMITTEE

CHAIR: **Norman Sandberg**, Councillor, Town of Collingwood

MEMBERS: **Bill Bartley**, Councillor, Township of Shuniah

Doug Craig, Councillor, City of Greater Sudbury

Frank Gillis, Deputy Mayor, Town of Espanola

Doug Reycraft, Councillor, County of Middlesex

Allen Taylor, Deputy Mayor, Township of East Garafraxa

Lou Turco, Councillor, City of Sault Ste. Marie

PURPOSE: The Advisory Committee's mandate is to develop a survey, undertake its analysis, and provide recommendations to the AMO Board with respect to the feasibility or benefit of moving municipal elections to a four-year term as well as other matters related to the conduct of municipal elections.

ACHIEVEMENTS: The Advisory Committee fulfilled its initial mandate to provide recommendations to the AMO Board with respect to the feasibility or benefit of moving municipal elections to a four-year term and also provided a list of recommendations to the Secretariat for Democratic Renewal on how to improve voter turnout for municipal elections. The Committee's work was instrumental in convincing the Ministry of Municipal Affairs and Housing to amend the *Municipal Elections Act* to allow for a four-year term of council.

DURATION: 2005 – 2006

CONTACTS: **Pat Vanini**, Executive Director

Scott Vokey, Senior Policy Advisor

AVO NORTHERN AND RURAL PLAN TASK FORCE

CHAIR: **Lynn Peterson**, Mayor, City of Thunder Bay

MEMBERS: **Richard Adams**, Councillor, Town of Parry Sound

Chris White, Councillor, Township of Guelph/Eramosa

Teresa Whitmore, Councillor, City of Belleville

PURPOSE: The purpose of this Task Force is to:

1. Identify rural and northern issues/priorities that can be addressed through the Province's recent Strong Rural Communities Plan and Northern Prosperity Plan for Economic and Community Renewal.
2. Prioritize identified issues into two categories: low cost – high impact policy changes and longer term community investments to ensure that despite the Province's fiscal situation, that there is still the opportunity to address core needs in the short term.
3. Develop an advocacy plan to communicate these priorities to the Province.
4. Pursue both rural and northern issues in this process, addressing commonalities and recognizing differences to maximize staff resources.

ACHIEVEMENTS: Developed a Northern and Rural Lens that has been warmly received by both the Ministries of Northern Development and Mines, and Rural Affairs. Ministry staff are now in the process of using the lens as an educational tool to help ensure policy makers consider the unique needs of northern and rural communities before implementing new policy. The Task Force is also in the process of developing a response to the Province's rural and northern plans.

DURATION: Ongoing

CONTACTS: **Petra Wolfbeiss**, Senior Policy Advisor
Scott Vokey, Senior Policy Advisor

AMO OVERS STEERING COMMITTEE

CHAIR: **Roger Anderson**, Chair, Region of Durham

MEMBERS: **Bill Fisch**, Chair, Region of York
Peter Hume, Councillor, City of Ottawa
Sandra Hames, Councillor, City of Brampton
Austin Hunt, Deputy Mayor, Township of Billings
Hazel McCallion, Mayor, City of Mississauga
Lynn Peterson, Mayor, City of Thunder Bay
Bill Vrebosch, Mayor, Township of East Ferris
Mike Raymond, Warden, County of Essex
Doug Reycraft, Councillor, County of Middlesex
Neal Snutch, Councillor, Township of Ramara

Bob Sweet, Warden, County of Renfrew/Mayor, Town of Petawawa

AMO OVERS Working Group

CHAIR: **Pat Vanini**, AMO Executive Director

MEMBERS: **Janice Baker**, City Manager and Chief Administrative Officer, City of Mississauga (representative, Large Urban Mayors and Caucus of Ontario)

Nigel Bellchamber, General Manager, Ontario Municipal Administrators' Association

Brian Cain, Director of Finance, Ontario Public School Boards Association

Dan Cowin, Executive Director, Municipal Finance Officers' Association

Eric Draycott, Director of Human Resources, City of Mississauga (alternate)

Jordan Fremont, Lawyer and Barrister, Hicks Morley Hamilton Stewart Storie

Barbara Hume-Wright, Executive Director, Ontario Association of Police Services Board

Cheryl Lowe, Assistant Chief Administrative Officer, Human Resources, Region of Waterloo (representative, Mayors & Regional Chairs of Ontario of Single Tier Cities & Regions)

Jean Norman, Director, Corporate Services, GO Transit

MaryAnne Pankiw, Manager, Human Resources, GO Transit

Eric Preston, Vice-President, Corporate and Human Resources, Municipal Property Assessment Corporation

Bill Rayburn, Chief Administrative Officer, County of Middlesex

Craig Rix, Lawyer and Barrister, Hicks Morley Hamilton Stewart Storie

Jim Sherlock, Consultant to Ontario Catholic School Trustees' Association

John Stunt, Executive Director, Ontario Catholic School Trustees' Association

PURPOSE: AMO's Steering Committee, with the assistance of the Working Group, facilitated and supported a common and co-ordinated response from Ontario municipal governments and other OMERS employers to OMERS Bill 206, including the implementation of employer sponsor matters resulting from the legislation.

ACHIEVEMENTS:

- Submissions to government Standing Committee
- Recruitment of AMO appointees for the Administration Corporation and Sponsors Corporation

DURATION: 2005 – 2006

CONTACTS: **Brian Rosborough**, Director of Policy
Patricia Swerhone, Senior Policy Advisor

AMO ONTARIO WORKS/ ONTARIO DISABILITY SUPPORT PROGRAM/RENT GEARED TO INCOME (OW/ODSP/RGI) WORKING GROUP

MEMBERS: **David Court**, Chief Administrative Officer, Algoma District Services Administration Board
Denis Demeules, Manager, Housing Services, City of Greater Sudbury
Ken Foulds, Manager, Housing Programs, City of Ottawa

Merv Hughes, Manager, Social Housing, Counties of Haldimand and Norfolk

Sharad Kerur, Executive Director, Ontario Non-Profit Housing Association

Roger Maloney, Vice-Chair, Social Housing Services Corporation

David Martin, Policy Consultant, Social Housing Services Corporation

Adelina Urbanski, Commissioner, Social and Community Services Department, Region of Halton

Keith Ward, Commissioner of Housing & Property and General Manager, Peel Living, Region of Peel

Rick Williams, Commissioner, Community Services, District of Muskoka and Chair, Ontario Municipal Social Services Association

PURPOSE: Develop options for addressing policy concerns and cost impacts related to rent-geared-to-income rent scales.

ACHIEVEMENTS: Raised at Memorandum of Understanding (MOU) meetings with relevant ministries.

DURATION: Ongoing

CONTACTS: **Petra Wolfbeiss**, Senior Policy Advisor

AMO PLANNING TASK FORCE

CHAIR: **Rob MacIsaac**, Mayor, City of Burlington

MEMBERS: **Roger Anderson**, Regional Chair, Region of Durham

Joni Baechler, Councillor, City of London
Mary Ellen Bench, City Solicitor, City of Mississauga

Gary Cousins, Planning Director, County of Wellington

LeeAnne Doyle, Manager, Development Applications and Community Teams, City of Windsor

Christine Drimmie, Policy and Research Advisor, Region of Durham

Kevin Eby, Director of Community Planning, Region of Waterloo

Stephen Evans, Director of Planning and Economic Development, County of Middlesex
Steve Fahner, Director of Planning, Township of Muskoka Lakes

Olivio Fatigati, Legal Counsel, City of Mississauga

Marg French, Commissioner, Planning and Economic Development, District of Muskoka

Janice McDonald, Director of Planning and Development, County of Grey

Patrick O'Connor, Director of Legal Services, Region of Peel

Shelley Partridge, Senior Planner, Region of Halton

Norman Sandberg, Councillor, Town of Collingwood

Allan Ramsay, Manager of Long Range Planning, Town of Oakville

Vito Spatafora, Councillor, Town of Richmond Hill

Ian Sugden, Chief Planner, Town of Gravenhurst

Chris White, Councillor, Township of Guelph/Eramosa

Wendy Wright, Commissioner of Planning Services, City of Cambridge

Kelly Yerxa, City Solicitor, City of Burlington

Jyoti Zuidema, Assistant City Solicitor, City of Burlington

PURPOSE: The AMO Planning Task Force developed a position paper on pressing municipal planning issues. The Task Force also responded to the Government White Paper in August 2004, to the proposed legislative changes in early 2006, including presentations to the Standing Committee.

ACHIEVEMENTS: Prepared position papers to the Planning Act, Provincial Policy Statement (PPS) reform.

DURATION: Ongoing

CONTACT: Milena Avramovic, Senior Policy Advisor

AMO PROVINCIAL/MUNICIPAL FISCAL ADVISORY GROUP

MEMBERS: Nigel Bellchamber, General Manager, Ontario Municipal Administrators' Association

Ian Brown, Chief Administrative Officer, City of Orillia

Ray Gallery, Chief Administrative Officer, Town of Greater Napanee

Jim Clapp, Commissioner of Finance, Region of Durham

Dan Cowin, Executive Director, Municipal Finance Officers Association

Garry Cubitt, Chief Administrative Officer, Region of Durham

Liz Fulton, Chief Administrative Officer, County of Frontenac

Lorella Hayes, Chief Financial Officer and Treasurer, City of Greater Sudbury

Grant Hopcroft, Director, Intergovernmental and Community Liaison, City of London

Sandra Jonasson, Director of Finance/City Treasurer, City of Greater Sudbury

Andy Koopmans, Executive Director, Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)

Jim Kutschke, Treasurer, County of Renfrew

Norm Kyle, Chief Administrative Officer, Township of Smith-Ennismore-Lakefield

Mark McDonald, Chief Administrative Officer, Elgin County

Bob Petrie, Chief Administrative Officer, City of Thunder Bay

Bill Rayburn, Chief Administrative Officer, County of Middlesex

Paul Richards, Director of Budgets, Economic Studies, and Risk Management, Region of Durham

Joe Rinaldo, General Manager of Finance, Corporate Services, City of Hamilton

Steve Robinson, Chief Administrative Officer, Town of Cobourg

Roberto Rossini, Director of Finance, City of Mississauga

Lloyd Russell, Director of Finance, City of Ottawa

Mike Trojan, Chief Administrative Officer, Region of Niagara

Ross Troop, Treasurer, City of Timmins

Gerry Wolting, Acting Chief Administrative Officer, Municipality of Chatham-Kent

Gary Wood, Chief Administrative Officer, Grey County

Steve Zorbas, Treasurer, City of Burlington

PURPOSE: To assist in the development of fiscal policy advice to AMO staff and Board of Directors on matters related to provincial/municipal fiscal arrangements.

ACHIEVEMENTS: Strategic advice regarding AMO's 2006 prebudget submission to the Province and Federal government.

DURATION: Ongoing

CONTACTS: Brian Rosborough, Director of Policy

Patricia Swerhone, Senior Policy Advisor

AMO REGULATION 170, SAFE DRINKING WATER ACT TASK FORCE

CO-CHAIRS: Doug Reycraft, Councillor, County of Middlesex

Allen Taylor, Deputy Mayor, Township of East Garafraxa

MEMBERS: Nick Benkovich, Director of Water/Wastewater Services, City of Greater Sudbury

John Braam, Manager of Water and Wastewater Services, Public Works, County of Oxford

Howard Greig, Mayor, Township of Chatsworth

Bernie Kusilikis, Manager, Environmental Services Design, Works Department, Region of Durham

Greg Lymer, Water Supply Superintendent, Region of Durham

Danielle Marchant, Regulatory Compliance Coordinator, Region of Halton

Jim Reffle, Director of Environmental Health and Chronic Disease Prevention Services, Middlesex-London Health Unit

Eleanor Renaud, Councillor, Township of Elizabethtown-Kitley

Corrie Stender, Coordinator, Water and Wastewater, Environmental Services, City of Kawartha Lakes

PURPOSE: To provide the MOE with alternatives to the standards for non-municipal systems currently contained in the Regulation so that public safety and economic sustainability of businesses/activities is maintained.

ACHIEVEMENTS: The AMO Task Force released 23 recommendations on how to improve the system in October 2004. AMO worked closely with MOE to ensure the new regulation was workable and affordable for both non-municipal and municipal operators. In June 2006, MOE made further improvements to Reg. 170 by providing more clarity on Testing and Operational Requirements.

DURATION: Ongoing

CONTACT: Milena Avramovic, Senior Policy Advisor

AMO SOURCE WATER PROTECTION WORKING GROUP

CO-CHAIRS: Nigel Bellchamber, Facilitator to AMO

Milena Avramovic, Senior Policy Advisor, AMO

MEMBERS: **Dr. John G. Cochrane**, Councillor, Township of the Archipelago
Christine Drimmie, Policy and Research Advisor, Region of Durham
Kevin Eby, Director, Community Planning, Region of Waterloo
Marg French, Commissioner, Planning and Economic Development, District of Muskoka
Michael Garrett, Chief Administrative Officer, Region of York
James Hawken, Mayor, City of Temiskaming Shores
Eric Hodgins, Manager, Water Resources Protection, Region of Waterloo
Heather Konefat, Director of Planning, Town of Caledon
Alina Korniluk, HydroGeologist, Region of Peel
Lloyd Lemon, Manager, Water Resources Protection, Region of York
Greg Mason, Planning/Environment Technician, Township of the Archipelago
Margaret Misek-Evans, Senior Policy Planner, Community and Strategic Planning, County of Oxford
Jim Pine, Chief Administrative Officer, County of Hastings
Kelly Yerxa, City Solicitor, City of Burlington

GUEST MEMBER: **Dianne Saxe**, Barrister and Solicitor, Saxe Law Office

PURPOSE: To provide the AMO Board with advice to respond to the proposed legislation and regulations in respect of this matter.

ACHIEVEMENTS: Prepared response to Bill 43, *Clean Water Act* in February 2006, currently undertaking clause-by-clause review of the proposed Bill in preparation for the upcoming Committee hearings.

DURATION: Ongoing

CONTACT: **Milena Avramovic**, Senior Policy Advisor

AMO/LAS ELECTRICITY IMPLEMENTATION COMMITTEE

CHAIR: **Nancy Plumridge**, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO

MEMBERS: **Tracey Forrest**, Program Manager, Energy Management, Region of York

Steve Hall, Director, Corporate Energy Management, Region of Peel
Larry McCabe, Clerk-Administrator, Town of Goderich
Jim Pine, Chief Administrative Officer, County of Hastings
Scott Vokey, Senior Policy Advisor, AMO

PURPOSE: To determine feasibility of implementing an electricity conservation, education, training, and procurement program.

ACHIEVEMENTS: AMO made submissions to the Ministry of Energy and the Premier's Office regarding ways to assist municipalities in energy conservation. The Committee will continue to investigate conservation initiatives, legislative amendments, and the establishment of an electricity bulk procurement program.

DURATION: Ongoing

CONTACT: **Nancy Plumridge**, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO
Scott Vokey, Senior Policy Advisor, AMO

AMO/LAS ENERGY ADVISORY COMMITTEE

CHAIR: **Nancy Plumridge**, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO

MEMBERS: **Brian Bechtel**, Project Manager/Energy Services, Region of Waterloo

Kim Dooling, Manager of Purchasing, City of Cambridge
Bruce Duncan, Manager of Property & Purchasing, City of Orillia
Tracey Forrest, Program Manager, Energy Management, Regional of York
Steve Hall, Director, Corporate Energy Management, Region of Peel
Kevin Henderson, Manager, Corporate Energy Management, Region of Peel
Kevin Newson, Manager of Purchasing, Town of Markham
Ophelia Patterson, Financial Analyst, Region of Waterloo

PURPOSE: To advise on direction and policy changes for the bulk purchasing of natural gas and electricity programs, including monitoring the performance, assisting in identifying/monitoring significant changes in both markets, and their implications for future supplies and prices.

Ensuring accountability, including the determination of the most appropriate analytical tools and reports. To help identify sources of information and data, and to advise on the marketing and promotion of the program.

ACHIEVEMENTS: The Committee continues to ensure accountability and to provide AMO/LAS with strategic advice regarding the two programs.

DURATION: Ongoing

CONTACTS: **Nancy Plumridge**, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO and
Jason Hagan, Program Co-ordinator, LAS

AMO/LAS 311 FEASIBILITY COMMITTEE

CHAIR: **Nancy Plumridge**, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO

MEMBERS: **Trevor Birtch**, Customer Service Improvement Team, County of Oxford
Polly Collins, Customer Service Manager, County of Simcoe

Michelle Gregoire, Manager, Client Services, City of Ottawa

Kate Johnston, Corporate Projects Consultant, Region of Halton

Jane Lee, Director of Customer Service, Access & Equity, City of Hamilton

Joe Levack, Vice-President, Human Resources, Enwin Powerline

Doug Luker, Commissioner of Corporate Services, Town of Richmond Hill

Nancy Major, Project Manager, Call Centre Consolidation, City of Mississauga

Chris Moore, Chief Information Officer, City of Brampton

Bonnie Munslow, Manager, Customer Services, Town of Newmarket

Jeannie Murphy, Executive Assistant to Council, City of Kitchener

Mike O'Hare, Town of Bradford-West Gwillimbury

Dave Powell, Information Technology Services, City of Oshawa

Mike Proudlock, Manager, Corporate Project Development, Region of Peel

Lorne Seaton, Associate Director, Technology Services Division, City of London

Troy Speck, Chief Administrative Officer, City of Elliot Lake

PURPOSE: To serve in an advisory capacity and to provide advice and opinion concerning the development and implementation of a 311 service for all interested Ontario municipalities.

ACHIEVEMENTS: The Committee continues to investigate the feasibility of a province-wide 311 program, and to provide AMO/LAS with strategic advice regarding the program.

DURATION: Ongoing

CONTACTS: **Nancy Plumridge**, President/Secretary-Treasurer, LAS and Director of Administration and Business Development, AMO and **Deborah Hannah**, Business Systems Analyst, AMO

FEDERAL & PROVINCIAL MINISTRIES OF CITIZENSHIP AND IMMIGRATION — AMO REPRESENTATIVES ON MUNICIPAL COMMITTEE ON IMMIGRATION

CO-CHAIR: **Pat Vanini**, Executive Director, AMO

MEMBERS: **Ron Van Horne**, Chief Administrative Officer, County of Lambton
Anne Comtois Lalonde, Ontario Works Administrator, United Counties of Prescott Russell

Brian Hutchings, Commissioner, Community Services, Region of Niagara
Danielle Masse, Director, Employment and Financial Assistance, City of Ottawa
Janet Menard, Acting Commissioner, Social Services, Region of Peel
Jim Pine, Chief Administrative Officer, County of Hastings

Brenda Camirand, Economic Development Officer, Timmins Economic Development Corporation

Rob Skelly, Manager of Tourism, Culture and Marketing Growth and Development, City of Greater Sudbury
Ronna Warsh, Acting General Manager, Social Services, City of Windsor

PURPOSE: The Committee was established to ensure that the municipal perspective and the priorities of Ontario municipalities inform the negotiation of a Canada-Ontario immigration agreement as developed under Schedule F of the Agreement.

ACHIEVEMENTS: To date have created a work plan and Settlement and Attraction and Retention Working Group.

DURATION: Ongoing

CONTACTS: **Brian Rosborough**, Director of Policy
Petra Wolfbeiss, Senior Policy Advisor

AMO PUBLIC HEALTH TASK FORCE

CO-CHAIRS: **Delton Becker**, Mayor, Township of West Grey
Doug Reycraft, Councillor, County of Middlesex

MEMBERS: **Lorne Coe**, Councillor, Town of Whitby

Alex Cullen, Councillor, City of Ottawa
Michael Garrett, Chief Administrative Officer, Region of York
Dr. Graham L. Pollett, Medical Officer of Health, Middlesex-London Health Unit
Mark Mieto, Chief Administrative Officer, City of Greater Sudbury

Penny Nelligan, Director, Public Health, County of Huron

Dr. Bob Nosal, Commissioner and Medical Officer of Health, Region of Halton
Ingrid Parkes, Councillor, City of Kenora
Ken Seiling, Regional Chair, Region of Waterloo

Linda Stewart, Executive Director, Association of Local Public Health Agencies

PURPOSE: To ensure that during the Provincial health transformation, municipal issues are represented and communicated to the Ministry of Health and Long-Term Care on the variety of initiatives under way.

ACHIEVEMENTS: Members of the Task Force have been participating on a number of Working Groups related to the Public Health Capacity Review. Consult regularly and participate on advisory groups related to the Ministry on the development and implementation of the Local Health Integration Networks, the Ontario Health Pandemic Influenza Plan and the development of the Family Health Networks.

DURATION: Ongoing

CONTACT: **Petra Wolfbeiss**, Senior Policy Advisor

AMO WASTE MANAGEMENT TASK FORCE

CO-CHAIRS: **Steve Butland**, Councillor, City of Sault Ste. Marie
Milena Avramovic, AMO Senior Policy Advisor

MEMBERS: **Sherry Arcaro**, Manager, Environmental Services, County of Peterborough

Mike Birett, Manager, Program Development and Planning, Solid Waste Management Branch, Region of York

Danielle Braney, Acting Director of Assets and Solid Waste Infrastructure and Emergency Services, City of Greater Sudbury

Andrew Campbell, Director, Solid Waste Management, Region of York
Rick Clow, General Manager, Quinte Waste Solutions

Vivian DeGiovanni, Executive Director, Association of Municipal Recycling Coordinators

Anne-Marie Fowler, Manager, Waste Services, City of Ottawa

Rosanne Fritzche, Waste Reduction Coordinator, Town of Richmond Hill

Beth Goodger, Director of Waste Management, City of Hamilton

Joseph Hall, General Manager, Ottawa Valley Waste Recovery Centre

Jennifer Jackson, Special Projects Manager, Public Works & Services, City of Ottawa

Renée Lagrove, Coordinator of Waste Diversion, City of Greater Sudbury

Pat Parker, Manager of Solid Waste Planning, City of Hamilton

Joanna Manganiello, Waste Management Analyst, City of Hamilton

Chantal Mathieu, Director of Waste Management, City of Greater Sudbury

Jackie-Lee McInnes, Business Administrator, Waste Management, City of Hamilton

Todd Pepper, Manager, Essex-Windsor Solid Waste Authority

Andrew Pollock, Director of Waste Services, Region of Peel

Janine Ralph, former Manager, Waste Policy and Planning, Region of Niagara

Randall Roy, Waste Diversion Supervisor, City of Sault Ste. Marie

Clayton Sampson, Waste Management Supervisor, County of Oxford

Jay Stanford, *Division Manager, Environmental Programs & Customer Relations, Environmental & Engineering Services Department, City of London*
Peter Watson, *Manager of Waste Management, Region of Durham*

Cameron Wright, *Manager, Waste Diversion, Essex Windsor Solid Waste Authority*

Dean Wyman, *Manager, Administration & Communication, City of Guelph*

Art Zuidema, *Senior Solicitor, City of Hamilton*

PURPOSE: The purpose of the AMO Waste Diversion Task Force is to influence provincial policy on waste diversion and waste management issues. In addition, it assists the municipal MIPC members, from time to time, on policy areas relevant to negotiations on Blue Box issues.

ACHIEVEMENTS: Over the past year, the Task Force has been very busy developing the AMO position papers on Provincial Waste Strategy, Household Hazardous and Special Waste, and Improving the Efficiency of the Blue Box Program. All of these papers are available on the AMO website.

DURATION: Since September 2004 until perpetuity, given the increasing scale, importance, and demands of the Blue Box Program and Waste Diversion in general.

CONTACT: **Milena Avramovic**, *Senior Policy Advisor*

AMO APPOINTMENTS TO OTHER ASSOCIATIONS OR PROVINCIAL COMMITTEES

Canadian Council of Ministers of the Environment's Development Committee - Municipal Wastewater Effluent

Paul Drca, *Manager, Environmental Support Services, Infrastructure Services Unit, Pollution Control Services, City of Windsor*

Mark Schiller, *Director, Public Works, Water and Wastewater, Region of Peel*

Vic Lim, *Manager, Water & Wastewater, Region of Peel (alternate)*

Conservation Ontario A.D. Latornell Conservation Symposium Steering Committee

Michelle Charbonneau, *Environmental Services Specialist, City of Mississauga*

Canada-Ontario-AMO-Toronto - Federal Gas Tax Oversight Committee

Pat Vanini, *AMO Executive Director and Co-Chair*

Brian Rosborough, *AMO Director of Policy*

Ministry of Agriculture and Food - Provincial Nutrient Management Advisory Committee

Gary Cousins, *Planning Director, County of Wellington*

Bill Semeniuk, *Mayor, Township of Zorra*

Ministry of Children and Youth Services - Best Start Plan Working Group to Review Child Care Service Data Elements

Brenda Bax, *Program Manager, Child Care Systems Management, Parent and Child Branch, City of Hamilton*

Joyce Hawthorne, *Manager, Children's Services, City of Peterborough*

Rosita Johnson, *Manager, Community Supports, Community Services, City of London*

Mary Beth Jonz, *Director, Children's Services, Social and Community Services Department, Region of Halton*

Nancy MacLean, *Manager, Children's Services, Algoma District Social Services Administration Board*

Elizabeth Wagle, *Director of Family and Children's Services, Community Services and Housing Department, Region of York*

Ministry of Community and Youth Services - Best Start Income Test External Advisory Group

Brian Hastings, *Commissioner, Community Services, Region of Niagara*

Diana Klodt, *Program Manager, Fee Subsidy, City of Hamilton*

Sherri Phillips, *Manager, Child Care Subsidy, Region of Waterloo*

Ministry of Community Safety and Correctional Services - Policing Standards Advisory Committee

Roger Anderson, *Regional Chair, Region of Durham*

Ministry of Community and Social Services - Customer Service Standard Development Committee

Walt Visser, *Councillor, Township of Centre Wellington*

Ministry of Community and Social Services - Transportation Standard Development Committee

Alex Milojevic, *Manager, Business Strategies, City of Brampton*

Ministry of Environment - Source Water Protection Implementation Committee

Nigel Bellchamber, *Facilitator to AMO and Co-Chair*

Jim Pine, *Chief Administrative Officer, County of Hastings*

Michael Garrett, *Chief Administrative Officer, Region of York*

Milena Avramovic, *Senior Policy Advisor, AMO*

Ministry of Health and Long-Term Care's Reference Panel of the Local Public Health Capacity Review

Doug Reycraft, *Councillor, County of Middlesex*

Delton Becker, *Mayor, Municipality of West Grey*

Ministry of Health and Long-Term Care's Ontario Health Pandemic Influenza Plan (OHPIP) Steering Committee

Lorne Coe, *Councillor, Town of Whitby*

Ministry of Health and Long-Term Care Family Health Team (FHT) Action Group

Richard Adams, *Councillor, Town of Parry Sound*

Ministry of Labour – Advisory Council to the Pay Equity Office

Penny Smiley, *Director, Employee Relations, Region of Waterloo*

Ministry of Municipal Affairs and Housing’s Brownfields Stakeholder Group

Ted Knight, *Mayor, Town of Parry Sound*
Milena Avramovic, *Senior Policy Advisor, AMO*

Ministry of Municipal Affairs and Housing’s Building Advisory Council (BAC)

Steve Robinson, *Chief Administrative Officer, Town of Cobourg*

Ministry of Natural Resources – Great Lakes Charter Annex Advisory Panel

Deb Korolnek, *Director, Water and Wastewater, Region of York*
Lloyd Lemon, *Program Manager, Water Resources Protection, Region of York*

Municipal Health and Safety Association Board (MHSA)

Graham Dart, *Director of Human Resources, City of St. Thomas*
Dail Levesque, *Director, Administrative Services, City of Owen Sound (until March, 2006)*

Oak Ridges Moraine Foundation Board

Vito Spatafora, *Councillor, Town of Richmond Hill*

Ontario Aggregate Resources Corporation (TOARC) Board

Neal Snutch, *Councillor, Township of Ramara*

Ontario Fire Marshal’s Home Fire Sprinkler Coalition

Brian Green, *Chief Building Official, City of Owen Sound*

Ontario Fire Services Advisory Committee – Section 21 Committee

Tim Boychuk, *Deputy Fire Chief, City of Hamilton*
Diane Dumoulin, *Public Health Nurse, City of Cornwall*

Ontario 9-1-1 Advisory Board

Dan VanLondersele, *Rural Representative and Chair*
John Baird, *Chief Administrative Officer, Municipality of Sioux Lookout (Northern Representative)*
Bryan Baxter, *former Chief Administrative Officer, Town of Cobourg (Small Urban Representative)*
Bill Bouwhuis, *Administrator, Trunked Radio System, City of Hamilton (Regional Representative)*
Dave Hanly, *Planning Director, County of Perth (County Representative)*
Richard Pedersen, *Deputy Fire Chief, City of Kitchener (Large Urban Representative)*

Region of Halton’s Lake Ontario Shoreline Algae Action Committee

Milena Avramovic, *Senior Policy Advisor, AMO*

Social Housing Services Corporation’s Mortgage Committee for Social Housing Mortgages

Petra Wolfbeiss, *AMO Senior Policy Advisor*

Waste Diversion Ontario Board

Steve Butland, *Councillor, City of Sault Ste. Marie*
Peter Hume, *Councillor City of Ottawa*
Deb Haswell, *Councillor, City of Owen Sound*
Andy Pollock, *Director, Waste Management, Region of Peel*
Andrew Campbell, *Director, Solid Waste Management Branch, Region of York (alternate)*
Chris Hughes, *Environmental Superintendent, City of Owen Sound (alternate)*
Brian MacRae, *Chief of Staff, Office of Councillor Peter Hume, City of Ottawa (alternate)*
Anne Ménard, *Executive Assistant, Office of Peter Hume, City of Ottawa (alternate)*
Randall Roy, *Waste Diversion Supervisor, City of Sault Ste. Marie (alternate)*

Waste Diversion Ontario’s Municipal – Industry Program Committee

Milena Avramovic, *Senior Policy Advisor, AMO*
Andy Campbell, *Director of Solid Waste Management, Region of York*
Rick Clow, *General Manager, Quinte Waste Solutions*
Joseph Hall, *Site Manager, Ottawa Valley Waste Recovery Centre*
Janine Ralph, *former Manager, Waste Policy and Planning, Region of Niagara*
Shahin Virani, *Manager, Finance and Administration, Waste Management, Region of Waterloo (Alternate)*

Waste Diversion Ontario’s Waste Electronics and Electrical Equipment Committee

Pat Parker, *Manager of Solid Waste Planning, City of Hamilton*
Peter Watson, *Manager of Waste Management, Region of Durham*

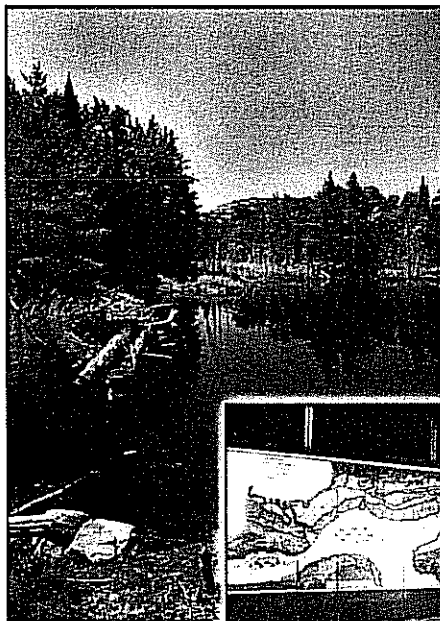
Waste Diversion Ontario’s Public Affairs Committee

Clayton Sampson, *Waste Management Supervisor, County of Oxford (current appointee)*
Cathy Wiebe, *Programmes Advisor, Solid Waste Services Division, County of Wellington (until April, 2006)*



FINANCIAL STATEMENTS

OF YEAR ENDED
DECEMBER 31, 2005





KPMG LLP
Chartered Accountants
Yonge Corporate Centre
4100 Yonge Street, Suite 200
Toronto ON M2P 2H3
Canada

Telephone 4161 226-7000
Fax 4161 226-7123
Internet www.kpmg.ca

AUDITORS' REPORT

To the Members of Association of Municipalities of Ontario

We have audited the balance sheet of Association of Municipalities of Ontario (the "Association") as at December 31, 2005 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the Corporations Act (Ontario), we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

KPMG LLP

Chartered Accountants

Toronto, Canada

March 17, 2006

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Balance Sheet

December 31, 2005, with comparative figures for 2004

	2005	2004
Assets		
Current assets:		
Cash	\$ 26,157,368	\$ 257,366
Accounts receivable (note 3)	405,106	191,384
Prepaid expenses	129,358	64,022
	26,691,832	512,772
Investments (note 2)	1,119,707	1,316,861
Investment in subsidiary (note 4)	358,439	423,314
Capital assets (note 5)	182,775	56,366
	\$ 28,352,753	\$ 2,309,313

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 24,050,999	\$ 199,657
Deferred revenue (note 6)	1,275	60,800
Deferred revenue - project reserves (note 7)	117,197	231,295
Deferred contributions (note 8)	90,374	94,426
	24,259,845	586,178
Net assets:		
Invested in capital assets	182,775	56,366
Unrestricted	1,488,326	1,666,769
Restricted-federal gas tax program	2,421,807	-
	4,092,908	1,723,135
Commitments (note 11)		
	\$ 28,352,753	\$ 2,309,313

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director

_____ Director

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Statement of Revenue and Expenses

Year ended December 31, 2005, with comparative figures for 2004

	Restricted - Federal Gas Tax Program	Unrestricted 2005		Unrestricted 2004
Revenue:				
Membership fees	\$ -	\$ 1,312,275	-	\$ 1,250,736
Conferences and seminars	-	1,205,423	-	1,405,877
Investment	-	61,190	-	51,882
Administration fees	-	323,313	-	144,351
Municom	-	67,227	-	58,729
Other	-	228,514	-	259,810
Funds received	174,296,002	-	-	-
Interest earned on funds received	1,031,498	-	-	-
	175,327,500	3,197,942	-	3,171,385
Expenses:				
General:				
Administration	-	761,507	-	718,682
Board of Directors/Executive	-	59,733	-	44,490
	-	821,240	-	763,172
Policy:				
Administration	-	686,354	-	556,485
Committees and task forces	-	7,665	-	7,985
	-	694,019	-	564,470
Corporate services:				
Administration	-	834,170	-	785,320
Conferences and seminars	-	619,670	-	900,071
Municom	-	83,054	-	87,802
	-	1,536,894	-	1,773,193
Programs:				
OCMBP program	-	154,013	-	142,955
Other	-	48,935	-	42,677
Funds distributed	172,905,693	-	-	-
	172,905,693	202,948	-	185,632
	172,905,693	3,255,101	-	3,286,467
Net earnings (loss) before the undemoted	2,421,807	(57,159)	-	(115,082)
Equity interest in earnings of subsidiary	-	5,125	-	109,639
Net earnings (loss)	\$ 2,421,807	\$ (52,034)	\$	\$ (5,443)

See accompanying notes to financial statements.

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Statement of Accumulated Surplus

Year ended December 31, 2005, with comparative figures for 2004

				2005	2004	
		Invested in capital assets	Unrestricted	Restricted Funds - Federal Gas Tax Program (note 9)	Total	Total
Net assets.						
beginning of year	\$	56,366	\$ 1,666,769	\$.	\$ 1,723,135	\$ 1,728,578
Excess (deficiency) of revenue over expenses		(36,824)	(15,210)	2,421,807	2,369,773	(5,443)
Additions to capital assets		163,233	(163,233)	-	-	-
Net assets, end of year	\$	182,775	\$ 1,488,326	\$ 2,421,807	\$ 4,092,908	\$ 1,723,135

See accompanying notes to financial statements.

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Statement of Cash Flows

Year ended December 31, 2005, with comparative figures for 2004

	2005	2004
Cash provided by (used in):		
Operations:		
Loss for the year	\$ (52,034)	\$ (5,443)
Items not involving cash:		
Equity interest in earnings of subsidiary	(5,125)	(109,639)
Amortization of capital assets	36,824	36,764
<u>Change in non-cash operating working capital</u>	<u>23,394,609</u>	<u>97,632</u>
	23,374,274	19,314
Investments:		
Purchase of capital assets	(163,233)	(46,952)
Dividends received from subsidiary	70,000	70,000
<u>Disposal (purchase) of investments, net</u>	<u>197,154</u>	<u>(9,786)</u>
	103,921	13,262
Increase in cash	23,478,195	32,576
Cash, beginning of year	257,366	224,790
<u>Cash, end of year</u>	<u>\$ 23,735,561</u>	<u>\$ 257,366</u>
 Supplemental cash flow information:		
Interest received	\$ 61,190	\$ 51,882

See accompanying notes to financial statements.

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Notes to Financial Statements

Year ended December 31, 2005

Association of Municipalities of Ontario ("AMO" or the "Company") is a not-for-profit organization incorporated, without share capital, under Letters Patent on May 11, 1990 under the Corporations Act (Ontario). Previously, AMO operated as an unincorporated association.

The mandate of AMO is to promote, support and enhance strong and effective municipal government in Ontario.

The Association is a not for profit organization and is exempt from income taxes provided certain requirements of the Income Tax Act (Canada) are met.

1. Significant accounting policies:

(a) Basis of presentation:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

(b) Investment in subsidiary:

The investment in the wholly owned subsidiary, Local Authority Services Limited ("LAS"), has been accounted for on the equity basis.

(c) Capital assets:

Capital assets are recorded at cost and are amortized over their estimated useful lives as follows:

Asset	Basis	Rate
Furniture and fixtures	Declining balance	5 years
Computer hardware	Declining balance	3 years
Leasehold improvements	Straight line	Over term of lease

(d) Investments:

Investments are recorded at the lower of cost and market value.

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Notes to Financial Statements (continued)

Year ended December 31, 2005

1. Significant accounting policies (continued):

(e) Revenue recognition:

Fees and grants received in advance are deferred and recognized as revenue in the period to which the fees relate.

Conference and seminar fees are recognized as revenue when the event occurs.

The Company may collect funds from members in support of specific initiatives. Such funds are retained in a deferred revenue account until such time as costs related to the initiative are incurred.

(f) Deferred contributions:

AMO holds funds for some of the individual caucuses. Caucus program expenses are incurred and amounts are withdrawn from the related deferred contribution accounts with the approval of the individual caucus chairs.

2. Investments:

	2005		2004	
	Market value	Cost	Market value	Cost
Guaranteed investment certificates	\$ 1,118,426	\$ 1,056,372	\$ 1,306,605	\$ 1,255,268
Mutual Fund - CIBC Premium Canadian T-Bill	63,335	63,335	61,593	61,593
	\$ 1,181,761	\$ 1,119,707	\$ 1,368,198	\$ 1,316,861

The mutual fund held by the Association is restricted to investing in Canadian treasury bills.

Guaranteed investment certificates bear interest at rates ranging from 2.79% to 5.45% per annum and mature at dates ranging from March to November 2006.

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Notes to Financial Statements (continued)

Year ended December 31, 2005

3. Related party transactions:

Accounts receivable include amounts due from LAS totalling \$147,203 (2004 - \$102,972). It consists of advances of \$77,203 and a \$70,000 dividend from the subsidiary.

During the year, AMO received \$140,000 (2004 - \$130,000) from LAS for administration and occupancy costs.

4. Investment in subsidiary:

AMO controls its wholly owned subsidiary LAS.

The mandate of LAS is to work with municipalities, their agencies, boards and commissions, as well as other organizations of Ontario's broader public sector to assist them in reducing the cost of their expenditures and to increase their levels of non-tax revenues through the principle of joint or cooperative procurement efforts.

LAS has not been consolidated in the AMO's financial statements. Financial statements of that company are available on request. Financial summaries of the non-consolidated entity as at December 31, 2005 and 2004 and for the years then ended are as follows:

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Notes to Financial Statements (continued)

Year ended December 31, 2005

4. Investment in subsidiary (continued):

	2005	2004
Financial position:		
Total assets	\$ 628,741	\$ 1,075,586
Total liabilities	270,302	652,272
	\$ 358,439	\$ 423,314
Components of investment in subsidiary:		
Share capital	\$ 100	\$ 100
Retained earnings	358,339	423,214
	\$ 358,439	\$ 423,314
Results of operations:		
Total revenue	\$ 647,907	\$ 623,833
Total expenses	642,782	514,194
	\$ 5,125	\$ 109,639
Cash provided by (used in):		
Operating activities	\$ (331,347)	\$ 536,498
Financing activities	(70,000)	(70,000)
Investing activities	(38,265)	(6,242)
	\$ (439,612)	\$ 460,256

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Notes to Financial Statements (continued)

Year ended December 31, 2005

5. Capital assets:

			2005		2004	
	Cost	Accumulated amortization	Net book value	Net book value		
Furniture and fixtures	\$ 168,803	\$ 163,262	\$ 5,541	\$ 9,450		
Computer hardware	354,170	177,501	176,669	45,210		
Leasehold improvements	6,820	6,255	565	1,706		
	\$ 529,793	\$ 347,018	\$ 182,775	\$ 56,366		

6. Deferred revenue:

	2005		2004	
Seminar fees paid in advance	\$ 1,275	\$ 10,800		
OCMBP - Review fund	-	50,000		
	\$ 1,275	\$ 60,800		

7. Deferred revenue - project reserves:

Deferred revenue - project reserves are amounts received from external parties to be expended in the future to carry out specific projects. As such these monies will be recognized as revenue in the period the related spending occurs or potentially may be refundable.

	Balance, beginning of year	Received in the year	Spent in the year	Balance, end of year
Walkerton inquiry	\$ 21,319	\$ -	\$ -	\$ 21,319
OCMBP	179,212	-	114,098	65,114
Bill 210	10,655	-	-	10,655
e-guide book	20,109	-	-	20,109
	\$ 231,295	\$ -	\$ 114,098	\$ 117,197

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Notes to Financial Statements (continued)

Year ended December 31, 2005

8. Deferred contributions:

Deferred contributions represent unspent resources externally restricted for specific projects approved by the caucus' Executive Committee. Changes in the deferred contributions balance are as follows:

	Balance, beginning of year	Received in the year	Spent in the year	Balance, end of year
Rural Caucus	\$ 37,730	\$ 1,112	\$ -	\$ 38,842
County Caucus	36,220	1,070	6,836	30,454
Regional Caucus	20,476	602	-	21,078
	\$ 94,426	\$ 2,784	\$ 6,836	\$ 90,374

Rural caucus:

AMO has guaranteed an annual rate of return on the funds based on the rate applicable to one-year Guaranteed Investment Certificates. The funds and the interest earned can only be used for those purposes approved by the Caucus.

County Caucus:

AMO has guaranteed an annual rate of return on the funds based on the rate applicable to one-year guaranteed investment certificates. The funds and the interest earned can only be used for those purposes approved by the Caucus.

Regional Caucus:

AMO has guaranteed an annual rate of return on the funds based on the rate applicable to one-year guaranteed investment certificates. The funds and the interest earned can only be used for those purposes approved by the Caucus.

ASSOCIATION OF MUNICIPALITIES OF ONTARIO

Notes to Financial Statements (continued)

Year ended December 31, 2005

11. Commitments:

AMO has entered into agreements to lease equipment and premises. Minimum lease payments, including operating costs and realty taxes are approximately as follows:

2006	\$	315,700
2007		131,400
2008		24,900
2009		900
	\$	472,900

12. Financial instruments:

The fair values of cash, accounts receivable, accounts payable and accrued liabilities approximate their carrying value due to the short-term to maturity of these instruments.

13. Unrestricted net assets:

The net loss before the federal gas tax program of \$52,034 (2004 - \$5,443) reflects a March 25, 2004 Executive Committee Motion, whereby staff were approved to allocate \$50,000 from unrestricted net assets towards the 2004 consolidation expense for the new website. As at December 31, 2005, \$47,743 (2004 - \$32,694) of the \$50,000 was expensed. The costs are included in General Administration in the statement of operations.

14. Comparative figures:

Certain 2004 comparative figures have been reclassified to conform with the financial presentation adopted in the current year.

MEMBERSHIP ROSTER 2006

MUNICIPALITIES

ADELAIDE METCALFE, Township of

ADJALA-TOSORONTIO, Township of

ADMASTON/BROMLEY, Township of

AJAX, Town of

ALBERTON, Township of

ALFRED AND PLANTAGENET,

Township of

ALGONQUIN HIGHLANDS, Township of

ALNWICK/HALDIMAND, Township of

AMARANTH, Township of

AMHERSTBURG, Township of

ARMOUR, Township of

ARMSTRONG, Township of

ARNPRIOR, Township of

ARRAN-ELDERSLIE, Municipality of

ASHFIELD-COLBORNE-WAWANOSH,

Township of

ASPHODEL-NORWOOD, Township of

ASSIGNACK, Township of

ATIKOKAN, Township of

AUGUSTA, Township of

AURORA, Town of

AYLMER, Town of

BANCROFT, Town of

BARRIE, City of

BAYHAM, Municipality of

BECKWITH, Township of

BELLEVILLE, City of

BILLINGS, Township of

BLACK RIVER-MATHESON, Township of

BLANDFORD-BLENHEIM, Township of

BLIND RIVER, Town of

BLUEWATER, Municipality of

BONNECHERE VALLEY, Township of

BRACEBRIDGE, Town of

BRADFORD-WEST GWILLIMBURY,

Town of

BRAMPTON, City of

BRANT, County of

BRANTFORD, City of

BRIGHTON, Municipality of

BROCK, Township of

BROCKTON, Municipality of

BROCKVILLE, City of

BROOKE-ALVINSTON, Township of

BRUCE, County of

BRUCE MINES, Town of

BRUDENELL, LYNDON AND

RAGLAN, Township of

BURK'S FALLS, Village of

BURLINGTON, City of

BURPEE & MILLS, Township of

CALEDON, Town of

CALLANDER, Municipality of

CALVIN, Township of

CAMBRIDGE, City of

CARLETON PLACE, Town of

CARLING, Township of

CARLOW/MAYO, Township of

CASSELMAN, Village of

CAVAN-MILLBROOK NORTH

MONAGHAN, Township of

CENTRAL ELGIN, Municipality of

CENTRAL FRONTENAC, Township of

CENTRAL HURON, Municipality of

CENTRAL MANITOULIN, Township of

CENTRE HASTINGS, Municipality of

CENTRE WELLINGTON, Township of

CHAPLEAU, Township of

CHAPPLE, Township of

CHARLTON AND DACK, Municipality of

CHATHAM-KENT, Municipality of

CHATSWORTH, Township of

CHISHOLM, Township of

CLARENCE-ROCKLAND, City of

CLARINGTON, Municipality of

CLEARVIEW, Township of

COBALT, Town of

COBOURG, Town of

COCHRANE, Town of

COLEMAN, Township of

COLLINGWOOD, Town of

CONMEE, Township of

CORNWALL, City of

CRAMAHE, Township of

DAWN-EUPHEMIA, Township of

DEEP RIVER, Town of

DESERONTO, Town of

DORION, Township of

DOURO-DUMMER, Township of

DRUMMOND/NORTH ELMSLEY,

Township of

DRYDEN, City of

DUBREUILVILLE, Township of

DUFFERIN, County of

DURHAM, Regional Municipality of

DUTTON/DUNWICH, Municipality of

DYSART ET AL, Township of

EAR FALLS, Township of

EAST FERRIS, Township of

EAST GARAFRAXA, Township of

EAST GWILLIMBURY, Town of

EAST HAWKESBURY, Township of

EAST LUTHER GRAND VALLEY,

Township of

EAST ZORRA-TAVISTOCK, Township of

EDWARDSBURGH/CARDINAL,

Township of

ELGIN, County of

ELIZABETHTOWN-KITLEY, Township of

ELLIOT LAKE, City of

EMO, Township of

ENGLEHART, Town of

ENNSKILLEN, Township of

ERIN, Town of

ESPANOLA, Town of

ESSA, Township of

ESSEX, County of

ESSEX, Town of

EVANTUREL, Township of

FARADAY, Township of

FAUQUIER-STRICKLAND, Township of

FORT ERIE, Town of

FORT FRANCES, Town of

FRENCH RIVER, Municipality of

FRONTENAC, County of

FRONTENAC ISLANDS, Township of

GALWAY-CAVENDISH & HARVEY,

Township of

GANANOQUE, Separated Town of

GEORGIAN BAY, Township of

GEORGIAN BLUFFS, Township of

GEORGINA, Town of

GILLIES, Township of

GODERICH, Town of

GORDON, Township of

GRAVENHURST, Town of

GREATER MADAWASKA, Township of

GREATER NAPANEE, Town of

GREATER SUDBURY, City of

GREENSTONE, Municipality of

GREY HIGHLANDS, Municipality of

GREY, County of

GRIMSBY, Town of

GUELPH, City of

GUELPH/ERAMOSIA, Township of

HALDIMAND County

HALIBURTON, County of

HALTON HILLS, Town of

HALTON, Region of

HAMILTON, City of

HAMILTON, Township of

HANOVER, Town of

HARLEY, Township of

HARRIS, *Township of*
HASTINGS, *County of*
HASTINGS HIGHLANDS, *Municipality of*
HAVELOCK-BELMONT-METHUEN,
Township of
HAWKESBURY, *Town of*
HEAD, CLARA & MARIA, *Township of*
HEARST, *Town of*
HIGHLANDS EAST, *Municipality of*
HILTON, *Township of*
HILTON BEACH, *Village of*
HORNEPAYNE, *Township of*
HORTON, *Township of*
HOWICK, *Township of*
HUNTSVILLE, *Town of*
HURON, *County of*
HURON EAST, *Municipality of*
HURON SHORES, *Municipality of*
HURON-KINLOSS, *Township of*

IGNACE, *Township of*
INGERSOLL, *Town of*
INNISFIL, *Town of*
IROQUOIS FALLS, *Town of*

JAMES, *Township of*
JOHNSON, *Township of*
JOLY, *Township of*

KAPUSKASING, *Town of*
KAWARTHA LAKES, *City of*
KEARNEY, *Town of*
KENORA, *City of*
KILLARNEY, *Municipality of*
KINCARDINE, *Municipality of*
KING, *Township of*
KINGSTON, *City of*
KINGSVILLE, *Town of*
KIRKLAND LAKE, *Town of*
KITCHENER, *City of*

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lmccabe@town.goderich.on.ca

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scottw@county.wellington.on.ca

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reycraft@sympatico.ca

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bsweet@countyofrenfrew.on.ca

James Wilson,
CAO, County of Haliburton
jwilson@county.haliburton.on.ca

Donald Woolcott,
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and Warden, County of Oxford
dwoolcott@county.oxford.on.ca

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sandra.hames@city.brampton.on.ca

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Councillor, City of Windsor
ahalberstadt@city.windsor.on.ca

Rob MacIsaac,
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mayor@city.burlington.ca

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mayor@mississauga.ca

Joe Paveika,
CAO, Municipality of Chatham-Kent
joep@city.chatham-kent.ca

Lynn Peterson,
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lpeterson@thunderbay.ca

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Councillor, City of Sault Ste. Marie
l.turco@cityssm.on.ca

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billings@ontlink.net

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power@astrocom-on.com

Dennis Brown,
Mayor, Township of Atikokan
dennis.brown@athydro.com

Vonda Croissant,
Executive Director, FONOM
fonom@sympatico.ca

Frank Gillis,
Deputy-Mayor, Township of Espanola
dfgillis@sympatico.ca

Brian Larson,
Councillor, Municipality of Red Lake
brian.larson@goldcorp.com

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peter.hume@ottawa.ca

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mcollins@regional.niagara.on.ca

Doug Craig,
Deputy Mayor, City of Greater Sudbury
doug.craig@greatersudbury.ca

Bill Fisch,
Chair, MARCO and Chair, Region of York
bill.fisch@region.york.on.ca

Diane Gagner,
Mayor, Municipality of Chatham-Kent
dianeg@chatham-kent.ca

Joyce Savoline,
Chairman, Region of Halton
chairman@region.halton.on.ca

Ken Seiling,
Regional Chair, Region of Waterloo
sken@region.waterloo.on.ca

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vrebosch@efni.com

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Deputy Reeve, Township of Dysart et al
billdavis@sympatico.ca

Roy Ingram,
Councillor, City of Quinte West
roy4sidney@reach.net

Eleanor Renaud,
Councillor, Township of Elizabethtown-Kitley
renaud@cybertap.com

Jim Sheedy,
Councillor, Township of Laurentian Valley
jsheedy@nrco.net

Doug Thompson,
ROMA Chair and Councillor, City of Ottawa
doug.thompson@ottawa.ca

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gmcnamara@tecumseh.ca

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Councillor, City of Owen Sound
dhaswell@greycounty.on.ca

George J. MacDonald,
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mayor@town.midland.on.ca

Norman Sandberg,
Councillor, Town of Collingwood
nsandberg@collingwood.ca

Neal Snutch,
Councillor, Township of Ramara
snutchru@bconnex.net

Mark Urbanski,
CAO, Municipality of North Perth
murbanski@town.northperth.on.ca

EXECUTIVE DIRECTOR

Pat Vanini,
Executive Director, email:
pvanini@amo.on.ca; ext. 316

Lorna Ruder,
Executive Assistant, email:
lruder@amo.on.ca; ext. 341

POLICY SERVICES AND GOVERNMENT RELATIONS

Brian Rosborough,
Director of Policy, email:
brosborough@amo.on.ca; ext. 318

Milena Avramovic,
Senior Policy Advisor,
email: Milena@amo.on.ca; ext. 342

Petra Wolfbeiss,
Senior Policy Advisor,
email: pwolfbeiss@amo.on.ca; ext. 329

Patricia Swerhone,
Senior Policy Advisor,
email: pswerhone@amo.on.ca; ext. 323

Scott Vokey,
Senior Policy Advisor,
email: svokey@amo.on.ca; ext. 334

Lilian Cheung,
Administrative Assistant,
email: lcheung@amo.on.ca; ext. 308

Michele Cameron,
Administrative Assistant,
email: mcameron@amo.on.ca; ext. 326

GAS TAX IMPLEMENTATION

Judy Dezell,
Project Manager,
email: jdezell@amo.on.ca; ext. 306

Mary Abra, Administrative Assistant,
email: mabra@amo.on.ca; ext. 345

CORPORATE SERVICES

Nancy Plumridge,
Director of Administration and
Business Development,
email: nplumridge@amo.on.ca; ext. 324

Snezana Vukelic,
Manager, Information Services
email: svukelic@amo.on.ca; ext. 322

Deborah Hannah,
Business Systems Analyst, email:
dhannah@amo.on.ca; ext. 310

Naveed Haq,
Senior Accounting Officer,
email: nhaq@amo.on.ca; ext. 314

Brenda Harvey,
Business Development Coordinator,
email: bharvey@amo.on.ca; ext. 330

Anastazia Krneta,
Special Events and Business Development
Coordinator,
email: akrneta@amo.on.ca; ext. 344

Julia Shiu,
Information Analyst/Researcher,
email: jshiu@amo.on.ca; ext. 321

Jennifer Gilmore,
Accounts Payable Clerk/Administrative
Assistant,
email: jgilmore@amo.on.ca; ext. 339

Mona Anderson,
Receptionist/Administrative Assistant,
email: manderson@amo.on.ca;
Tel.: 416-971-9856

LOCAL AUTHORITY SERVICES LTD. (LAS)

Nancy Plumridge,
President and Secretary-Treasurer,
email: nplumridge@amo.on.ca; ext. 324

Jason Hagan,
Program Coordinator, email:
jhagan@amo.on.ca; ext. 320

ONTARIO CENTRE FOR MUNICIPAL BEST PRACTICES

Michael Boggs,
Project Manager, email:
michael.boggs@sympatico.ca; ext. 307



Association of Municipalities of Ontario

393 University Avenue, Suite 1701, Toronto, Ontario M5G 1E6

Telephone: (416) 971-9856 Voicemail: (416) 971-8099 Fax: (416) 971-6191
Toll-free in Ontario: 1-877-4-AMO-LAS (1-877-426-6527)

General Enquiry Email: amo@amo.on.ca



TO: Governance and Economic Development Committee

DATE: 2007/07/12

SUBJECT: CITY OF GUELPH SERVICE REVIEW CYCLE AND FRAMEWORK

RECOMMENDATION:

THAT COUNCIL review and approve a four year service review cycle for aspects of major programs and services; and

THAT COUNCIL adopt the review framework suggested in the attached report which allows for process flexibility while ensuring accountability.

BACKGROUND:

Municipal service review is a key performance and accountability mechanism that, in part, enables Council to fulfill its responsibilities in Section 224 of the Municipal Act to:

- a) represent the public and to consider the well-being and interests of the municipality;
- b) develop and evaluate the policies and programs of the municipality;
- c) determine which services the municipality provides;
- d) ensure that administrative practices and procedures are in place to implement the decisions of Council;
- e) maintain the financial integrity of the municipality; and
- f) carry out the duties of council under this or any other act.

At a meeting of the Governance and Economic Development Committee held February 13, 2007, the following resolution was passed:

“THAT staff be directed to prepare a 4 year review cycle of the City’s services and functions”;

AND THAT staff develop a proposed framework to guide the service/function review”. To that end, the following report has been prepared.

Taken together, a service review cycle and evaluation process form a key means of ensuring that Guelph meets its expectations for efficient and effective service delivery and accountability standards. To that end, a review of similar work in other municipalities has been undertaken and the following document produced which proposes a four year service review cycle for aspects of major programs and services, details a framework to guide service reviews and suggests a pilot project to pursue. The content builds on the best practices in other municipalities and is customized to suit the City of Guelph.

REPORT:

Given staff and funding limitations, a four year review of aspects of major programs or services is suggested as a prudent course of action. Results and findings gained at modest cost can then be used to gauge the value of launching a review of an entire program or service.

Regular review of all other programs and services provided to the public could be expected over time to assess continuing relevance to community needs and how well intended results are being achieved. It is suggested in the attached report that review results and planned reviews can be reported in departmental business plans and that a list of potential review projects for major programs and services could be presented to Council each fall for review and direction.

The proposed service review framework is comprised of three major components: the drivers of a service review, the service review methodology, and service review supporting tools. The framework is applicable to both programs and services.

Guided by established principles that included staff and community involvement, the four steps in the proposed Service Review Methodology include:

- 1.0 Plan
- 2.0 Assess
- 3.0 Implement
- 4.0 Evaluate

Various drivers will dictate the nature of the service review to be conducted as well as the supporting tools that are used in the process. Review elements to be addressed include service objectives, description, current performance and indicators, strengths, issues and opportunities to improve service sustainability. Larger scale services or programs may need a more elaborate review while smaller undertakings can be reviewed using a smaller number of questions. As well, specific tools, techniques and considerations can be used to make immediate improvements in service delivery.

CORPORATE STRATEGIC PLAN:

A service review cycle and evaluation process form a key means of ensuring that Guelph meets its expectations of efficient and effective service delivery and accountability standards. As such, this work relates to Goal 6 in our current strategic plan regarding exemplary management practices.

FINANCIAL IMPLICATIONS:

There are financial implications that will occur due to approval of this proposed cycle and framework as it will result in the initiation of additional evaluation work that will vary in depth and scope within the organization.

DEPARTMENTAL CONSULTATION:

Directors of all the Departments have been consulted in the development of this review cycle and framework. Approval of the Senior Management Team was received in advance of this report going to Council for review.

COMMUNICATIONS:

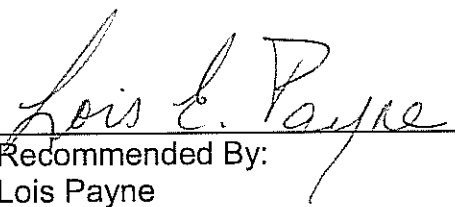
Communication of the content of this report will be undertaken with staff once formally approved.

ATTACHMENTS:

Appendix "A" – City of Guelph Service Review Cycle and Framework

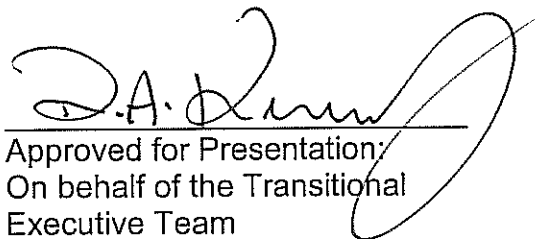


Prepared By:
Brenda Boisvert
Manager, Strategic Planning
and Corporate Initiatives
(519) 822-1260, ext. 2255
brenda.boisvert@guelph.ca



Recommended By:
Lois Payne

Director, Corporate Services



Approved for Presentation:
On behalf of the Transitional
Executive Team

City of Guelph Service Review Cycle and Framework

INTRODUCTION:

Taken together, a service review cycle and evaluation process form a key means of ensuring that Guelph meets its expectations for efficient and effective service delivery and accountability standards. To that end, a review of similar work in other municipalities has been undertaken and the following document produced which proposes a four year service review cycle, details a framework to guide service reviews and suggests a pilot project to pursue. The content builds on the best practices in other municipalities and is customized to suit the City of Guelph.

Sections of the following report include:

- I. Service Review Definition
- II. Other Municipal Experiences in Ontario
- III. Purpose of Service Review
- IV. Guiding Principles
- V. Criteria for Selecting a Service for Review
- VI. Service Review Framework
- VII. Roles and Responsibilities
- VIII. Suggested Pilot Project

REPORT:

I. Service Review Definition

A service review is an evaluation process in which a specific municipal program or service is systematically reviewed to determine the most appropriate way to provide the service. The review process focuses on setting priorities and where possible, reducing the cost of delivery while maintaining or improving the service and service levels. A service delivery review is a departmental project that can be conducted for both front-line services to clients and internal support services.

II. Other Municipal Experiences in Ontario

A number of municipalities in Ontario have undertaken service reviews of major programs and services based on a Council approved process which include Mississauga, Toronto, Barrie, Ottawa and Peel. For these municipalities, a guiding framework has been "The Guide to Service Delivery Review for Municipal Managers" produced by the Ministry of Municipal Affairs and Housing in 2004. Experience suggests that while the drivers for review vary, work undertaken in this area has been beneficial and effective. Many efforts have also been highly consultative in nature, most specifically in Barrie, where both staff and the public were consulted during a very comprehensive service review using tools ranging from traditional focus groups and workshops to

benchmarking and web-based surveys. The framework and review cycle proposed for Guelph builds on what has been accomplished in these areas to date. Many other municipalities are currently devising review frameworks including Windsor, Hamilton and Oshawa.

III. Purpose of Service Review

1. To answer broad strategic questions related to a specific service such as:
 - How well is the service performing? How much does it cost to provide the service?
 - Does the service need to be improved?
 - Should the service continue to be provided?
 - Should we be in the business of providing the service?
2. To ensure that the service responds to citizen needs within the strategic plan and program goals.
3. To ensure that the service(s) is relevant and being delivered efficiently and effectively.
4. To provide validated evidence that the right service is being delivered to the right recipients at the right funding level (user fees vs. tax or rate base and comparable to service costs elsewhere) on a sustainable basis.
5. To ensure that a service compliments and does not duplicate services provided by other governments, non-profits or the private sector.
6. To enable the development of clear and well articulated strategies to consistently deliver valued services to the community
7. To improve alignment of activities and resources with expected service levels
8. Enable reporting on the performance, economy, efficiency and effectiveness of City services to Council and the public based on a consistent methodology.

IV. Guiding Principles

- 1. Council and Senior Management Team driven and supported:** service reviews are initiated by Council, the Senior Management Team or the Chief Administrative Officer (CAO) with a commitment to take action based on the recommendations of the review.
- 2. Voices of the Community and Employees are Involved:** Citizen, stakeholder and employee expectations, satisfaction levels and service improvement priorities are key inputs that inform the service review process.

3. Common Framework with a Customized Approach: service reviews are conducted within a common framework that utilizes a customized approach suitable to the purpose and goals of the review. The service review framework includes: selection of services for review, planning, assessment, implementation and evaluation. The assessment aspect considers service objectives, description, current performance and indicators, strengths, issues and opportunities to improve service sustainability.

4. Aligned with the Business Planning Process: the results of all reviews will be regarded as relevant input into the business planning process and the budget process when decisions are made that affect resources, activities or performance expectations for specific services.

5. Ongoing and Incremental Review Process: each program and service at the City of Guelph seeks to achieve best value for the community on a regular basis. The review of major programs *or particular aspects* as identified by Council, the CAO and SMT is conducted on a four year cycle. Given staff and funding limitations, review of part of a service or a service in one area of the municipality is recommended as a prudent course of action. Results and findings gained at modest cost can then be used to gauge the value of launching a review of an entire service or program.

Regular review of all other programs and services provided to the public is expected over time to assess continuing relevance to community needs and how well or if intended results are being achieved. Review results and planned reviews are reported in annual departmental business plans.

V. Criteria for Selecting a Service for Review

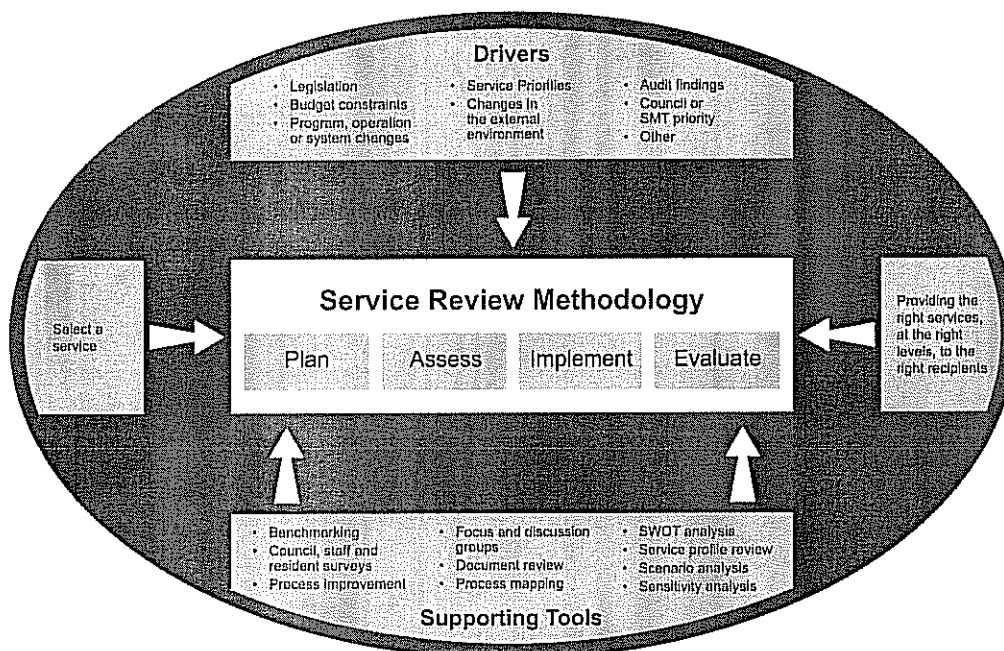
The ultimate outcome of any service review is to provide the right services, at the right levels, to the right recipients at a sustainable level. Criteria for selecting a program or service to review include the following:

- Financial significance
- Changes to programs, operations and/or systems
- Experience/perceptions of management and staff
- Complexity of operations
- Political exposure/adverse publicity
- Potential for liability, penalties and litigation
- Issues that address Council priorities
- Opportunities for significant impact
- Significant changes in the external environment (e.g. demographic shifts, social change, technology change, legislation)
- Need to address issues already identified by media, public, special interest groups
- Significant growth/expansion in service scope
- Recent staff and/or operational changes
- Absence of a recent review
- Emergence of unintended consequences of service delivery

It is interesting to note that services including road maintenance, snow plowing, waste water treatment and collection, fire prevention and operations, land use planning, water main and sanitary sewer maintenance are often identified by citizens in many areas as being the core services provided by their municipality. It could be advantageous for Council to consider surveying Guelph residents and staff regarding overall service levels in terms of their importance to residents, how well services are being provided, recent experiences and priorities for improvement for additional insight into which programs and services could be selected for review.

VI Service Review Framework

The following diagram depicts the City of Guelph's Service Review Framework. It is comprised of three major components: the drivers of a service review, the service review methodology, and service review supporting tools. This framework is applicable to both programs and services.



The four steps in the proposed Service Review Methodology include:

- 1.0 Plan
- 2.0 Assess
- 3.0 Implement
- 4.0 Evaluate

Various drivers will dictate the nature of the service review to be conducted as well as the supporting tools that are used in the process. Review elements to be addressed include service objectives, description, current performance and indicators, strengths, issues and opportunities to improve service sustainability. Larger scale services or programs may need a more elaborate review while smaller undertakings can be reviewed using a smaller number of questions. As well, specific tools, techniques and considerations can be used to make immediate improvements in service delivery.

1.0 Plan

Step	Action	Accountability
1.1	Select a service for review.	Council, CAO and/or SMT
1.2	Determine the scope, purpose, intended outcome and methodology of the review.	Council, CAO and/or SMT
1.3	Identify an SMT member who will act as the 'Project Lead'. The Project Lead selects a staff member to act as a Project Manager.	Council, CAO and/or SMT
1.4	<p>Create a project plan for approval by the Project Lead including a methodology, proposed review team and communication strategies.</p> <p>The team is a 4-8 person multidisciplinary team including those currently delivering the service. They are committed significantly to the project during the duration of the review which could last 2-6 months. The work level of the team would vary during the project. (e.g. data analysis may require more time than data collection). The team would have the right staff or external resources with the required expertise to effectively complete the review. (e.g skills in costing, program evaluation, benchmarking, survey research design etc.)</p>	Project Manager and Project Lead
1.6	Assign a third party facilitator - Council member, appointed resident and/or consultant independent of the service to provide objectivity, promote transparency and provide any required skills.	Project Manager and Project Lead

2.0 Assess

Step	Action	Accountability
2.1	Complete the review elements (see Table 1*) using appropriate supporting tools as required - customize the method according to depth and scope of review (e.g. benchmarking, community feedback, process	Project Manager and Review Team

	improvement).	
2.2	Report back to service review client for approval of recommendations	Project Manager and Project Lead

3.0 Implement

Step	Action	Accountability
3.1	Establish reporting expectations and mechanisms with the service review client	Project Lead and Project Manager
3.2	Undertake approved recommendations with the intention to: <ul style="list-style-type: none"> ➤ increase the number of benefits from the service ➤ increase the outputs of the service ➤ decrease the number of inputs into the service ➤ decrease the cost of inputs into the service 	Project Lead, Project Manager (and members of the review team where necessary)

4.0 Evaluate

Step	Action	Accountability
4.1	Monitor and evaluate the effectiveness and efficiency of changes	Project Manager
4.2	Develop final recommendations	Project Lead and Project Manager

*Table 1

Review Elements	Areas for Review	Approach
2.1 Service Objectives	<p>➤ Review and document service objectives</p> <ul style="list-style-type: none"> • Why has this service been selected for a review? • What is this service intended to accomplish? • What would be different if this service did not exist? • How does this service impact the quality of life in Guelph? • How does this service impact the effectiveness of the organization? • What are the service standards and targets that exist? 	<ul style="list-style-type: none"> • Document review - business plan budget; service advertisement and promotion; past studies, surveys and reviews, any other relevant documentation • Staff focus groups • Interviews with key stakeholders, management team, Directors
2.2. Service Description	<p>➤ Complete a profile of the program or service</p> <ul style="list-style-type: none"> • Define any linkages to other internal services • What are the service offerings that create value for the customer/community/organization? • Who are the target recipients for this service? • What distribution channels are used to deliver this service to the community? • What resources are used and how they supplied? • What are the primary core processes? • What is the organization structure of all employees involved in service provision? • What are the core required capabilities? • How is technology used? • Is there a partnership network? • What is the cost structure? • What is the revenue model? • Does the program or service align 	<ul style="list-style-type: none"> • Document review to include all relevant documentation including org charts and job descriptions; business plan; financial plans; Councillor requests; resident/stakeholder feedback • Interviews with management, staff, residents and key stakeholders • Examination of resource costs • Process mapping

Review Elements	Areas for Review	Approach
	with identified goals, the Departmental mission and City Vision?	
2.3 Current Performance and Indicators	➤ Complete an assessment of service standards and performance outcomes	
	<ul style="list-style-type: none"> • How important is the service to residents and stakeholders? • How well is it meeting their needs and expectations? • What is the effect that the service is intended to have on residents and stakeholders? • What trends have there been in costs, resource use and service levels over the past 3 to 5 years? • What are some of the anticipated pressures, risks and opportunities for the future? • What commitments and expectations are included in the Business plan? • What types of management tools and methods are in place to manage performance? • What service performance measures current exist for efficiency and effectiveness? • <u>Effectiveness</u> – what evidence is there that service objectives have been satisfied? Is this service on track to contribute to the achievement of business plans? Is the service effective in achieving the desired results? To what extent are residents and stakeholders satisfied with the quality and availability of the service? • <u>Efficiency</u> – What are the economic, financial and social benefits of the service? How do costs of providing this service 	<ul style="list-style-type: none"> • Relevant documents review • Process mapping • Benchmarking resident/stakeholder surveys • Process performance metrics • Resource costs • Municipal performance measurement program data • Cost/benefit analysis

Review Elements	Areas for Review	Approach
	<p>compare with historical information, planned targets and goals, benchmarked municipalities, industry association benchmarks? Is there excess capacity in the service delivery model?</p> <ul style="list-style-type: none"> • <u>Economy</u> – What are the per-unit costs of resources used to provide the service? What is the quantity of resources employed? How does the cost and quantity of resources compare with benchmarked municipalities? Is the service affordable within the current fiscal environment? 	
2.4 Service Strengths	➤ Assemble key findings regarding current performance	
	<ul style="list-style-type: none"> • Which aspects of this service are employees most proud of? • Which aspects of this service are residents and stakeholders most pleased with? • Which aspects compare most favorably with benchmarked municipalities? • Which aspects of this service demonstrate operational excellence? 	<ul style="list-style-type: none"> • Observations • Surveys • Other feedback from Councillors, management staff and employees
2.5 Service Issues	➤ Assemble key findings regarding current performance	
	<ul style="list-style-type: none"> • How does the current performance compare to the resident, stakeholder and employee expectations? • In what ways does this service fall short of service objectives? • In what ways is this service contributing to less than expected business plan targets? • Where are resources not being used to their full potential? • Which aspects of this business 	<ul style="list-style-type: none"> • Document review • Absenteeism and overtime reports • Interviews with management staff, key stakeholders and employees • Project reports

Review Elements	Areas for Review	Approach
	<p>model are not sustainable into the future?</p> <ul style="list-style-type: none"> • Where do work processes create inefficiencies? • What are the barriers to operational excellence? • What are the most significant performance gaps? 	
<p>2.6 Opportunities to Improve Service Sustainability</p>	<p>➤ Develop and present recommendations to SMT and Council based on results.</p>	
	<ul style="list-style-type: none"> • What are the actions required to move from current performance levels to target levels? • What opportunities exist to: reduce resource costs; improve process efficiency; enhance service offerings; improve alignment of processes with service objectives; improved capacity utilization; improve organizational structure; improve resident/stakeholder relationships; improve core capabilities; improve partnership network; improve performance tracking and management systems? • How will improvements be reinvested in this service to create new value? • Are there savings that can be redirected to other services in the organization? • Will this service require new investment to meet service objectives? • Should this program or service be outsourced? What the possible alternative delivery approaches? 	<ul style="list-style-type: none"> • Create recommendations to continue the service at the current level; increase or decrease the service level, outsource or discontinue service provision.

VII Roles and Responsibilities

Mayor and Council

- receive updates on service reviews through the GED committee
- approves recommendations from service reviews
- can initiate requests for service reviews

Chief Administrative Officer

- receives updates on service reviews
- approves recommendations from service reviews initiated by the CAO
- accountable for ensuring that actions are taken on recommendations for service reviews
- can initiate requests for service reviews

The SMT

- endorses the service review framework and proposed methodology
- initiates and approves requests for service reviews
- receives updates on service reviews
- approves the final report with recommendations to Council as required
- ensures actions are taken on recommendations from all Service reviews

The Project Lead

- is a member of the SMT, or in some cases the CAO
- determines the priorities between various constraints (time, cost and scope)
- approves the project work plan, schedule and budget
- provides appropriate resources for efficient and effective project completion
- protects the project from external influences
- resolves conflicts beyond the project manager's control and provides ongoing guidance
- communicates project goals to the SMT
- encourages the finalization of project requirements and scope
- reviews and monitors progress

Review Team

- assist in preparing the project plan
- participate in identifying issues and the full assessment
- review preliminary findings and recommendations
- is involved in implementation or recommended changes as approved

Independent Third Party

- provides objectivity and ensures transparency
- could take on the role of project manager or provide a skill set required for completion of the specific review - could be staff, a Council member or an external consultant

VIII Proposed Pilot Project

1. Review of by-law enforcement operations

- As directed by CDES Committee on May 22, "[t]o review by-law enforcement operations across the City to seek corporate efficiencies with a strategic, longer term perspective that would incorporate pesticide enforcement".
- To make a recommendation to service review client (Council and SMT) pertaining to improvements in the manner in which by-law enforcement services are delivered and structured. This work is not to include development of an implementation plan.

A review of the cleanliness of buses is another potential candidate for service review pilot work. It is suggested here that a list of potential candidates could be presented to Council each fall for review and direction.



City of Guelph

Draft Report

COMMUNITY DESIGN and DEVELOPMENT SERVICES
Economic Development and Tourism

TO: Governance & Economic Development Committee

DATE: July 12, 2007

SUBJECT: Proposed Twinning Relationship with the Province of Treviso

RECOMMENDATION:

“THAT City Council receive the report of July 12, 2007 prepared by the Manager of Economic Development and Tourism regarding the proposed Municipal Twinning with the Province of Treviso;

AND THAT City Council direct staff to coordinate with the Guelph Twinning Committee and representatives from the Province of Treviso a Twinning Agreement between the City of Guelph and the Province of Treviso;

AND THAT City Council direct staff to coordinate with the Guelph Twinning Committee and local stakeholders the hosting in 2007 of a reciprocal delegation of Officials from the Province of Treviso for the purpose of executing a Twinning Agreement .”

BACKGROUND:

At a meeting of Guelph City Council held April 18, 2006, the following resolution was passed:

“THAT the City of Guelph execute a Letter of Intent to explore a twinning relationship with the Province of Treviso;

AND THAT Staff and the Guelph Twinning Committee report back to Guelph City Council within 12 months with recommendations regarding the entering into a formal twinning relationship with the Province of Treviso.”

REPORT:

Since the execution of the letter of intent to explore a twinning relationship with the Province of Treviso, Economic Development and Tourism, with the assistance of the Guelph Twinning Committee have been working with representatives of the Province of Treviso and the Italian Chamber of Commerce of Toronto to evaluate the City of Guelph and the Province of Treviso entering into a formal twinning relationship.

As per the City's Twinning Program terms of reference, as summarized in **Attachment 1** the focus of this evaluation was based on potential economic development opportunities, primarily in the Agri-Food, the Advanced Manufacturing and the Innovation and Research sectors.

The Province of Treviso invited representatives from Guelph to meet with the elected officials, trade representatives and local business leaders of their Province as summarized in the itinerary found in **Attachment 2** of this report.

In order to best assess the economic development opportunities that might exist in the noted sectors, staff and the Guelph Twinning Committee recommended that the Guelph delegation should include City staff and representatives from each sector of interest. Therefore the following organizations participated with the Manager of Economic Development and Tourism on this exploratory trip:

- **Friends of Guelph:**

This private sector organization advocates the business needs for the manufacturing and advanced manufacturing sectors.

- **Representative:** Ken Hammill - Director

- **Guelph Chamber of Commerce:**

The Chamber represents the voice of a wide range of local business interests. It also serves as a strong civic organization that encourages the economic and social development of the Guelph community.

- **Representative:** Randy Seager, Business Development Officer

- **Ontario Agri-foods Technology (OAFT) & Guelph Partnership for Innovation (GPI):**

OAFT, established in 1997, is a non-profit organization representing the interests of grower associations, universities, and the agri-food industry. GPI is a consortium of research and innovation stakeholders with the vision of making Guelph one of the top five innovation centres in North America. Its mandate is to coordinate information sharing among life science and agri-food companies in Guelph.

- **Representative:** Dr. Gord Surgeoner - President of OAFT and Director of GPI

The exploratory visit occurred during the period May 25th to June 3rd. **Attachment 3** highlights the findings of this exploratory visit.

During the visit the elected officials of the ten communities which comprise the Province of Treviso provided a common resolution supporting a twinning agreement with the City of Guelph. This resolution includes the Town of Loria, which expressed a desire to replace its current twinning relationship with the City of Guelph with a twinning agreement between Guelph and the Province of Treviso.

Based on our findings it is the recommendation of Staff, the members of the exploratory visit and the Twinning Committee that the necessary economic development opportunities exist for the City of Guelph to enter into a formal twinning agreement with the Province of Treviso. They include:

- The existence of a strong Agri-food sector that has interest in developing stronger business relationships with North American markets and firms. Particular areas of interest were in dairy processing and pasta production. The region has similar crops to the Guelph region;
- A strong interest and potential for the University of Padua and the University of Guelph to enter into academic, research and commercialization partnerships within the fields of Food and Culinary arts; Agri-food; as well as Life Sciences and Innovation;
- The existence of a strong Advanced Manufacturing sector that also has interest in developing stronger business relationships with North American markets and firms;
- The strategic location of the Province of Treviso to the European, North African and Middle East markets, which may benefit Guelph exporters; and
- A strong interest in developing tourism programs.

In addition there appears to be the potential to structure a twinning relationship around a number of cultural, sports and arts opportunities, including but not limited to:

- Secondary and post secondary school exchanges, and
- The exchange of youth sports teams, especially soccer.

It is therefore the recommendation of the Guelph Twinning Committee, Staff and the participants of the May 25th to June 3rd exploration trip that the City of Guelph and the Province of Treviso enter in a twinning relationship and that the City host a reciprocal visit in the latter part of 2007 to execute this agreement.

CORPORATE STRATEGIC PLAN:

- To Strengthen Our Economic Base

FINANCIAL IMPLICATIONS:

- A summary of the May 25th to June 3rd exploratory trip budget and expenditures will be provided to Council upon the receipt of all expenses.
- Expenses associated with a 2007 reciprocal visit will be funded through the approved 2007 Economic Development and Tourism Operating budget.
- Future expenses to implement the twinning relationship, which are estimated not to exceed \$10,000 per year, will be identified in the 2008 to 2010 Economic Development and Tourism Operating budget.

DEPARTMENTAL CONSULTATION:

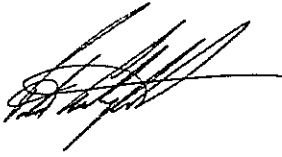
- None required

COMMUNICATIONS:

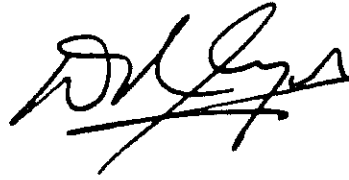
- None required

ATTACHMENTS:

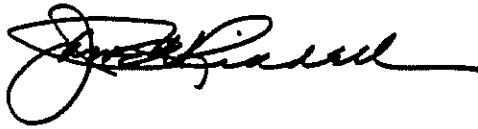
- Attachment 1- Guelph Twinning Program
- Attachment 2- Province of Treviso Exploratory Trip – Itinerary
- Attachment 3- Exploratory Trip Report



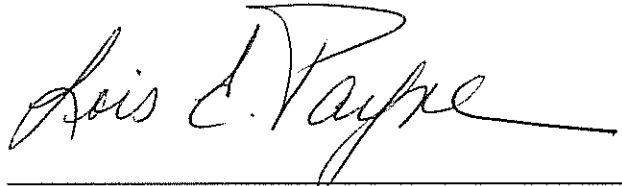
Prepared & Recommended By:
Peter Cartwright
Manager, Economic Development and
Tourism
519-822-1260 ext 2820
peter.cartwright@guelph.ca



Recommended By:
Randy Seager
Member, Guelph Twinning Committee
On behalf of Catherine Knipe
Chair, Guelph Twinning Committee



Recommended By:
James Riddell
Director of Community Design and
Development Services
519-822-1260 ext 2361



Approved for Presentation:
On behalf of the Transitional Executive Team

TWINNED CITY SELECTION CRITERIA

In order for a City, domestic or international, to be considered as a potential candidate for a twinning relationship with the City of Guelph, it is preferable that **all** criteria contained within the following two categories be met: (1) Economic Development and (2) General. Both categories of criteria are listed below. Complementary criteria that should be considered but not mandatory are also presented.

It should be noted that a potential twinned city should offer the possibility of developing a wide range of activities involving the following areas: culture, sport, arts, tourism, and education. However, all of these areas do not have to be present in order to form a twinning relationship with Guelph. However, a City **must** have an economic development component in order to be considered for a twinning relationship with the City of Guelph. Without the economic development aspect, twinning discussions will end – a relationship will not exist.

Note: the criteria described in this document does not however preclude City departments participating in international programs, in particular, programs like and similar to, the Federation of Canadian Municipalities Partnership Program.

Economic Development Criteria

- The identified City must have the potential of developing economic development activities such as trade, investment opportunities, business alliances, business development and promotion in order to be considered for a twinning relationship.
- The identified City should be economically comparable with Guelph so as to provide possible opportunities for trade and business exchange.
- The identified City should have a stable political and economic environment.
- The identified City should have complementary industrial base/sectors.
- The identified City should have complementary economic development goals and visions.
- The identified City should have business associations that are able to assist with the coordinating of economic missions on trade and commercial exchanges.
- The identified City should provide a range of potential opportunities for the development of relationships with small to large scale Guelph businesses.

General Criteria

Both Cities Should:

- benefit from the twinning relationship.
- have a clear understanding of the purpose and objectives of the twinning relationship.
- have access to the appropriate funds in order to meet the goals and objectives of the twinning relationship.
- have the existence of core groups of individuals that are committed to providing the necessary resources to ensure a long-term and successful relationship.
- depending on the purpose(s) of the twinning relationship, have special interest groups and private enterprise willing to support and participate in developing and promoting the twinning agreement.
- be able to communicate effectively with one another.
- be able to promote good-will and provide potential opportunities for learning.
- be willing to take part in the promotion of the twinning relationship.
- have complementary community visions.

Complementary criteria (to be considered but not mandatory)

Both Cities May:

- be of similar population size.
- share historical significance/ties.
- have similar infrastructure and amenities (i.e. University).
- have the presence of existing community strengths which will facilitate cultural, civic, educational, technical, economic and business exchanges on a continuous basis.

Process for the Selection and Development of a Twinning Relationship

Identification of City

- Request is received from (or conveyed to) another city/municipality regarding a potential twinning relationship with the City of Guelph (twinning relationships should involve balanced representation from domestic and international geographical locations).

Evaluation

- Economic Development staff and the Guelph Twinning Committee undertake research to assess the expression of interest based on Guelph's twinning criteria.
- Review of information obtained from the completed "Guelph Twinning Questionnaire" by the identified city.
- Review of the benefits and challenges of establishing a relationship and anticipated community interest for such a relationship.
- Report results/recommendations to Community Services Committee/City Council.

Letter of Intent

- Development of Letter of Intent outlining the goals, objectives, and overall intention of a future twinning relationship.
- Signing of Letter of Intent by respective Mayors.

Communication Strategy

- Development and implementation of communication plan.
- Plan will provide strategy for informing of local organizations and public of the development of the potential twinning relationship.

Implementing Letter of Intent (up to 12 month development period)

- Both communities will work together in order to explore the economic development component that is required for the formation of an official twinning relationship (trade alliances, investment, business promotion etc.)
- Other areas to be explored and developed include: culture, arts, tourism, sport, education, etc.
- Both communities will take this time period to develop mutual understanding, friendly relations, and cooperation.

Formation of Twinning Agreement

- With the economic development component being developed and other areas of interest explored, the formation of a formal twinning agreement is initiated. If economic development initiatives are not possible after the development period (12 month maximum), then, the relationship ends.
- Signing of Twinning Agreement by respective Mayors.

Implementation and Promotion of Twinning Agreement

- Economic Development staff and the Guelph Twinning Committee to coordinate and manage the agreement.

Review

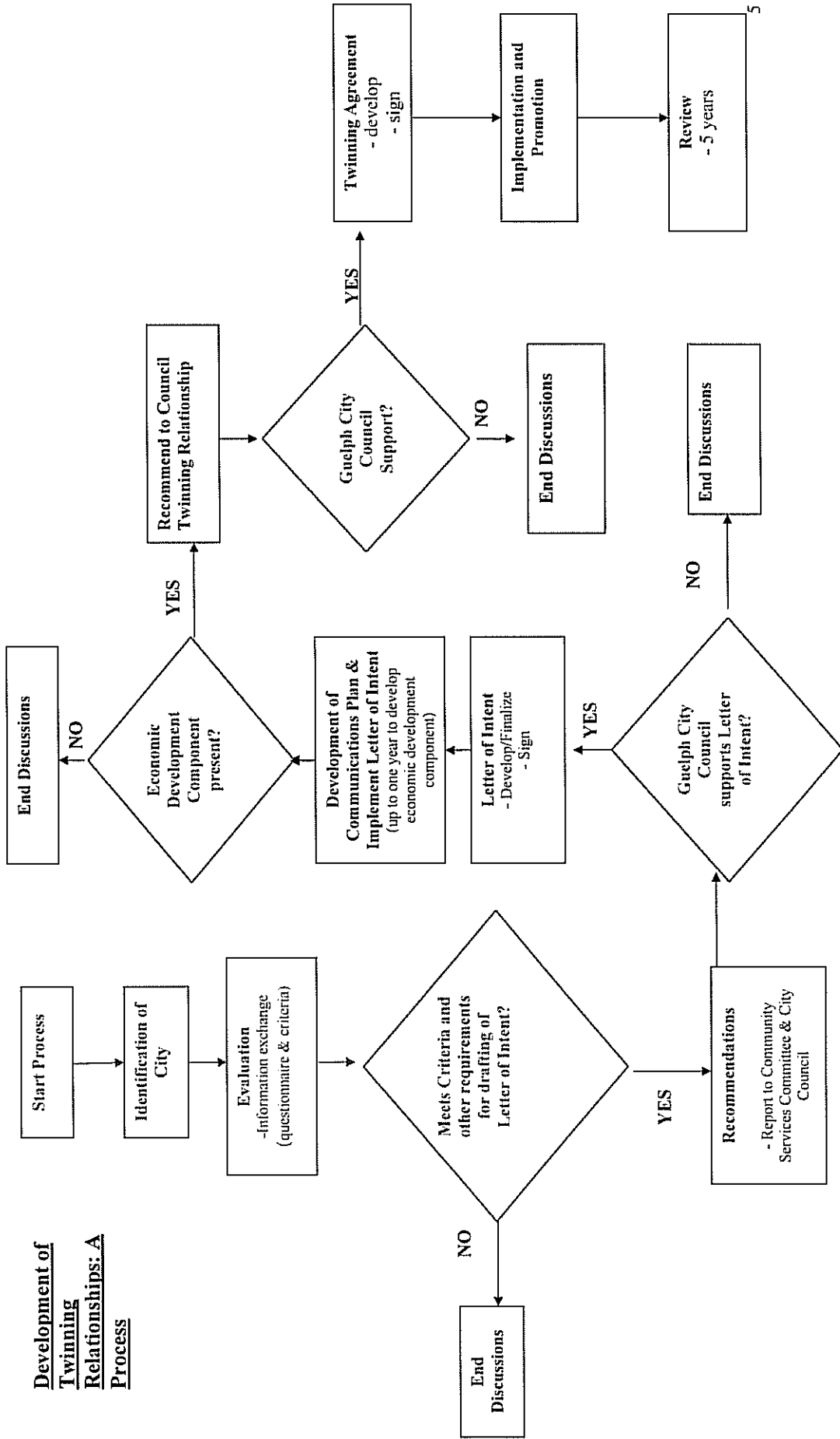
- Annual discussions of the twinning relationship will form a basis for a formal review of the agreement within five years of the signing date (events may require an earlier review).

(Note: For a diagrammatical presentation see flowchart below)

Financial

Budgetary requirements are to be based on current and future activities associated with a twinning agreement. A roll-over account should be established given the nature of municipal twinning (i.e. timing/scheduling issues with twinned community may necessitate the accumulation of funds).

Development of Twinning Relationships: A Process





TWINNING WITH GUELPH - ONTARIO - CANADA

Vedelago, Altivole, Castelfranco Veneto, Castello di Godego, Fonte, Loria
Resana, Riese Pio X, San Zenone degli Ezzelini, Trevignano
Associazione Trevisani nel Mondo

Piazza Martiri Libertà, 16 - 31050 VEDELAGO (TV) - ITALIA
tel. 0423 702851 fax. 0423 401242 e mail vedelago.guelph@comune.vedelago.tv.it

Welcome Plan for the Delegation of the City of Guelph

26 May - 3 June 2007 - 8 days – five people and 3 companions, total: 8 people

Member of the delegation:

Peter Cartwright	Manager Economic Development & Tourism Services, City of Guelph
Randy Seager	Business Development Manager – Guelph Chamber of Commerce
Gordon Surgeoner	President - Ontario Agri-Food Technologies – Bio Tech
Ken Hammill	Director of Friends of Guelph — Blount Canada Industries
Rita Molinari	Trade Analyst – Italian Chamber of Commerce of Toronto

Companions:

John Ostetto, Past President, Associazione Trevisani nel Mondo -Guelph and Head Coordinator of the Guelph Treviso Organizing Group.
Sandra Pobega, President of the Associazione Trevisani nel Mondo-Guelph and secretary of the Organizing Group.
Benito Monico-President - Committee S. Pio X Guelph and representative of the Organizing Group.
John Candiotta-Principal of the Secondary School "Our Lady of Lourdes" Guelph and representative of the Organizing Group (not present).

The delegation has explorative and preparatory functions for the agreements and protocols involved with the Twinning.

In this phase, it has a considerable economic interest and it intends to evaluate which companies have the highest level of technological innovation and those which excel in the agri-food technology sector and the bio-tech sector, who might be interested in expanding to Canada.

Saturday 26th May -Asolo

Morning At 9:00 a.m. departure from Piazza Donatore Avis Aido –Biblioteca-Official welcome by the Mayor of Vedelago, Paolo Quaggiotto, the Mayor of Riese Pio X, Gianluigi Contarin, and the Mayor of Loria, Roberto Vendrasco ?.

Arrival in Venice at 10:00 a-m - Transfer from Venice Tesserà Airport to Castelfranco Veneto

Lunch at 1p.m. Arrival at Castelfranco Veneto for check in at the "Al Moretto" Hotel, followed by lunch at the "Ristorante alla Torre" in Castelfranco Veneto (paid by the Twinning Committee).

Afternoon (departure at 4p.m.) short excursion to the village of Asolo with a reception in the town hall. (for those who wish to, it is possible to remain in Castelfranco to rest as it is understood that such a long trip can be very tiring)

Evening dinner at Bacaro of Asolo, followed by a return to Castelfranco Veneto and an overnight stay at the Al Moretto Hotel (paid by the Twinning Committee)

Sunday 27th May First day – Venice

Morning. An international breakfast (buffet) will be available every morning from 7:30a.m. – 9:00 a.m.

Touristic visit in Venice. Take the train from Castelfranco Veneto at 9:23a.m., arrival in Venice at 10.15 a.m.

Short walking tour of the city to include the exterior of the following sights : Ponte degli Scalzi, San Rocco, Madonna Gloriosa dei Frari, the Church and the Pala dell'Assunta del Tiziano, if possible, the Chiesa di San Pantalon, Campo Santa Margherita, San Barnaba, Antico Squero di San Trovaso, Ponte dell'Accademia,

Campo Santo Stefano, San Moisè, Piazza San Marco, Basilica di San Marco, (inside the Basilica if possible and there is not too much of a line), Palazzo Ducale, Riva degli Schiavoni, Arsenale.

Lunch Ristorante El Garanghelo (paid by the Twinning Committee).

Afternoon Ferry boat to the railway station for departure at 3:44/4:13 p.m. Arrival in Castelfranco Veneto at 4:48/5:03 p.m. Break.

At 6:00 p.m. "Palazzetto Preti": Meeting with teachers and presentation of Degree in Science and Culture of Gastronomy and Catering Industry (Faculty of Agriculture, Economics and Art of the University of Padua- Headmaster Giovanni Bittante, Deputy- headmaster Francesco Favotto).

Evening, Dinner at Pizzeria Da Tony and overnight stay at the Hotel Al Moretto (paid by the Twinning Committee).

Monday 28th May, Second Day, Center and North companies

Morning at 8:30 a.m. transfer to **Altivole**, to visit the VELO company

At 10:30 a.m. transfer to **Loria** to visit a flower company: VIVAI PORCELLATO.

At 12:30 a.m. **Lunch** in a typical restaurant (paid by the mayor of Loria)

Afternoon at 3:00 p.m. visit at Castello di Godego, followed by a visit to the BRETON company, then return to Vedelago

At 5:00 p.m. visit at the ROSSL E DUSO company and at 6:00 a.m. visit at LATTERIE TREVIGIANE company.

Evening eventual return to the Hotel for a break- transfer to Vedelago to have dinner at the Locanda Pizzeria - Corona d'Oro and overnight stay at the Hotel Al Moretto (paid by the Twinning Committee).

Tuesday 29th May Third day -Treviso -Mestre -Vedelago

Morning

At 8:00 a.m. departure from Castelfranco Veneto for **Treviso**

At 9:15 The delegation will be received by the **Provincia di Treviso** in the presence of the **Association Trevisani nel Mondo**.

Between 10-12a.m. The delegation, with the Mayors of Vedelago and Riese Pio X, will be received by the Chamber of Commerce for a workshop with the agent of the productive categories of Treviso: Confartigianato, Ascom, Confesercenti, Confagricoltori, Confcommercio, Unindustria, CNA Artigiani (organised and financed by Treviso Glocal and Centro Estero Veneto)

If conditions permit, and the delegation is interested, some local monuments. Churches and Palazzi can be pointed out en-route from the Chamber of Commerce to the headquarters of the Province of Treviso.

At 12:30 a.m. The delegation will be received by the **City Hall of Treviso**.

At 13:30 a.m. Lunch in a typical restaurant, in the centre of the city: "Trattoria 2 Mori"(paid by the Municipal Government of Treviso).

At 3:00 p.m. Transfer to Mestre

Afternoon

Between 4 -6 p.m. Presentation of the **Centro Estero Veneto** by Dr Annalisa Bruscoli in the Centro Estero Veneto of Mestre. Presentation of Guelph and its economic capacities by the Delegation of Guelph.

Between 6-8 p.m. eventual return to Castelfranco for a break.

At 8:00 p.m. official reception with all the mayors of the Committee, the leaders of the Association Trevisani nel mondo, the leaders of the Credito Trevigiano, those responsible for the local economic and productive categories (Confartigianato, Ascom, Confesercenti, Confagricoltori, Coldiretti, Consorzio Radicchio, Consorzio Asparagi, Confcommercio, Unindustria, CNA Artigiani, ecc.).

At 9:00 Final Musical welcome by the Tenor Michele Manfrè and the Soprano Makiko Inoue of the Amici della Musica Piero Fullin of Vedelago.

Ore 9,15 p.m. Visit at the Villa Emo

At 9:45 p.m. Final buffet (paid by the Credito Trevigiano Vinicola dal Bello and Latterie Trevigiane) Also the other categories of agri-food technology sector can show their products.

Evening, return to Castelfranco - (no dinner) overnight stay at the Hotel Al Moretto.

Wednesday 30th May Fourth Day -Castelfranco Veneto

At 9:00 a. m. Teatro Accademico

Visit at the Theatre, designed by F. M. Preti (1754 – 1780 with modifications in the 1800s).

At 9:30 a. m. Visit at the Church of Giorgione's House – friezes of the Arti Liberali e Meccaniche, and the frescos of Giorgione (1502-1503c.)

At 10:00 Visit of the Duomo, which was constructed between 1724 and 1746 by Francesco Maria, *Pala di Giorgione (around 1504) *Quadreria della Sacrestia: The frescos of Paolo Veronese (1551), the paintings by Paolo Piazza and Pietro Damini (sec. XVII), of Jacopo da Ponte detto il Bassano, Jacopo Palma il Giovane (sec. XVI).

FURTHER OPTIONS

At 10.45-11.00 Visit of the north-east tower called 'di Giorgione', with a view of the city and (time permitting) a visit of Castellana

At 12:00 A visit of Monte di Pietà, situated at the Town Library (sec. XVI-XIX) and a presentation of bibliographic documents and rare archives.

At 13:00 Lunch at a restaurant in Castelfranco Veneto (The Teatro dei Saponi restaurant paid by the Mayor of Castelfranco Veneto)

Afternoon at 15:00 visit of the FRACCARRO RADIO INDUSTRIE company followed by a visit of the CASTELGARDEN company in Castelfranco Veneto.

Evening. Break. Dinner at Cozzeria and overnight stay at the Al Moretto Hotel (paid by the Twinning Committee).

Thursday 31st May, Fifth Day – Northern Region

Morning, Leaving at 8:30, Journey to **San Zenone degli Ezzelini** to visit EVAN company – metal manufacturers.

Journey to **Fonte**, to visit the BAMAX and VINICOLA DAL BELLO company.

Lunch at 12:30 at San Zenone (paid by the Mayor of San Zenone in a typical local restaurant, Ristorante alla Torre)

Afternoon at 15:00 transfer to Riese Pio X for the arrival of the 'Giro d'Italia' and other celebrations.

At 16:00 Travel to **Padova** to visit the Institute of the Agricultural and Biomedical Research Campus Agripolis – Legnaro (PD) Facoltà di Agraria prof. Raffaele Cavalli e Paolo Sambo, prof. Gianni Barcaccia prof. Alessio Giacomini .

Evening, Eventual return to the Hotel for a break. Transfer to Vedelago – Dinner in a local restaurant: Birreria della Barchessa Villa Pola (paid by the Mayor of Vedelago) followed by the return to Castelfranco Veneto and overnight stay in Hotel Al Moretto

Friday 1st June – Sixth Day -Center and South companies

At 8:00 Journey to **Riese Pio X** to visit the PASTA ZARA company.

Transfer to **Trevignano** to visit the GEOX company.

Lunch at 12:30 at a Trattoria (courtesy of the Mayor of Trevignano)

Afternoon

At 15:00 Transfer to **Resana**, to visit the METALCO company

At 16:00 Journey to **Padova** to visit the Institute of Agricultural and Biomedical Research CRIBI Faculty Biologia dell'Università of Padova meeting with prof. Gian Antonio Danielli.

Evening return to Castelfranco Veneto – Final dinner at the "Ristorante Fior", Good-bye of the Mayors of the Twinning Committee, followed by the return to Castelfranco for an overnight stay at Al Moretto Hotel (paid by the Twinning Committee).

Saturday 2nd June - Seventh Day Free day

(This is a public holiday - Festa della Repubblica)

Free day to rest or visit other places as desired.

Sunday 3rd June, Eighth Day Departure

Morning Free morning to rest and pack before leaving Castelfranco at 11:00a.m.

Afternoon: At 14:00 the flight leaves from Venice Tessera Airport for Canada.

A brochure including necessary documents and outlining all the events will be available (including passes for the town halls, presentations of the Mayors, minutes etc)

ATTACHMENT 3

June 16, 2007

Peter Cartwright
Manager, Economic Development and Tourism
City of Guelph

Ref: Trip report to Castellana – TV – Italy

Dear Peter,

We first would like to thank the City of Guelph for inviting us on the recent trip to Italy to investigate the potential for economic linkages between the ten communities in the Province of Treviso and Guelph.

It was clear from the outset that the organizing committees on both ends did an outstanding job in communicating with each other and arranging the schedules to deliver the types of companies we wished to visit and assess the potential for an economic relationship. We were met at Marco Polo Airport outside Venice by a delegation of Mayors and were driven to our hotel in Castelfranco to deposit our personal effects and to quickly re-assemble for a working lunch to become acquainted with some of our host Mayors. In the late afternoon we returned to our hotel to freshen up and dress for a meeting with the Mayor of Asolo's representative and for a dinner in a local restaurant. This was the pattern that we would keep for the next week. Sunday during the day was set aside to reset our internal clocks and we visited the City of Venice for a few hours before returning to Castelfranco for a meeting at 6 pm with the Faculty of Agriculture, Economics and Art of the University of Padua with Headmaster Giovanni Bittante and Deputy Headmaster Francesco Favotti. It was very clear that the similarities and potential linkages with both the University of Guelph's Agriculture College and the College of Management & Economics would have great benefits to both organizations. Both representatives from the University of Padua joined us for dinner that evening.

Monday May 28th 2007

We first met with representatives of Velo Group (www.velo.it) a manufacturer of equipment for the wine making and beer brewing industry. They currently sell into North America with representation through agents. One issue surfaced very early in the conversation was that they currently ship welded tanks and filters to North America by sea container fully assembled and this wastes space and is very inefficient. They are beginning the search for a supplier that can weld prefabricated parts to their specifications in North America. This would lower their shipping costs and they were

looking at a company in Michigan; however after our visit they are willing to look at companies in the Guelph area that might be able to fulfill their technical requirements.

The delegation visited a nursery stock company Vivai Porcellato (<http://www.vivaiporcellato.com>). They are located in the town Loria Italy with whom we currently have a twinning relationship. There is little opportunity for an economic relationship with the nursery stock companies as the agricultural regulations make it difficult to transport live plants with soil. One point of interest in how businesses flourish in that part of Italy is that virtually all residents had nursery stock growing on their properties; some in their front yards while others had 50 hectare farms in the middle of the town.

We next visited Breton (www.breton.it) an advanced machinery manufacturer that designs and build 5 axis machine tools as well as compound stone manufacturing systems and machinery to cut and shape natural stone. They have a telephone service centre in Florida and repair agents scattered throughout North America to service the equipment that has been sold. Further exploration of Breton capabilities may reveal potential customers for them in the Guelph area as our advanced manufacturing companies take on increasingly complicated and specialized components to machine.

Visited Rossi E. Duso Company who specialize in machining very large metal components. Some of the machine capabilities include the turning of marine propulsion shafts up to 20 meters in length. They are actively searching for expansion in the alternate energy sector and currently machine wind turbine blade hubs as well as large diameter steam turbine casings and components for runner blades and wicket gates used in hydroelectric generation facilities.

Our final visit of the day at 6:00 pm was to Latterie Trevigiane (<http://www.latterietrevigiane.it/>) who makes specialty cheeses distinct to the Veneto region. They purchase the cultures used in their cheeses from the site at the University of Padua we visited later in our trip.

Tuesday May 28th 2007

We were received by the Provincia di Treviso at 9:30 am, the Treviso Chamber of Commerce at 11:00 am and the City of Treviso at noon.

In the afternoon we traveled to Mestre to visit the Centro Estero Veneto (<http://www.centroesteroveneto.com/eng/veneto.html>) between 4 and 6 pm. This centre is funded by the seven chambers of commerce in the Veneto region as well as the regional government to promote exports. An economic briefing was provided and questions were answered on some of the capabilities and expertise in the Veneto region. It is clear that this region is a major economic powerhouse but they had concentrated on the European, North African, Middle East and Far East markets and have only recently started to look toward North America in a serious way.

At 8 PM we attended an official reception with all ten Mayors and representatives from key industries, civic organizations and financial institutions. A dinner followed the presentations in the Villa Emo.

Wednesday May 29th 2007

At 9:00 am we had a meeting with the Mayor of Castelfranco and a tour of the city within the old city walls. This tour included a visit to the Theatre Accademico, an intimate public facility that is used extensively for the arts community as well as host to many small academic conferences and presentations. There was quite a discussion centered on support of public institutions and cultural venues including sports facilities.

After lunch we visited Fraccarro Radio Industrie for a briefing on their business as well as a tour of the manufacturing operation. This company is a family business that has annual sales revenue of approximately \$100 million Cdn and once again does virtually no business in North America. They manufacture in Italy and have recently opened a second factory in Tunisia for lower cost advantages. Their main business was centered on small antenna for radio and television reception but over the last decades has moved to the satellite and cable broadcast industry. They are interested in expanding to N.A. and there may be opportunities locally for them to build on. They are currently designing and manufacturing their own circuit boards within the plant.

Our last visit of the day was to Castlegarden Company, a member of the Group Garden Products organization, a privately held company focused on the lawn and garden equipment business for both home and industrial/commercial applications. It was interesting to see Omark saw chain on their chain saws provided by Blount in Guelph. There are further opportunities for Blount if they can meet the delivery and supply requirements. Castlegarden has 5 divisions located in Sweden, England, France, Romania and Italy. They have recently started exporting their high end commercial quality lawn equipment to China.

Thursday May 31st 2007

At 9:00 am we visited the Evan Company that is a small manufacturer of gold and silver chain for the jewellery industry. This was a fascinating look into not only the processes involved in making fine metal chain but the security surrounding the facility was exceptional due to the value of Gold and silver stored on site. They have done some business in N.A. however were interested in making connections in Guelph with the thought to expanding their sales.

We traveled a short distance to visit a high end furniture manufacturing company by the name of Bamax (http://www.bamax.it/home_esp.htm). They import most of their wood supplies from Romania and design and build their extensive range of furniture and cabinetry in Fonte in the family owned plant. They are similar to our local company Barzotti however they focus on custom hand made pieces to a larger extent.

At noon we visited Vinicola Dal Bello a winery that produces mainly prosecco wines that are exported to Ontario. After lunch we were the guest of the Mayor of Riese Pio X where we were able to view the finish to one of the stages of the Tour D'Italia, the national bicycle race. After the conclusion of the race some members traveled to the University of Padua to tour and visit the Agriculture and Biomedical Research Campus

Friday June 1st 2007

At 8:00 am we traveled to Riese Pio X once again to tour the Pasta Zara Company (www.pastazara.it). This is a very sophisticated high production facility producing 420 tons of pasta per day. They export to N.A. as well as supplying the domestic market. Most of their wheat comes from Canada and is milled in southern Italy. It is then trucked over 800 kilometers to the plant to be made into pasta and the trucks dead head back. This defies all N.A. thoughts about locating plants close to supplies and markets but is rationalized by a shrug of the shoulders saying the employees and their families live here so the plant will remain here. This further emphasized the relationship that privately held companies make business decisions sometimes for very different reasons than N.A. publicly held companies.

Later that morning we visited Geox (www.geox.biz) an eleven year old footwear and apparel company that had 2006 sales of \$ > 900 million Cdn. and a growth in sales over the last five years in excess of 30% per year. The President and majority shareholder spent almost 90 minutes with us explaining his philosophy and commitment to R&D as well as his interest in becoming the world leader in the comfort shoe market. This was very heady information when you consider he is the 4th richest person in Italy and 282nd in the world. He has a very strong bond to this area through family and employee connections. They manufacture in several locations around the world but Italy is not one of them. They retain head office R&D and prototyping and design here.

Metalco (www.metalco.it) was the final manufacturing company we visited on the trip. This company manufactures a complete range of metal furniture and structures primarily for use in public spaces. They have a small division that makes very high end outdoor furniture and devices for home usage. This company has made massive investments in design and manufacturing technologies to be able to compete on a global basis. Over the last ten years they have redesigned some product line to combat the Chinese threat by taking products that were 80% labour and 20% material cost to 80% material and 20% labour through advanced manufacturing techniques including robotic welding.

We finished off the day and the work week with a return trip to the University of Padua and a tour of the CRIBI facility. This is an interesting programme as many of their commercial customers are in the agriculture field and they perform fee for services in the DNA mapping of organisms that range from Radicchio lettuce to Prosciutto hams. They are able to keep state of the art equipment running 24X7 and generate income at a level to continually replace and update to the most modern standards available. We left the facility at 7:00 pm on a Friday evening of a national holiday long weekend where most of the staff were still working.

Conclusion:

To say that we were well treated and afforded the utmost respect would be an understatement. At times it was slightly overwhelming in the care and detail that was given to our needs and requirements. There is no question in my mind that the ten communities in Italy truly wish to conclude a twinning relationship with Guelph. I can also state categorically that they also recognize the need for economic benefit to both parties and clearly demonstrated that they have the economic base and the intellectual capacity to compete with our region very successfully. That being said there are many things we can learn from them and vice versa. While their technical and shop floor capabilities are equal to or greater than ours the inclusiveness of qualified females in the workforce and the adoption of N.A. management practices in accounting and inventory controls would have some dramatic impacts on their already profitable operations. As a team the delegation identified many synergies and potential areas where businesses on both sides could co-operate and perhaps do business in the medium to long term.

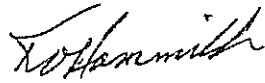
The scope of businesses was significant. We visited and met personally with the owners and managers of businesses that had annual sales in excess of \$5 billion Cdn. The most striking difference to me was the amount of privately held firms and their lack of penetration into the N.A. markets. Guelph would be well positioned with our strong cultural and family ties to this region to take advantage of opportunities where we can leverage the value of relationships that are so important to decision making in family run businesses. There is a massive amount of work to be done to foster and build on this already established relationship. To conclude, a meaningful twinning relationship would be a significant step in the right direction to doing more business in Italy and it would also provide an entry route into Europe, the Middle East and North Africa over time.

We wholeheartedly recommend that the City of Guelph proceed with this twinning agreement as it meets virtually all the criteria required and benefits both communities.

Respectfully submitted,



Randy Seager
Business Development Manager
Guelph Chamber of Commerce



Ken Hammill
Director
Friends of Guelph



Dr. Gord Surgeoner
President
Ontario Agri-Food Technology
Director – Guelph Partnership for Innovation

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Thursday July 12, 2007, 6:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Thursday July 12, 2007 in the Council Chambers at 6:00 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Bell and Hofland

Staff Present: Mr. H. Loewig, Interim Chief Administrative Officer; Mr. P. Cartwright, Manager of Economic Development & Tourism; Mr. J. Riddell, Director of Community Design & Development Services; Mr. B. Boisvert, Manager Strategic Planning & Corporate Initiatives; Mr. M. Cameron, Manager of Parklands and Greenways; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on June 18, 2007 be confirmed as recorded and without being read.

Carried

City of Guelph Economic Development and Tourism 2007, Q1 Project Update

2. Moved by Councillor Piper
Seconded by Councillor Findlay

THAT the Economic Development and Tourism 2007, Q1 Project Update be received for information;

AND THAT City Council accepts this report and directs the staff of the Economic Development and Tourism Division to make it accessible to the public, business community, other City departments and the City's strategic partners.

Carried

REPORT

Proposed Guelph Downtown Coordination Committee

REPORT

3. Moved by Mayor Farbridge
Seconded by Councillor Findlay

THAT the composition of the Downtown Guelph Coordinating Committee as described in the June 12, 2007 report of the Manager of Economic Development and Tourism Services be approved as amended to reflect public at large membership being comprised of one member from the business community and one citizen appointed at large;

AND THAT staff is directed to initiate meetings of the Downtown Guelph Coordinating Committee to assist with the management and implementation of the 2007 to 2011 Downtown Action Plan.

Carried

Proposed Twinning Relationship with the Province of Treviso

The Manager of Economic Development & Tourism advised that various community groups have expressed an interest in participating in activities related to the proposed twinning with the Province of Treviso. He further advised that the Wellington Catholic District School Board is interested in furthering a student exchange program with Treviso.

REPORT

4. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT City Council receive the report of July 12, 2007 prepared by the Manger of Economic Development and Tourism regarding the proposed Municipal Twinning with the Province of Treviso;

AND THAT City Council direct staff to coordinate with the Guelph Twinning Committee and representatives from the Province of Treviso a Twinning Agreement between the City of Guelph and the Province of Treviso;

AND THAT City Council direct staff to coordinate with the Guelph Twinning Committee and local stakeholders the hosting in 2007 of a reciprocal delegation of Officials from the Province of Treviso for the purpose of executing a Twinning Agreement.

Carried

Delegation of Authority under the Municipal Act

Mrs. L.A. Giles
Ms. L.E. Payne

5. Moved by Councillor Findlay
Seconded by Councillor Wettstein

THAT the report of the City Clerk with respect to delegation of authority under the Municipal Act, be received for information.

Carried

Transparency and Accountability Provisions in Revised Municipal Act

REPORT

6. Moved by Mayor Farbridge
Seconded by Councillor Findlay
THAT a special Accountability and Transparency Committee be established;

AND THAT representation of the Accountability and Transparency Committee be as follows:

- a. 2 members of Council
- b. 2 members of the public
- c. 1 representative of the media
- d. 1 representative of a local community group or organization
- e. 1 representative of the business community;

AND THAT the proposed terms of reference for the committee include:

- a. A review of the Accountability and Transparency Part of the Municipal Act;
- b. A review of existing policies, the procedural by-law, code of ethics and other documentation that currently govern the conduct of Council;
- c. Develop a Code of Conduct;
- d. Develop an Accountability and Transparency policy;
- e. Make recommendations to Council relating to the appointment of an Integrity Commissioner, an Ombudsman, and Auditor General, a Lobbyist Registrar and a Special Investigator; and
- f. Such other duties as Council may assign;

AND THAT appropriate staff act as a resource to the committee.

Carried

Municipal Elections Act Reform

REPORT

7. Moved by Mayor Farbridge
Seconded by Councillor Findlay
THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007;

AND THAT the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures;

AND THAT the support of the Association of Municipalities of Ontario be sought for these changes to the Municipal Elections Act;

AND THAT in the event of a change in government following the next Provincial election, the Province again be asked to make these changes to the Municipal Elections Act;

AND THAT correspondence to the Province be directed to both the Ministry of Municipal Affairs & Housing and the Ministry of Finance with respect to these changes to the Municipal Elections Act;

AND THAT in the event MPAC continues to be the source of municipal election voters lists, the Province develop a mechanism for removal of names of people who have died or moved away.

Carried

Council Chambers Electronic Voting System Procedures

REPORT

8. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the Council Chambers electronic voting system be used for all Public Council meetings;

AND THAT all voting (other than procedural motions) be by recorded vote and be recorded in the minutes.

Carried

9. Moved by Mayor Farbridge
Seconded by Councillor Wettstein

THAT the Councillors remain seated when speaking and that the City of Guelph Procedural By-law be amended accordingly.

A recorded vote was requested, which resulted as follows:

VOTING IN FAVOUR: Councillor Wettstein and Mayor Farbridge (2)

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

The motion was defeated.

AMO Committees

Finance

10. Moved by Councillor Findlay
Seconded by Councillor Piper

THAT the report of the Director of Finance dated July 12, 2007 with respect to AMO Committees, be received for information.

Carried

Mr. H. Loewig

11. Moved by Mayor Farbridge
Seconded by Councillor Findlay
THAT the Chief Administrative Officer be directed to review the City's priorities with respect to staff participation on various AMO Committees.

Carried

City of Guelph Service Review Cycle and Framework

REPORT

12. Moved by Mayor Farbridge
Seconded by Councillor Piper
THAT Council review and approve a four year service review cycle for aspects of major programs and services;

AND THAT Council adopt the review framework suggested in the attached report which allows for process flexibility while ensuring accountability.

Carried

Next Meeting:- August 9, 2007 at 5:15 p.m.

The meeting adjourned at 7:15 p.m.

.....
Chairperson



A great place to call home
A vibrant downtown

A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

September 13, 2007
Council Chambers - 5:15 p.m.

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – July 12, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>RESOLUTIONS OF COUNCIL AND COMMITTEE – DOWNTOWN GUELPH</p> <p>THAT the Council directions highlighted in Attachment 1 of the Manager of Economic Development and Tourism’s report of September 13, 2007 be coordinated within the context of the Downtown Guelph Community Improvement Planning process to the extent that timing and priority of each direction allow.”</p>	Approve
<p>COUNCIL APPOINTMENTS TO VARIOUS COMMITTEES</p> <p>At the Council meeting of July 16, 2007 the following resolution was adopted:</p> <p>“THAT Council appointments to various committees be deferred;</p> <p>AND THAT the Governance & Economic Development Committee review the need for Council representation on various committees.”</p> <p>See attached.</p>	For Direction
<p>IN CAMERA</p> <p>THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:</p> <ul style="list-style-type: none">• personal matters about identifiable individuals.	

OTHER BUSINESS:

NEXT MEETING: October 11, 2007

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Thursday July 12, 2007, 6:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Thursday July 12, 2007 in the Council Chambers at 6:00 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Bell and Hofland

Staff Present: Mr. H. Loewig, Interim Chief Administrative Officer; Mr. P. Cartwright, Manager of Economic Development & Tourism; Mr. J. Riddell, Director of Community Design & Development Services; Mr. B. Boisvert, Manager Strategic Planning & Corporate Initiatives; Mr. M. Cameron, Manager of Parklands and Greenways; Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the minutes of the Governance & Economic Development Committee meeting held on June 18, 2007 be confirmed as recorded and without being read.

Carried

City of Guelph Economic Development and Tourism 2007, Q1 Project Update

2. Moved by Councillor Piper
Seconded by Councillor Findlay

THAT the Economic Development and Tourism 2007, Q1 Project Update be received for information;

AND THAT City Council accepts this report and directs the staff of the Economic Development and Tourism Division to make it accessible to the public, business community, other City departments and the City's strategic partners.

Carried

REPORT

July 12, 2007

Governance & Economic Development

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Proposed Guelph Downtown Coordination Committee

3. Moved by Mayor Farbridge
Seconded by Councillor Findlay

THAT the composition of the Downtown Guelph Coordinating Committee as described in the June 12, 2007 report of the Manager of Economic Development and Tourism Services be approved as amended to reflect public at large membership being comprised of one member from the business community and one citizen appointed at large;

AND THAT staff is directed to initiate meetings of the Downtown Guelph Coordinating Committee to assist with the management and implementation of the 2007 to 2011 Downtown Action Plan.

Carried

Proposed Twinning Relationship with the Province of Treviso

The Manager of Economic Development & Tourism advised that various community groups have expressed an interest in participating in activities related to the proposed twinning with the Province of Treviso. He further advised that the Wellington Catholic District School Board is interested in furthering a student exchange program with Treviso.

4. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT City Council receive the report of July 12, 2007 prepared by the Manger of Economic Development and Tourism regarding the proposed Municipal Twinning with the Province of Treviso;

AND THAT City Council direct staff to coordinate with the Guelph Twinning Committee and representatives from the Province of Treviso a Twinning Agreement between the City of Guelph and the Province of Treviso;

AND THAT City Council direct staff to coordinate with the Guelph Twinning Committee and local stakeholders the hosting in 2007 of a reciprocal delegation of Officials from the Province of Treviso for the purpose of executing a Twinning Agreement.

Carried

Delegation of Authority under the Municipal Act

5. Moved by Councillor Findlay
Seconded by Councillor Wettstein

THAT the report of the City Clerk with respect to delegation of authority under the Municipal Act, be received for information.

Carried

REPORT

REPORT

Mrs. L.A. Giles
Ms. L.E. Payne

July 12, 2007

Governance & Economic Development

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Transparency and Accountability Provisions in Revised Municipal Act

REPORT

6. Moved by Mayor Farbridge
 Seconded by Councillor Findlay
 THAT a special Accountability and Transparency Committee be established;

AND THAT representation of the Accountability and Transparency Committee be as follows:

- a. 2 members of Council
- b. 2 members of the public
- c. 1 representative of the media
- d. 1 representative of a local community group or organization
- e. 1 representative of the business community;

AND THAT the proposed terms of reference for the committee include:

- a. A review of the Accountability and Transparency Part of the Municipal Act;
- b. A review of existing policies, the procedural by-law, code of ethics and other documentation that currently govern the conduct of Council;
- c. Develop a Code of Conduct;
- d. Develop an Accountability and Transparency policy;
- e. Make recommendations to Council relating to the appointment of an Integrity Commissioner, an Ombudsman, and Auditor General, a Lobbyist Registrar and a Special Investigator; and
- f. Such other duties as Council may assign;

AND THAT appropriate staff act as a resource to the committee.

Carried

Municipal Elections Act Reform

REPORT

7. Moved by Mayor Farbridge
 Seconded by Councillor Findlay
 THAT the City of Guelph request the Province of Ontario to make amendments to the Municipal Elections Act as outlined in Schedule "A" to the report dated April 10th, 2007;

AND THAT the City Clerk be directed to prepare budget packages for the 2008, 2009 and 2010 budgets for the cost of enhancements to local election procedures;

AND THAT the support of the Association of Municipalities of Ontario be sought for these changes to the Municipal Elections Act;

July 12, 2007

Governance & Economic Development

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AND THAT in the event of a change in government following the next Provincial election, the Province again be asked to make these changes to the Municipal Elections Act;

AND THAT correspondence to the Province be directed to both the Ministry of Municipal Affairs & Housing and the Ministry of Finance with respect to these changes to the Municipal Elections Act;

AND THAT in the event MPAC continues to be the source of municipal election voters lists, the Province develop a mechanism for removal of names of people who have died or moved away.

Carried

Council Chambers Electronic Voting System Procedures

8. Moved by Councillor Findlay
Seconded by Mayor Farbridge

THAT the Council Chambers electronic voting system be used for all Public Council meetings;

AND THAT all voting (other than procedural motions) be by recorded vote and be recorded in the minutes.

Carried

9. Moved by Mayor Farbridge
Seconded by Councillor Wettstein

THAT the Councillors remain seated when speaking and that the City of Guelph Procedural By-law be amended accordingly.

A recorded vote was requested, which resulted as follows:

VOTING IN FAVOUR: Councillor Wettstein and Mayor Farbridge (2)

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

The motion was defeated.

AMO Committees

10. Moved by Councillor Findlay
Seconded by Councillor Piper

THAT the report of the Director of Finance dated July 12, 2007 with respect to AMO Committees, be received for information.

Carried

REPORT

Finance

July 12, 2007

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Mr. H. Loewig

11. Moved by Mayor Farbridge
 Seconded by Councillor Findlay
 THAT the Chief Administrative Officer be directed to review the City's
 priorities with respect to staff participation on various AMO Committees.

Carried

City of Guelph Service Review Cycle and Framework

REPORT

12. Moved by Mayor Farbridge
 Seconded by Councillor Piper
 THAT Council review and approve a four year service review cycle for aspects
 of major programs and services;

AND THAT Council adopt the review framework suggested in the attached
 report which allows for process flexibility while ensuring accountability.

Carried

Next Meeting:- August 9, 2007 at 5:15 p.m.

The meeting adjourned at 7:15 p.m.

.....
 Chairperson



City of Guelph

Draft Report #:

COMMUNITY DESIGN and DEVELOPMENT SERVICES Economic Development and Tourism

TO: *Governance and Economic Development Committee*

DATE: **September 13, 2007**

SUBJECT: **Resolutions of Council and Committee – Downtown Guelph**

RECOMMENDATION:

“THAT the Council directions highlighted in Attachment 1 of the Manager of Economic Development and Tourism’s report of September 13, 2007 be coordinated within the context of the Downtown Guelph Community Improvement Planning process to the extent that timing and priority of each direction allow. “

BACKGROUND:

Staff is currently addressing numerous initiatives as directed by Council pertaining to the future development of Guelph's downtown. **Attachment 1** provides a summary of Council's directions.

There is concern amongst staff and many stakeholders that if not properly coordinated these initiatives may not be successful.

City staff have commenced a public process to develop a Community Improvement Plan (CIP) for the downtown. When completed, this plan will serve as the guiding document, which will establish a direction for the future development of the downtown, including priority initiatives, policies, budgets and funding mechanisms.

Staff therefore recommends that the initiatives identified in **Attachment 1** be addressed through the CIP process.

REPORT:

At the April 16, 2007 Council meeting passed the following resolution;

“THAT Guelph City Council approve the 2007 to 2011 Downtown Guelph Investment Action Plan as detailed in the report prepared by the Manager of Economic Development and Tourism and the Chair of the Guelph Downtown Advisory Committee, as the framework for developing implementation programs and associated budgets;

AND THAT Guelph City Council directs the Manager of Economic Development and Tourism to report quarterly on the implementation of the 2007 to 2011 Downtown Guelph Investment Action Plan.”

The 2007 to 2011 Downtown Guelph Investment Action Plan identifies the need for a Community Improvement Plan (CIP) for the downtown. The CIP will serve as the strategic document in establishing goals, objectives, priorities, implementation tools and budgets for the downtown and will serve as the principle document for the coordination of activities within the downtown. The CIP will also serve to provide input to Department work plans and capital operating budgets.

Like most downtowns, Guelph’s downtown has many complex issues, which require careful consideration. Past history has shown that it is difficult to assess and implement individual actions without considering the effects elsewhere within the downtown. This is certainly the case with respect to those Council directions summarized in **Attachment 1**. Many are interdependent on each other and will be difficult to address in the absence of an overall plan for the downtown.

Staff agree that Council’s directions need to be addressed and coordinated in a structured fashion, and that the CIP process offers such a structure. There are however the following matters that require immediate attention. They include:

1. The Downtown Two Hour Free Parking Pilot Program

As directed by Council, staff have been working with the Downtown Board of Management to develop the required policies and performance measurements for the implementation of this one year pilot program. It is staff’s intention to implement this pilot program this September.

2. Short and Medium Term Parking Strategies

As directed by Council staff have been working with the Downtown Board of Management to analyze and develop a strategy to address the short and medium

term downtown parking issues. Staff will be presenting its findings and recommendations to Council this fall.

3. Funding Programs for the Redevelopment of Downtown Properties

The 2007 to 2011 Downtown Guelph Investment Action Plan identified the need to develop incentive programs and pilot projects for the redevelopment of properties within the downtown. It was assumed that such programs and pilot projects would be implemented in 2008. However in April of this year the destruction of the Gummer and Victoria buildings provided an opportunity to advance these initiatives.

At the September 4th meeting of Council, staff brought forward a report recommending the establishment of a Heritage Reserve Fund for the purpose of providing municipal funds to assist with the protection and preservation of building heritage features.

Staff also worked with the owner of the Gummer building with respect to a proposal, which would see the intensified redevelopment and the protection of heritage elements for the Gummer and Victoria properties. This resulted in the presentation of a staff report at the September 4th meeting of Council, recommending that staff initiate negotiations to enter into an agreement with the registered property owner to assist with the redevelopment of these properties.

Staff anticipates that the creation of a Heritage Reserve Fund could act as an incentive for the redevelopment of other properties within the downtown, and that the consolidated redevelopment of the Gummer and Victoria properties could as a pilot project.

Subject to Council's direction on these two matters it would be staff's intention to report back this fall on the status of any negotiations and the use of a Heritage Reserve Fund for the redevelopment of the Gummer and Victoria properties.

Staff therefore recommends that the remaining directions as highlighted in **Attachment 1** be coordinated within the context of the Downtown Guelph Community Improvement Planning process to the extent that timing and priority of each direction allow.

CORPORATE STRATEGIC PLAN:

- Goal 1: An attractive, well-functioning and sustainable city
- Goal 3: A diverse and prosperous local economy
- Goal 4: A vibrant and valued arts, culture and heritage identity
- Goal 5: A community-focused, responsive and accountable government

FINANCIAL IMPLICATIONS:

Council approved funds in the 2007 and 2008 Operating Budget for the preparation of a Downtown CIP.

Upon completion of the Downtown CIP staff will report back to Council with funding options and recommendations with respect to the implementation of the plan.


It is staff's opinion that the creation of a Downtown CIP will provide the framework to ensure proper coordination and funding of downtown initiatives.

DEPARTMENT CONSULTATION:

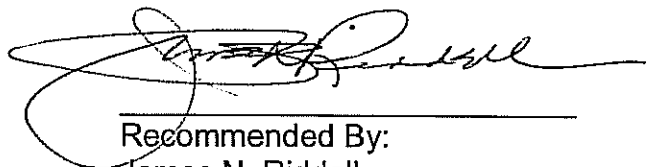
- Operations
- Corporate Services
- Community Design and Development Services
- Finance

ATTACHMENTS:

- **Attachment 1** - Current Council Resolutions Pertaining to the Downtown



Prepared & Recommended By:
Peter Cartwright
Manager, Economic Development Services
519-837-5600
peter.cartwright@guelph.ca



Recommended By:
James N. Riddell
Director of Community Design &
Development Services
519-837-5616
jim.riddell@guelph.ca

**Attachment 1
Downtown Resolutions
Of
Council and Committee
As Of September 2007**

Initiative	Description
2007 to 2011 Downtown Guelph Investment Action Plan	<p>April 16, 2007 "THAT Guelph City Council approve the 2007 to 2011 Downtown Guelph Investment Action Plan as detailed in the report prepared by the Manager of Economic Development and Tourism and the Chair of the Guelph Downtown Advisory Committee, as the framework for developing implementation programs and associated budgets; AND THAT Guelph City Council direct the Manager of Economic Development and Tourism to report quarterly on the implementation of the 2007 to 2011 Downtown Guelph Investment Action Plan."</p>
Short, Medium and Long Term Parking	<p>March 7, 2007 "THAT the Chief Administrative Officer be directed to bring forward a report to the appropriate committee with a framework which would address the short term, medium term and long term parking issues in the downtown."</p>
Baker Street Redevelopment RFP	<p>December 13, 2006 THAT staff be directed to determine and report back on the appropriate process to be followed for the future development of the Baker Street parking structure and site as a multi-use facility, including the identification of the stakeholders to be engaged in this process and the financing; AND THAT staff be directed to report back with a Request for Proposal for the project within 6 months.</p>
Guelph Public Library Headquarters	<p>July 16, 2007 "THAT staff be directed to develop conceptual development scenarios and associated business cases, including full economic cost-benefit analysis of the 2 preferred sites as brought forward by the Library Site Search Committee; AND FURTHER THAT staff undertake the following: <ul style="list-style-type: none"> • consider integrated mixed use design and development scenarios for both sites that may include additional or reconfigured parking, residential, commercial and community uses • consider opportunities for future expansion of library uses within the development envelope • consider site expansions into adjacent properties on both sites • consult with Co-operators to determine conditions and opportunities for site utilization, development and associated costs with the Macdonell Street site; AND THAT staff report back on the process, timing and resources required prior to commencing this direction.</p>
Downtown Two Hour Free Parking Pilot Program	<p>June 25, 2007 "THAT Council receive the Best Practice Review of Municipal Downtown Two Hour Free Parking Programs prepared for Community Design and Development Services by the consultant Barbara Leibel; AND THAT Staff from Economic Development and Tourism, Operations and Finance be directed to work with representatives of the Downtown Board of Management to develop a two-hour free downtown "pilot" parking program, which includes performance measurements, targets and a communication and marketing program and a public education program; AND THAT staff report back in six months with a status report on the pilot project; AND THAT staff be directed that after a twelve month period the "pilot" parking program is to be evaluated within the context of a comprehensive longer-term parking program that supports the implementation of a Community Improvement Plan for the downtown.</p>
Transit Transfer Station	<p>January 23, 2007 THAT the matter of the transit transfer station be referred to the appropriate Standing Committee.</p>

<p>Guelph Civic Administration Complex – civic square</p>	<p>May 22, 2007 THAT the concrete and landscaping in the Civic Square be removed from the current construction contract and the area be surfaced, on an interim basis, with gravel or sod; AND THAT Community Design and Development Services be directed to complete an urban design, precinct study and funding options in coordination with the Downtown Community Improvement Plan Study in respect of the area bounded by Wilson Street, Carden Street, Wyndham Street North and the CN Railway, in collaboration with the Downtown Board of Management, and which will incorporate the results of the public survey; AND THAT the study be brought forward to Council before year end 2007 with the intent that a new contract for the construction of the Civic Square will allow construction to commence shortly after occupation of the Civic Administration Centre. January 23, 2007 THAT \$100,000 be included in the 2007 Tax Supported Capital Budget as seed money for improvements to the Civic Administration Centre public space; AND THAT \$100,000 from Project RD0167 Wyndham: Carden to Woolwich Street be moved to 2008.</p>
<p>Guelph Civic Museum – Loretto Convent</p>	<p>July 16, 2007 THAT Council approves the Museum Board recommendation to relocate the Guelph Civic Museum to the Loretto Convent; AND THAT staff be directed to negotiate an agreement with the Diocese of Hamilton on the terms outlined in the Loretto Convent report dated July 11, 2007 and report back through Committee with the results;</p>
<p>Downtown Fire Hall</p>	<p>May 22, 2007 THAT the report dated May 09, 2007 outlining a preliminary concept and financial plan for a south end Emergency Services Facility for Fire and Police services be received by Committee and forwarded to City Council for approval; AND THAT staff prepare and issue the appropriate RFP documents, which include options for the incorporation of green building, for the design of the proposed Emergency Services Facility; AND THAT the Mayor and Clerk be authorized to execute all agreements and documents necessary to award the contract to the successful design firm; AND THAT the business case for the future use of the downtown Fire Headquarters be reported back to Council prior to the awarding of the RFP for the design of the South End facility; AND THAT staff ensures that the design firm creates the opportunity for community involvement and public consultation; AND THAT the design is coordinated to ensure that the overall facility has an architectural fit within the surrounding area and upon completion, the design be brought back to Council.</p>
<p>Downtown Miscellaneous</p>	<p>January 23, 2007 THAT Council pre-approve \$200,000 in the 2008 Operating Budget for downtown economic development. July 16, 2007 THAT the composition of the Downtown Guelph Coordinating Committee as described in the June 12, 2007 report of the Manager of Economic Development and Tourism Services be approved as amended to reflect public at large membership being comprised of one member from the business community and one citizen appointed at large; AND THAT staff is directed to initiate meetings of the Downtown Guelph Coordinating Committee to assist with the management and implementation of the 2007 to 2011 Downtown Action Plan. June 5, 2006 THAT staff be directed to review the policy for development charges on all aspects of Infill development in the City in concert with the Growth Management Strategy and the Downtown Advisory Group report.</p>

COUNCIL APPOINTMENTS TO VARIOUS COMMITTEES

Resolution from July 16, 2007 Council Minutes with respect to Council appointments to various committees.

Moved by Councillor Kovach

Seconded by Councillor Wettstein

THAT Council appointments to various committees be deferred;

AND THAT the Governance & Economic Development Committee review the need for Council representation on various committees.

Carried

Council Appointments to Various Committees in 2007

February 19, 2007

Councillor Piper – city representative on the Municipal Leaders for the Greenbelt Network

March 26, 2007

Waste Management Master Plan Public Advisory Committee – Chair of Community Design & Environmental Services Committee and Mayor (approved representation)

May 22, 2007

Councillors Findlay and Hofland – Youth Council representatives

Councillor Burcher – Civic Administration Centre Complex Fund Raising Committee

July 16, 2007

Wastewater Treatment Master Plan Public Advisory Committee – 1 Councillor

Organic Waste Processing Technologies Public Steering Committee – 1 Councillor

Downtown Co-ordinating Committee – 2 Councillors or 1 Councillor and Mayor (approved representation)

Accountability & Transparency Committee – 2 Councillors

During the December appointments, Council approved the following:

Growth Strategy Advisory Committee – Councillors Burcher and Laidlaw

Neighbourhood Relations Advisory Committee – Councillor Burcher

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Thursday, September 13, 2007, 5:15 p.m.**

A meeting of the Governance & Economic Development Committee was held on Thursday, September 13, 2007 in Council Chambers at 5:15 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge (arrived at 5:25 p.m.)

Staff Present: Mr. P. Cartwright, Manager of Economic Development; Ms. L. Giles, City Clerk/Manager of Council Administrative Services; Ms. D. Black, Assistant Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Piper
Seconded by Councillor Findlay
THAT the minutes of the Governance & Economic Development Committee meeting held on July 12, 2007 be confirmed as recorded and without being read.

Carried

Resolutions of Council and Committee – Downtown Guelph

Mr. P. Cartwright, Manager of Economic Development Services, provided information with respect to the background and explained the reasoning for this report coming forward.

2. Moved by Councillor Findlay
Seconded by Councillor Piper
THAT the Council directions highlighted in Attachment 1 of the Manager of Economic Development and Tourism's report of September 13, 2007 be coordinated within the context of the Downtown Guelph Community Improvement Planning process to the extent that timing and priority of each direction allow.

Carried

Council Appointments to Various Committees

3. Moved by Mayor Farbridge
Seconded by Councillor Wettstein
THAT the Chair of the Governance & Economic Development Committee meet with the Interim CAO to bring forward recommendations to comprehensively address the Council appointments to various committees.

Carried

REPORT

Councillor Kovach
Mr. H. Loewig
Mrs. L.A. Giles

List of Outstanding Items

The Committee reviewed the outstanding items and the Chair will meet with staff to review the status of each item and update the listing.

- 4. Moved by Councillor Findlay
Seconded by Councillor Wettstein

THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act, with respect to:

- personal matters about identifiable individuals.

Carried

Accountability & Transparency Committee

- 5. Moved by Mayor Farbridge
Seconded by Councillor Findlay

THAT Christopher Moes be appointed to the Accountability and Transparency Committee as the business representative for the duration of the mandate of the Committee.

Carried

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

- 6. Moved by Mayor Farbridge
Seconded by Councillor Wettstein

THAT Todd Dennis and Jean McKenzie Leiper be appointed to the Accountability and Transparency Committee as the community at large representatives for the duration of the mandated of the Committee.

AND THAT Scott Butler be appointed to the Accountability and Transparency Committee as the member of a community group representative for the duration of the mandate of the committee.

Carried

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

Next Meeting: October 11, 2007

The meeting adjourned at 5:55 p.m.

.....
Chairperson



GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

October 15, 2007

Council Committee Room “B”- 5:00 p.m.

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – September 13, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>IN CAMERA</p> <p>THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public pursuant to Section 239 (2) (b) of the Municipal Act with respect to:</p> <ul style="list-style-type: none"> • personal matters about identifiable individuals. 	

OTHER BUSINESS:

NEXT MEETING: November 8, 2007

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Thursday, September 13, 2007, 5:15 p.m.**

A meeting of the Governance & Economic Development Committee was held on Thursday, September 13, 2007 in Council Chambers at 5:15 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge (arrived at 5:25 p.m.)

Staff Present: Mr. P. Cartwright, Manager of Economic Development; Ms. L. Giles, City Clerk/Manager of Council Administrative Services; Ms. D. Black, Assistant Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Piper
Seconded by Councillor Findlay
THAT the minutes of the Governance & Economic Development Committee meeting held on July 12, 2007 be confirmed as recorded and without being read.

Carried

Resolutions of Council and Committee – Downtown Guelph

Mr. P. Cartwright, Manager of Economic Development Services, provided information with respect to the background and explained the reasoning for this report coming forward.

2. Moved by Councillor Findlay
Seconded by Councillor Piper
THAT the Council directions highlighted in Attachment 1 of the Manager of Economic Development and Tourism's report of September 13, 2007 be coordinated within the context of the Downtown Guelph Community Improvement Planning process to the extent that timing and priority of each direction allow.

Carried

Council Appointments to Various Committees

3. Moved by Mayor Farbridge
Seconded by Councillor Wettstein
THAT the Chair of the Governance & Economic Development Committee meet with the Interim CAO to bring forward recommendations to comprehensively address the Council appointments to various committees.

Carried

REPORT

Councillor Kovach
Mr. H. Loewig
Mrs. L.A. Giles

List of Outstanding Items

The Committee reviewed the outstanding items and the Chair will meet with staff to review the status of each item and update the listing.

- 4. Moved by Councillor Findlay
Seconded by Councillor Wettstein

THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act, with respect to:

- personal matters about identifiable individuals.

Carried

Accountability & Transparency Committee

- 5. Moved by Mayor Farbridge
Seconded by Councillor Findlay

THAT Christopher Moes be appointed to the Accountability and Transparency Committee as the business representative for the duration of the mandate of the Committee.

Carried

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

- 6. Moved by Mayor Farbridge
Seconded by Wettstein

THAT Todd Dennis and Jean McKenzie Leiper be appointed to the Accountability and Transparency Committee as the community at large representatives for the duration of the mandated of the Committee.

AND THAT Scott Butler be appointed to the Accountability and Transparency Committee as the member of a community group representative for the duration of the mandate of the committee.

Carried

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

Next Meeting: October 11, 2007

The meeting adjourned at 5:55 p.m.

.....
Chairperson

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Monday October 15 , 2007, 5:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Monday October 15, 2007 in Committee Room B at 5:00 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Beard, Hofland and Farrelly

Staff Present: Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Wettstein
Seconded by Councillor Findlay
THAT the minutes of the Governance & Economic Development Committee meeting held on September 13, 2007 be confirmed as recorded and without being read.

Carried

2. Moved by Mayor Farbridge
Seconded by Councillor Wettstein
THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:
 - personal matters about identifiable individuals.

Carried

The remainder of the meeting was held in camera.

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

3. Moved by Mayor Farbridge
Seconded by Councillor Wettstein
THAT staff be given direction with respect to a citizen appointment to a Board, Committee or Commission.

Carried

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

4. Moved by Mayor Farbridge
Seconded by Councillor Findlay
THAT staff be given direction with respect to a citizen appointment to a Board, Committee or Commission.

Carried

October 15, 2007

Governance & Economic Development Committee

Page No. 2

The meeting adjourned at 5:10 p.m.

.....

Chairperson



A great place to call home
A vibrant downtown

A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

November 8, 2007

Council Chambers / Committee Room "B"- 5:15 p.m.

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – October 15, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>POLICY REGARDING PUBLIC NOTICE PROVISIONS</p> <p>THAT the policy regarding public notice provisions as detailed in attachment "A" be adopted by Council;</p> <p>AND THAT By-law (2003)-17290 being a by-law to provide for notice provisions be repealed;</p> <p>AND THAT the City of Guelph Procedural By-law (1996)-15200 as amended, be amended to provide for public notice of Council and Committee meetings;</p> <p>AND THAT Section 9 of schedule 2 in the City's Street Naming Policy dated July 25, 2000 be deleted and the provisions in this policy shall apply.</p>	Approve
<p>HUMAN RESOURCE STRATEGY FRAMEWORK</p> <p>THAT the Human Resource Strategy Framework (Guelph's Commitment to Employees) be approved;</p> <p>AND THAT the Director of Human Resources be authorized to proceed with the consultation process to support development of the full HR Strategy.</p>	Approve

<p>GUELPH NEW CENTRAL LIBRARY SITE ASSESSMENT</p> <p>THAT the Baker Street Site be selected as the preferred location for the New Central Library;</p> <p>AND THAT Council direct staff to prepare a Terms of Reference for a Request For Proposals for the redevelopment of the Baker Street Site, which would include the integration of the new central library, municipal parking structure and mixed commercial, office and residential uses and report back on the content, incentives and implementation plan for this RFP;</p> <p>AND THAT staff continue to work with Cooperators representatives to explore the development potential for their site and assist them in any redevelopment proposals.</p>	<p>Approve</p>
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OTHER BUSINESS:

NEXT MEETING: December 13, 2007

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Monday October 15 , 2007, 5:00 p.m.**

A meeting of the Governance & Economic Development Committee was held on Monday October 15, 2007 in Committee Room B at 5:00 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Beard, Hofland and Farrelly

Staff Present: Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Wettstein
Seconded by Councillor Findlay
THAT the minutes of the Governance & Economic Development Committee meeting held on September 13, 2007 be confirmed as recorded and without being read.

Carried

2. Moved by Mayor Farbridge
Seconded by Councillor Wettstein
THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:
 - personal matters about identifiable individuals.

Carried

The remainder of the meeting was held in camera.

3. Moved by Mayor Farbridge
Seconded by Councillor Wettstein
THAT staff be given direction with respect to a citizen appointment to a Board, Committee or Commission.

Carried

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

4. Moved by Mayor Farbridge
Seconded by Councillor Findlay
THAT staff be given direction with respect to a citizen appointment to a Board, Committee or Commission.

Carried

REPORT TO COUNCIL
IN COMMITTEE OF
THE WHOLE

October 15, 2007

Governance & Economic Development Committee

Page No. 2

The meeting adjourned at 5:10 p.m.

.....
Chairperson



City of Guelph

CORPORATE SERVICES

Report:

TO: Governance and Economic Development Committee

DATE: November 8, 2007

SUBJECT: POLICY REGARDING PUBLIC NOTICE PROVISIONS

RECOMMENDATION:

That the policy regarding public notice provisions as detailed in attachment "A" be adopted by Council;

AND THAT By-law (2003) -17290 being a by-law to provide for notice provisions be repealed;

AND THAT the City of Guelph Procedural By-law (1996) 15200 as amended, be amended to provide for public notice of Council and Committee meetings;

AND THAT Section 9 of schedule 2 in the City's Street Naming Policy dated July 25, 2000 be deleted and the provisions in this policy shall apply.

BACKGROUND:

Section 251 of the Municipal Act which came into force and effect on January 1, 2003 required that municipalities pass a bylaw prescribing notice for matters provided for under the Municipal Act 2001. This legislation was more prescriptive in nature and required notice regarding various matters.

On December 20, 2006 the Municipal Statute Law Amendment Act came into force which allows more local autonomy and flexibility in dealing with Municipal matters. The legislation no longer requires municipalities to pass a notice bylaw and also removed the requirements for notice of public meetings for such things as adoption or amendment of an annual Budget, highway closings and alterations, passing of procedural by-laws. The Municipal Act now requires that a policy regarding notice provisions be adopted by council by January 1, 2008.

Under the recently amended Municipal Act, it is now required that the procedural by-law provide for public notice of meetings. Currently, the Clerk's office gives notice of Council and Committee meetings to the public by posting the annual Council and standing committee calendars and the general calendar on our web site. As this procedure has not been established as a notice requirement in the procedural by-law, an amendment to reflect such is now appropriate.

REPORT:

Bylaw Number 2003-17290 was passed as a result of the previous legislative requirement in the Municipal Act to have a notice by-law. In this by-law, notice provisions were detailed for the following:

- Adoption or amendment of an annual Budget
- Highway closings and alterations
- Naming and changing names of Highways
- Improvements in service
- Licensing By-law
- Procedural By-law
- Restructuring

Staff are of the opinion that notice should not be required for matters that are routine, administrative or procedural in nature, or that are required by legislation or do not directly involve the public – such as amendments to Council's procedural by-law.

Although it is no longer required by legislation, staff are recommending that public notice provisions be continued for matters directly involving the public. As such, it is proposed that the City continue to give notice for the following matters:

- Closure or renaming of highways
- Amendments to or the addition of Business Licensing categories

Consequently, Section 9 of schedule 2 in the City's Street Naming Policy dated July 25, 2000 which provides for notice regarding closure and renaming if highways shall be deleted and the provisions in this attached policy shall apply.

The notice provisions will still include the following as the amended Municipal Act continues to require notice for these circumstances:

- Municipal restructuring
- Service Improvements (replaced by efficiency and effectiveness of the municipal operations)

Staff is also recommending that a new notice category be established for the amendments to the City's Sign By-law as regulations relating to signs do affect the public and business in the City of Guelph.

As mentioned previously, the requirement to give notice of the budget is no longer required in the Municipal Act. There are many opportunities for the public to be involved in the budget process. The annual budget process involves a series of Council and committee meetings which are posted on the City Web site and are open to the public. This allows numerous opportunities for the public to be present and be informed regarding matters pertaining to the budget. As the budget is approved at a meeting of Council, this also affords the public with an opportunity to speak to it as a delegation. For these reasons, staff are not recommending specific notice requirements relating to budget meetings.

Although, the notice provisions approved by Council are appropriate standards, Council may direct or staff can recommend that they be exceeded through additional notice where it is in the public interest.

In accordance with the new legislative requirement to have meeting notice provisions in the procedural by-law, staff are recommending that the procedural bylaw be amended to provide that public notice of all regular open and closed Council and Standing Committee meetings will be given by:

- including them on the general calendar on the City's website at least 72 hours prior to the meeting,
- by posting a notice in City Hall at least 72 hours prior to the meeting; and
- by publication in a local paper at least 72 hours prior to the meeting.

In the case of special open and closed meetings of Council and standing committees, it is recommended that notice be posted in the Clerk's office and to the general calendar on the City's website as soon as practicable after the meeting is called but not less than 24 hours prior to the meeting. Council had previously passed a resolution calling for at least two weeks advance notice for special meetings, and staff will endeavour to meet this standard wherever possible.

It has always been the practice of the Clerk's office that Council and standing committee agendas be made available to Council on the Thursday prior to the meetings. Posting of the agenda to the web site follows on the Friday prior to the meetings, and the minutes are posted once approved by Council or Committee. These practices will be continued.

Council has and will continue to have regard to its Guiding Principles for Public Involvement. These principles lay out the framework through which Council and staff can best meet the needs for public involvement in the decision making process.

CORPORATE STRATEGIC PLAN:

This report supports strategic Plan Goal 5: A community-focused, responsive and accountable government.

FINANCIAL IMPLICATIONS:

There may be some savings in newspaper advertising for matters which are no longer required in the Municipal Act.

DEPARTMENTAL CONSULTATION:

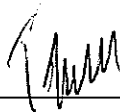
Review of report with Legal staff and circulation for comment to Finance, Realty Services, Planning, Zoning, Building, and Operations staff.

COMMUNICATIONS:

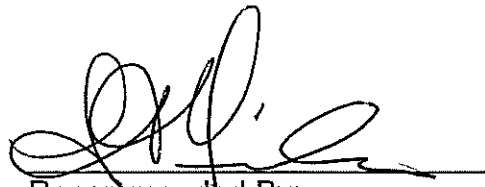
As detailed in Policy

ATTACHMENTS:

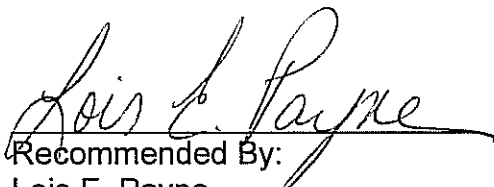
Attachment "A" policy regarding notice provisions
Attachment "B" Guiding Principles for Public Involvement



Prepared By:
Tina Agnello,
Deputy Clerk.
Tina.Agnello@guelph.ca



Recommended By:
Lois Giles,
City Clerk.
Lois.Giles@guelph.ca



Recommended By:
Lois E. Payne,
Director of Corporate Services
/City Solicitor.
Lois.Payne@guelph.ca



Attachment "A"

Tab Council Policy
Authority Clerk's Office, Corporate Services
Subject PUBLIC NOTICE PROVISIONS

Related Policies Guiding Principles for Public Involvement
Approved by Council
Revision Date As required

POLICY STATEMENT This policy is to establish public notice provisions for matters directly affecting the public that are not otherwise prescribed by legislation.

PURPOSE To allow for the giving of notice to the public of matters that may affect them and to afford them the opportunity to make submissions, attend, and delegate before Council and standing committees.

PROCEDURE In this policy, "Newspaper" means a printed publication in sheet form, intended for general circulation, published regularly at intervals of not longer than a week, consisting in great part of news of current events of general interest and sold to the public and to regular subscribers.

Where notice provisions are prescribed for by statute or in a City By-law, those notice provisions shall prevail over this policy.

Nothing in this policy shall prevent the City from exceeding the notice provisions as set out in this policy.

Where Council or staff deems it in the public interest to exceed the standards set out in this policy, additional notice



using various methods may be used, which may include but not be exclusive to the following: newspaper advertisements, notice by mail, notice by personal delivery etc.

Where the City is required to give notice under a provision of the Municipal Act in respect of a matter set out in the Schedules attached hereto, the notice shall be given in a form and manner and at the times set out in the Schedules unless:

(a) the Municipal Act, another Act, or a regulation prescribes otherwise for the notice;

(b) the requirements for notice are prescribed in another City by-law; or

(c) Council directs that other notice is to be given that Council considers adequate to give reasonable notice under the provision.

Where notice is required under the Municipal Act for a matter to be considered by Council, but such notice is not otherwise provided for, notice shall be given by way of passing of a Council resolution at an open meeting of Council. Such notice shall be provided a minimum of ten days before the meeting at which the matter will be considered and the notice shall contain the following information:

a) a general description of the matter;

b) relevant section of the Act, including reference to regulations, if applicable;

c) the date, time and place of the meeting at which the matter will be considered;

d) where the matter relates to specific lands within the City of Guelph, sufficient particulars of such lands, such as municipal address, legal description or key map; and

e) where additional information may be obtained.

Notice of Council and Standing Committee meetings shall be given in accordance with the Procedural By-law.



If a matter for which notice was given under this policy is deferred, adjourned or continued to a future meeting, no further notice is required, unless there is a statutory requirement requiring otherwise, if:

a) a public statement is made at the meeting advising that the matter has been deferred, adjourned or continued to a future meeting specified in the statement, or

b) a written statement is posted at the meeting location advising that the matter has been deferred, adjourned or continued to a future meeting specified in the statement.

If a matter arises, which in the opinion of the Chief Administrative Officer, in consultation with the Mayor, is considered urgent, time sensitive or an extraordinary occasion, or which could affect the health, safety or well-being of the residents of the City of Guelph, or if a State of Emergency is declared, or is so advised by a Provincial Ministry, the notice requirements of this policy may be waived and the City Clerk shall make best efforts to provide as much notice as is reasonable under the circumstances.



SCHEDULE TO POLICY REGARDING PUBLIC NOTICE PROVISIONS:

CLOSURE OR RENAMING OF HIGHWAYS

(a) Highway Closings and Alterations

1. In this Schedule,

“Permanently Altering” means if the alteration is likely to deprive any person of the sole means of motor vehicle access to and from the person’s land over any highway.

2. The following are the requirements for giving notice of intention to pass a by-law in respect of permanently closing a highway or permanently altering a highway:

- (1) Manner of Notice

Notice shall be published in a Newspaper.

Where the highway that is to be permanently closed or permanently altered is within one kilometre of a neighbouring municipality, notice shall also be sent to the Clerk of that municipality by prepaid, ordinary mail or by facsimile before the meeting at which the by-law will be considered.

- (2) Time of Notice

Notice published in a Newspaper shall be published once a week for two consecutive weeks in the Newspaper before the meeting at which the proposed by-law will be considered.

- (3) Form of Notice



Notice shall contain the following information:

- (i) General description of the purpose of the meeting or proposed by-law;
- (ii) Relevant section of the Municipal Act, including reference to regulations, if applicable;
- (iii) The date, time and location of the meeting;
- (iv) Where the purpose of the meeting or proposed by-law is related to specific lands within the City, sufficient particulars of such lands, such as municipal address, legal description or key map;
- (v) Contact information for submitting written comments on the matter which is the subject of the meeting or proposed by-law and the deadline for receiving such comments;
- (vi) Contact information for persons wishing to appear as delegations and deadline for registration as a delegation.

(b) Changing Names of Highways

1. The following are the requirements for giving notice of intention to pass a by-law renaming a highway:

(1) Manner of Notice

Notice shall be published in a Newspaper.

Where the highway that is to have its name changed is within one kilometre of a neighbouring municipality, notice shall also be sent to the Clerk of that municipality by prepaid, ordinary mail or by facsimile before the meeting at which the by-law will be considered.



(2) Time of Notice

Notice published in a Newspaper shall be published once a week for two consecutive weeks before the meeting at which the matter or proposed by-law will be considered.

(3) Form of Notice

Notice shall contain the following information:

- (i) General description of the purpose of the meeting or proposed by-law;
- (ii) Relevant section of the Act, including reference to regulations, if applicable;
- (iii) The date, time and location of the meeting;
- (iv) Where the purpose of the meeting or proposed by-law is related to specific lands within the City, sufficient particulars of such lands, such as municipal address, legal description or key map;
- (v) Contact information for submitting written comments on the matter which is the subject of the meeting or proposed by-law and the deadline for receiving such comments;
- (vi) Contact information for persons wishing to appear as delegations and deadline for registration as a delegation.

**(II) ADDITION OF NEW BUSINESS LICENSING
CATEGORY OR AMENDMENT TO CONDITIONS
REQUIRED FOR OBTAINING OR MAINTAINING A
BUSINESS LICENCE**

1. The following are the requirements for giving notice of



intention to pass a by-law amending the Business Licensing By-law to add a new business licensing category or to amend the conditions required for obtaining or maintaining a business licence.

(1) Manner of Notice

Notice shall be published in a Newspaper.

(2) Time of Notice

Notice shall be given a minimum of fourteen days prior to the meeting at which the matter or proposed by-law will be considered.

(3) Form of Notice

Notice shall contain the following information:

- (i) General description of the purpose of the meeting or proposed by-law;
- (ii) Relevant section of the Act, including reference to regulations, if applicable;
- (iii) The date, time and location of the meeting;
- (iv) Where the purpose of the meeting or proposed by-law is related to specific lands within the City, sufficient particulars of such lands, such as municipal address, legal description or key map;
- (v) Contact information for submitting written comments on the matter which is the subject of the meeting or proposed by-law and the deadline for receiving such comments;
- (vi) Contact information for persons wishing to appear as delegations and deadline for registration as a



delegation.

**(III) AMENDMENT TO THE CITY'S SIGN BY-LAW
REGARDING SIGNAGE REQUIREMENTS**

1. The following are the requirements for giving notice of intention to pass a by-law amending the Sign By-law to make any changes regarding signage requirements

(1) Manner of Notice

Notice shall be published in a Newspaper.

(2) Time of Notice

Notice shall be given a minimum of fourteen days prior to the meeting at which the matter or proposed by-law will be considered.

(3) Form of Notice

Notice shall contain the following information:

- (i) General description of the purpose of the meeting or proposed by-law;
- (ii) Relevant section of the Act, including reference to regulations, if applicable;
- (iii) The date, time and location of the meeting;
- (iv) Where the purpose of the meeting or proposed by-law is related to specific lands within the City, sufficient particulars of such lands, such as municipal address, legal description or key map;
- (v) Contact information for submitting written comments on the matter which is the subject of the meeting or proposed by-law and the deadline for



receiving such
comments;

(vi) Contact information for persons
wishing to appear as delegations and
deadline for registration as a
delegation.

(IV) MUNICIPAL RESTRUCTURING

1. The following are the requirements for notice of a public meeting under Section 173(3) of the Municipal Act respecting a restructuring proposal.

(1) Manner of Notice

Notice shall be published in a Newspaper.

(2) Time of Notice

Notice shall be given a minimum of twenty-one days prior to the public meeting at which the matter will be considered.

(3) Form of Notice

Notice shall contain the following information:

(i) General description of the purpose of the meeting;

(ii) Relevant section of the Act, including reference to regulations, if applicable;

(iii) The date, time and location of the meeting;

(iv) Where the purpose of the meeting is related to specific lands within the City, sufficient particulars of such lands, such as municipal address, legal description or key map;



(v) Contact information for submitting written comments on the matter which is the subject of the meeting and the deadline for receiving such comments;

(vi) Contact information for persons wishing to appear as delegations and deadline for registration as a delegation.

(V) EFFICIENCY AND EFFECTIVENESS OF THE MUNICIPALITY'S OPERATIONS

1. The following are the requirements for notice in respect of the efficiency and effectiveness of the municipality's operations under section 299(4) of the Municipal Act.

Information regarding the efficiency and effectiveness of the City's operations as may be designated by the Minister of Municipal Affairs and Housing shall be published in a newspaper at the times designated by the Minister.

Guiding Principles for Public Involvement

In 1998 Council reaffirmed the Guiding Principles for Public Involvement as the basis for its process of decision-making.

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 Drive** – 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.

Roles and Responsibilities

<p>Council</p>	<p>City Council is ultimately responsible to all the residents of Guelph and must weight 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.</p> <p>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.</p>
<p>City Staff</p>	<p>The future of the City should be designed to meet the needs and priorities of its residents. 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:</p> <ul style="list-style-type: none"> • pursue public involvement with a spirit that recognizes the value it adds to projects; • in all public involvement activities, work towards fostering long-term relationships based on respect and trust; • encourage positive working partnerships; • take-up the challenge to draw out the silent majority, the voiceless and the disempowered; • ensure that decisions and recommendations reflect the needs and desires of the entire community; and • ensure that no participant or group is marginalized or ignored.

<p>All Participants (Proponents, Public, Council, Staff)</p>	<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"> • focus on the real issues and not on the furthering of personal agendas; • balance personal concerns with the needs of the community as a whole; • have realistic expectations; • participate openly, honestly and constructively, offering ideas, suggestions, alternatives, etc.; • listen carefully and completely; • identify their concerns and issues early in the process; • provide their names and contact information if they want direct feedback; • make every effort to work with 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); • recognize that there is not single voice that is more important than all others, and that there are diverse opinions to be considered; • work with the process in an integrated and cooperative manner; • 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 • recognize that the measure of the success of the process is the fullness of public involvement and the quality of the outcome.
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TO: Governance and Economic Development Committee

DATE: November 8th, 2007

SUBJECT: HUMAN RESOURCE STRATEGY FRAMEWORK

RECOMMENDATION:

- a) That the Human Resource Strategy Framework (Guelph's Commitment to Employees) be approved, and
- b) That the Director of Human Resources be authorized to proceed with the consultation process to support development of the full HR Strategy

BACKGROUND:

Council and City staff strive to provide "best in class" municipal government and services to the citizens of Guelph. City Council have recently approved the 2007 Strategic Plan. Goal #5 and Strategic Objective #5.6 specifically, provide for:

"A Community-Focused, Responsive and Accountable Government"

"Organizational excellence in planning, management, human resources and people practices; recognized as a top employer in the community"

Critical to the City's success and effectiveness in meeting service and business objectives in support of Council's strategic directions will be the extent to which the City creates an environment that enables continuous improvement, learning and excellence in service delivery. A Corporate Human Resource Strategy is required as an integral part of the Corporate Strategic Plan to provide a context for the direction and integration of human resource management approaches into departmental operational plans.

In essence the Human Resources Strategy will constitute the employment promise or commitment to staff to be delivered by all departments and will advance the City's position to be recognized as a top employer in the community, where employees want to work and build successful careers.

Among the many reasons to create a Human Resources Strategy for the City include;

- The organization benefits in that the strategy allows for a full integration of human resources planning into business/operational planning by providing context and direction.
- Council benefits from having an official reference point when deliberating policy and/or resource allocation as it relates to human resource services and programs.
- Senior staff is guided in human resource related decision-making.
- Employees benefit from a strategy that officially recognizes the value of their contributions and that focuses organizational effort on providing challenging employment, rewarding careers, continuous learning and ultimately job satisfaction.

This report has received unanimous approval and support from the Senior Management Team, in recognition of the inherent shared responsibility for human resource and people practices that exists between staff at all levels.

REPORT:

A Human Resource Strategy identifies strategic directions for meeting current and future human resource challenges. It provides structure, substance and meaning to all activities related to human resource management throughout the organization. It provides a context for the City to develop innovative ways to attract, develop, support, evaluate, reward and retain its human resources. Moreover, it provides a framework and direction for the City to achieve Council's Strategic Objective; to become a top employer in the community characterized by excellence in human resources and people practices.

The City of Guelph prides itself on high quality service delivered efficiently, effectively and in the most affordable manner possible. As local government, Council and City departments are accountable to the citizens of Guelph for the services provided. Inherent in accountable and responsive government is the premise that there is equitable access to services, delivered by staff with expertise and are able to represent the City professionally, competently and in a timely fashion.

How well the City manages its human resources is critical to maintaining this standard. A Human Resources Strategy will demonstrate the City's commitment to value added human resource management support and will provide a roadmap for how the City's workforce will evolve through programs designed to ensure that staff have the necessary skills and competencies to deliver high quality services.

Appendix A outlines background information and City of Guelph demographic information that support the need for a Human Resources Strategy.

Appendix B summarizes actions/initiatives the City has taken to date that are aligned with and support the creation of the Strategy.

The Framework:

The City of Guelph Human Resources Strategy consultation will focus on four (4) organizational attributes or strategic directions. They are:

A Well Workplace – Being a “Top Employer” means providing employees with challenging, rewarding, enjoyable and fulfilling careers and assisting them in balancing career with home and personal life through supportive human resource policies and management approaches. The desired end-state is that people will choose to work for the City and dedicate themselves to the City's success.

Program areas within the Human Resources Strategy to support a “Top Employer” culture would include best practice recruitment, representation, retention, and recognition programs.

It will also include:

- proactive health programs,
- enhanced wellness programs
- enhanced safety programs
- innovative labour and employee relations initiatives
- a respectful workplace.

Learning Organization – The learning organization can best be described as one that fosters learning as a way of life, that encourages creativity, and that actively and visibly promotes and invests in the ongoing skill and knowledge development of its employees, tied to the organization's goals. It can also be described as commitment and support for an alignment of career development with personal goals and corporate objectives.

To advance “learning organization”, the Human Resources Strategy would include:

- enhanced performance development programs
- mentoring initiatives
- job shadowing programs
- enhanced core learning curriculum for city staff.

Leadership – Leadership is vision, motivation, and action. It creates the future, provides guidance, direction, inspiration and empowers people to realize their potential. The City needs to capitalize on its leaders at all levels in the organization, to cultivate energy, enthusiasm, and a sense of purpose and direction. Lastly, leadership is taking responsibility for decisions taken or not taken and is characterized by integrity and credibility. Leadership inherently reflect the values of an organization.

To develop leadership in the City of Guelph, the Human Resources Strategy would include program areas such as:

- succession management
- enhanced competency development
- executive development
- performance management.

The City That Makes A Difference

Business and Service Excellence – Within the City of Guelph context, business and service excellence can be described as providing 'best in class' customer service. This is achieved through an integration of business objectives, optimal use of technology, well-trained staff and effective management of change. In addition, objectively measuring performance acts as a key component to continuous improvement.

The Human Resources Strategy would address this requirement through the delivery of 'best in class' human resources:

- policies
- programs
- processes
- systems to provide departments with value-added information to effectively manage human resource planning
- identify training needs and develop solutions.

The four pillars of the Human Resource Strategy will be further developed with an implementation plan as part of the consultation process.

CORPORATE STRATEGIC PLAN:

A Human Resources Strategy would be used as the road map to accomplish several goals and objectives from our newly approved Strategic Plan, as follows;

Goal 2: A healthy and safe community where life can be lived to the fullest
2.5 Comprehensive life-long learning opportunities

Goal 3: A diverse and prosperous local economy
3.5 A diverse and skilled local workforce

Goal 5: A community-focused, responsive and accountable government
5.6 Organizational excellence in planning, management, human resources and people practices; recognized as a top employer in the community

FINANCIAL IMPLICATIONS:

Once the Human Resource Strategy is designed, it is anticipated that many new programs and activities will be proposed to meet the goals, which will have associated costs. Where new cost is to be incurred, appropriate submission in the annual budget request process will be made. The level of funding allocated to such things as training and leadership development, employee recognition, the acquisition of supportive technology, etc., will determine the pace with which the Strategy can be implemented and "Top employer" status achieved.

DEPARTMENTAL CONSULTATION:

To confirm the direction and supportive activities for the above-proposed Human Resources Strategy Framework, consultations will be required with the following groups:

- Council Members
- Senior Management Team
- Department Management Teams
- City Staff (through the use of focus groups and leveraging results from the 2006 employee survey)
- Employee Representatives/ bargaining agents

As well, consultation with other public and private sector employers may occur, and "best practices research" will occur.

The purpose of these consultations will be to confirm the direction of the Human Resources Strategy, more fully define the strategic directions and program areas contained within it and refine the Strategy to reflect the needs of the organization. The completed Strategy will then be submitted to Council for approval.

Implementation Process

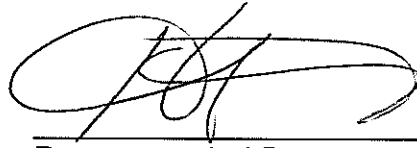
Implementation of the Strategy once confirmed will be ongoing. The Strategy will be revisited and revised to reflect changing priorities and trends as required. An annual report will be provided to Council summarizing actions and accomplishments. Successful implementation will require demonstrated commitment to the strategic directions and program areas from Council and staff.

COMMUNICATIONS:

Once confirmed the Human Resource Strategy will be communicated to all levels in the organization. A communications plan will be designed with input from Human Resources, the Senior Management Team, and Communications staff.

Mark Amorosi

Prepared & Recommended By:
Mark Amorosi
Director, Human Resources
X2281
mark.amorosi@guelph.ca



Recommended By:
Hans Loewig
Interim CAO
X2220
hans.loewig@guelph.ca

Appendix A – In support of a Human Resource Strategy

The City of Guelph is a large, complex organization, which provides a wide variety of services and therefore requires a wide range of human skills and competencies to deliver those services effectively and efficiently. There are a number of compelling reasons to develop a Human Resources Strategy which result from this requirement.

Current and future projections of the local, provincial and national labour market supply indicate ever increasing competition for highly skilled, motivated employees. Indeed this has been highlighted in many recent labour market and Conference Board of Canada reports, which predict that by 2011, the number of retirees will exceed the number of people entering the workforce.

The nature of the labour market is also changing considerably. Factors that influence and change the workforce over time are average workforce age, turnover and retirements and workforce composition with respect to diversity. Of note are the following facts:

1. Unemployment in the Guelph area as of August, 2007 was at 5.3%, lower than the provincial and national average (i.e. 6.4% and 6.0% respectively) reported through Statistics Canada.(2006)
2. 42.8% of the Guelph area population is between the ages of 25-54, compared to the City of Guelph, where 44.9% of the workforce is in this age group. The average age of City of Guelph employees is 43.6 years.
3. Turnover of full-time City staff for 2006 was 6.6% of full-time staff, which represents 62 full-time employees. While this figure may appear relatively low, it represents considerable loss of organizational knowledge, and reflects a substantial fluidity in the workforce.
4. With respect to diversity, the 2006 Census reveals that 51.3% of the Guelph area population are women, 0.8% are aboriginal, and 11.6% are visible minority. Information regarding persons with disabilities is not available from the most recent Census, however from the 2001 Participation and Activity Limitation Survey: A Profile of Disability in Canada states: One out of every seven Canadians aged 15 and over - an estimated 3.4 million people - reported some level of disability in 2001. Using this analogy that would equate to 14% of Guelph's population. Information about the representation and distribution of all the above groups is currently not available for the City's workforce, and will require a workforce survey to obtain as part of the City's representation initiatives.
5. Retirement projections at the City of Guelph within the next 5 to 10 years, also adds to the challenge of providing services and programs to the community. It is estimated that within;

5 Years:	133 employees would be eligible to retire
10 Years:	349 employees would be eligible to retire

Therefore, there will be considerable challenge in retaining organizational knowledge when fully one third of the full time workforce may be retiring in the next decade.

A Human Resources Strategy is needed to respond to these pressures to anticipate and address the needs of a changing workforce. A Human Resources Strategy would address such things as employees' needs to balance work and life; succession management programs and innovative retirement approaches (i.e. phased in retirements as an option) to retain organizational knowledge; enhanced wellness programs to support employee health; representation initiatives that result in a workforce reflective of the community served; and enhanced leadership and career development programs to build capacity for the future.

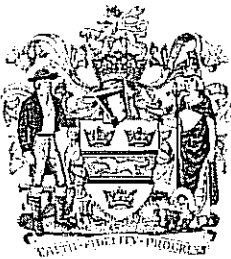
Appendix B - Corporate Actions that support excellence in HR and people practices:

The City of Guelph has a history of supporting excellence in human resources and people practices over the years in a variety of ways (budget, employee committees, technology and various initiatives).

- The concept of High Performance Organizations was introduced into the work culture was intended to assist the organization with continuous improvement, defining organizational leadership, vision and values connecting employees to strategic thinking. The principles learned from this initiative continue to influence the organization's activities and approach to management.
- In 2000, the CAO created an Organizational Development position to design and develop a corporate high performance change methodology, leadership development programs, performance development and competencies for all employees.
- In 2002, the corporation dedicated resources to create the Training and Development Coordinator position to co-ordinate Mandatory Training, Employee Development, Career Development and the Tuition Assistance program.
- There is a commitment in the organization to health/safety/wellness that can be seen through the work of the Joint Health and Safety Committee and the Wellness Committee. Teams of employees, working together to create, nurture and continuously improve our work culture.
- There are many technological initiatives that support growth, information sharing, efficiencies and learning. JD Edwards building our financial and human resource information systems; Synergen used for tracking work orders, purchase orders and inventory; Kronos used to capture employee time; VoIP (Voice-over-Internet-Protocol) telephony provides employees of the City of Guelph with an improved communication system that allows for growth in the organization; E learning for Microsoft Office, Time management, and other operating systems training tools.
- Most recently, many departments are investing in positions that support a learning organization through compliance, continuous improvement and excellence. Some examples include: Optimization Program Facilitator, Operations Analyst, Service Performance and Development, Governance and Compliance, Compliance Coordinator and Corporate Safety Compliance.

In addition, in 2007 Human Resources has undertaken a Values Re-affirmation project to revisit our core values and validate that the commitment to make the City of Guelph's culture one that continues to strengthen the Corporation's capacity to attract, develop and retain qualified and motivated people. Commitment to staff is strongly reflected through the values, as they are the foundation for people engagement at the City of Guelph.

A separate report will be presented to Council providing full details of the City's core values. These values form the foundation of the Human Resources Strategy, which will further help the City to be competitive with other employers in attracting and retaining talent.



City of Guelph

Report: 07-107

COMMUNITY DESIGN AND DEVELOPMENT SERVICES ECONOMIC DEVELOPMENT AND TOURISM

TO: Council

DATE: 2007/11/08

SUBJECT: Guelph New Central Library Site Assessment

RECOMMENDATION:

THAT the Baker Street Site be selected as the preferred location for the New Central Library;

AND THAT Council direct staff to prepare a Terms of Reference for a Request For Proposals for the redevelopment of the Baker Street Site, which would include the integration of the new central library, municipal parking structure and mixed commercial, office and residential uses and report back on the content, incentives and implementation plan for this RFP;

AND THAT staff continue to work with Cooperators representatives to explore the development potential for their site and assist them in any redevelopment proposals.

BACKGROUND:

On July 16, 2007 Guelph City Council passed the following resolution:

Guelph Public Library Headquarters Location

THAT staff be directed to develop conceptual development scenarios and associated business cases, including full economic cost-benefit analysis of the 2 preferred sites as brought forward by the Library Site Search Committee;

AND FURTHER THAT staff undertake the following:

- consider integrated mixed use design and development scenarios for both sites that may include additional or reconfigured parking, residential, commercial and community uses*
- consider opportunities for future expansion of library uses within the development envelope*
- consider site expansions into adjacent properties on both sites*
- consult with Co-operators to determine conditions and opportunities for site utilization, development and associated costs with the Macdonell Street site;*

AND THAT staff report back on the process, timing and resources required prior to commencing this direction.

REPORT:

The various studies that examined future library needs and resulted in a location search for a new downtown library began in October 2000. Monteith Brown Planning Consultants led the process, first independently then in conjunction with Moriyama Teshima Architects and later the Walter Fedy Partnership.

In April 2002 Council approved a main library size of 65,000 sq. ft. along with 150 parking spaces and identified twelve sites in the Central Business District that were eventually short listed to the Baker Street parking lot with or without the former Post Office, the Fountain Street parking lot and Marsh Tire Sales sites as potential locations.

In May 22, 2003 Monteith Planning Consultants and Moriyama & Teshima Architects examined these four alternatives with regard to building footprint and design. On September 8, 2003 Council approved the location of the joint Baker Street parking lot and Post Office sites as the preferred location. However, the former Post Office was purchased by the County of Wellington. As such, new site selection process was initiated in 2004 that began by broadening the site selection area to include the boundaries of the original John Galt city plan. As well, all sites examined in the initial process were re-examined, and some new sites were identified and evaluated.

In July 2006, Phase I of a new three-phase study by Monteith Brown confirmed the physical and planning constraints of the existing main branch library identified in the original study undertaken in 2000. Phase II confirmed this conclusion and examined on-site redevelopment concepts and costs, concluding that expansion was impractical and overly expensive. It recommended revisiting previously identified sites that could meet the site selection criteria at lower costs.

The Final Report of the Guelph Public Library Phase III Library Site Selection Study prepared for the Guelph Public Library was completed on May 14, 2007. This study examined a short list of potential sites for a new central library.

There were limited locations for the required 65-90,000 sq. ft. main library within Guelph downtown and the choice was reduced to two locations. One of these sites required an assembly of two private parcels. These locations, in order of study preference, are:

- The site of the existing municipal surface parking lot on Baker Street in the centre of the downtown. (87 points on the site evaluation matrix)
- The site on the corner of Woolwich and MacDonell Streets next to the Speed River in the east side of the downtown. This comprises of two adjacent privately owned properties. (70 points)

In addition, the library is also intended to be the anchor for a mixed use development to include residential units, additional parking to meet general needs, commercial as well as community uses.

It is the May 14, 2007 Guelph Public Library Phase III Library Site Selection Report, authored by Monteith Brown Planning Consultants in association with The Walter Fedy Partnership that forms the basis of this report.

The purpose of this report is to evaluate the two final locations for the New Central Library; The Baker Street site compared with the Cooperators site at Woolwich and McDonell Streets. This report is to evaluate the previously studied criteria and consider changes that have taken place since then.

After staff review of the Site Evaluation Criteria Matrix in the Final Report of the Library Selection Study prepared by Monteith-Brown Planning Consultants and the Walter Fedy Partnership in May 2007, it is staff's opinion that this objective evaluation is fundamentally correct. Attachment 1 provides a summary and comparison of the findings of the consultant compared with those of staff.

As a result, the Baker Street site becomes the preferred site for the New Central Library. If direct access can be achieved onto Wyndham Street, the case for the Baker Street site becomes even stronger.

In addition to the criteria provided by the Monteith Brown Study, the July 16, 2007 Council motion listed additional factors outlined as follows:

- *Conceptual development scenarios*
- *Business cases*
- *Economic cost-benefit analysis*
- *Integrated mixed use design and development scenarios*
- *Opportunities for expansion of the library within the development envelope*
- *Site expansions into adjacent properties on both sites*
- *Consult with Co-operators to determine conditions and opportunities for site utilization, development and associated costs with the Macdonell Street site*

In addition to the factors articulated by Council, staff has added other considerations that were factored into the selection process.

Business Case Consideration:

Rather than conduct a new and exhaustive business case scenario staff relied on the considerable work already completed in evaluating the preferred site. The additional selection criteria outlined in this report will be used to augment and confirm the previous studies. A table summarizing the following considerations is attached as Attachment 2 of this report.

1. Community Improvement and Urban Design strategies

Staff agrees that the Baker Street site provides the best opportunities to integrate a library with additional parking as well as residential, office and possibly commercial uses. The location, size and site layout will permit a broad range of development options and architectural styles.

2. Library as a downtown anchor for public uses

The central location of the Baker Street site within the downtown allows optimal possibilities for multi purpose trips for various functions within the library itself as well as the downtown.

3. Expansion onto adjacent sites if necessary

The internal situation of the Baker Street site within the general Quebec, Yarmouth, Woolwich and Wyndham Street block and open nature of the parcel on all sides allows much greater potential to expand compared to the alternate site.

4. Potential for on-site library expansion to 90,000sq.ft.

The building envelope on this site that can be allocated to the library can accommodate a larger building footprint and therefore more area on each floor, allowing for more efficient and varied expansion opportunities.

5. Library as a catalyst for other private investment

Creating this magnitude of use or mixture of land uses will strengthen and grow the adjacent stores and services. Due to the much larger number of existing businesses surrounding the Baker Street site, the place making ability of the library here is preferable to other sites.

6. Overall downtown revitalization objectives

The single largest attraction to the downtown are the existing stores and services. Placing the library centrally within the hub of this activity is a key economic development incentive for the private sector.

7. Overall downtown parking strategy

A parking structure of some type has already been approved for this site. Combining the specific library parking needs within the general parking strategy is an economic efficiency. In addition, it will also make better use of this parking facility on weekends and in the evening.

8. Land acquisition

The public ownership and availability of the site compared to the Cooperators site is an important financial and timing factor as it avoids any requirement for further negotiations with private property owners. However, an expansion of the site will require land acquisition.

9. Building demolition

Baker Street has no structures that will need to be removed. The Cooperators site has two structures which are currently in use.

10. Heritage impact assessment

Development on the Baker Street site will have to be sympathetic to adjacent heritage buildings as per the recent Provincial Policy Statement. In addition, the north portion of the site will have to undergo an archeological assessment relative to a former burial ground at this location.. The Cooperators property is the historic site of the tree cutting by John Galt to initiate the City founding.

11. Conditions associated with development on the privately owned site

Since the Baker Street site is in public ownership, there are very few conditions which have to be satisfied. Due to the private ownership of the Cooperators site it is anticipated that there will be numerous conditions which are yet unknown.

12. Coordination with other City initiatives

The pending construction of a City parking facility can be coordinated with the library site as part of a Request for Proposals process and developed in a complementary way. Having a development that is free of conditions that may be associated with a privately owned site allows more leeway for incorporating related City initiatives.

Business Case Assessment:

Baker Street Site:

The Baker Street site has been identified by staff and Monteith Brown Planning Consultants with the Walter Fedy Partnership as the preferred library location through the site selection process. Since the site is owned by the City, the business case will be straightforward and developed as part of the preparation for a Request for Proposal.

The City owns the land, it is relatively unencumbered with few physical constraints above and below ground, and the land use is generally supportive of the uses assessed. Should Council decide to add an option of site expansion to gain frontage on a major road, any due diligence regarding property acquisition would have to be considered separately and as part of the Request for Proposal process.

Cooperators Site

In assessing the Cooperators site, the following factors were identified which will impact the business case. Staff met with the Cooperators, the majority owner of the Day Care/Car wash site and were provided verbal information regarding the use of this property as a library location. Details regarding whether the property would be ceded by way of sale or lease as well as the associated costs and conditions for the redevelopment of this property were not formally provided.

At present, the site is in two separate private ownerships and would require both owners to commit to a business case analysis regarding price, sale versus lease, costs, and other conditions. If Council selects this site for the library, substantial staff and funding resources would be required to finalize any redevelopment proposal. It should however be noted that the majority owner of this property, the Cooperators, has been very willing to work with the City throughout the site assessment process to explore the redevelopment potential of this site. If this site is not selected as the preferred location for the new central library, staff recommends that work continue with the Cooperators Group to explore the potential for their site (and assist them in any redevelopment partnerships and proposals).

SUMMARY:

The Baker Street site has consistently been the preferred site for the new central library and remains so. This site would be enhanced significantly if access is improved to Wyndham Street but even without, Baker Street is the recommended site.

If Council selects the Baker Street site as the location for the new central library, the feasibility of frontage on a major street will be evaluated by staff and brought to Council for consideration prior to issuance of any RFPs for the site.

Whichever site is chosen, the method of financing, grouping, timing and method of issuance of a formal Request for Proposal for construction needs to be determined prior to the RFP process. Staff will therefore report back and provide recommendations to Council on the following:

- Whether to call for individual building proposals for the library, parking structure, commercial and residential uses individually or assembling a complex of buildings as one project
- The form that the Request for Proposal will take

- The choice of financing models for these ventures
- Various private/public partnership models.

CORPORATE STRATEGIC PLAN:

Goal 1: An attractive, well functioning and sustainable city

Goal 4: A vibrant and valued arts, culture and heritage identity

FINANCIAL IMPLICATIONS:

Funding options to be confirmed as part of the Request For Proposals process

DEPARTMENTAL CONSULTATION:

The following public service areas have been consulted and provided input into this report:

Guelph Public Library

In addition, the following private service areas have been consulted during the preparation of this report:

Guelph Downtown Business Association
The Cooperators Group

COMMUNICATIONS:

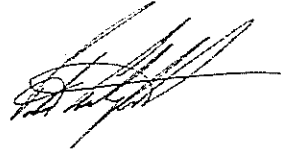
NA

ATTACHMENTS:

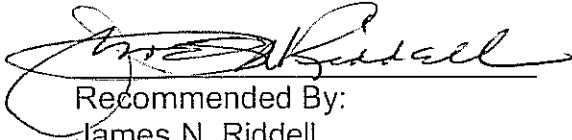
Revised Site Location Matrix
Business Case Consideration

D.V. Corks

Prepared & Recommended By:
David Corks
Downtown Economic Development Manager
519 822.1260 x2831
david.corks@quelph.ca



Recommended By:
Peter Cartwright
Manager of Economic Development
and Tourism
519 822 1260 x2820
peter.cartwright@quelph.ca



Recommended By:
James N. Riddell
Director
Community Design and Development Services
837.5616. x2361
jim.riddell@quelph.ca

Guelph New Central Library Site Assessment
Revised Site Location Matrix
Attachment 1 to Report 07-107

Monteith Brown Study	(Points out of 3 multiplied by weighting factor)		Baker Street Site	Cooperators Site
. May 2007	City Wide Access	x3	6	9
	Site Development Potential	x5	15	10
	Parking potential	x3	9	6
	Community Compatibility/surroundings	x2	6	6
	Known Site Constraints	x4	8	4
	Land Use Compliance	x2	6	6
	Site Availability	x3	9	3
	Library Expansion potential	x3	9	6
	Community Support	x3	6	6
	Visibility/Focal Point potential	x2	4	6
	Other uses adjacent or potentially on-site	x2	6	6
	Building Design potential	x1	3	2
	Total:		87	70

Staff Evaluation	(Points out of 3 multiplied by weighting factor)		Baker Street Site	Cooperators Site	
	City Wide Access	x3	9	9	With access to Wyndham
	Site Development Potential	x5	15	10	
	Parking potential	x3	9	6	
	Community Compatibility/surroundings	x2	9	6	Closer to stores/services
	Known Site Constraints	x4	8	4	
	Land Use Compliance	x2	6	6	
	Site Availability	x3	9	3	
	Library Expansion potential	x3	9	6	
	Community Support	x3	9	6	Anecdotal
	Visibility/Focal Point potential	x2	6	6	With access to Wyndham
	Other uses adjacent or potentially on-site	x2	6	6	
	Building Design potential	x2	6	4	Versatility of site layout
	Building demolition required		no	yes	
	City control over partnership models		yes	no	
	Building demolition required		no	yes	
	Centralized within the downtown		yes	no	
	Land acquisition		known	unknown	
	Potential parking constraints		day	night	
	Site size		2.1 acs	1.26 acs	
	Library building without land		\$33m	\$40m	
	Total:		101	72	

**Guelph New Central Library Site Assessment
Business Case Consideration
Attachment 2 to Report 07-107**

Business Case Consideration	Baker St.	Cooperators Site
1. Community Improvement and Urban Design strategies	✓	
2. Library as a downtown anchor for public uses	✓	
3. Expansion onto adjacent sites if necessary	✓	
4. Potential for on-site library expansion to 90,000sq.ft.	✓	
5. Library as a catalyst for other private investment	✓	
6. Overall downtown revitalization objectives	✓	
7. Overall downtown parking strategy	✓	
8. Land acquisition	✓	
9. Building demolition	✓	
10. Heritage impact assessment		✓
11. Conditions associated with development on the privately owned site	✓	
12. Coordination with other City initiatives	✓	

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Thursday November 8, 2007, 5:15 p.m.**

A meeting of the Governance & Economic Development Committee was held on Thursday November 8, 2007 in the Council Chambers at 5:15 p.m.

Present: Councillors Kovach, Findlay, Piper and Wettstein

Absent: Mayor Farbridge

Also Present: Councillors Bell and Hofland

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Director of Human Resources; Mr. J. Riddell, Director of Community Design & Development Services; Mr. P. Cartwright, Manager of Economic Development & Tourism; Mr. D. Corks, Downtown Economic Development Manager; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

Councillor Findlay declared a possible pecuniary interest with regards to the first clause of the New Central Library Site Assessment related to the proposed location because he owns a business located in the near vicinity and did not discuss or vote on the matter. He requested that the clauses be dealt with separately so that he could participate in the remainder of the discussion. He left the meeting during discussion of the first clause and refrained from discussing and voting on the matter.

1. Moved by Councillor Findlay
Seconded by Councillor Wettstein

THAT the minutes of the Governance & Economic Development Committee meeting held on October 15, 2007 be confirmed as recorded and without being read.

Carried

Policy Regarding Public Notice Provisions

2. Moved by Councillor Piper
Seconded by Councillor Wettstein

THAT the policy regarding public notice provisions as detailed in attachment "A" be adopted by Council;

AND THAT By-law (2003)-17290 being a by-law to provide for notice provisions be repealed;

AND THAT the City of Guelph Procedural By-law (1996)-15200 as amended, be amended to provide for public notice of Council and Committee meetings;

REPORT

AND THAT Section 9 of schedule 2 in the City’s Street Naming Policy dated July 25, 2000 be deleted and the provisions in this policy shall apply.

Carried

Human Resource Strategy Framework

REPORT

3. Moved by Councillor Findlay
Seconded by Councillor Piper
THAT the Human Resource Strategy Framework (Guelph’s Commitment to Employees) be approved;

AND THAT the Director of Human Resources be authorized to proceed with the consultation process to support development of the full HR Strategy.

Carried

Guelph Central Library Site Assessment

The Downtown Economic Development Manager highlighted the report.

Audrey Jamal, General Manager of the Downtown Board of Management was present and advised that the Board endorses the report. She advised that people are excited that the central library is proposed for the downtown core and that the site will be used for multi uses. She advised that the Board also supports the development of a parking structure at this location.

Norm McLeod, Chief Librarian advised that the effect of places to growth has created the need for a site with future expansion potential.

REPORT

4. Moved by Councillor Wettstein
Seconded by Councillor Piper
THAT the Baker Street Site be selected as the preferred location for the New Central Library.

Carried

REPORT

5. Moved by Councillor Piper
Seconded by Councillor Wettstein
THAT Council direct staff to prepare a Terms of Reference for a Request For Proposals for the redevelopment of the Baker Street Site, which would include the integration of the new central library, municipal parking structure and mixed commercial, office and residential uses and report back on the content, incentives and implementation plan for this RFP;

November 8, 2007

Governance & Economic Development

Page No. 3

AND THAT staff continue to work with Cooperators representatives to explore the development potential for their site and assist them in any redevelopment proposals.

Carried

Next Meeting Date: - Monday December 10, 2007 at 5:15 p.m.

The Committee discussed the outstanding issues list and potential discussion with respect to council governance.

The meeting adjourned at 6:10 p.m.

.....
Chairperson



A great place to call home
A vibrant downtown

A progressive diversified economy
An appealing attractive city

GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

December 6, 2007

Council Chambers"- 5:15 p.m.

Opening Remarks:

- Chief Administrative Officer
- Finance

Presentation of the following Operating & Capital Budgets

- Guelph Police Services
- Guelph Public Library
- Guelph Museums
- Other Boards & Agencies

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Thursday December 6, 2007, 5:15 p.m.**

A meeting of the Governance & Economic Development Committee was held on Thursday December 6, 2007 in the Council Chambers at 5:15 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Bell, Farrelly and Hofland

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. B. Stewart, Acting Director of Finance; Ms. S. Aram, Manager of Budget Services; Mr. M. Humble, Financial Consultant – Community Design & Development Services and Corporate Services; Mrs. L.A. Giles, City Clerk; Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

The Chair advised that the purpose of the meeting was to hear presentations on the proposed 2008 budgets.

The Chief Administrative Officer advised that the purpose of the meeting was to provide an opportunity for the Committee members to ask questions of staff relating to their budgets and suggest changes.

Shelagh Morris, Director of Corporate Services with the Guelph Police Services highlighted the proposed 2008 Guelph Police Services Operating Budget. She advised that the budget addresses legislative requirements for policing and reviewed the budget impacts. She highlighted the reductions made to reach the 3.24% increase over the 2007 operating budget. She also highlighted the proposed capital budget.

The Police Chief provided information relating to the downtown policing /tactical unit.

Norm McLeod, Chief Librarian & Chief Executive Officer of the Guelph Public Library Board advised that the budget as presented meets the City guideline. He outlined the impacts to the budget which include the cost of salaries and benefits. He reviewed the reductions to the budget which enabled them to come within the Council directed guideline. He highlighted their capital budget which includes the continued search for an east end library and the revamping of their oldest branches as of 2009.

Katherine McCracken, Director of Guelph Museums highlighted their proposed 2008 operating budget and the impacts faced this year. She also provided a brief highlight the proposed capital budget and advised that the new Civic Museum project will not move forward until the Federal and Provincial funds have been confirmed.

The Manager of Budget Services highlighted the proposed grants budget.

Dawn Owen and Aidan Ware were present on behalf of the MacDonald Stewart Art Centre and provided information with respect to their request for funding towards the HVAC upgrades.

The Financial Consultant for Community Design & Development Services and Corporate Services highlighted Social Services operating budget, including the funding for Wellington Terrace and the impacts affecting the budget.

- 1. Moved by Councillor Piper
Seconded by Mayor Farbridge

Mr. B. Stewart

THAT the Ontario Drug Benefit program be shown as a separate line item in the Social Services budget.

Carried

The Financial Consultant for Community Design & Development Services and Corporate Services then provided highlights of the, Social Housing, Wellington-Dufferin-Guelph Health Unit, School Safety Patrol and 911 Emergency System budgets and the impacts affecting these budgets. He also outlined the requests received for funding throughout the year which are included in the capital budget relating to Hospice Wellington, Guelph General Hospital and the MacDonald Stewart Art Centre HVAC upgrades.

The meeting adjourned at 7:00 p.m.

.....

Chairperson



GOVERNANCE & ECONOMIC DEVELOPMENT COMMITTEE

December 10, 2007

Council Chambers - 5:15 p.m.

- * Disclosure of Pecuniary Interest
- * Confirmation of minutes – November 8, 2007

ITEMS FOR CONSIDERATION	STAFF RECOMMENDATION
<p>REPORT OF THE ACCOUNTABILITY & TRANSPARENCY COMMITTEE</p> <p>a) <u>Meeting Investigator</u></p> <p> THAT the City of Guelph appoint The Association of Municipalities of Ontario Local Authority Services Ltd. as the City’s Meeting Investigator pursuant to S. 239 of the Municipal Act;</p> <p> AND THAT staff be requested to investigate the ability to have early termination of the agreement in the event such provisions are not included in the Association’s document.</p> <p>b) <u>Delegation of Authority and Accountability and Transparency Policies</u></p> <p> THAT the draft delegation of authority policy and the accountability and transparency policy be approved as amended, and attached as Schedule A and B, subject to review by Legal Services for compliance with the legislation.</p>	<p>Approve</p>
<p>FULL TIME/PART TIME COUNCILLORS</p> <p>THAT the report of the City Clerk, dated December 10, 2007 with respect to Full Time/Part Time Councillors, be received for information.</p>	<p>Receive</p>

OTHER BUSINESS:

NEXT MEETING: January 17, 2008

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Thursday November 8, 2007, 5:15 p.m.**

A meeting of the Governance & Economic Development Committee was held on Thursday November 8, 2007 in the Council Chambers at 5:15 p.m.

Present: Councillors Kovach, Findlay, Piper and Wettstein

Absent: Mayor Farbridge

Also Present: Councillors Bell and Hofland

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Director of Human Resources; Mr. J. Riddell, Director of Community Design & Development Services; Mr. P. Cartwright, Manager of Economic Development & Tourism; Mr. D. Corks, Downtown Economic Development Manager; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

Councillor Findlay declared a possible pecuniary interest with regards to the first clause of the New Central Library Site Assessment related to the proposed location because he owns a business located in the near vicinity and did not discuss or vote on the matter. He requested that the clauses be dealt with separately so that he could participate in the remainder of the discussion. He left the meeting during discussion of the first clause and refrained from discussing and voting on the matter.

1. Moved by Councillor Findlay
Seconded by Councillor Wettstein

THAT the minutes of the Governance & Economic Development Committee meeting held on October 15, 2007 be confirmed as recorded and without being read.

Carried

Policy Regarding Public Notice Provisions

2. Moved by Councillor Piper
Seconded by Councillor Wettstein

THAT the policy regarding public notice provisions as detailed in attachment "A" be adopted by Council;

AND THAT By-law (2003)-17290 being a by-law to provide for notice provisions be repealed;

AND THAT the City of Guelph Procedural By-law (1996)-15200 as amended, be amended to provide for public notice of Council and Committee meetings;

REPORT

AND THAT Section 9 of schedule 2 in the City’s Street Naming Policy dated July 25, 2000 be deleted and the provisions in this policy shall apply.

Carried

Human Resource Strategy Framework

REPORT

3. Moved by Councillor Findlay
Seconded by Councillor Piper
THAT the Human Resource Strategy Framework (Guelph’s Commitment to Employees) be approved;

AND THAT the Director of Human Resources be authorized to proceed with the consultation process to support development of the full HR Strategy.

Carried

Guelph Central Library Site Assessment

The Downtown Economic Development Manager highlighted the report.

Audrey Jamal, General Manager of the Downtown Board of Management was present and advised that the Board endorses the report. She advised that people are excited that the central library is proposed for the downtown core and that the site will be used for multi uses. She advised that the Board also supports the development of a parking structure at this location.

Norm McLeod, Chief Librarian advised that the effect of places to growth has created the need for a site with future expansion potential.

REPORT

4. Moved by Councillor Wettstein
Seconded by Councillor Piper
THAT the Baker Street Site be selected as the preferred location for the New Central Library.

Carried

REPORT

5. Moved by Councillor Piper
Seconded by Councillor Wettstein
THAT Council direct staff to prepare a Terms of Reference for a Request For Proposals for the redevelopment of the Baker Street Site, which would include the integration of the new central library, municipal parking structure and mixed commercial, office and residential uses and report back on the content, incentives and implementation plan for this RFP;

November 8, 2007

Governance & Economic Development

Page No. 3

AND THAT staff continue to work with Cooperators representatives to explore the development potential for their site and assist them in any redevelopment proposals.

Carried

Next Meeting Date: - Monday December 10, 2007 at 5:15 p.m.

The Committee discussed the outstanding issues list and potential discussion with respect to council governance.

The meeting adjourned at 6:10 p.m.

.....
Chairperson

REPORT OF THE ACCOUNTABILITY AND TRANSPARENCY COMMITTEE

December 10, 2007

Chair and
Members of the Governance & Economic Development Committee

Your Accountability & Transparency Committee beg leave to present this their FIRST REPORT as recommended at its meeting of November 20, 2007;

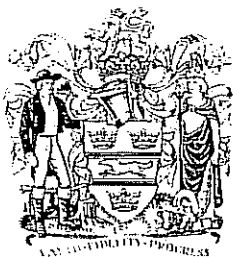
CLAUSE 1 THAT the City of Guelph appoint The Association of Municipalities of Ontario Local Authority Services Ltd. as the City's Meeting Investigator pursuant to S. 239 of the Municipal Act;

AND THAT staff be requested to investigate the ability to have early termination of the agreement in the event such provisions are not included in the Association's document.

CLAUSE 2 THAT the draft delegation of authority policy and the accountability and transparency policy be approved as amended, and attached as Schedule A and B, subject to review by Legal Services for compliance with the legislation.

All of which is respectfully submitted.

Councillor Vicki Beard, Chair
Accountability & Transparency Committee



City
of
Guelph
CITY CLERK'S OFFICE

TO: *Accountability & Transparency Committee*

DATE: 2007 11 15

SUBJECT: Meeting Investigator

RECOMMENDATION:

THAT the City of Guelph appoint The Association of Municipalities of Ontario Local Authority Services Ltd. as the City's Meeting Investigator pursuant to S. 239 of the Municipal Act.

SUMMARY:

Effective January 1, 2008, any person will be able to request that an investigation be undertaken to determine whether a municipality or local board, or a committee of either, has complied with the closed meeting rules contained in the Municipal Act. In the event a municipality does not appoint a meeting investigator, the Ontario Ombudsman will by default assume this role. At its last meeting, this Committee requested staff to present options and costs related to the appointment of a meeting investigator.

BACKGROUND:

For the information of the Committee, the following rules apply to closed meetings:

A meeting or part of a meeting may be closed to the public if the subject matter being considered is:

- the security of the property of the municipality or local board;
- personal matters about an identifiable individual, including municipal or local board employees;
- a proposed or pending acquisition or disposition of land by the municipality or local board;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act.

- consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act if the council, board, commission or other body is the head of an institution for the purposes of that Act.

In addition, a meeting may be closed to the public if the following conditions are both satisfied:

- The meeting is held for the purpose of educating or training the members.
- At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Before holding a meeting that is to be closed to the public, the following shall be stated by resolution:

- the fact of the holding of the closed meeting *and* the general nature of the subject matter to be considered at the closed meeting.

Under the legislation, a meeting shall not be closed to the public during the taking of a vote, unless the vote is for a procedural matter or for giving directions or instructions.

REPORT:

Staff have researched the progress of other municipalities in dealing with the requirement to appoint a meeting investigator. Appendix "A" to this report indicates the municipalities that have taken steps to appoint a meeting investigator, or that are in the process of making recommendations. Ontario municipalities are currently considering several options with respect to the appointment of a meeting investigator:

- AMO/LAS Meeting Investigator Service
- Default to the Ontario Ombudsman
- Sole sourcing a meeting investigator
- Partnership with other municipalities to appoint a meeting investigator

Information relating to the above options is as follows:

AMO/LAS MEETING INVESTIGATOR SERVICE – This service is available at an annual subscription cost of \$600. In the event of a request for an investigation, there is a daily fee of \$1,250 plus expenses. We have no way of determining how many requests may be made during a calendar year, but it is anticipated that after the first year, it is likely that the number of requests would increase. This is similar to our experience with freedom of information requests, which have annually increased since the enabling legislation was originally passed. (See attached Appendix "B" relating to this service.)

DEFAULT TO ONTARIO OMBUDSMAN – According to information available, Ontario Ombudsman's investigations are conducted at no cost to those who complain or to municipalities or local boards. (See attached Appendix "C" relating to this service.)

RETAINING A MEETING INVESTIGATOR FOR THE CITY OF GUELPH – We have been unable to determine the costs associated with sole sourcing a meeting investigator, as those municipalities using this alternative have issued invitations for letters of interest. While no formal request for proposals has been issued, an informal quotation was obtained that would see an annual fee of \$2,500, a daily fee of \$600, plus expenses. The annual fee is based on population.

PARTNER WITH ANOTHER MUNICIPALITY(S) TO RETAIN A MEETING INVESTIGATOR – Costs would be shared by the partnering municipalities. Cost would vary, depending on the population of the partnering municipality.

From the information currently available, it appears that the majority of municipalities are taking advantage of the AMO/LAS meeting investigator service.

At this time, staff are recommending that the City of Guelph appoint the Association of Municipalities of Ontario Local Authority Services Ltd. as the City's Meeting Investigator pursuant to S. 239 of the Municipal Act. Reasons in support of this recommendation are as follows:

- Annual subscription cost is minimal;
- The term of the appointment will allow the City to evaluate the service on an annual basis to determine whether another option is preferable.
- The Association of Municipalities of Ontario offers a service that will provide on-going educational information related to the closed meeting provisions of the Municipal Act, access to all completed investigation reports from subscribing municipalities across Ontario, access to a pool of trained and qualified review officers, and other resources designed to make the transition under this new legislation easier for the municipality to manage.

•
CORPORATE STRATEGIC PLAN:

These recommendations support goal #5: A community focused, responsive and accountable government.

FINANCIAL IMPLICATIONS:

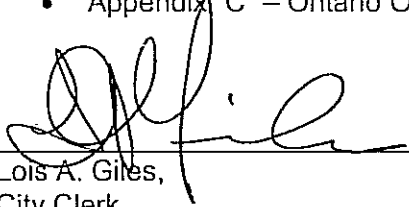
Annual subscription costs are minimal and can be absorbed under general government expenditures. Costs related to requests for investigations are not budgeted for, and funding for expenses relating to investigations will be needed on an as required basis.

DEPARTMENTAL CONSULTATION:

Consultation with Legal Services will be required to ensure compliance with all applicable legislation.

ATTACHMENTS:

- Appendix "A" – Summary of Municipal Decisions/Recommendations
- Appendix "B" – AMO/LAS Investigator Program
- Appendix "C" – Ontario Ombudsman Service

A handwritten signature in black ink, appearing to read 'Lois A. Giles', written over a horizontal line.

Lois A. Giles,
City Clerk.

MUNICIPALITY	DECISION/RECOMENDATION
AJAX	Recommending LAS
BELLEVILLE, HASTINGS, QUINTE	Appointing 1 individual to serve municipalities
WEST, PRINCE EDWARD COUNTY	
BROCKVILLE	Using the Provincial Ombudsman
CALEDON	Recommending LAS
CHATHAM-KENT	Utilizing LAS Service
COUNTY OF PETERBOROUGH AND	Appointing 1 individual to serve municipalities
TOWNSHIPS OF ASPHODEL-	
NORWOOD, CAVAN-MONAGHAN,	
DOURO-DUMMER, GALWAY-	
CAVENDISH & HARVEY,	
HAVELOCK-BELMONT-METHUEN,	
NORTH KAWARtha, OTONABEE-	
SOUTH MONAGHAN, AND SMITH-	
ENNISMORE-LAKEFIELD	
COUNTY OF WELLINGTON	Inviting proposals for its own investigator
DISTRICT MUNICIPALITY OF	Appointing its own investigator
MUSKOKA	
FORT ERIE	Recommending LAS
HALTON REGION	Recommending LAS
KILLALOE, HARGARTY &	Appointing its own investigator
RICHARDS	
KITCHENER	Recommending LAS
MARKHAM	General Committee has recommended utilizing LAS Service – expected to be ratified by Council on November 13th
NIAGARA FALLS	Utilizing LAS
NORTH BAY	Utilizing LAS
OAKVILLE	Suggesting LAS and re-evaluate after two years
OSHAWA	Internal Working Group Recommending Use of Provincial Ombudsman

OTTAWA	Staff Recommending Individual Appointment
PETERBOROUGH	Recommending LAS
SARNIA	Recommending LAS
SARNIA	Recommending LAS
ST. CATHARINES	Recommending LAS
THUNDER BAY	Staff Recommending Individual Appointment together with other Northwestern Ontario municipalities.
VAUGHAN	Recommending LAS
WATERLOO REGION	Recommending LAS
WHITBY	Recommending LAS
WHITCHURCH STOUFEVILLE	Recommending LAS
YORK REGION	Recommending LAS



801 - 200 University Avenue, Toronto, ON M5H 3C6
416 971-9856 | Fax: 416 971-6191
www.las.on.ca | info@las.on.ca

August 29, 2007

Dear Clerk/Administrator/Council:

Enclosed please find information and sign-up materials related to the new LAS Investigator Program. This program has been developed to help municipalities proactively respond to forthcoming changes to the *Municipal Act* related to 'Closed Meeting' Investigations. The relevant changes to the Act are outlined in the presentation attached.

In an effort to ensure that this new LAS program is administered in an open and transparent manner we have provided a sample version of the Service Agreement between LAS and each municipality, as well as information related to how this program will operate – fees, sign-up process, etc. This information is proprietary so please use your professional discretion in the distribution of this material to those outside of staff and Council.

The operation of this program is quite simple – interested municipalities will appoint LAS as the municipality's Investigator (as per the Act), and LAS will delegate authority to a third party company set up for this purpose; LAS' chosen counter-party is Amberley Gavel Ltd. Each municipality will pay a small retainer fee to join the program as well as a daily investigation rate for any investigations that are requested. Details of the sign-up process, fees, and other program details are included in the enclosed presentation slides.

The benefits of this program are that program members will be provided with: ongoing educational information related to the 'Closed Meeting' provisions of the *Municipal Act*, access to all completed reports via a password protected website, access to a sizeable pool of trained and qualified Review Officers, and other resources designed to make the forthcoming changes easier for your municipality to manage.

Given the short time period before the 'closed meeting' provisions come into effect, we encourage all municipalities to promptly review this information to determine if this program is of interest to your municipality. Should you wish to join this program please contact LAS to request a personalized version of the Investigator Services Agreement.

The answers to the most common questions are provided in the enclosed FAQ document but should you have any additional questions, please contact Jason Hagan, LAS Program Coordinator, at ext. 320 or by email at jhagan@amo.on.ca.

Sincerely,

Nancy Plumridge
President



140 West Beaver Creek, Ontario, Canada
of the Association of Municipalities of Ontario

LAS Investigator Program

As of January 1, 2008 any person (this means anyone!) will be able to request that an investigation be undertaken respecting whether a municipality or local board, or a committee of either, has complied with the closed meeting rules contained within the Municipal Act. Municipalities will be able to appoint an Investigator for this purpose. If a municipality chooses not to appoint an Investigator, the Provincial Ombudsman will be able to assume the role.

What should be considered in appointing an Investigator?

A municipality could appoint any person, corporation or individual, including a member of municipal staff, to conduct investigations pursuant to Section 239.2 of the Act.

In making its selection, a municipal Council should consider the intent and wording of the Act. Sections 239.1 and 239.2 were enacted to enhance transparency and accountability. Council needs to consider if its choice achieves that goal.

As well, the Act specifically speaks to impartiality, credibility, confidentiality, and independence with respect to the investigation process. Council must consider these factors also.

Why appoint LAS as Investigator?

LAS decided to offer this service for several reasons. The first is that it is complementary to its existing program of providing services to municipalities where value can be enhanced through group procurement.

Secondly, LAS believes that this initiative will assist municipalities in demonstrating that they are mature and accountable orders of government, capable of managing their own affairs. The business model for the program ensures that all Investigators will possess extensive knowledge of and appreciation for the municipal environment.

Thirdly, through this joint initiative, LAS will include an educational component, to a degree not possible if municipalities act independently or in smaller cooperative groups. In the longer term, information and municipal education will ensure transparency and accountability, ultimately reducing the frequency of requests for close meeting investigations.

How Does a Municipality Appoint LAS as Investigator?

Prior to January 1, 2008, a municipality can appoint LAS to be its investigator, effective January 1, 2008. A municipality can also appoint LAS at any time after January 1, but LAS cannot act as Investigator for any requests made between January 1, 2008 and the date of appointment. The Provincial Ombudsman takes on this role.

To appoint LAS as Investigator a municipality must: execute a Service Agreement with LAS, pass an appointment by-law (and provide LAS with a copy), and pay a retainer fee. A suggested appointment by-law will be provided by LAS, which reflects the intention of LAS to delegate its authority to a third party company specifically set up for the purpose of providing an Investigator Service. This company will provide a panel of experienced and trained individuals who will conduct the investigations. This company has received delegated authority from LAS under an agreement that has been executed between the parties.

What are the Fees for Investigation Services?

There are two types of fees with respect to a municipality's agreement with LAS. The first is the annual retainer, and the second is the daily rate for actual investigations (if required), along with out of pocket expenses.

The purpose of the retainer is to cover the costs associated with training, developing educational material to be provided to municipalities, liability insurance and administrative overhead.

Daily fees and reasonable out of pocket expenses related to any Investigation will be charged directly to the municipality or local board by the third-party company. It is anticipated that a credible investigation process will require a minimum of a half day's time even if it is determined that the complaint does not merit a complete investigation or if the request ends up being withdrawn.

LAS will enhance the program for all participating municipalities in a number of ways:

- ✓ There will be a password protected website available to participating municipalities which will include a repository of all of the reports made to date and other relevant information
- ✓ LAS will provide information on the panel of Investigators and will ensure that the Investigators represent a broad cross-section of the province and that investigations are available in both English and French
- ✓ LAS will also provide information and suggestions on closed meetings as part of an ongoing educational program

Your municipality will be receiving a comprehensive package from LAS in time for a September Council meeting, which will contain:

- ✓ Agreement with LAS for Investigator Services
- ✓ Sample Appointment By-law
- ✓ Educational materials that will help you answer all your questions (i.e. which local boards are included and what is a committee, etc.)

Next Steps:

Practically speaking Council should decide on who its Investigator will be before the end of November 2007 and preferably before then so that staff can put the necessary procedures in place to deal with any requests that may be received after January 1, 2008.

Your municipality should promptly review the LAS materials and start the process of determining what your municipality plans to do to address the new closed meeting rules.

For more information please contact:

Jason Hagan
LAS Program Coordinator
Association of Municipalities of Ontario
Tel: 416-971-9856 ext. 320
Toll Free: 1-877-426-6527
Email: jhagan@amo.on.ca

LAS Investigator Program

The closed meeting investigation process pursuant to Sections 239.1 and 239.2 of the Municipal Act, 2001 is new. These "frequently asked questions" reflect our best efforts to interpret the legislation and its intent, and demonstrate how the new LAS Investigator Program will operate.

What is the new Requirement?

As of January 1, 2008 any person (and this means anyone) will be able to request that an investigation be undertaken respecting whether a municipality or local board, or a committee of either, has complied with closed meeting rules. Municipalities will be able to appoint an Investigator for this purpose. If a municipality chooses not to appoint an Investigator, the Provincial Ombudsman will be able to assume the role.

What should be considered in appointing an Investigator?

A municipality can appoint any person, corporation or individual, including a member of municipal staff, to conduct investigations pursuant to Section 239.2.

In making its selection of an Investigator, a municipal Council should consider the intent and wording of the Act. Sections 239.1 and 239.2 were enacted to enhance transparency and accountability. Council needs to consider if its choice achieves that goal.

The Act specifically speaks to impartiality, credibility, confidentiality, and independence with respect to the investigation process. Council must consider these factors also.

Why appoint LAS as Investigator?

LAS decided to offer this service for several reasons. The first is that it is complementary to our existing suite of municipal programs and services whereby value can be enhanced through group procurement. The LAS program will also ensure a consistent standard of service to all participants.

Secondly, LAS believes that this initiative will assist municipalities in demonstrating that they are a mature and accountable order of government, capable of managing their own affairs. LAS will ensure that Review Officers have a knowledge of and appreciation for the municipal environment.

Thirdly, through this joint initiative, LAS believes it can add an educational component, to a degree not possible if municipalities act independently or in small groups, which will serve to enhance transparency and accountability, ultimately reducing the frequency of requests for closed meeting investigations.

About LAS - Created in 1992, LAS is a wholly owned subsidiary of AMO. LAS supports municipalities and the broader public sector by delivering programs and services that leverage economies-of-scale and co-operative procurement efforts. Examples of current LAS programs are our Electricity and Natural Gas Procurement Programs.

How Does a Municipality appoint LAS as Investigator?

Prior to January 1, 2008, a municipality can appoint LAS to be its Investigator, effective January 1, 2008. A municipality can also appoint LAS at any time after that date, but LAS would not be the Investigator for any requests that were made between January 1, 2008 and the date of the later appointment. The Provincial Ombudsman takes on this role.

A standard by-law is provided by LAS which incorporates an agreement between LAS and the municipality. It reflects the intention of LAS to delegate its authority to a third party company specifically set up for this purpose. This company will provide a panel of Review Officers who will conduct investigations. This company has received delegated authority from LAS under an agreement that has been executed between the parties and it will be this company that is the delegated Investigator.

What background will the Review Officers have?

The Review Officers will be persons who have extensive experience with municipal government and municipal processes. This experience might be gained as a staff person or as a previous elected official, or through a close working relationship with municipal government over an extended period of time.

Review Officers will be located geographically around the Province to minimize costs to participating municipalities, where possible. At least one Review Officer will be able to conduct investigations in French.

All Review Officers will be required to participate in training regarding municipal and local board meeting processes, as well as investigative processes. A list of all Review Officers will be available to program members.

Who appoints an Investigator for a Local Board?

The municipal Council does. It will automatically be the one who is appointed to deal with requests regarding Council meetings.

What is a "Local Board"?

The definition of a local board is derived from two sources for purposes of closed meeting investigations. The first is Section 1 of the Municipal Act 2001, which says:

"local board" means a municipal services board, transportation commission, public library board, board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power under any act with respect to the affairs or purposes of one or more municipalities excluding a school board and a conservation authority".

But Section 238, further states: *"local board" does not include police services boards or public library boards".*

In short, the closed meeting investigation process covers all Municipal Boards and Committees except: School Boards, Conservation Authorities, Police Services Boards, and Public Library Boards. These are the only exceptions - Business Improvement Area Boards, Arena Boards, Transit Commissions, and Boards of Health, for example, are all covered.

For a specific local situation, the municipality should review the establishing by-law and enabling legislation, and if necessary consult its solicitor.

What is a "Committee"?

Section 238 says that *"committee means any advisory or other committee, subcommittee or similar entity of which at least 50% of the members are also members of one or more councils or local boards"*.

What about Joint Boards and Committees?

Again, guidance should come from the by-laws and legislation creating the specific body.

What is a "Person"?

- A "Person" includes an individual,
- " *"person" includes a corporation and the heirs, executors, administrators or other legal representatives of a person to whom the context can apply according to law.*" (Interpretation Act),
- " *"person" includes a municipality unless the context otherwise requires;*" (Municipal Act, 2001)

What happens if an Investigator is not appointed before January 1, 2008?

Effective January 1, 2008, a person may request the Provincial Ombudsman to undertake an investigation of the compliance of a closed meeting with the Municipal Act 2001 or a procedure by-law.

Even if a request has gone to the Ombudsman, the municipality could still appoint an Investigator for subsequent requests. The Ombudsman would complete the work on the requests filed with him.

Can a request be retroactive?

Section 239.2 of the Municipal Act, 2001 has been proclaimed effective January 1, 2008. As a general rule, legislation is not retroactive unless it contains specific reference to retroactivity. This section contains no such reference; it is recommended that an investigation only be held for meetings that occur on or after January 1, 2008.

How does a person file a request and is there a required form for a request?

It appears that the municipality can decide upon the form for a request, but presumably the request should be signed by the person requesting the investigation, and should include contact information and sufficient detail to indicate the meeting that the request concerns, and a general indication of why the request has been made.

What are the requirements of an Investigation?

The investigation process is required to be credible, its activities confidential, and it is required to be conducted impartially and independently. Neither Council, nor a Local Board, nor any of its members should attempt to provide direction to the investigation process once a request has been made. Council or Board members could be interviewed as could any other person in attendance at the meeting that is the subject of the request.

What does the Municipality or Local Board do with a request for an Investigation?

The request should be directed to the Municipal Clerk who will have a checklist of material required for each investigation – this will be provided by LAS. This standardized checklist is designed to minimize investigation costs and ensure the credibility of the investigation process.

The checklist will include: the request made by the person, procedure by-law(s), contact list of attendees, evidence of notice for the meeting in question, agenda and attachments, minutes, and other relevant materials.

What will the LAS investigation process be?

- A person files a request for investigation with the Clerk
- The request and background documentation are sent to the Investigator
- Initial review by Investigator may result in withdrawal by the person filing, a decision not to proceed with reason, or a decision to proceed with the investigation
- In the case of withdrawal, or decision not to proceed, Investigator notifies the parties.
- If decision is to proceed, a Review Officer is assigned and investigation is performed
- Draft report filed with Investigator for review
- If circumstances warrant, municipality or local board given formal hearing opportunity (pursuant to Section 218 of the Ombudsman Act)
- Final report prepared and submitted to the Council, or Local Board and Council, and posted on Investigator website.

A flowchart of the Investigation Request Process can be found on the LAS website at www.LAS.on.ca.

Will all requests proceed to a full investigation?

During the investigative process the person who filed the request may decide to withdraw the request. If that happens, the file will be closed and the action reported to the Council, or to the Council and Local Board.

In addition, some requests may be determined upon preliminary review to be frivolous or vexatious. Following such a determination the requestor will be notified of this decision by the Investigator as will the Council, or the Council and the Local Board.

The credibility of the Investigation process requires that both of the above circumstances be formally undertaken and documented.

What are the fees for this LAS program?

There are two types of fees with respect to a municipality's agreement with LAS. The first is the retainer fee, and the second is the daily rate for actual investigations, along with out of pocket expenses. Specific fee amounts are detailed in the Investigator Services Agreement.

The retainer is to allow for educational materials to be developed and provided to municipalities and local boards, and also for administrative overhead.

Daily fees and reasonable out of pocket expenses will be chargeable to the municipality or local board for each investigation. It is anticipated that a credible investigation process will require a minimum of a half day's time once referred to the Investigator, even if the request is withdrawn or determined not to merit a complete investigation.

How is the investigation billed?

Municipalities will be billed on a daily basis for investigations – billing will be on an hourly basis, where only part of a day is required. Members of the Review Officer panel will be located throughout Ontario which will help to reduce travel costs and time.

How long will an investigation take?

It is difficult to predict but it is anticipated that most investigations will take approximately two days. It will depend on the number of interviews required and the ability to coordinate these interviews. If a request can be satisfied without a full investigation then this would likely decrease the time required.

Can a municipality charge a fee for a request for an investigation?

Nothing in section 239 addresses the issue of the fee, however, any fee or charge would presumably be established by the municipality or local board pursuant to Part XII of the Municipal Act, 2001. A municipality may wish to obtain legal advice in establishing such a fee.

Does the Municipality have a choice of Review Officer from the panel?

The decision as to which Review Officer will be delegated the task of conducting the investigation will be made by LAS' delegate. Factors such as geographic location, type of municipality and availability will be taken into account. A municipality may request a particular member of the panel and this will also be taken into consideration.

Who can see a request?

The Municipal Act, 2001 imposes a duty of confidentiality on every person involved with the Investigation. This duty prevails even over the Municipal Freedom of Information and Protection of Privacy Act.

Is the report of the Investigator available to the public?

Yes. The Act requires that it be available to the public.

If a municipality appoints LAS will it have access to all of the reports?

Yes. One of the advantages for a municipality in appointing LAS is that the municipality will have access to a password protected website that will include all reports issued.

How long does the appointment of LAS as Investigator last?

For appointments made effective January 1, 2008, the sample Appointing By-law and Services Agreement provide for a term of two years expiring on December 31, 2009. If the appointment is made after January 1, 2008, the appointment will still last until December 31, 2009.

The appointment will be automatically renewed unless terminated by the municipality or by LAS no later than 90 days before the expiry date of the current Services Agreement.

How will LAS help municipalities understand the closed meeting rules?

LAS will enhance the service provided to participating municipalities in a number of ways:

- ✓ *There will be a password protected website for participating municipalities that will provide a variety of information resources including access to all reports made to date.*
- ✓ *LAS will provide information on the panel of Review Officers.*
- ✓ *LAS will also provide information and suggestions on closed meetings as part of an ongoing educational program.*

O
Ombudsman

ONTARIO'S WATCHDOG
CHIEF DE GARDE DE L'ONTARIO

RECEIVED
OCT 30 2007
CITY CLERK'S OFFICE

October 22, 2007

Dear Clerk/Administrator/Council:

As of January 1, 2008, the provisions of the *City of Toronto Act, 2006* and the *Municipal Act, 2001* relating to investigation of closed meetings will come into effect. Under these new legislative provisions, the Office of the Ombudsman of Ontario will have the responsibility of investigating complaints about closed meetings if the municipality in question has not appointed an investigator.

I would like to take this opportunity to provide you with some general information regarding our Office's processes and how it will be dealing with this new jurisdiction. Attached for your information and assistance is some additional information in the form of a "frequently asked questions" document. This information can also be found on the Ombudsman's website at www.ombudsman.on.ca.

The Ombudsman's Office will be maintaining information about closed meetings on its website and will be available to the public and municipalities as a resource. The Ombudsman's services are free of charge. Our Office is independent from government and functions in an impartial and confidential manner, conducting thorough, objective and credible investigations.

The Ombudsman's process has proven effective in resolving tens of thousands of cases on an annual basis. When we receive a complaint, our normal practice is to contact the parties involved and first attempt to resolve issues informally. If this is unsuccessful, a formal investigation may be launched. Prior to launching an investigation, notice is given in writing to the organization that is the subject of the complaint – in the case of complaints about closed meetings, notice would go to the relevant municipality or local board. Under the *Ombudsman Act*, the Ombudsman also has discretion to decline to investigate a complaint.

Given that the Ombudsman will have jurisdiction to investigate complaints about closed meetings in any case where a municipality has not appointed an investigator for this purpose, it is important that all Ontario municipalities provide our Office with up-to-date information regarding any investigator(s) they may appoint. This will also assist the Ombudsman's Office in providing appropriate referral information to complainants in cases where municipalities have appointed investigators.

Bell Trinity Square
483 Bay Street, 10th Floor, South Tower, Toronto, ON M5G 2C9
483, rue Bay, 10^e étage, Tour sud, Toronto (Ontario) M5G 2C9
416-586-3300

416-586-3485 1-866-411-4211

We would appreciate it if you could notify our Office of any investigator(s) appointed by your municipality, including name and contact information. In addition, please provide us with any Council minutes confirming the investigator's appointment, and any relevant bylaw relating to the terms and conditions governing the investigator. This can be done by e-mail at info@ombudsman.on.ca or by mail, addressed to the attention of Sherrie Nicholson, Ombudsman Ontario, Bell Trinity Square, 483 Bay Street, 10th Floor, South Tower, Toronto, ON, M5G 2C9.

If you have any questions, please feel free to visit our website or contact us via e-mail at info@ombudsman.on.ca or by phone at 1-800-263-1830.

Yours truly,

A handwritten signature in black ink, appearing to read 'B. Finlay', written in a cursive style.

Barbara Finlay
Deputy Ombudsman

Encl.

O Ombudsman

ONTARIO'S WATCHDOG · CHIEN DE GARDE DE L'ONTARIO

Investigating Closed Municipal Meetings: Frequently Asked Questions

Municipalities and local boards in Ontario are required to pass bylaws setting out the procedure for holding meetings. The law now requires that public notice be given that a meeting will be held. All meetings must be open to the public unless they come within limited exceptions.

As of January 1, 2008, the *City of Toronto Act, 2006* and the *Municipal Act, 2001* provide that any person may request an investigation into whether a municipality or local board has complied with the open meeting requirements or the procedural bylaw relating to any meeting or part of a meeting that was closed to the public.

If a municipality has not appointed an investigator, the Ombudsman of Ontario has authority to investigate complaints about closed meetings. The Ombudsman's investigations are conducted at no cost to those who complain or to municipalities or local boards. The Ombudsman's process respects the values of independence, impartiality, confidentiality and a credible investigative process and has been proven effective in resolving tens of thousands of cases per year in a timely manner.

Who must hold an open meeting?

All municipal and local boards – except conservation authorities, police services boards, school boards, and public library boards – are required to hold meetings that are open to the public, subject to some exemptions.

When can a meeting be closed to the public?

A municipal or local board meeting, or part of a meeting, may be closed if the subject matter being considered concerns:

- the security of the property of the municipality or local board;
- personal matters about an identifiable individual, including municipal or local board employees;
- a proposed or pending acquisition or disposition of land by the municipality or local board;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;

- advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act.

A meeting may also be closed if it is held for the purpose of educating or training the members, so long as no member discusses or otherwise deals with any matter during the closed meeting in a way that materially advances the business or decision-making of the council, local board or committee.

In addition, meetings must be closed if the subject matter relates to the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act* if the council, board, commission or other body is the head of an institution for the purposes of that Act.

Can members vote during a closed meeting?

Generally, meetings are not supposed to be closed to the public during the taking of a vote. However, voting in a closed meeting is permitted if the closed meeting is otherwise authorized and the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the City; to officers, employees or agents of a local board or of a committee of either of them; or to persons retained by or under a contract with the municipality or local board.

Does a municipal council or local board have to follow a specific procedure to close a meeting?

Yes, in order to close a meeting a specific process must be followed:

The municipality, local board, or committee must state by resolution that a closed meeting will be held and state the general nature of the matter to be considered at the closed meeting. Public notice of a meeting is required even if the meeting is closed. In the case of meetings for the purpose of educating or training members, the subsection of the *Municipal Act* authorizing meeting closure for this purpose must also be cited.

Does a municipal body have to keep a record of a closed meeting?

A municipal council, local board or committee, must record without comment all resolutions, decisions and other proceedings, whether the meeting is open or closed.

Who can ask for an investigation relating to a closed meeting?

Any person or corporation may ask for an investigation relating to a closed meeting.

What municipal bodies can be investigated for failing to hold an open meeting?

The investigation provisions cover municipalities and local boards, which include:

- municipal councils;
- municipal boards, including boards of health or planning boards;
- transportation commissions;

- any other board, commission, committee, body or local authority established or exercising any power under any Act with respect to the affairs or purposes of one or more municipalities.

Who investigates closed meeting complaints?

If a municipality has appointed an investigator, he or she will investigate complaints about closed meetings. If the municipality has not appointed an investigator, the Ontario Ombudsman may investigate. Once the Ontario Ombudsman has received a complaint, the Ombudsman will retain jurisdiction over a complaint even if an investigator is subsequently appointed by the municipality.

Complaints may be made to a municipality or local board or to the Ontario Ombudsman. If the Ombudsman receives a complaint about a municipality where an investigator has been appointed, the complaint will be referred to that investigator. Similarly, it is expected that municipalities and local boards will refer complaints to the Ontario Ombudsman when no investigator has been appointed.

How will the Ombudsman know if a local investigator has been appointed?

The Ontario Ombudsman is encouraging municipalities to notify his office if an investigator has been appointed, and to provide the investigator's contact information. The Ombudsman's Office will contact a municipality in cases where no notification has been received.

Does the Ombudsman have the ability to conduct investigations in both English and French?

Yes, the Ombudsman's office can conduct investigations in either English or French.

Does the Ombudsman charge a fee to either the municipality or the person bringing the complaint?

No, there is no fee charged by the Ombudsman to either the municipality or the person bringing the complaint to our Office. In keeping with the tradition of ombudsman offices around the world, the Ombudsman's services are free of charge in order to ensure they are fully accessible to everyone.

Will the Ombudsman notify the municipality or local board when a complaint is received?

The Ombudsman's usual process is to document and confirm the details of a complaint, and then to contact the municipality or local board to advise them of the complaint and obtain information. If the complaint cannot be resolved informally, a formal investigation may be commenced. In the case of a formal investigation, the head of the municipality or local board will be notified.

Can closed meetings prior to January 1, 2008 be investigated?

The investigation provisions apply to meetings held on or after January 1, 2008. As a general rule, legislative provisions only apply on or after their commencement date.

What powers of investigation does the Ombudsman have with respect to closed meeting complaints?

The investigative powers set out in the *Ombudsman Act* – including the power to issue summonses, inspect premises and compel municipal officials and staff to provide information and documents – apply to investigations of closed meeting complaints.

Will the Ombudsman investigate every complaint received?

The Ombudsman’s Office will conduct an initial review of each complaint regarding open meetings. Not all complaints will necessarily result in a formal investigation. Some cases will be resolved informally, and there may also be circumstances when an investigation is otherwise considered unnecessary.

Will the Ombudsman establish time frames for the municipality or local board to respond to a complaint?

The time frame for responding to a complaint will depend on the nature of the circumstances. As a general rule, the Ombudsman expects timely responses so that complaints may be resolved without undue delay.

What happens to municipal documents after an Ombudsman investigation?

The Ombudsman’s practice is to return original documents. Copies of documents retained in the Ombudsman’s file are kept confidential. The Ombudsman is not subject to the *Municipal Freedom of Information and Protection of Privacy Act* or the *Freedom of Information and Protection of Privacy Act*.

What can the Ombudsman do if he finds a meeting was improperly closed or procedural requirements were contravened?

If the Ombudsman concludes, after an investigation, that there was a contravention of the procedural bylaw relating to a closed meeting, or that the closed meeting provisions were contravened, he may report his opinion and reasons to the municipality or local board, and make recommendations to address his concerns.

Will the Ombudsman’s reports about closed meetings be made public?

Yes, once an Ombudsman report is provided to the municipality or local board, that body is required to make it public. Copies of the reports may also be found on the Ombudsman’s website, www.ombudsman.on.ca.



City
of
Guelph
CITY CLERK'S OFFICE

TO: Accountability & Transparency Committee

DATE: 2007 11 15

SUBJECT: DELEGATION OF AUTHORITY AND ACCOUNTABILITY AND
TRANSPARENCY POLICIES

RECOMMENDATION:

THAT the draft delegation of authority policy and the accountability and transparency policy be approved, subject to review by Legal Services for compliance with legislation.

SUMMARY:

The purpose of this report is to assist the committee in developing policies relating to:

- The manner in which the municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public.
- The delegation of Council's legislative and administrative authority.

BACKGROUND:

Under S. 270 of the Municipal Act, municipalities are required to have the following mandatory policies in place by January 1, 2008:

- sale and other disposition of land
- hiring of employees
- procurement of goods and services
- notice to the public
- accountability and transparency
- delegation of authority

The first four policies have already been adopted by the City. This Committee is charged with the responsibility of developing the final two policies. The Committee has requested staff to research the work done by other Ontario municipalities, and to present options to assist in the development of these policies.

REPORT:

MUNICIPAL PRACTICES:

As was previously explained to the Committee, all Ontario municipalities are currently in the process of adopting these policies. Although it is contained in separate legislation, the City of Toronto is also required to adopt these same policies. The City of Toronto is not formally adopting policies, but is instead establishing a framework that includes the appointment of the accountability and transparency positions (ombudsman, integrity commissioner, etc.) to ensure its accountability and transparency to the public, as well as following its by-laws that govern the delegation of authority. As a result, there are no policies from Toronto that can be obtained for review by the Committee.

From the research staff have done, we have only been able to access two policies that have been developed to date:

- Region of Waterloo – Accountability and Transparency Policy (Appendix “A”)
- County of Norfolk – Delegation of Powers and Duties of Council (Appendix “B”)

Staff have also consulted the Ministry of Municipal Affairs and Housing to determine if there are other policies that can be obtained that would be of use to the Committee. The Ministry has advised that to the best of their knowledge, there are no other accountability and transparency policies elsewhere in Canada that can be compared to what is being required of municipalities in Ontario.

What will be of great assistance to the Committee, is material from the Municipal Law Departments Association of Ontario relating to the drafting of these two policies to be considered for enactment under the Municipal Act. (Appendix “C” and “D”) These policies are general in nature, and can be adapted to meet local needs.

POLICY DEVELOPMENT:

Staff are suggesting that the Committee consider the Accountability & Transparency Policy and the Delegation of Authority Policy as over-riding policy statements that would apply specific rules:

- as to how delegation of authority would occur;
- how the municipality will ensure that it is accountable to the public for its actions; and
- how the municipality will ensure that its actions are transparent to the public.

In other words, these policies would become “umbrella documents” that would have underlying components contributing to the principles of accountability and transparency. In effect, they would become living documents that would expand as new components are developed, or as existing components are updated.

For example, the accountability and transparency policy will consolidate the provisions of a number of policies relating to how the municipality:

- Disposes of surplus land
- Hires its employees

- Procures its goods and services
- Provides notice to the public
- Encourages an open and responsive meeting process that ensures the public has access to agendas, reports, etc.

The delegation of authority policy would have provisions relating to the scope of the powers and duties under which Council would delegate its legislative and administrative authority, and to establish principles governing such delegation.

Once these general policies are established, the specific underlying components would be developed or revised by Council as required.

Attached are draft policies for the consideration of the Committee. (Appendix "E" and Appendix "F")

CORPORATE STRATEGIC PLAN:

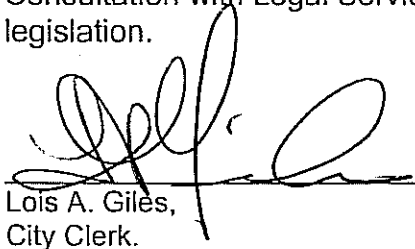
These recommendations support goal #5: A community focused, responsive and accountable government.

FINANCIAL IMPLICATIONS:

Not Applicable

DEPARTMENTAL CONSULTATION:

Consultation with Legal Services will be required to ensure compliance with all applicable legislation.



Lois A. Giles,
City Clerk.

ATTACHMENTS:

Appendix "A" – Region of Waterloo – Accountability and Transparency Policy

Appendix "B" – County of Norfolk – Delegation of Powers and Duties of Council


Appendix "C" – Municipal Law Departments Association of Ontario Draft Policy on Accountability & Transparency

Appendix "D" – Municipal Law Departments Association of Ontario Draft Policy on Delegation of Authority

Appendix "E" – Draft Accountability & Transparency Policy

Appendix "F" – Draft Delegation of Authority Policy

APPENDIX A

 CORPORATE POLICY	Policy #
	07-01
	Revision Date: November 2, 2007
Title:	Accountability and Transparency Policy
Approval Level:	Council
Applies to:	All Staff and Councillors

POLICY STATEMENT:

The Regional Municipality of Waterloo is an accountable and transparent organization and is committed to:

- Openness and fairness when transacting Regional business,
- Efficient and effective financial management,
- An open, responsive meeting process that ensures citizen have access to and awareness of the Council/Committee business being discussed,
- Providing access to public information consistent with legislative requirements,
- Ensuring staff conduct themselves in accordance with corporate values as outlined in the strategic plan,
- Responding in a timely manner to inquiries, concerns and complaints,
- Ensuring delegated responsibilities are documented and include appropriate oversight,
- Knowing, understanding and following any legislative mandate approved by the Provincial or the Federal government.

DEFINITIONS:

Accountability: The concept or principle that a municipality is responsible for their actions, decisions and policies and may be required to explain them and be answerable for resulting consequences.

Transparency: The concept or principle that the municipality is open, clear and visible to those we serve. Citizens must be able to "see through" a municipality's inner workings to know exactly what goes on when public officials transact public business.

OPERATING PRINCIPLE:

The Region develops and approves policies that contribute to creating an open, accountable, and transparent public organization. Those policies can be broken into 3 main categories: These categories are defined below.

Category 1 – Municipal Act Policies: The following policies are example of those policies required by the Municipal Act as amended: The procedural by-law, sale of land policy, hiring of employees policy, procurement of goods and services, public notice and associated processes, and delegation of powers and duties to committees, boards or individuals. This policy is to function as the umbrella policy for the requirements of the *Municipal Act*.

Category 2 – Other Legislated Requirements: The Region is responsible for a diverse range of responsibilities. In many cases legislation other than the Municipal Act mandates processes for Council to follow. Examples of these legislative requirements would be the Planning Act, Environmental Assessment Act, Safe Water Drinking Act, and Health Protection and Promotion Act.

The Region also has several funding partners. These funding partners also imposed financial reporting responsibilities onto the Region.

Category 3 – Other Regional Requirements: Other Regional policies and procedures are also developed in response to Community and Corporate needs. Examples of these policies include Human Resources policies including the staff Code of Ethics, Corporate Strategic Plan including values, vision and mission statement and periodic quarterly financial reporting.

The public decision making process is to be accountable and transparent at the Region. For these reasons the Region is dedicated to:

- Conducting its Council/Committee meetings and associated business in open session, except when permitted under the *Municipal Act* as amended,
- Providing notice of closed meetings in accordance with the *Municipal Act* as amended,
- Appointing a meeting investigator in accordance with the *Municipal Act*,
- Providing access to credible information that can be obtained through routine disclosure and in accordance with *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and *Personal Health Information Protection Act* (PHIPA).

OPERATING DETAILS:

Each policy identified in category 1 and this policy shall be subject to the following provisions:

- Include the operating details within the individual policies,
- Must identify within the policy when and how the policy will be reviewed to evaluate its effectiveness,
- Provide adequate notice when the policy is to be amended,
- Contain statement(s) regarding the consequences of not complying with the policy,
- Provide for a formalized complaint process.

The Policies identified in Category 2 shall follow the criteria established with in the mandated legislative framework or the agreement with the funding partner. Reporting on these activities will occur as legislated.

The Policies identified in Category 3 shall be subject to the following provisions:

- Include the operating details within the individual policies,
- Contain statement(s) regarding the consequences of not complying with the policy,
- Provide for a formalized complaint process.

Review period

This policy shall be reviewed every 5 years. Notice for the review of this policy shall be given in accordance with the Region of Waterloo Notice Policy.


Complaint process

The Regional Clerk shall be responsible for collecting concerns or complaints related to this policy. Upon notification of a concern/complaint the Clerk shall notify:

- a) in the case of staff, the Department Head and Director responsible for the area and the Director, Employee Relations,
- b) in the case of closed meetings, the meeting investigator,
- c) in the case of Council, the Regional Chair.

SEE ALSO:

Notice Policy #07-02
 Sale and disposition of land by-law 95-034
 Purchasing By-law 04-093
 Employment of Relatives HR Policy I-12
 Municipal Act

		CORPORATE SERVICES	
POLICY AND PROCEDURE MANUAL			
POLICY NO.	CRS-	PAGE NO.	Page 1 of 2
AUTHORITY		APPROVAL DATE	
		EFFECTIVE DATE	
		LAST REVISION DATE	
SUBJECT	<i>Delegation Policy of Powers and Duties of Council</i>		

PURPOSE

The Municipal Act, 2001 requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's legislative and administrative authority. This policy outlines what Council should consider before any delegation of some of its powers and duties and the requirements, conditions and restrictions for Council to authorize any delegation. The purpose of this policy is to set out the scope of the powers and duties which Council may delegate its legislative and administrative authority and to establish principles governing such delegation. This policy applies to all committees of Council, departments and staff.

POLICY STATEMENT

The Council of Norfolk County, as a duly elected municipal government is directly accountable to its constituents for its legislative decision making, policies and administrative functions. Council's decisions are generally expressed by by-law or resolution of Council carried by a majority vote. The efficient management of the municipal corporation and the need to respond to issues in a timely fashion require Council to entrust certain powers and duties to committees and staff while concurrently maintaining accountability, which can be effectively accomplished through the delegation of legislative and administrative functions. Council authority will be delegated within the context and in accordance with the requirements outlined in the Municipal Act.

IMPLEMENTATION PROCEDURE

Council may delegate its powers and duties under the Municipal Act, the Planning Act, a private Act relating to the municipality and such other Acts as may be prescribed to a person or body subject to the restrictions as set out in this Policy and the legislative requirements of the Municipal Act.

Administrative Powers and Duties:

Definition: Includes all matters required for the management of the corporation which do not involve discretionary decision making.

1. Council may delegate any of its administrative powers and duties.

POLICY NO.	CRS-	PAGE NO.	Page 2 of 4
SUBJECT	<i>Delegation of Powers & Duties of Council</i>		

2. In order for Council to authorize the delegation of any of its administrative powers and duties, it shall first approve the conditions and limitations of the delegation by the approval of a by-law.
3. Council shall approve policy and procedures for the delegation which includes measures for the monitoring and accountability of the delegate and the transparency of the delegate's actions and decisions.
4. Any delegation of administrative powers may be subject to any regulation made by the Minister.

Legislative and Quasi-Judicial Powers:

Definition: Includes all matters where council acts in a legislative or quasi judicial function including enacting by-laws, setting policies and exercising decision making authority

1. Legislative and quasi-judicial powers can only be delegated to the following:
 - One or more members of municipal council
 - A body that has at least 2 members, of which 50% are council members, council appointees, or combination
 - An officer, employee or agent of the municipality (if the power delegated is of a "minor nature")
2. Council shall approve the conditions and limitations for the delegation of any of its legislative and quasi-judicial powers by the adoption of a by-law.
3. Council shall approve policy and procedures for the delegation which includes measures for the monitoring and accountability of the delegate and the transparency of the delegate's actions and decisions.
4. Council shall only delegate legislative and quasi-judicial powers to an officer, employee or agent of the municipality which are minor in nature which is clearly defined within the policy and procedures authorizing the said delegation. Council, in determining whether or not a power is of a minor nature, should consider a number of factors as well as the number of people, the size of the geographic area and the time period affected by an exercise of the power.
5. The delegation of legislative and quasi-judicial powers of Council are restricted to powers found in the Municipal Act, the Planning Act, a private act relating to the municipality and "such other Acts as may be prescribed."
6. No delegation of legislative or quasi-judicial powers to a corporation is permitted.
7. Any delegation of legislative or quasi-judicial powers may be subject to any regulation made by the Minister.

POLICY NO.	CRS-	PAGE NO.	Page 3 of 4
SUBJECT	<i>Delegation of Powers & Duties of Council</i>		

Scope of Power:

1. A delegation may be revoked at any time without notice unless the delegation by-law specifically limits the municipality's power to revoke the delegation.
2. A delegation shall not limit the right to revoke the delegation beyond the term of the council which made the delegation.
3. A delegation may provide that only the delegate can exercise the delegated power or that both the municipality and the delegate can exercise the power.
4. A delegation or deemed delegation under Paragraph 6 of a duty results in the duty being a joint duty of the municipality and the delegate.
5. A delegation may be made subject to such conditions and limits as the council considers appropriate. Council shall outline the procedures that the delegate is required to follow and specific measures for accountability of the delegate and the transparency of the delegate's actions.
6. Where a power is delegated, the power is deemed to be delegated subject to any limits on the power and to any procedural requirements, including conditions, approvals and appeals which apply to the power and any duties related to the power are deemed to be delegated with the power.

Restrictions of Delegation of Legislative & Quasi –Judicial Powers:

1. Council is not authorized to delegate any of the following powers and duties:
 - To appoint or remove from office statutory officers of the municipality.
 - To pass a by-law and deal with issues regarding taxes.
 - To incorporate corporations.
 - To adopt an official plan or an amendment to an official plan under the Planning Act.
 - To pass a zoning by-law under the Planning Act.
 - To pass a by-law related to small business counselling & municipal capital facilities
 - To adopt a community improvement plan
 - To adopt or amend the municipal budget
 - Any other power that may be prescribed

POLICY NO.	CRS-	PAGE NO.	Page 4 of 4
SUBJECT	<i>Delegation of Powers & Duties of Council</i>		

Delegation Re Hearings Application

1. This section applies when a municipality is required by law to hold a hearing or provide an opportunity to be heard before making a decision or taking a step, whether the requirement arise from an Act or from any other source of law.
2. If Council delegates to a person or body the power or duty to hold a hearing or provide an opportunity to be heard before the decision is made or the step taken, but does not delegate the power to make the decision or take the step, the following rules apply:
 - a) If the person or body holds the hearing or provides the opportunity to be heard, the municipality is not required to do so.
 - b) If the decision or step constitutes the exercise of a statutory power of decision to which *The Statutory Powers Procedure Act* applies, that Act, except sections 17, 17.1, 18 and 19, applies to the person or body and to the hearing conducted by the person or body.

Appeal Body

1. Council may establish an appeal body to hear appeals or review decisions made under any delegated power, if it deems necessary.
2. Before an Appeal Body is established, Council shall determine procedures, powers & rules of those conducting the appeals to be approved in a By-law establishing the Appeal Body.

This policy has been drafted by members of the Municipal Law Departments Association of Ontario as a sample policy to be considered for enactment under the *Municipal Act, 2001*. Please note that this policy is not intended to provide legal advice, nor is it intended to ensure compliance with the *Municipal Act, 2001* if enacted. Should you require legal advice, or wish to determine compliance with the *Municipal Act, 2001*, please consult your legal counsel.

DRAFT - Accountability and Transparency Policy

I. Purpose/Application

The *Municipal Act, 2001* (the Act) requires that all municipalities adopt and maintain a policy with respect to the manner in which the municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public. The purpose of this policy is to provide guidance for the delivery of the municipality's activities and services in accordance with the principles as outlined herein. This policy has been developed in accordance with the Act to comply with section 270.

II. Definition(s): Accountability; Transparency

- i) **Accountability** – The principle that the municipality will be responsible to its stakeholders for decisions made and policies implemented, as well as its actions or inactions.
- ii) **Transparency** – The principle that the municipality actively encourages and fosters stakeholder participation and openness in its decision making processes. Additionally, transparency means that the municipality's decision making process is open and clear to the public.

Due to popular demand, the definition of stakeholder has been removed.

III. Policy Statement

The Council of the Municipality acknowledges that it is responsible to provide good government for its stakeholders in an accountable and transparent manner by:

- Encouraging public access and participation to ensure that decision making is responsive to the needs of its constituents and receptive to their opinions;
- Delivering high quality services to our citizens; and
- Promoting the efficient use of public resources.

Accountability, transparency and openness are standards of good government that enhance public trust. They are achieved through the municipality adopting measures ensuring, to the best of its ability, that all activities and services are undertaken utilizing a process that is open and accessible to its stakeholders. In addition, wherever possible, the

municipality will engage its stakeholders throughout its decision making process which will be open, visible and transparent to the public.

IV. Corporate Values

Some municipalities have corporate values that may be inserted and recognized here, if applicable.

V. Policy Requirements

The principles of accountability and transparency shall apply equally to the political process and decision making and to the administrative management of the municipality.

i. Financial Matters

The municipality will be open, accountable and transparent to its stakeholders in its financial dealings as required under the Act. Some examples of how the municipality provides such accountability and transparency are as follows:

1. internal/external audit
2. reporting/statements
3. long term financial planning
4. asset management
5. purchasing/procurement
6. sale of land
7. budget process

ii. Internal Governance

The municipality's administrative practices ensure specific accountability on the part of its employees through the following initiatives:

1. code of conduct for staff
2. performance management and evaluation
3. hiring policy
4. orientation/continuing education
5. health and safety
6. work/life balance
7. compensation/benefit
8. responsibility for ensuring that administrative practices and procedures recognize Council's commitment to accountability and transparency (CAO/an Integrity Commissioner?)

iii. **Public Participation and Information Sharing**

The municipality ensures that it is open and accountable to its stakeholders through implementing processes outlining how, when and under what rules meetings will take place. The municipality's meetings will be open to the public when and as required under the Act, and members of the public will have an opportunity to make delegations or comments in writing on specific items at these meetings. In addition, the municipality has adopted policies which ensure that participation by the public can be meaningful and effective, through timely disclosure of information by various means including print media, websites, etc. Some specific examples include:

1. procedure by-law
2. code of conduct for councillors
3. strategic plan
4. delegation rules
5. records retention
6. planning processes
7. public notice by-law or policy

Some other areas that municipalities may want to consider specifically enumerating include:

- Legal
 - delegation/signing authority?
- Privacy and Public Disclosure
- Planning process
- Customer Service Standards
- Provincial/Municipal Benchmarking

This policy has been drafted by members of the Municipal Law Departments Association of Ontario as a sample policy to be considered for enactment under the *Municipal Act, 2001*. Please note that this policy is not intended to provide legal advice, nor is it intended to ensure compliance with the *Municipal Act, 2001* if enacted. Should you require legal advice, or wish to determine compliance with the *Municipal Act, 2001*, please consult your legal counsel.

DRAFT - Delegation of Powers and Duties Policy

I. Purpose/Application

The *Municipal Act, 2001* (the Act) requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's legislative and administrative authority. The purpose of this policy is to set out the scope of the powers and duties which Council may delegate its legislative and administrative authority and to establish principles governing such delegation. This policy has been developed in accordance with the Act in order to comply with its other applicable sections, including section 270. This policy applies to all committees of Council, departments and staff.

II. Definition(s):

- i) **Legislative Powers** - Includes all matters where council acts in a legislative or quasi judicial function including enacting by-laws, setting policies, and exercising decision making authority.
- ii) **Administrative Powers** - Includes all matters required for the management of the corporation which do not involve discretionary decision making.

III. Policy Statement

The Council of the Municipality, as a duly elected municipal government is directly accountable to its constituents for its legislative decision making, policies, and administrative functions. Council's decisions are generally expressed by by-law or resolution of Council carried by a majority vote. The efficient management of the municipal corporation and the need to respond to issues in a timely fashion require Council to entrust certain powers and duties to committees and staff while concurrently maintaining accountability, which can be effectively accomplished through the delegation of legislative and administrative functions. Council authority will be delegated within the context set out in the Act and will respect the applicable restrictions outlined in the Act.

IV. Corporate Values

Some municipalities have corporate values that may be inserted and recognized here, if applicable.

V. Policy Requirements

1. All delegations of Council powers, duties or functions shall be effected by bylaw.
2. Unless a power, duty, or function of Council has been expressly delegated by bylaw, all of the powers, duties and functions of Council remain with Council.
3. A delegation of a power, duty or function under any bylaw to any member of staff includes a delegation to a person who is appointed by the CAO or selected from time to time by the delegate to act in the capacity of the delegate in the delegate's absence.
4. Subject to section 3, a person to whom a power, duty or function has been delegated by bylaw has no authority to further delegate to another person any power, duty or function that has been delegated, unless such sub-delegation is expressly permitted.
5. Legislative matters may be delegated by Council where they are minor in nature or where Council has explicitly provided for the terms and conditions under which the powers shall be exercised, and must take into account the limitations set out in the Act.
6. (Optional Section) Council has authorized those specific legislative matters listed in Schedule "A" to be delegated to the individual designated subject to the terms set out therein.
7. Administrative Matters may generally be delegated to staff subject to the conditions set out in the delegation and in this policy, and must take into account the limitations set out in the Act.
8. (Optional Section) Council has authorized the delegation of specific administrative matters to those individuals listed in Schedule "B" subject to the terms set out therein.

In exercising any delegated power, the delegate shall ensure the following (core 'have regards to' for the purposes of a draft policy):

- Any expenditure related to the matter shall have been provided for in the current year's budget (or authorized by the purchasing by-law)
- The scope of the delegated authority shall not be exceeded by the delegate.
- Where required by the specific delegated authority, reports shall be submitted to Council advising of the exercise of a delegated power and confirming compliance with the delegated authority and this policy.

Here are some other optional 'have regards to' to consider:

- all policies regarding insurance and risk management shall be complied with
- delegates shall ensure the consistent and equitable application of council policies and guidelines

- any undertaking or contract with a third party shall be subject to the approval of legal services

CORPORATE POLICY AND PROCEDURE



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Tab CITY COUNCIL

Subject ACCOUNTABILITY AND TRANSPARENCY

Related Policies Disposition of Surplus Property
Hiring Of Employees
Procurement Of Goods And Services
Notice To The Public
Accountability And Transparency
Delegation Of Authority
Guiding Principles for Public Involvement
Council Code of Ethics

Approved by (date)

Review Date Annually

POLICY STATEMENT Guelph City Council acknowledges that it is responsible to provide good government for its community stakeholders in an accountable and transparent manner by:

- Encouraging public access and participation to ensure that decision making is responsive to the needs of its constituents and receptive to their opinions;
- Delivering high quality services to our citizens; and
- Promoting the efficient use of public resources.

Accountability, transparency and openness are standards of good government that enhance public trust. They are achieved through the City adopting measures ensuring, to the best of its ability, that all activities and services are undertaken utilizing a process that is open and accessible to its community stakeholders. In addition, wherever possible, the City of Guelph will engage its stakeholders throughout its decision making process which will be open, visible and transparent to the public.

Guelph City Council also acknowledges that there will be matters that due to their very nature must be considered at meetings that are not open to the public, and when these occasions occur, the City of Guelph commits to compliance with the statutory requirements regarding closed meetings under S. 239 of the Municipal Act.

PURPOSE

The purpose of this policy is to comply with S. 270 of the Municipal Act which requires that all municipalities adopt and maintain a policy with respect to the manner in which the City of Guelph will try to ensure that it is accountable to the public for its actions, and the manner in which we will try to ensure that our actions are transparent to the public. This policy will provide guidance for the delivery of the City's activities and services in accordance with the principles as outlined herein.

DEFINITIONS

Accountability - The principle that the City of Guelph will be responsible to its stakeholders for decisions made and policies implemented, as well as its actions or inactions.

Transparency – The principle that the City of Guelph actively encourages and fosters stakeholder participation and openness in its decision making processes. Additionally, transparency means that the municipality's decision making process is open and clear to the public.

**POLICY
REQUIREMENTS**

The principles of accountability and transparency shall apply equally to the political process for decision making and to the administrative practices of the municipality.

"A" - Financial Matters

The City of Guelph will be open, accountable and transparent to its stakeholders in its financial dealings as required under the Act. Some examples of how the City of Guelph provides such accountability and transparency in its financial matters, are as follows:

- internal/external audit
- reporting/statements
- long term financial planning
- asset management
- purchasing/procurement
- disposition of surplus property
- budget process

"B" - Internal Governance

The municipality's administrative practices ensure specific accountability on the part of its employees through the following initiatives:

- code of conduct for staff
- performance management and evaluation
- hiring policy
- orientation/continuing education
- health and safety
- work/life balance
- compensation/benefit
- commitment of senior management to ensure that administrative practices and procedures recognize Council's commitment to accountability and transparency

"C" - Public Participation

The City of Guelph ensures that it is open and accountable to its stakeholders through implementing processes outlining how, when and under what rules meetings will take place. The City's meetings will be open to the public when and as required under the Act, and members of the public will have an opportunity to make delegations or submit comments in writing on specific items at these meetings. In addition, the City of Guelph has adopted guiding principles for public involvement which ensure that participation by the public can be meaningful and effective by encouraging participation that is:

- inclusive not exclusive
- voluntary
- purpose driven
- respectful of time and financial constraints
- open communication
- adaptable
- accessible to information and decision making
- respectful of for diverse interests
- regularly evaluated

"D" - Disclosure of Information

The City is committed to timely disclosure of information by various means including print media, websites, etc. Some specific examples include:

- The City's website www.guelph.ca
- The City News Page

CORPORATE POLICY AND PROCEDURE

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- Use of various communication vehicles (newsletters, brochures, print and radio advertising, etc.)
- A robust media relations programme
- Direct communication with constituents (both verbal and written)
- Development of corporate communication strategies
- Public meetings and open houses on municipal initiatives
- Engagement of the public through an effective public consultation process, so as to receive and not just convey information.

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Tab CITY COUNCIL

Subject DELEGATION OF AUTHORITY

Related Policies Accountability And Transparency

Approved by (date)

Review Date Annually

POLICY STATEMENT Guelph City Council, as a duly elected municipal government is directly accountable to its constituents for its legislative decision making, policies, and administrative functions. Council's decisions are generally expressed by by-law or resolution of Council carried by a majority vote. The efficient management of the municipal corporation and the need to respond to issues in a timely fashion require Council to entrust certain powers and duties to committees and staff while concurrently maintaining accountability, which can be effectively accomplished through the delegation of legislative and administrative functions. Council authority will be delegated within the context set out in the Act and will respect the applicable restrictions outlined in the Act.

PURPOSE The *Municipal Act, 2001* (the Act) requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's legislative and administrative authority. The purpose of this policy is to set out the scope of the powers and duties which Council may delegate its legislative and administrative authority and to establish principles governing such delegation. This policy has been developed in accordance with the Act in order to comply with its other applicable sections, including section 270. This policy applies to all committees of Council, departments and staff.

DEFINITIONS **Legislative Powers** - Includes all matters where council acts in a legislative or quasi-judicial function including enacting by-laws, setting policies, and exercising decision making authority.

Administrative Powers - Includes all matters required for the management of the corporation which do not involve discretionary decision making.

**POLICY
REQUIREMENTS**

1. All delegations of Council powers, duties or functions shall be effected by bylaw.
2. Unless a power, duty, or function of Council has been expressly delegated by bylaw, all of the powers, duties and functions of Council remain with Council.
3. A delegation of a power, duty or function under any bylaw to any member of staff includes a delegation to a person who is appointed by the CAO or selected from time to time by the delegate to act in the capacity of the delegate in the delegate's absence.
4. Subject to section 3, a person to whom a power, duty or function has been delegated by bylaw has no authority to further delegate to another person any power, duty or function that has been delegated, unless such sub-delegation is expressly permitted.
5. Legislative matters may be delegated by Council where they are minor in nature or where Council has explicitly provided for the terms and conditions under which the powers shall be exercised, and must take into account the limitations set out in the Act.
6. Administrative matters may generally be delegated to staff subject to the conditions set out in the delegation and in this policy, and must take into account the limitations set out in the Act.

**IMPLEMENTATION "A" - ADMINISTRATIVE POWERS AND DUTIES
PROCEDURE**

In order for Council to authorize the delegation of any of its administrative powers and duties, it shall first approve the conditions and limitations of the delegation by the approval of a by-law. Council shall approve policy and procedures for the delegation which includes measures for the monitoring and accountability of the delegate and the transparency of the delegate's actions and decisions. In exercising any delegated power, the delegate shall ensure the following:

1. Any expenditure related to the matter shall have been provided for in the current year's budget (or authorized by the purchasing by-law)
2. The scope of the delegated authority shall not be exceeded by the delegate.
3. Where required by the specific delegated authority, reports shall be submitted to Council advising of the exercise of a delegated power and confirming compliance with the delegated authority and this policy.

“B” - LEGISLATIVE AND QUASI-JUDICIAL POWERS

In order for Council to authorize the delegation of any of its legislative and quasi-judicial powers, it is recognized that these powers can only be delegated to the following:

- One or more members of municipal council
- A body that has at least 2 members, of which 50% are council members, council appointees, or a combination thereof
- An officer, employee or agent of the municipality (if the power delegated is of a “minor nature”)

Council shall approve the conditions and limitations for the delegation of any of its legislative and quasi-judicial powers.

Council shall approve specific and individual policy and procedures for each delegation which include measures for the monitoring and accountability of the delegate and the transparency of the delegate’s actions and decisions.

Council shall only delegate legislative and quasi-judicial powers to an officer, employee or agent of the municipality which are minor in nature.

The delegation of legislative and quasi-judicial powers of Council are restricted to powers found in the Municipal Act, the Planning Act, a private act relating to the municipality and “such other Acts as may be prescribed.”

**GENERAL RULES
RELATING TO
DELEGATION OF
AUTHORITY**

A delegation may be revoked at any time without notice unless the delegation by-law specifically limits the municipality’s power to revoke the delegation.

A delegation shall not limit the right to revoke the delegation beyond the term of the council which made the delegation.

A delegation may provide that only the delegate can exercise the delegated power or that both the municipality and the delegate can exercise the power.

A delegation or deemed delegation of a duty results in the duty being a joint duty of the municipality and the delegate.

A delegation may be made subject to such conditions and limits as the Council considers appropriate. Council shall outline the procedures that the delegate is required to follow and specific measures for accountability of the delegate and the transparency of the delegate's actions.

Where a power is delegated, the power is deemed to be delegated subject to any limits on the power and to any procedural requirements, including conditions, approvals and appeals which apply to the power and any duties related to the power are deemed to be delegated with the power.

RESTRICTIONS

Council is not authorized to delegate any of the following powers and duties:

- To appoint or remove from office statutory officers of the municipality.
- To pass a by-law and deal with issues regarding taxes.
- To incorporate corporations.
- To adopt an official plan or an amendment to an official plan under the Planning Act.
- To pass a zoning by-law under the Planning Act.
- To pass a by-law related to small business counselling & municipal capital facilities
- To adopt a community improvement plan
- To adopt or amend the municipal budget
- Any other power that may be prescribed

No delegation of legislative or quasi-judicial powers to a corporation is permitted.

Any delegation of legislative or quasi-judicial powers may be subject to any regulation made by the Minister.

Any delegation of administrative powers may be subject to any regulation made by the Minister.

**CORPORATE
POLICY AND
PROCEDURE**



POLICY No.

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Tab CITY COUNCIL

Subject DELEGATION OF POWERS AND DUTIES

Related Policies Accountability And Transparency
Purchasing By-law (2005)-17679

Approved by (date)

Review Date Annually

POLICY STATEMENT Guelph City Council, as a duly elected municipal government is directly accountable to its constituents for its legislative decision making, policies, and administrative functions. Council's decisions are generally expressed by by-law or resolution of Council carried by a majority vote. The efficient management of the municipal corporation and the need to respond to issues in a timely fashion require Council to entrust certain powers and duties to committees and staff while concurrently maintaining accountability, which can be effectively accomplished through the delegation of legislative and administrative functions. Council authority will be delegated within the context set out in the Municipal Act, 2001 (the Act) and will respect the applicable restrictions outlined in the Act.

PURPOSE The Act requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's legislative and administrative authority. The purpose of this policy is to set out the scope of the legislative and administrative powers and duties which Council may delegate and to establish principles governing such delegation. This policy has been developed in accordance with the Act in order to comply with its other applicable sections, including section 270. This policy applies to all committees of Council, departments and staff.

DEFINITIONS **Legislative Powers** - Includes all matters where council acts in a legislative or quasi-judicial function including enacting by-laws, setting policies, and exercising decision making authority.

Administrative Powers - Includes all matters required for the management of the corporation subject to such limitations as Council may deem appropriate.

Delegate(s) – The person, persons or body to whom a delegation of

authority is made by Council.

Delegation – The granting of authority by City Council to a person, persons or a body to exercise a legislative or administrative power of the Council.

**POLICY
REQUIREMENTS**

1. All delegations of Council powers, duties or functions shall be effected by bylaw.
2. Unless a power, duty, or function of Council has been expressly delegated by bylaw, it shall remain with Council.
3. A delegation of a power, duty or function under any bylaw to any member of staff includes a delegation to a person who is appointed by the CAO or the staff member’s supervisor or selected from time to time by the delegate to act in the capacity of the delegate in the delegate’s absence.
4. Subject to section 3, a person to whom a power, duty or function has been delegated by bylaw has no authority to further delegate to another person any power, duty or function that has been delegated, unless such sub-delegation is expressly permitted.
5. Legislative matters may be delegated by Council where they are minor in nature or where Council has explicitly provided for the terms and conditions under which the powers shall be exercised, and such delegations must take into account the limitations set out in the Act.
6. Administrative matters may generally be delegated to staff subject to the conditions set out in the delegation and in this policy, and such delegations must take into account the limitations set out in the Act.

**IMPLEMENTATION “A” - ADMINISTRATIVE POWERS
PROCEDURE**

In order for Council to authorize the delegation of any of its Administrative Powers, it shall first approve the conditions and limitations of the delegation.. Council shall approve policy and procedures for the delegation which include measures for the monitoring and accountability of the delegate and the transparency of the delegate’s actions and decisions. In exercising any delegated power, the delegate shall ensure the following:

1. Any expenditure related to the matter shall have been provided for in the current year’s budget, or authorized by the Purchasing By-

law (2005)-17679.

2. The scope of the delegated authority shall not be exceeded by the delegate.
3. Where required by the specific delegated authority, reports shall be submitted to Council advising of the exercise of a delegated power and confirming compliance with the delegated authority and this policy.
4. The delegate, in carrying out the delegated powers and duties, shall consider the public interest, shall act in good faith, shall not act unfairly and shall not act arbitrarily.

“B” - LEGISLATIVE POWERS

Council’s legislative powers can only be delegated to the following:

- One or more members of municipal council
- A body that has at least 2 members, of which 50% are council members, council appointees, or a combination thereof
- An officer, employee or agent of the municipality (if the power delegated is of a “minor nature” as provided in S. 23.2 of the Municipal Act).

Council shall approve the conditions and limitations for the delegation of any of its Legislative Powers.

Council shall approve specific and individual policy and procedures for each delegation which include measures for the monitoring and accountability of the delegate and the transparency of the delegate’s actions and decisions.

Council shall only delegate Legislative Powers to an officer, employee or agent of the municipality if those Legislative Powers are minor in nature.

The only Legislative Powers of Council which may be delegated are powers found in the Municipal Act, the Planning Act, a private act relating to the municipality and “such other Acts as may be prescribed by Regulation.

GENERAL RULES RELATING TO DELEGATION OF AUTHORITY

A delegation may be revoked at any time without notice unless the delegation by-law specifically limits the municipality’s power to revoke the delegation.

A delegation shall not limit the right to revoke the delegation beyond the term of the council which made the delegation.

A delegation may provide that only the delegate can exercise the delegated power or that both the municipality and the delegate can exercise the power.

A delegation or deemed delegation of a duty results in the duty being a joint duty of the municipality and the delegate.

A delegation may be made subject to such conditions and limits as the Council considers appropriate. Council shall outline the procedures that the delegate is required to follow and specific measures for accountability of the delegate and the transparency of the delegate's actions.

Where a power is delegated, the power is deemed to be delegated subject to any limits on the power and to any procedural requirements, including conditions, approvals and appeals which apply to the power and any duties related to the power are deemed to be delegated with the power.

Council may provide for reviews or appeals of decisions made by persons or bodies in the exercise or intended exercise of powers or the performance or intended performance of duties delegated pursuant to this policy.

RESTRICTIONS

Council is not authorized to delegate any of the following powers and duties:

- To appoint or remove from office statutory officers of the municipality.
- To pass a by-law to deal with issues regarding taxes.
- To incorporate corporations.
- To adopt an official plan or an amendment to an official plan under the Planning Act.
- To pass a zoning by-law under the Planning Act.
- To pass a by-law related to small business counseling & municipal capital facilities
- To adopt a community improvement plan
- To adopt or amend the municipal budget
- Any other power that may be prescribed by Regulation

No delegation of legislative powers to a corporation is permitted.

**CORPORATE
POLICY AND
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Any delegation may be subject to any regulation made by the Minister.

**CORPORATE
POLICY AND
PROCEDURE**



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Tab CITY COUNCIL

Subject ACCOUNTABILITY AND TRANSPARENCY

Related Policies Disposition of Surplus Property By-law (1995)-14835
Hiring Of Employees
Procurement Of Goods And Services By-law (2005)-17679
Notice To The Public
Delegation Of Authority
Guiding Principles for Public Involvement
Council Code of Ethics

Approved by (date)

Review Date Annually

POLICY STATEMENT Guelph City Council acknowledges that it is responsible to provide good government for its community stakeholders in an accountable and transparent manner by:

- Encouraging public access and participation to ensure that decision making is responsive to the needs of its constituents and receptive to their opinions;
- Delivering high quality services to our constituents; and
- Promoting the efficient use of public resources.

Accountability, transparency and openness are standards of good government that enhance public trust. They are achieved through the City adopting measures ensuring, to the best of its ability, that all activities and services are undertaken utilizing a process that is open and accessible to its community stakeholders. In addition, wherever possible, the City of Guelph will engage its stakeholders throughout its decision making process which will be open, visible and transparent to the public.

Guelph City Council also acknowledges that there will be matters that due to their very nature must be considered at meetings that are not open to the public, and when these occasions occur, the City of Guelph commits to compliance with the statutory requirements regarding closed meetings under S. 239 of the Municipal Act, 2001 (the Act).

PURPOSE The purpose of this policy is to comply with S. 270 of the Act which requires that all municipalities adopt and maintain a policy with respect to the manner in which the City of Guelph will try to ensure that it is accountable to the public for its actions, and the manner in which we will try to ensure that our actions are transparent to the public. This policy will provide guidance for the delivery of the City's activities and services in accordance with the principles as outlined herein.

DEFINITIONS **Accountability** - The principle that the City of Guelph will be responsible to its stakeholders for decisions made and policies implemented, as well as its actions or inactions.

Transparency – The principle that the City of Guelph actively encourages and fosters stakeholder participation and openness in its decision making processes. Additionally, transparency means that the municipality's decision making process is open and clear to the public.

Meeting – Any regular, special or other meeting of council, of a local board or of a committee of either of them.

POLICY REQUIREMENTS The principles of accountability and transparency shall apply equally to the political process for decision making and to the administrative practices of the municipality.

"A" - Financial Matters

The City of Guelph will be open, accountable and transparent to its stakeholders in its financial dealings as required under the Act. Some examples of how the City of Guelph provides such accountability and transparency in its financial matters, are as follows:

- internal/external audit
- reporting/statements
- long term financial planning
- asset management
- purchasing/procurement
- disposition of surplus property
- budget process

"B" - Internal Governance

The municipality's administrative practices ensure specific accountability

on the part of its employees through the following initiatives:

- code of conduct for staff
- performance management and evaluation
- hiring policy
- orientation/continuing education
- health and safety
- work/life balance
- compensation/benefit
- commitment of senior management to ensure that administrative practices and procedures recognize Council's commitment to accountability and transparency

"C" - Public Participation

The City of Guelph ensures that it is open and accountable to its stakeholders through implementing processes outlining how, when and under what rules meetings will take place. The City's meetings will be open to the public when and as required under the Act, and members of the public will have an opportunity to make delegations or submit comments in writing on specific items at these meetings. In addition, the City of Guelph has adopted guiding principles for public involvement which ensure that participation by the public can be meaningful and effective by encouraging participation that is:

- inclusive not exclusive
- voluntary
- purpose driven
- respectful of time and financial constraints
- open communication
- adaptable
- accessible to information and decision making
- respectful of diverse interests
- regularly evaluated

These guidelines are available in the City Clerk's Office and on the City's website.

"D" - Disclosure of Information

The City is committed to timely disclosure of information by various

means including print media, websites, etc. Some specific examples include:

- The City's website www.guelph.ca
- The City News Page
- Use of various communication vehicles (newsletters, brochures, print and radio advertising, etc.)
- A robust media relations programme
- Direct communication with constituents (both verbal and written)
- Development of corporate communication strategies
- Public meetings and open houses on municipal initiatives
- Engagement of the public through an effective public consultation process, so as to receive and not just convey information.



City of Guelph

CORPORATE SERVICES

Information Report

TO: Governance & Economic Development Committee

DATE: December 10, 2007

SUBJECT: FULL TIME/PART TIME COUNCILORS

REPORT:

At the July 17, 2006 City Council meeting the following resolution was passed:

"THAT staff report to Council early in January 2007 on a process to review Council governance with regard to full/part time positions and ward structure."

The following question was placed on the ballot for the 2006 Municipal Election – "Are you in favour of retaining the current ward system as the method of electing City Councillors?". The results of the question, while not binding, showed a clear majority of those voting favoured maintaining the current system: yes – 26,741 / no – 5,390

As a result it is likely not necessary to commence the process as proposed in the July 2006 resolution and this matter can be removed from the outstanding list.

Prepared By:
Joyce Sweeney
Council Committee Co-ordinator
519-822-1260
joyce.sweeney@guelph.ca

Recommended By:
Lois A. Giles
City Clerk
519-822-1260 ext. 2232
lois.giles@guelph.ca

Lois C. Payne

Recommended By:

Lois Payne

Director of Corporate Services/City Solicitor

519-822-1260

lois.payne@guelph.ca

**The Corporation of the City of Guelph
Governance & Economic Development Committee
Monday December 10, 2007, 5:15 p.m.**

A meeting of the Governance & Economic Development Committee was held on Monday December 10, 2007 in Committee Room A at 5:15 p.m.

Present: Councillors Kovach, Findlay, Piper, Wettstein and Mayor Farbridge

Also Present: Councillors Bell and Hofland

Staff Present: Mrs. L.A. Giles, City Clerk/Manager of Council Administrative Services and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay
Seconded by Councillor Piper

THAT the minutes of the Governance & Economic Development Committee meeting held on November 8, 2007 be confirmed as recorded and without being read.

Carried

Report of the Accountability and Transparency Committee

The Chair welcomed Christopher Moes and Rolf Pedersen of the Accountability and Transparency Committee who are in attendance.

2. Moved by Councillor Piper
Seconded by Mayor Farbridge

REPORT

THAT the City of Guelph appoint The Association of Municipalities of Ontario Local Authority Services Limited as the City's Meeting Investigator pursuant to S.239 of the Municipal Act and that the Mayor and City Clerk be authorized to execute the necessary documents.

Carried

3. Moved by Councillor Piper
Seconded by Mayor Farbridge

REPORT

THAT the draft delegation of authority and the accountability and transparency policy be approved as amended, and attached as Schedule A and B, subject to review by Legal Services for compliance with the legislation.

Carried

Full Time / Part Time Councillors

Mrs. L.A. Giles
Ms. L.E. Payne

4. Moved by Councillor Piper
Seconded by Councillor Wettstein

THAT staff be directed to report back to the Governance & Economic Development Committee late in 2008 on a process for reviewing full time / part time Councillors including but not limited to:

- establishment and role of a citizens review committee
- measures to quantify time Councillors spent on City business
- compensation

Carried

Next Meeting:- January 17, 2008

The meeting adjourned at 5:45 p.m.

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Chairperson