



THE CORPORATION OF THE TOWNSHIP OF PUSLINCH  
March 20, 2019 COUNCIL GOAL SETTING MEETING

**COUNCIL GOAL SETTING A G E N D A**

**DATE:** Wednesday, March 20, 2019

**GOAL SETTING MEETING:** 9:00 A.M.

1. Call the Meeting to Order
2. Disclosure of Pecuniary Interest & the General Nature Thereof.
3. **REPORTS** ≠
  - (a) ADM-2019-012 Term of Council 2018 – 2022 Goals and Objectives
4. **CONFIRMING BY-LAW** ≠
  - (a) By-law to confirm the proceedings of Council for the Corporation of the Township of Puslinch.
5. **ADJOURNMENT** ≠



## **REPORT ADM-2019-012**

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TO: Mayor and Members of Council

FROM: Karen M. Landry, CAO/Clerk

MEETING DATE: March 20, 2019

SUBJECT: Term of Council 2018 – 2022 Goals and Objectives  
File: C08TER

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### **RECOMMENDATIONS**

**THAT Report ADM-2019-012 regarding Term of Council 2018-2022 Goals and Objectives be received; and**

**THAT Council adopts the Term of Council 2018-2022 Goals and Objectives, as amended.**

### **Background**

During the last term of Council, a special meeting was held on December 22, 2014, for the purpose of setting goals and objectives for the 2014-2018 Council term.

Council at its meeting held on December 19, 2018 received Report ADM-2018-035 which provided an update on the status of the various 2014-2018 Goals and Objectives set by Council. Report ADM-2018-035 is attached as Schedule E.

### **Purpose**

The purpose of this report is to have Council review and prioritize its Goals and Objectives for the 2018-2022 Council Term.

### **Update - Report ADM-2018-035**

Outlined below is a summary of the changes that have been made to the respective schedules since receipt of Report ADM-2018-035 and matters to be considered:

2018 – 2022 Term of Council Goals and Objectives - Schedule A

Title of document from “2014 to 2018 Term of Council – Goals and Objectives” to “2018 to 2022 Term of Council – Goals and Objectives”.

Goal/Objective	2019 Status/Timeline Update – Report ADM-2018-035	2019 Status/Timeline Update – Report ADM-2019-012
Destination Marketing/Branding (CBSP)	O – Final presentation to Council regarding logo and branding scheduled for December 19, 2018.	C - Logo and Branding Strategy adopted by Council at its meeting held on December 19, 2018. O - Implementation of Strategy
Industrial/Commercial land opportunities (CBSP)	C - Comprehensive Zoning By-law adopted by Council in April 2018 (under appeal). C - Municipal Services Feasibility Study reduced scope for Commercial and Industrial lands in Aberfoyle next steps considered by Council in December 2018.	C - Comprehensive Zoning By-law adopted by Council in April 2018 (under appeal). C - Municipal Services Feasibility Study reduced scope for Commercial and Industrial lands in Aberfoyle next steps considered by Council in December 2018. Stakeholder session to be held in Spring 2019.
Committee Review	O – Report presented for information to Council at its meeting held on December 5, 2018. The Report listed for debate at the December 19, 2018 Council meeting.	C - Report ADM-2018-040 adopted by Council at its meeting held on December 19, 2018.
Fire Master Plan (priority and affordability) (CBSP)	O – Fire Establishing By-law to be presented to Council for consideration at its meeting to be held on December 19, 2018.	O - Fire Establishing By-law being considered for adoption at the March 20, 2019 Council meeting.
Recreation Parks Master Plan (priority and affordability) (CBSP)	O - Back Soccer Fields - Design costs related to OLS surveying,	O - Back Soccer Fields - Design costs related to OLS surveying, geotechnical

	<p>geotechnical investigation, design and issuance of tender, project management of construction, etc. approved at \$70,000 through Council Resolution No.'s 2018-218 and 2018-238.                      O - Phase 1 and Phase 2 of Plan to be presented to Public in 2019.                      O - Further details provided during 2019 Capital Budget deliberations.</p>	<p>investigation, design and issuance of tender, project management of construction, etc. approved at \$70,000 through Council Resolution No.'s 2018-218 and 2018-238.                      O - Phase 1 and Phase 2 of Plan to be presented to Public in May 2019.                      Trillium Funding has been secured and project construction is to commence May 1, 2020.                      O - Further details provided during 2019 Capital Budget deliberations.</p>
County Updates at Council Meetings	O – Updates are made bi-annually to Council.	O – Updates are made as a Council Agenda Item
Gateway Signage (CBSP)	O – Final presentation to Council regarding logo and branding scheduled for December 19, 2018.	C - Logo and Branding Strategy adopted by Council at its meeting held on December 19, 2018. Gateway Signage as part of Signage Plan.
Conservation Authorities – updates by appointed members	O - Presentations were made by: Conservation Halton on January 10, 2018, GRCA on April 4, 2018 and Hamilton Conservation on April 4, 2018.	O - Presentations were made by: Conservation Halton on January 10, 2018, GRCA on April 4, 2018 and Hamilton Conservation on April 4, 2018. O - Presentation was made by Conservation Halton on January 23, 2019. Presentations be GRCA and Hamilton Conservation are scheduled for May 1, 2019.
Long Term Planning (CBSP)	C - Council passed a new comprehensive zoning	C - Council passed a new comprehensive zoning by-

	<p>by-law in April 2018.                  O - Council at its meeting held on June 20, 2018 reduced the scope of the study to properties located in the industrial and commercial lands in the vicinity of Brock Road and Highway 401. Staff Report ADM-2016-036 considered by Council in December 2018.</p>	<p>law in April 2018.                  O - Council at its meeting held on June 20, 2018 reduced the scope of the study to properties located in the industrial and commercial lands in the vicinity of Brock Road and Highway 401. Staff Report ADM-2016-036 considered by Council in December 2018. Stakeholder session to be held in Spring 2019.</p>
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By-laws - Schedule B

By-law	2019 Status/Timeline Update – Report ADM-2018-035	2019 Status/Timeline Update – Report ADM-2019-012
Signs	I – 2019	I – 2023
Dog Licensing/Kennel Licensing	I – 2021	Council at its meeting held August 15, 2018 requested that consideration be given to moving the review of this by-law to 2019
Site Alteration	O - 2019	Workshop with Council needs to be set to discuss desired amendments
Mobile Food Services Licensing	O - 2019	Workshop with Council needs to be set to provide background and next steps
Procurement – moved from Policy and Plan Review Schedule	I – 2020	I – 2020
Procedural – moved from Policy and Plan Review Schedule	O – 2019	O - 2019
Development Charges- moved from Policy and Plan Review Schedule	I – 2018	O - 2019
Fire Department Establishing By-law – moved from Policy and Plan Review Schedule	C – 2018	C – 2019
Records Retention By-law– moved from Policy and Plan Schedule	O – 2019	I - 2023

Please note other changes on this Schedule include:

- Changing the responsible department from By-law to Administration.
- Noting the Site Plan Control By-law has a budget impact as the services of the County of Wellington Planning Department have been retained.

Policies and Plans - Schedule C

Title of document from “Policy Review” to “Policy and Plan Review”.

Policy and Plan	2019 Status/Timeline Update – Report ADM-2018-035	2019 Status/Timeline Update – Report ADM-2019-012
Code of Conduct - <b>Council</b>	C – 2019	C - 2019
Code of Conduct – <b>Staff *</b>		I – 2021
Tree Canopy Policy – New – Legislated	O – 2019	C – 2019
Pregnancy & Parental Leaves – Members of Council – New – Legislated	I – 2019	C – 2019
Cannabis Policy Statement *		I – 2019
Road Work & Ditching Restoration *		I – 2022
Community Safety & Well Being Plan – New – Legislated*		I – 2020
Investment Policy* - Legislated		I – 2019, I – 2020, I -2021, I - 2022
Logo Use Policy*		I – 2019
Performance Appraisal Policy	I -2019	I - 2024

**\* Added**

The Code of Conduct for staff has been added to the list as the recent update completed in 2018 was to the Code of Conduct for Council due to the legislative requirement to retain an Integrity Commissioner.

The addition of the Cannabis Policy Statement is in response to the new regulatory framework regarding Retail Cannabis stores.

The addition of a Road Work & Ditching Restoration Policy is in response to a complaint where it was determined that the Township currently does not have a policy that outlines minimum notification requirements and restoration options, if any, available to a resident, and a service level policy whether a ditch will be restored to a pre-existing condition.

The addition of a Community Safety & Well Being Plan is in response to legislative amendments to the *Police Services Act, 1990* that requires a local municipality to adopt its first community safety and well-being plan by January 1, 2021.

The addition of recognizing on the Schedule the annual review of the Township’s Investment Policy as legislated.

The addition of a logo use policy as it is considered a best practice to have a policy in place that outlines the permitted use of the Township logo.

Please note other changes on this Schedule include:

- Noting the Telecommunication Policy has a budget impact as the services of the County of Wellington Planning Department have been retained.

Summary by Year over Council Term 2018 – 2022

2019	2020	2021	2022
Term of Council – Goals and Objectives			
Use of Aggregate Levy	Use of Aggregate Levy	Use of Aggregate Levy	Use of Aggregate Levy
Tax Stabilization Reserve	Tax Stabilization Reserve		
Industrial/Commercial Land Opportunities & Long Term Planning – Feasibility Study 401 (Aberfoyle)			
Industrial/Commercial Land Opportunities & Long Term Planning – New Zoning By-law (Appeal)			
Support of TAPMO initiatives	Support of TAPMO initiatives	Support of TAPMO initiatives	Support of TAPMO initiatives
Destination Marketing/Branding (CBSP)	Destination Marketing/Branding (CBSP)		
Recreation and Parks Master Plan – PCC –	Recreation and Parks Master Plan – PCC –		

Back Soccer Fields - Tender	Back Soccer Fields - Tender		
Recreation and Parks Master Plan – Open House on PCC Park Master Plan			
County Updates at Council Meetings	County Updates at Council Meetings	County Updates at Council Meetings	County Updates at Council Meetings
Highway 6 By-pass	Highway 6 By-pass	Highway 6 By-pass	Highway 6 By-pass
Gateway Signage – to be addressed as part of Signage Plan through implementation of the logo and brand strategy	Gateway Signage – to be addressed as part of Signage Plan through implementation of the logo and brand strategy		
Community Forums – Municipal Services Feasibility Study, PCC Park Master Plan, Fox Run Park	Community Forums – TBD	Community Forums - TBD	Community Forums - TBD
Recreation Programming Camps – YMCA/YWCA	Recreation Programming Camps – YMCA/YWCA	Recreation Programming Camps – YMCA/YWCA	Recreation Programming Camps – YMCA/YWCA
Conservation Authorities annual update Conservation Halton – January 23/19 GRCA – May 2019 Hamilton Conservation – May 2019	Conservation Authorities annual update	Conservation Authorities annual update	Conservation Authorities annual update
Culture with Recreation – Puslinch Community Newsletter	Culture with Recreation – Puslinch Community Newsletter	Culture with Recreation – Puslinch Community Newsletter	Culture with Recreation – Puslinch Community Newsletter
Relationships with abutting municipalities	Relationships with abutting municipalities	Relationships with abutting municipalities	Relationships with abutting municipalities
Gravel Companies – Rehabilitation	Gravel Companies – Rehabilitation	Gravel Companies – Rehabilitation	Gravel Companies – Rehabilitation



By-laws			
2019	2020	2021	2022
Development Charges By-law	Parking – County Wide By-law	Signs	Accident Scene Solicitation
Site Alteration By-law	Fence By-law - New	Discharge of Firearms	Fortification
Mobile Food Services Licensing	Snow Removal - New	Reduced Load	Numbering of Buildings (Street Numbering and Naming)
Property Standards By-law	Procurement By-law	Dog Licensing/Kennel Licensing	
Site Plan Control By-law			
Procedural By-law			
Policies and Plans			
2019	2020	2021	2022
Harassment Policy**	Harassment Policy**	Harassment Policy**	Harassment Policy**
Health & Safety Policy**	Health & Safety Policy**	Health & Safety Policy**	Health & Safety Policy**
Investment Policy**	Investment Policy**	Investment Policy**	Investment Policy**
Tree Canopy Policy - New	Sale of Land Policy	Accountability and Transparency Policy	Overtime and Lieu Policy
Pregnancy & Parental Leaves – Members of Council	Notice Policy	Hiring Policy	Encroachment Policy
Computer Use Policy	Accessibility	Code of Conduct - Staff	
Staff and Council Relations Policy	Social Media Policy	Council Vacancy Policy Update - Mayor	
Municipal Development Standards	Community Safety & Well Being Plan	Facility Naming Policy	
Cannabis Policy Statement	Financial Administration and Budget Management Policy	Memorial Planting Program Policy	
Telecommunications Tower Policy	Reserves and Reserve Funds Policy		

Asset Management Policy	Vehicle Use Policy		
Fleet Management Policy			
Logo Use Policy			
Audit Recommendations			
2019	2020	2021	2022
Security and Grading Deposits	Review of Capital Asset Policy	Capital Asset Recording	
	Purchase Orders		
	Invoice and Time Sheet Sign Off		

\*\* Legislated annual review

Financial Implications

Those goals/objectives that rely on funding through approval of the budget are noted in the “Budget” column.

Applicable Legislation and Requirements

*Municipal Act, 2001, S.O. 2001, c. 25*

*Planning Act, R.S.O. 1990, c. P. 13*

*Police Services Act, R.S.O. 1990, c. P. 15*

Attachments

- Schedule A 2018 – 2022 Term of Council Goals and Objectives
- Schedule B By-laws
- Schedule C Policies and Plans
- Schedule D Initiatives and Projects identified during the Township’s Audit
- Schedule E Report ADM-2018-035 – Term of Council 2014-2018 Goals and Objectives
- Schedule F Report ADM-2018-037 Community Based Strategic Plan 2015 – 2020 Strategy Scorecard Update

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Use of the Aggregate Levy		2 Budget - Long Term Financial Planning	Y	<b>Finance</b> - Township through future Budgets will phase in the use of the Aggregate Levy for Roads infrastructure projects	O - No change - first establish appropriate level of capital levy funding	O - No change - first establish appropriate level of capital levy funding	O - The 2019 Asset Management Plan will assist with determining the appropriate level of capital levy funding.
Tax Stabilization Reserve (CBSP)		2 Budget - Long Term Financial Planning	Y	<b>Finance</b> - Township through the Budget process contributes to its established reserves. Staff through future budgets will phase in the establishment of tax stabilization reserve.	O - No change - first establish appropriate level of capital levy funding	O - No change - first establish appropriate level of capital levy funding. Updated Asset Management Plan 2018 will assist with determining appropriate level of capital funding levy.	O - The 2019 Asset Management Plan will assist with determining the appropriate level of capital levy funding.
Puslinch Lake Access/GRCA	M2		N	<b>Administration</b> - The GRCA has advised that it does not have plans at this time to provide a public access area at Puslinch Lake. The GRCA will make a presentation to Council in June/July 2015 regarding its Master Plan	C - Presentation was made to Council at its meeting held on June 3, 2015 by Dave Bennett, Director of Operations, GRCA.	C	C
Destination Marketing/Branding (CBSP)	M1	Recreation and Parks Master Plan	Y	<b>Administration</b> Subject to funding being allocated in the 2016 Budget. This item goes beyond Recreation & Parks to include economic development (grant funding may be available)	O - The capital budget includes funding in the amount of \$15,000 with \$7,500 derived from grants. The RED grant funding program was cancelled. The Township is monitoring a proposed grant program known as the Jobs and Prosperity Fund	O - Grant funding has been secured. RFP for Branding to be issued in 2018.	C - Logo and Branding Strategy adopted by Council at its meeting held on December 19, 2018. O - Implementation of Strategy
Industrial/Commercial land opportunities (CBSP)	M	County Official Plan & Township Zoning By-law	TBD	Resolution 2013-237 and more recently Resolution 2015-101 requesting a report from the County regarding the province's review of the various plans and the impact on the Township and the action required by the Township to consider the designation of Employment lands and expansion of the Morriston boundary.	O - Comprehensive Zoning By-law Review is in progress and is scheduled for completion in 2017.	O - Comprehensive Zoning By-law scheduled for Council consideration in February 2018. O - Municipal Servicing Feasibility Study is scheduled for completion in 2018.	C - Comprehensive Zoning By-law adopted by Council in April 2018 (under appeal). C - Municipal Services Feasibility Study reduced scope for Commercial and Industrial lands in Aberfoyle next steps considered by Council in December 2018. Stakeholder session to be held in Spring 2019.

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Committee Review	1	Governance Review to be completed each term of Council	Y - If number of committees and members change	<b>Administration</b> - Staff will bring forward a report at the final meeting of the 2014-2018 term of council and the first business meeting of the 2018-2022 term of council.	O - Recreation Committee completed a review of its Terms of Reference at its meeting held in December 2016. Next step is for the Committee to finalize its submission at its February meeting, and then forward to Council for consideration.	C - Updated terms of reference adopted by Council on June 21, 2017. O - Staff to present a report on a review of its committees in the Fall of 2018 for consideration by the new Council in December 2018/January 2019.	C - Report ADM-2018-040 adopted by Council at its meeting held on December 19, 2018.
Support of TAPMO initiatives (CBSP)	M2		N	<b>Mayor and Council</b> - Mayor Lever is the Chair of TAPMO and Council at its meeting held on March 18, 2015 passed a resolution in support of aggregate appeal matters. Further review of the priority of the initiatives of TAPMO will be considered by Council prior to AMO.	O - Council continues to support TAPMO initiatives.	O - Council continues to support TAPMO initiatives.	O - Council representation for attendance at TAPMO meetings needs to be determined.
Fire Master Plan (priority and affordability) (CBSP)	M1	Fire Master Plan	Y	<b>Fire</b> - A series of recommendations will be identified through this process that will need to be prioritized and may have budget implications.	C - Fire Master Plan presented to Council at its meeting held on November 18, 2015. O - Service level meetings were held on July 21, September 7, September 14 and October 6, 2016. An additional meeting is scheduled for February 24, 2017.	O - Service level meeting held on February 24, 2017. O - Fire Establishing By-law to be updated.	O - Fire Establishing By-law being considered for adoption at the March 20, 2019 Council meeting.
Recreation Parks Master Plan (priority and affordability) (CBSP)	M1	Recreation and Parks Master Plan	Y	<b>Administration/Public Works and Parks</b> - A series of recommendations will be identified through this process that will need to be prioritized and may have budget implications.	C - Recreation and Parks Master Plan presented to Council at its meeting held on May 20, 2015. O - Service level meetings were held on June 15 and July 21, 2016. An additional meeting is scheduled for February 24, 2017 to review the proposed concept Parks Master Plan for the PCC lands.	O - Service Level Meeting held February 24, 2017 and June 28, 2017. At the September 27, 2017 Capital Budget Meeting, Council directed staff to hold the Public Meeting regarding the Parks Master Plan in 2019. Staff is to report back during the 2019 Budget deliberations on the costs to upgrade the back fields to a soccer pitch.	O - Back Soccer Fields - Design costs related to OLS surveying, geotechnical investigation, design and issuance of tender, project management of construction, etc. approved at \$70,000 through Council Resolution No.'s 2018-218 and 2018-238. O - Phase 1 and Phase 2 of Plan to be presented to Public in May 2019. Trillium Funding has been secured and project construction is to commence May 1, 2020. O - Further details provided during 2019 Capital Budget deliberations.

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Economic Development/Chamber	M1	Business Retention and Expansion Project	Y	The Guelph Chamber of Commerce boundaries include the City of Guelph, Township of Guelph/Eramosa and the Township of Puslinch.			
County Updates at Council meetings	1		N	<b>Mayor</b>	O - Updates are made bi-annually to Council	O - Updates are made bi-annually to Council	O - Updates are made as a Council Agenda item
Highway 6 By-pass (CBSP)	M			<b>Council</b> - Continue to advocate	O - On March 29, 2016, the Province announced it is moving forward with the Highway 6 By-pass.	O - MTO provided an update on the project to Council on October 4, 2017	O - Correspondence dated October 15, 2018 from the Ministry of Transportation advises the current government is conducting an assessment of highway expansion needs province-wide, including previously approved projects, to help determine priorities moving forward.
Budget	1		n/a		C - Annual process		
Gateway Signage (CBSP)	3		Y	<b>Administration</b> - coordinate in conjunction with branding exercise	O - The capital budget includes funding in the amount of \$15,000 with \$7,500 derived from grants. The RED grant funding program was cancelled. The Township is monitoring a proposed grant program known as the Jobs and Prosperity Fund	O - Grant funding has been secured. RFP for Branding to be issued in 2018.	C - Logo and Branding Strategy adopted by Council at its meeting held on December 19, 2018. Gateway Signage to be considered as part Signage Plan through the implementation of the Logo and Brand Strategy.
Paved Shoulders	M2-3		Y	<b>Public Works</b> - Report to Council	C - Council received Report PW-2015-004 at its meeting held on October 21, 2015	C	C
Community Forums	2				O - Council hosts various public information sessions or open house events for significant matters impacting the municipality e.g. Recreation and Parks Master Plan, Comprehensive Zoning By-law and Annual Budget	O - Council hosts various public information sessions or open house events for significant matters impacting the municipality e.g. Comprehensive Zoning By-law, User Fee By-law, Grant and In Kind Policy and Annual Budget	O - Council hosts various public meetings or public open house events for significant matters e.g. Municipal Feasibility Study, User Fees, Building By-law, Fox Run Park, Logo and Branding Strategy
Staff Appreciation BBQ/Family	1			<b>Administration</b> - Staff to report back to Council	C - Report ADM-2015-06 presented to Council on July 15, 2015 to establish Township hosted appreciation events.	C	C
Photo gallery staff	1		Y	<b>Administration</b> - Staff does not recommend undertaking this initiative at this time due to other priorities.			

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Recreation Programming Camps	M2-3	Recreation and Parks Master Plan	Y	<b>Administration</b> - A series of recommendations will be identified through this process that will need to be prioritized and may have budget implications.	O - Summer, Winter and PD Camps are hosted by the YMCA using the PCC and ORC facilities	O - Summer, Winter and PD Camps are hosted by the YMCA using the PCC and ORC facilities	O - Winter and March Break Camps hosted by the YMCA have been booked for 2018/2019
Conservation Authorities – updates by appointed members	1		N	<b>Administration</b> - Bi- annual presentation commencing in June	O - Presentations were made on June 6, 2015 by Hamilton Conservation and on July 15, 2015 by Halton Conservation. Presentations are currently being coordinated for the Summer of 2017 for all three conservation authorities.	O - Presentations were made on April 5, 2017 by Hamilton Conservation, March 1, 2017 by GRCA and on February 1, 2017 by Halton Conservation. Presentations are currently being coordinated for 2018 for all three conservation authorities. Conservation Halton (January 10, 2018)	O - Presentations were made by: Conservation Halton on January 10, 2018, GRCA on April 4, 2018 and Hamilton Conservation on April 4, 2018. O - Presentation was made by Conservation Halton on January 23, 2019. Presentations by GRCA and Hamilton Conservation are scheduled for May 1, 2019.
Culture with Recreation	2	Recreation and Parks Master Plan	Y	<b>Administration</b> - A series of recommendations will be identified through this process that will need to be prioritized and may have budget implications.	O - The Recreation and Parks Master Plan recommends "Seek fundraising, partnership and sponsorship opportunities that are consistent with the Township's vision in order to reduce reliance on tax dollars in providing quality parks and recreation opportunities" and "Build relationships with local religious institutions and adjacent municipalities to improve collaboration and ensure affordable access to facilities and programs for residents." Council passed Resolutions 2016-315 and 2016-316 to support the installation of a basketball court by the Optimist at Boreham Park and facilitated through a fee reduction the hosting by the YMCA of PA Day Camps and Christmas and March Break Camps.	O - The Recreation and Parks Master Plan recommends "Seek fundraising, partnership and sponsorship opportunities that are consistent with the Township's vision in order to reduce reliance on tax dollars in providing quality parks and recreation opportunities" and "Build relationships with local religious institutions and adjacent municipalities to improve collaboration and ensure affordable access to facilities and programs for residents." Council adopted in 2017 a Reduced Rate/Fee Waiver Policy and a Grant Policy for all eligible organizations that meet the criteria.	O - Puslinch Community Newsletter was launched in 2018.
Streaming of Council meetings	3		Y	<b>Administration</b> - Estimates will be obtained for consideration during the 2017 budget deliberations	O - A report will be brought to Council for consideration during the first quarter of 2017	C - Streaming to commence in March 2018	C - Streaming of Council meetings commenced in April 2018.

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
By-law review including Zoning, Noise, Signs and other regulatory by-laws	M2		Y	<b>Administration</b> - See detailed Regulatory By-law Review Schedule	O - See Regulatory By-law Review Schedule	O - See Regulatory By-law Review Schedule	O - See Regulatory By-law Review Schedule
Policy Review including Expense, Code of Conduct	M1		Y	<b>Administration</b> - See detailed Policy Review Schedule	O - See Policy Review Schedule	O - See Policy Review Schedule	O - See Policy Review Schedule
Open House Events, Fire and Recreation Master Plans	M1	Recreation and Parks Master Plan and Master Fire Plan	Y	<b>Administration</b> - Recreation and Parks Master Plan - Open House Events scheduled for April. It is anticipated the Recreation and Parks Master Plan will be considered by Council in May. It is anticipated that the Master Fire Plan will be completed by September 2015.	C - Fire Master Plan presented to Council on November 18, 2015. Recreation and Parks Master Plan presented to Council on May 20, 2015.	C	C
Relationship with abutting municipalities	M1			<b>Staff/Council</b>	O	O	O
Township Office improvements, accessibility	M2	Space Needs Assessment Study	Y	<b>Administration</b> - During the 2016 budget deliberations consideration of funding and potential phasing of office renovations and expansions to be considered.	O - The Capital Forecast includes funds to be budgeted in 2019 to 2023 for the office renovation/expansion project including accessibility. Capital funds in the amount of \$16,981 have been allocated for an accessible front count. Further analysis will be completed in 2018 to determine the most cost effective way to develop office space that meets the Township's requirements including accessibility (ie: lease a building, purchase a new building, or renovate/expand existing building).	O - The Capital Forecast includes funds to be budgeted in 2023 to 2027 for the office renovation/expansion project including accessibility. The works related to an accessible front counter were completed in 2017. Further analysis will be completed in 2022 to determine the most cost effective way to develop office space that meets the Township's requirements including accessibility (ie: lease a building, purchase a new building, or renovate/expand existing building).	C - Due to demands on the Township's Capital Budget Program staff have removed the Township Office renovation/expansion project or the leasing of a building from the Capital Forecast. C - New Accessible Front Doors were installed at the Puslinch Community Centre in November 2018.
CIP (Aberfoyle, Morriston) (CBSP)	M1	Business Retention and Expansion Project	Y	<b>Planning/Development</b> - RFP has been awarded to Meridan. Project to commence in April	C - The Community Improvement Plan for "Our Corridor" was adopted by Council on March 16, 2016. Funding has been included in the 2017 Operating Budget to implement the CIP funding opportunities.	Note - The Community Improvement Grant Program was launched in November 2017.	C - Direct mailing was completed in June 2018. The Township has received a few inquiries but an application has not yet been filed. As part of the 2019 Budget process staff recommend that funds be placed in an operating carry forward reserve for any future applications that are filed.

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Long term Planning (CBSP)	M			Also refer to Industrial/Commercial Land Development Item	O - Comprehensive Zoning By-law Review is in progress and is scheduled for completion in 2017.	O - Comprehensive Zoning By-law scheduled for Council consideration in February 2018. O - Municipal Services Feasibility Study scheduled for Council consideration in Spring 2018.	C - Council passed a new comprehensive zoning by-law in April 2018. O - Council at its meeting held on June 20, 2018 reduced the scope of the study to properties located in the industrial and commercial lands in the vicinity of Brock Road and Highway 401. Staff Report ADM-2016-036 considered by Council in December 2018. Stakeholder session to be held in Spring 2019.
Planning evaluation process	2						
Garbage Pick Up (CBSP)	M3			<b>Council</b>	C - The County implemented a rural waste pick up program July 1, 2016	C	C
Gravel companies – rehabilitation participation (CBSP)	M2				O - Council continues to support the initiatives of TAPMO and comment on the amendments to the Aggregate Resources Act. See resolutions 2016-409 and 2016-429.	O - Council continues to support the initiatives of TAPMO and comment on the amendments to the Aggregate Resources Act.	O - Council continues to support the initiatives of TAPMO
Transparency/Bill 8	M1			<b>Administration</b> - to monitor proclamation date of and report to Council on impacts	C - Council adopted a Complaint Policy at its meeting held on November 9, 2016 through Resolution 2016-406.	C	C
Who does what, County, Township, Community	M1			<b>Administration</b> - The Township's website has been developed to identify all services and to provide direct links to the County's website for services they provide	C	C	C



By-law Review

Schedule "B" to Report ADM-2019-012

By-law	Year Passed	Proposed Year for Review	Budget/Consultant	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Procedural By-law	2008	2015	n/a	Administration	O - Fall 2017	O - Spring 2018	O - 2019
Development Charges By-law	2014	2019	Yes	Finance	I - Winter 2018	I - 2018	O - 2019
Building By-law	2005	2015	n/a	Building	I - Winter 2017	O - 2018	C - 2018
Procurement By-law	2008	2016	n/a	Finance	O - Winter 2017	I - 2020	I - 2020
Mobile Food Services Licensing- New	n/a	2015	n/a	Administration	O - Winter 2017	O - 2019	O - 2019
Fire Department Establishing By- law	2010	2015	Yes	Fire	O - Winter 2017	I - 2018	C - 2018
Fire Department Establishing By- law	2018	2028	n/a	Fire		I - 2028 Move to a 10 year cycle review	I - 2028
Records Retention By-law	2013	2016	n/a	Administration	I - Winter 2018	I - Fall 2019	I - 2023
Site Alteration	2012	2015/2016	Yes	Administration	O - Fall 2017	O - 2018	O - 2019
Dog Licensing/Kennel Licensing	1999	2016	n/a	Administration	I - Spring 2018	I - 2021	Council at its meeting held August 15, 2018 requested that consideration be given to moving the review of this by-law to 2019
Property Standards	1989	2017	n/a	Administration	I - Fall 2017	O - 2018	O - 2019
Accident Scene Solicitation	2011	2017	n/a	Administration	Move to 2022 - County Wide By-law	I -2022 - County Wide By-law	I - 2022
Signs	1991	2019	Yes	Administration		I - 2019	I -2023
Parking	2005	2020	n/a	Administration	County Wide By-law	I - 2020	I - 2020
Noise	2005	2020	n/a	Administration	County Wide By-law - Minor Amendment in 2017	I - 2023	I - 2023
Exotic Animals	1982	2021	n/a	Administration		I - 2025	I - 2025
Fortification	2012	2022	n/a	Administration		I - 2022	I - 2022
Numbering of Buildings (Street Numbering and Naming - Resolution 2016-122)	1992	2022	n/a	Administration		I - 2022	I - 2022
Clean Yards	1974	2023	n/a	Administration		I - 2023	I - 2023
Smoking	2012	2024	n/a	Administration		I - 2024	I - 2024
Pool Enclosure By-law - New	2017	2025	n/a	Administration	I - 2017	O - 2018	C - 2018
Fence By-law - New	n/a			Administration		I - 2020	I - 2020
Discharge of Firearms - New	n/a			Administration		I - 2021	I - 2021
Zoning	1985	2018	Yes	Development	I - 2016	O - 2018	C - 2018
Cash-in-Lieu of Parkland	2008	2023	Yes	Development	Moved forward	C - 2018	C - 2018
Site Plan Control	2008	2024	n/a	Development	I -2018 Moved forward	O - 2018	O - 2019
Fireworks	2014	2018	n/a	Fire		Recommend 10 year cycle - 2024	I - 2024
Open Air Burning	2014	2019	n/a	Fire		Recommend 10 year cycle - 2024	I -2024
Snow Removal – New	n/a	2015	n/a	Public Works	I - Staff does not recommend passing this by-law at this time. Staff recommend considering the need for this By-law in 2020	I - Staff does not recommend passing this by-law at this time. Staff recommend considering the need for this By-law in 2020	I - 2020
Reduced Load	2004	2021	n/a	Public Works		I - 2021	I - 2021

Policy and Plan Review

Schedule "C" to Report ADM-2019-012

Policy	Year Passed	Proposed Year for Review	Budget/Consultant	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Harassment Policy	2010	2015	Yes	Administration	O - Spring 2017	O - Spring 2018	C - 2018
Health and Safety Policy	2008	2015	n/a	Administration	O - Summer 2017	C - 2017	C - 2017
Hiring Policy	2008	2016	n/a	Administration	O - Amendment made in 2015 - I - Full Review Winter 2017	I - Spring 2019	I - 2021
Code of Conduct	2012	2016	n/a	Administration	I - Summer 2017	O - Spring 2018	C - 2018
Use of Corporate Resources - legislated		2018	n/a	Administration		O - Spring 2018	C - 2018
Health and Safety Policy - legislative requirement to be reviewed annually	2017	2018	n/a	Administration		I - Summer 2018	C - 2018
Notice Policy	2008	2017	n/a	Administration	I - Winter 2017	I - Fall 2020	I - 2020
Council Vacancy Policy Update - Mayor	2015	2019	n/a	Administration		I - Spring 2019	I - 2021
Sale of Land Policy	2008	2017	n/a	Administration	I - Winter 2018	I - Fall 2020	I - 2020
Accountability and Transparency Policy	2008	2017	n/a	Administration	I - Winter 2017	I - Fall 2019	I - 2021
Committee Governance	2015	2018/2019	n/a	Administration	I - Spring 2018	O - Fall 2018	C - 2018
Harassment Policy - legislative requirement to be reviewed annually	2018	2019				I - Summer 2019	I - 2019
Health and Safety Policy - legislative requirement to be reviewed annually	2018	2019	n/a	Administration		I - Summer 2019	I - 2019
Performance Appraisal Policy	2014	2019	n/a	Administration	I - Winter 2019	I - Winter 2019	I - 2024
Health and Safety Policy - legislative requirement to be reviewed annually	2019	2020		Administration		I - Summer 2020	I - 2020
Harassment Policy - legislative requirement to be reviewed annually	2019	2020		Administration		I - Summer 2020	I - 2020
Overtime & Lieu Policy	2014	2019	n/a	Administration	I - Spring 2019	I - Winter 2022	I - 2022
Accessibility		2020	n/a	Administration	I - Summer 2020	I - Summer 2020	I - 2020
Tree Canopy Policy - New - Legislated				Administration			C - 2019
Pregnancy & Parental Leaves - Members of Council - - New - Legislated		2019	n/a	Administration		I - Spring 2019	I - 2019
Social Media Policy - New	n/a	2016	n/a	Administration	I - Winter 2018	I - 2019	I - 2020
Computer Use Policy - New	n/a	2016	n/a	Administration	I - Winter 2017	I - 2019	I - 2019
Service Recognition Policy	2016	2023	n/a	Administration		I - 2026 Move to a 10 year cycle review	I - 2026
Staff and Council Relations - New - Legislated		2018	n/a	Administration		I - 2018	C - 2019
Harassment Policy - legislative requirement to be reviewed annually	2020	2021	n/a	Administration		I - Summer 2021	I - 2021
Health and Safety Policy - legislative requirement to be reviewed annually	2020	2021	n/a	Administration		I - Summer 2021	I - 2021
Facility Naming Policy - New - (September 15, 2018 Council Meeting)	n/a	2021	n/a	Administration			I - 2021
Memorial Planting Program Policy - New - (September 27, 2017 Council Budget)		2020	n/a	Administration		I - 2020	I - 2021
Health and Safety Policy - legislative requirement to be reviewed annually	2021	2022	n/a	Administration		I - Summer 2022	I - 2022
Harassment Policy - legislative requirement to be reviewed annually	2021	2022	n/a	Administration		I - Summer 2022	I - 2022

Policy and Plan Review

Schedule "C" to Report ADM-2019-012

Policy	Year Passed	Proposed Year for Review	Budget/Consultant	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Encroachment Policy - New	n/a	2022	n/a	Administration			I - 2022
Health and Safety Policy - legislative requirement to be reviewed annually	2022	2023	n/a	Administration		I - Summer 2023	I - 2023
Harassment Policy - legislative requirement to be reviewed annually	2022	2023	n/a	Administration		I - Summer 2023	I - 2023
Health and Safety Policy - legislative requirement to be reviewed annually	2023	2024	n/a	Administration		I - Summer 2024	I - 2024
Harassment Policy - legislative requirement to be reviewed annually	2023	2024	n/a	Administration		I - Summer 2024	I - 2024
Telecommunication Towers - New	2018		Yes	Development		I - 2018	I - 2019 (County Planning)
Municipal Servicing Standards	1999	2015	Yes	Development	I - Spring 2018	O - 2018	O - 2019
Design Guidelines	2010	2019	Yes	Development	I - Summer 2019	I - 2023	I - 2023
Staff and Council Expense Policy	2012	2015	n/a	Finance	O - Spring 2017	C - 2017	C - 2017
Financial Administration and Budget Management Policy	2008	2015	n/a	Finance	I - Summer 2017	I - Fall 2020	I - 2020
One-third Tax Free	2014	2015	n/a	Finance		C	C
Use of Township Facilities by Community Groups - New	n/a	2015	n/a	Finance	O - Fall 2017	C - 2017	C - 2017
Strategic Asset Management Policy - New - Legislated (every five years)			Yes	Finance		I - 2018 (must be in place July 2019)	O - 2019
Grant Policy - New	n/a	2015	n/a	Finance	O - Fall 2017	C - 2017	C - 2017
Reserves and Reserve Funds including Minimum Balances in Discretionary and Restricted Reserves (Resolution 2017-054)	2013	2017	n/a	Finance	I - Winter 2017	I - 2020	I - 2020
Fleet Management		2018	n/a	Finance		O - Summer 2018	O - 2019
Logo Policy		2019	Yes	Finance			I - 2019
Investment Policy	2014	2019	n/a	Finance	I - Summer 2018	I - 2019	O - 2019
Investment Policy	2014	2020	n/a	Finance			I - 2020
Investment Policy	2014	2021	n/a	Finance			I - 2021
Investment Policy	2014	2022	n/a	Finance			I - 2022
Vehicle Use		2019	n/a	Finance		I - 2020	I - 2020
Strategic Asset Management Policy - New - Legislated (every five years)	2019	2024	Yes	Finance		I - 2023	I - 2024
One-third Tax Free	2015	2019	n/a	Finance	I - Spring 2019	No longer applicable	C - One third federal tax exemption for elected officials expires effective January 1, 2019. Council Resolution No. 2017-419 authorized that Council's gross pay be adjusted to maintain the same net pay as prior to January 1, 2019.
Use of Township Facilities by Community Groups	2017	2027	n/a	Recreation	I - Spring 2022	I - 2027 - Move to a 10 year cycle review	I - 2027
Advertising	2013	2019	n/a	Recreation		I - 2023 - Move to a 10 year cycle review	I - 2023

Audit Recommendations

Item	Fiscal Year Recommended	Recommendation	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Review of Capital Asset Policy	2014 & 2015	Review of capital asset policy to ensure that the correct useful lives are being attached to different asset classes. As well, the policy should ensure that different asset subclasses exist in order to separate non-similar assets. For example, all buildings are being amortized over 40 years, but buildings include everything from large structural buildings to other small structures including cenotaphs	Y	Finance	I - 2018	I - 2020	O - 2019 - incorporated as part of the Asset Management Program - Phase 2 project.
Employee Paystubs	2014	Provide employees whether or not upon request a copy of their paystub or provide online access.	N/Y	Finance	C-2016 - automation of paystubs to employees through Easystub (online access).	C	C
Purchase Orders	2014 & 2015	Implement a purchase order system	Y	Finance	I - 2018	I - 2020 - Aligned with Procurement Policy Review Timeline	I - 2020 - Aligned with Procurement Policy Review Timeline
Procurement Policy	2014 & 2015	Recommend review of the Township's Procurement Policy	N	Finance	O - 2017	I - 2020	I - 2020
Accounts Payable Procedural Enhancement	2014	Set up year end/month end invoices within accounts payable	N	Finance	C-2015	C	C
HST Accounts	2014	Establish procedure for the routine clearing out of HST accounts after HST returns are prepared	N	Finance	C-2015	C	C
Journal Entries	2014	Establish threshold for the processing of journal entries after the trial balance is given to the auditors	N	Finance	C-2015	C	C
Segregation of duties over cash collection	2014 & 2015	Continue to work towards receipt of cash revenue by employees providing front desk customer service	N	Finance	C-2016 - implemented use of Facility Scheduler Module and Cash Receipts Module for all staff collecting payments at front desk which includes the segregation of duties over cash collection to be collected by two customer service coordinators.	C	C
Segregation of duties over payroll and human resources	2014 & 2015	Human resource and payroll function should be segregated in Easypay. One person should have access to setting up and changing employee information and another person should have access to paying the employees.	N	Finance	I-2018	C - No longer a Management Letter in the 2016 Audit as any changes in payroll (ie. termination, activation, change in pay, etc.) is authorized by a department head. The Deputy Treasurer processes the payroll with the Director of Finance/Treasurer's review.	C
Financial Reporting	2014 & 2015	Enhance use of Keystone Module for financial report generating capabilities	Y	Finance	C-2016 - Utilize facility scheduler for financial reporting to Recreation Committee and General Ledger module for quarterly reporting to Council and Budget Reports	C	C

Audit Recommendations

Item	Fiscal Year Recommended	Recommendation	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Payroll Frequency	2014 & 2015	Move to a bi-weekly pay period	Y	Finance	C-2017 - Moved to a bi-weekly payroll frequency commencing in 2017.	C	C
Capital Asset Recording	2015 & 2016	The Township should investigate other capital asset software programs because Keystone's asset tracking has weaknesses including the recording of disposals of assets and capital asset forecasting.	Y	Finance	I - 2021	I - 2021	I - 2021 - after completion of Asset Management Program - Phase 2 project.
Security and Grading Deposits	2014	Review of security and grading deposits to determine if funds can be recognized as revenue or returned	N	Finance & Administration	O	O - Review of required allocation of resources to be completed in 2019.	O - Resource requirements to be presented as part of 2019 Operating Budget.
Security and Grading Deposits	2014	Establish routine review	N	Finance & Administration	O	O - Review of required allocation of resources to be completed in 2019.	O - Resource requirements to be presented as part of 2019 Operating Budget.
Invoice and Timesheet Sign Offs	2014 & 2015	Establish Delegation of Authority List identifying the authorized individuals and levels of authorization	N	Finance & Administration	O - 2017 - list to be implemented as part of the Procurement Policy review.	I - 2020 - Aligned with Procurement Policy Review Timeline	I - 2020 - Aligned with Procurement Policy Review Timeline
Recreation Revenue Tracking Enhancements	2014	Enhance contract forms and utilize Keystone facility booking module	Y - Included in 2015 budget	Finance & Administration	C-2015	C	C



## **REPORT ADM-2018-035**

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TO: Mayor and Members of Council

FROM: Karen Landry, CAO/Clerk

DATE: December 19, 2018

SUBJECT: Term of Council 2014 – 2018 Goals and Objectives Update

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### **RECOMMENDATIONS**

That Report ADM-2018-035 regarding Term of Council 2014 – 2018 Goals and Objectives Update be received.

### **DISCUSSION**

#### Purpose

The purpose of this report is to provide Council with an update on the status of the various 2014 – 2018 Goals and Objectives set by Council.

#### Background

Council held a special meeting on December 22, 2014 for the purpose of setting goals and objectives for the 2014 – 2018 Council term. Attached as Schedule “A” is an outline of the goals and objectives together with the timelines initially established by Council. Council at its meeting held on April 1, 2015 received Report ADM-2015-003 which included the following Schedules:

- Schedule A 2014 – 2018 Term of Council Goals and Objectives
- Schedule B Various By-laws of the Township and a target review date
- Schedule C Various Policies of the Township and a target review date
- Schedule D Initiatives and Projects identified during the Township’s Audit

## Goals and Objectives

### 2014 – 2018 Term of Council Goals and Objectives

Schedule “A” includes the following:

- Goals and Objectives with an indication whether it is also identified in the Township’s Community Based Strategic Plan (CBSP)
- Links to a Study or Plan
- Budget
- Responsible Department – Action
- Status/Timeline
  - O – Ongoing
  - I – Initiate
  - C – Complete
- **2019 Status/Timeline Update**

Schedules “B” and “C” have been developed to provide further details regarding the establishment of new by-laws and policies and the routine review of the Township’s current by-laws and policies as a best practice. **A “2019” column has been added to provide an update on the status of the review of the various by-laws and policies.**

Schedule “D” has been developed to provide details on the initiation of action on the various recommendations identified during the Township’s 2014 Audit. **A “2019” column has been added to provide an update on the status of the implementation of the various recommendations.**

### Items requiring Direction

- Council at its meeting held in August 2018 requested that consideration be given to moving up the review of the Dog/Kennel Licensing By-law. Should Council wish to move the review and updating of this By-law to 2019, it is recommended that the Sign By-law review be moved from 2019 to 2021.
- Council at its meeting held in November 2018 received an update from its Insurers regarding Cyber coverage for the Township. It was noted during these discussions that as part of the application process to obtain coverage an applicant (municipality) is requested to advise whether specific risk management policies and plans are in place. In addition to the development and implementation of a Computer Use Policy identified in Schedule C the Township needs to create and implement the following risk management policies and programs:

- ✓ Data Backup & Disaster Recovery Policy
- ✓ Information System Disaster Recovery & Business Continuity Policy
- ✓ Remote and Mobile Computer Security Policy
- ✓ Creating a Data Backup & Disaster Recovery Plan
- ✓ Information System Disaster Recovery & Business Continuity Plan

It is recommended during 2019 that staff quantify the resources and expertise required to develop and implement the above policies and plans and report back to Council during the 2020 budget deliberations.

### **Financial Implications**

Those goals/objectives that rely on funding through approval of the budget are noted in the “Budget” column.

### **Applicable Legislation and Requirements**

Not applicable

### **Attachments**

- Schedule A 2014 – 2018 Term of Council Goals and Objectives
- Schedule B Various By-laws of the Township and a target review date
- Schedule C Various Policies of the Township and a target review date
- Schedule D Initiatives and Projects identified during the Township’s 2014 to 2017 Audit



Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Use of the Aggregate Levy		2 Budget - Long Term Financial Planning	Y	<b>Finance</b> - Township through future Budgets will phase in the use of the Aggregate Levy for Roads infrastructure projects	O - No change - first establish appropriate level of capital levy funding	O - No change - first establish appropriate level of capital levy funding	O - The 2019 Asset Management Plan will assist with determining the appropriate level of capital levy funding.
Tax Stabilization Reserve (CBSP)		2 Budget - Long Term Financial Planning	Y	<b>Finance</b> - Township through the Budget process contributes to its established reserves. Staff through future budgets will phase in the establishment of tax stabilization reserve.	O - No change - first establish appropriate level of capital levy funding	O - No change - first establish appropriate level of capital levy funding. Updated Asset Management Plan 2018 will assist with determining appropriate level of capital funding levy.	O - The 2019 Asset Management Plan will assist with determining the appropriate level of capital levy funding.
Puslinch Lake Access/GRCA	M2		N	<b>Administration</b> - The GRCA has advised that it does not have plans at this time to provide a public access area at Puslinch Lake. The GRCA will make a presentation to Council in June/July 2015 regarding its Master Plan	C - Presentation was made to Council at its meeting held on June 3, 2015 by Dave Bennett, Director of Operations, GRCA.	C	C
Destination Marketing/Branding (CBSP)	M1	Recreation and Parks Master Plan	Y	<b>Administration</b> Subject to funding being allocated in the 2016 Budget. This item goes beyond Recreation & Parks to include economic development (grant funding may be available)	O - The capital budget includes funding in the amount of \$15,000 with \$7,500 derived from grants. The RED grant funding program was cancelled. The Township is monitoring a proposed grant program known as the Jobs and Prosperity Fund	O - Grant funding has been secured. RFP for Branding to be issued in 2018.	O - Final presentation to Council regarding logo and branding scheduled for December 19, 2018.
Industrial/Commercial land opportunities (CBSP)	M	County Official Plan & Township Zoning By-law	TBD	Resolution 2013-237 and more recently Resolution 2015-101 requesting a report from the County regarding the province's review of the various plans and the impact on the Township and the action required by the Township to consider the designation of Employment lands and expansion of the Morriston boundary.	O - Comprehensive Zoning By-law Review is in progress and is scheduled for completion in 2017.	O - Comprehensive Zoning By-law scheduled for Council consideration in February 2018. O - Municipal Servicing Feasibility Study is scheduled for completion in 2018.	C - Comprehensive Zoning By-law adopted by Council in April 2018 (under appeal). C - Municipal Services Feasibility Study reduced scope for Commercial and Industrial lands in Aberfoyle next steps considered by Council in December 2018.
Committee Review		1 Governance Review to be completed each term of Council	Y - If number of committees and members changes	<b>Administration</b> - Staff will bring forward a report at the final meeting of the 2014-2018 term of council and the first business meeting of the 2018-2022 term of council.	O - Recreation Committee completed a review of its Terms of Reference at its meeting held in December 2016. Next step is for the Committee to finalize its submission at its February meeting, and then forward to Council for consideration.	C - Updated terms of reference adopted by Council on June 21, 2017. O - Staff to present a report on a review of its committees in the Fall of 2018 for consideration by the new Council in December 2018/January 2019.	O - Report presented for information to Council at its meeting held on December 5, 2018. The Report listed for debate at the December 19, 2018 Council meeting.

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Support of TAPMO initiatives (CBSP)	M2		N	<b>Mayor and Council</b> - Mayor Lever is the Chair of TAPMO and Council at its meeting held on March 18, 2015 passed a resolution in support of aggregate appeal matters. Further review of the priority of the initiatives of TAPMO will be considered by Council prior to AMO	O - Council continues to support TAPMO initiatives.	O - Council continues to support TAPMO initiatives.	O - Council representation for attendance at TAPMO meetings needs to be determined.
Fire Master Plan (priority and affordability) (CBSP)	M1	Fire Master Plan	Y	<b>Fire</b> - A series of recommendations will be identified through this process that will need to be prioritized and may have budget implications.	C - Fire Master Plan presented to Council at its meeting held on November 18, 2015. O - Service level meetings were held on July 21, September 7, September 14 and October 6, 2016. An additional meeting is scheduled for February 24, 2017	O - Service level meeting held on February 24, 2017. O - Fire Establishing By-law to be updated.	O - Fire Establishing By-law to be presented to Council for consideration at its meeting to be held on December 19, 2018.
Recreation Parks Master Plan (priority and affordability) (CBSP)	M1	Recreation and Parks Master Plan	Y	<b>Administration/Public Works and Parks</b> - A series of recommendations will be identified through this process that will need to be prioritized and may have budget implications.	C - Recreation and Parks Master Plan presented to Council at its meeting held on May 20, 2015. O - Service level meetings were held on June 15 and July 21, 2016. An additional meeting is scheduled for February 24, 2017 to review the proposed concept Parks Master Plan for the PCC lands.	O - Service Level Meeting held February 24, 2017 and June 28, 2017. At the September 27, 2017 Capital Budget Meeting, Council directed staff to hold the Public Meeting regarding the Parks Master Plan in 2019. Staff is to report back during the 2019 Budget deliberations on the costs to upgrade the back fields to a soccer pitch.	O - Back Soccer Fields - Design costs related to OLS surveying, geotechnical investigation, design and issuance of tender, project management of construction, etc. approved at \$70,000 through Council Resolution No.'s 2018-218 and 2018-238. O - Phase 1 and Phase 2 of Plan to be presented to Public in 2019 O - Further details provided during 2019 Capital Budget deliberations.
Economic Development/Chamber	M1	Business Retention and Expansion Project	Y	The Guelph Chamber of Commerce boundaries include the City of Guelph, Township of Guelph/Eramosa and the Township of Puslinch.			
County Updates at Council meetings	1		N	<b>Mayor</b>	O - Updates are made bi-annually to Council	O - Updates are made bi-annually to Council	O - Updates are made bi-annually to Council
Highway 6 By-pass (CBSP)	M			<b>Council</b> - Continue to advocate	O - On March 29, 2016, the Province announced it is moving forward with the Highway 6 By-pass.	O - MTO provided an update on the project to Council on October 4, 2017	O - Correspondence dated October 15, 2018 from the Ministry of Transportation advises the current government is conducting an assessment of highway expansion needs province-wide, including previously approved projects, to help determine priorities moving forward
Budget	1		n/a		C - Annual process		

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Gateway Signage (CBSP)	3		Y	<b>Administration</b> - coordinate in conjunction with branding exercise	O - The capital budget includes funding in the amount of \$15,000 with \$7,500 derived from grants. The RED grant funding program was cancelled. The Township is monitoring a proposed grant program known as the Jobs and Prosperity Fund.	O - Grant funding has been secured. RFP for Branding to be issued in 2018.	O - Final presentation to Council regarding logo and branding scheduled for December 19, 2018.
Paved Shoulders	M2-3		Y	<b>Public Works</b> - Report to Council	C - Council received Report PW-2015-004 at its meeting held on October 21, 2015	C	C
Community Forums	2				O - Council hosts various public information sessions or open house events for significant matters impacting the municipality e.g. Recreation and Parks Master Plan, Comprehensive Zoning By-law and Annual Budget	O - Council hosts various public information sessions or open house events for significant matters impacting the municipality e.g. Comprehensive Zoning By-law, User Fee By-law, Grant and In Kind Policy and Annual Budget	O - Council hosts various public meetings or public open house events for significant matters e.g. Municipal Feasibility Study, User Fees, Building By-law, Fox Run Park, Logo and Branding Strategy
Staff Appreciation BBQ/Family	1			<b>Administration</b> - Staff to report back to Council	C - Report ADM-2015-06 presented to Council on July 15, 2015 to establish Township hosted appreciation events.	C	C
Photo gallery staff	1		Y	<b>Administration</b> - Staff does not recommend undertaking this initiative at this time due to other priorities.			
Recreation Programming Camps	M2-3	Recreation and Parks Master Plan	Y	<b>Administration</b> - A series of recommendations will be identified through this process that will need to be prioritized and may have budget implications.	O - Summer, Winter and PD Camps are hosted by the YMCA using the PCC and ORC facilities	O - Summer, Winter and PD Camps are hosted by the YMCA using the PCC and ORC facilities	O - Winter and March Break Camps hosted by the YMCA have been booked for 2018/2019
Conservation Authorities – updates by appointed members	1		N	<b>Administration</b> - Bi- annual presentation commencing in June	O - Presentations were made on June 6, 2015 by Hamilton Conservation and on July 15, 2015 by Halton Conservation. Presentations are currently being coordinated for the Summer of 2017 for all three conservation authorities.	O - Presentations were made on April 5, 2017 by Hamilton Conservation, March 1, 2017 by GRCA and on February 1, 2017 by Halton Conservation. Presentations are currently being coordinated for 2018 for all three conservation authorities. Conservation Halton (January 10, 2018)	O - Presentations were made by: Conservation Halton on January 10, 2018, GRCA on April 4, 2018 and Hamilton Conservation on April 4, 2018.

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Culture with Recreation	2	Recreation and Parks Master Plan	Y	<b>Administration</b> - A series of recommendations will be identified through this process that will need to be prioritized and may have budget implications.	O - The Recreation and Parks Master Plan recommends "Seek fundraising, partnership and sponsorship opportunities that are consistent with the Township's vision in order to reduce reliance on tax dollars in providing quality parks and recreation opportunities" and "Build relationships with local religious institutions and adjacent municipalities to improve collaboration and ensure affordable access to facilities and programs for residents." Council passed Resolutions 2016-315 and 2016-316 to support the installation of a basketball court by the Optimist at Boreham Park and facilitated through a fee reduction the hosting by the YMCA of PA Day Camps and Christmas and March Break Camps.	O - The Recreation and Parks Master Plan recommends "Seek fundraising, partnership and sponsorship opportunities that are consistent with the Township's vision in order to reduce reliance on tax dollars in providing quality parks and recreation opportunities" and "Build relationships with local religious institutions and adjacent municipalities to improve collaboration and ensure affordable access to facilities and programs for residents." Council adopted in 2017 a Reduced Rate/Fee Waiver Policy and a Grant Policy for all eligible organizations that meet the criteria.	O - Puslinch Community Newsletter was launched in 2018.
Streaming of Council meetings	3		Y	<b>Administration</b> - Estimates will be obtained for consideration during the 2017 budget deliberations	O - A report will be brought to Council for consideration during the first quarter of 2017	C - Streaming to commence in March 2018	C - Streaming of Council meetings commenced in April 2018.
By-law review including Zoning, Noise, Signs and other regulatory by-laws	M2		Y	<b>Administration</b> - See detailed Regulatory By-law Review Schedule	O - See Regulatory By-law Review Schedule	O - See Regulatory By-law Review Schedule	O - See Regulatory By-law Review Schedule
Policy Review including Expense, Code of Conduct	M1		Y	<b>Administration</b> - See detailed Policy Review Schedule	O - See Policy Review Schedule	O - See Policy Review Schedule	O - See Policy Review Schedule
Open House Events, Fire and Recreation Master Plans	M1	Recreation and Parks Master Plan and Master Fire Plan	Y	<b>Administration</b> - Recreation and Parks Master Plan - Open House Events scheduled for April. It is anticipated the Recreation and Parks Master Plan will be considered by Council in May. It is anticipated that the Master Fire Plan will be completed by September 2015	C - Fire Master Plan presented to Council on November 18, 2015. Recreation and Parks Master Plan presented to Council on May 20, 2015.	C	C
Relationship with abutting municipalities	M1			<b>Staff/Council</b>	O	O	O

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Township Office improvements, accessibility	M2	Space Needs Assessment Study	Y	<b>Administration</b> - During the 2016 budget deliberations consideration of funding and potential phasing of office renovations and expansions to be considered.	O - The Capital Forecast includes funds to be budgeted in 2019 to 2023 for the office renovation/expansion project including accessibility. Capital funds in the amount of \$16,981 have been allocated for an accessible front count. Further analysis will be completed in 2018 to determine the most cost effective way to develop office space that meets the Township's requirements including accessibility (ie: lease a building, purchase a new building, or renovate/expand existing building).	O - The Capital Forecast includes funds to be budgeted in 2023 to 2027 for the office renovation/expansion project including accessibility. The works related to an accessible front counter were completed in 2017.  Further analysis will be completed in 2022 to determine the most cost effective way to develop office space that meets the Township's requirements including accessibility (ie: lease a building, purchase a new building, or renovate/expand existing building).	C - Due to demands on the Township's Capital Budget Program staff have removed the Township Office renovation/expansion project or the leasing of a building from the Capital Forecast.  C - New Accessible Front Doors were installed at the Puslinch Community Centre in November 2018.
CIP (Aberfoyle, Morriston) (CBSP)	M1	Business Retention and Expansion Project	Y	<b>Planning/Development</b> - RFP has been awarded to Meridan. Project to commence in April	C - The Community Improvement Plan for "Our Corridor" was adopted by Council on March 16, 2016. Funding has been included in the 2017 Operating Budget to implement the CIP funding opportunities.	Note - The Community Improvement Grant Program was launched in November 2017.	C - Direct mailing was completed in June 2018. The Township has received a few inquiries but an application has not yet been filed. As part of the 2019 Budget process staff recommend that funds be placed in an operating carry forward reserve for any future applications that are filed.
Long term Planning (CBSP)	M			Also refer to Industrial/Commercial Land Development Item	O - Comprehensive Zoning By-law Review is in progress and is scheduled for completion in 2017.	O - Comprehensive Zoning By-law scheduled for Council consideration in February 2018. O - Municipal Services Feasibility Study scheduled for Council consideration in Spring 2018.	C - Council passed a new comprehensive zoning by-law in April 2018. O - Council at its meeting held on June 20, 2018 reduced the scope of the study to properties located in the industrial and commercial lands in the vicinity of Brock Road and Highway 401. Staff Report ADM-2016-036 considered by Council in December 2018.
Planning evaluation process	2						
Garbage Pick Up (CBSP)	M3			<b>Council</b>	C - The County implemented a rural waste pick up program July 1, 2016	C	C

Goal/Objective	Timeline ("M"-multiple years)	Link to Study or Plan	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline Update	2019 Status/Timeline Update
Gravel companies – rehabilitation participation (CBSP)	M2				O - Council continues to support the initiatives of TAPMO and comment on the amendments to the Aggregate Resources Act. See resolutions 2016-409 and 2016-429.	O - Council continues to support the initiatives of TAPMO and comment on the amendments to the Aggregate Resources Act.	O - Council continues to support the initiatives of TAPMO
Transparency/Bill 8	M1			<b>Administration</b> - to monitor proclamation date of and report to Council on impacts	C - Council adopted a Complaint Policy at its meeting held on November 9, 2016 through Resolution 2016-406.	C	C
Who does what, County, Township, Community	M1			<b>Administration</b> - The Township's website has been developed to identify all services and to provide direct links to the County's website for services they provide	C	C	C

By-law Review

By-law	Year Passed	Proposed Year for Review	Budget/Consultant	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Building By-law	2005	2015	n/a	Building	I - Winter 2017	O - 2018	C - 2018
Mobile Food Services Licensing- New	n/a	2015	n/a	By-law	O - Winter 2017	O - 2019	O - 2019
Site Alteration	2012	2015/2016	Yes	By-law	O - Fall 2017	O - 2018	O - 2019
Dog Licensing/Kennel Licensing	1999	2016	n/a	By-law	I - Spring 2018	I - 2021	Council at its meeting held August 15, 2018 requested that consideration be given to moving the review of this by-law to 2019
Property Standards	1989	2017	n/a	By-law	I - Fall 2017	O - 2018	O - 2019
Accident Scene Solicitation	2011	2017	n/a	By-law	Move to 2022 - County Wide By-law	I - 2022 - County Wide By-law	I - 2022
Signs	1991	2019	Yes	By-law		I - 2019	I - 2019
Parking	2005	2020	n/a	By-law	County Wide By-law	I - 2020	I - 2020
Noise	2005	2020	n/a	By-law	County Wide By-law - Minor Amendment in 2017	I - 2023	I - 2023
Exotic Animals	1982	2021	n/a	By-law		I - 2025	I - 2025
Fortification	2012	2022	n/a	By-law		I - 2022	I - 2022
Numbering of Buildings (Street Numbering and Naming - Resolution 2016-122)	1992	2022	n/a	By-law		I - 2022	I - 2022
Clean Yards	1974	2023	n/a	By-law		I - 2023	I - 2023
Smoking	2012	2024	n/a	By-law		I - 2024	I - 2024
Pool Enclosure By-law - New	2017	2025	n/a	By-law	I - 2017	O - 2018	C - 2018
Fence By-law - New	n/a			By-law		I - 2020	I - 2020
Discharge of Firearms - New	n/a			By-law		I - 2021	I - 2021
Zoning	1985	2018	Yes	Development	I - 2016	O - 2018	C - 2018
Cash-in-Lieu of Parkland	2008	2023	Yes	Development	Moved forward	C - 2018	C - 2018
Site Plan Control	2008	2024	n/a	Development	I - 2018 Moved forward	O - 2018	O - 2019
Fireworks	2014	2018	n/a	Fire		Recommend 10 year cycle - 2024	I - 2024
Open Air Burning	2014	2019	n/a	Fire		Recommend 10 year cycle - 2024	I - 2024
Snow Removal – New	n/a	2015	n/a	Public Works	I - Staff does not recommend passing this by-law at this time. Staff recommend considering the need for this By-law in 2020	I - Staff does not recommend passing this by-law at this time. Staff recommend considering the need for this By-law in 2020	I - 2020
Reduced Load	2004	2021	n/a	Public Works		I - 2021	I - 2021

Policy Review

By-law/Policy	Year Passed	Proposed Year for Review	Consultant	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Procedural By-law	2008	2015	n/a	Administration	O - Fall 2017	O - Spring 2018	O - 2019
Harassment Policy	2010	2015	Yes	Administration	O - Spring 2017	O - Spring 2018	C - 2018
Health and Safety Policy	2008	2015	n/a	Administration	O - Summer 2017	C - 2017	C - 2017
Records Retention	2013	2016	n/a	Administration	I - Winter 2018	I - Fall 2019	O - 2019
Hiring Policy	2008	2016	n/a	Administration	O - Amendment made in 2015 - I - Full Review Winter 2017	I - Spring 2019	I - 2021
Code of Conduct	2012	2016	n/a	Administration	I - Summer 2017	O - Spring 2018	C - 2018
Use of Corporate Resources - legislated		2018	n/a	Administration		O - Spring 2018	C - 2018
Health and Safety Policy - legislative requirement to be reviewed annually	2017	2018	n/a	Administration		I - Summer 2018	C - 2018
Notice Policy	2008	2017	n/a	Administration	I - Winter 2017	I - Fall 2020	I - 2020
Council Vacancy Policy Update - Mayor	2015	2019	n/a	Administration		I - Spring 2019	I - 2021
Sale of Land Policy	2008	2017	n/a	Administration	I - Winter 2018	I - Fall 2020	I - 2020
Accountability and Transparency Policy	2008	2017	n/a	Administration	I - Winter 2017	I - Fall 2019	I - 2021
Committee Governance	2015	2018/2019	n/a	Administration	I - Spring 2018	O - Fall 2018	C - 2018
Harassment Policy - legislative requirement to be reviewed annually	2018	2019				I - Summer 2019	I - 2019
Health and Safety Policy - legislative requirement to be reviewed annually	2018	2019	n/a	Administration		I - Summer 2019	I - 2019
Performance Appraisal Policy	2014	2019	n/a	Administration	I - Winter 2019	I - Winter 2019	I - 2019
Health and Safety Policy - legislative requirement to be reviewed annually	2019	2020		Administration		I - Summer 2020	I - 2020
Harassment Policy - legislative requirement to be reviewed annually	2019	2020		Administration		I - Summer 2020	I - 2020
Overtime & Lieu Policy	2014	2019	n/a	Administration	I - Spring 2019	I - Winter 2022	I - 2022
Accessibility		2020	n/a	Administration	I - Summer 2020	I - Summer 2020	I - 2020
Tree Canopy Policy - New - Legislated				County of Wellington reviewing			O - 2019
Pregnancy & Parental Leaves - Members of Council - - New - Legislated		2019	n/a	Administration		I - Spring 2019	I - 2019
Social Media Policy - New	n/a	2016	n/a	Administration	I - Winter 2018	I - 2019	I - 2020
Computer Use Policy - New	n/a	2016	n/a	Administration	I - Winter 2017	I - 2019	I - 2019
Service Recognition Policy	2016	2023	n/a	Administration		I - 2026 Move to a 10 year cycle review	I - 2026
Staff and Council Relations - New - Legislated		2018	n/a	Administration		I - 2018	I - 2019
Harassment Policy - legislative requirement to be reviewed annually	2020	2021	n/a	Administration		I - Summer 2021	I - 2021
Health and Safety Policy - legislative requirement to be reviewed annually	2020	2021	n/a	Administration		I - Summer 2021	I - 2021
Facility Naming Policy - New	n/a	2021	n/a	Administration			I - 2021
Memorial Planting Program Policy - New - (September 27, 2017 Council Budget)		2020	n/a	Administration		I - 2020	I - 2021
Health and Safety Policy - legislative requirement to be reviewed annually	2021	2022	n/a	Administration		I - Summer 2022	I - 2022



Policy Review

Schedule "C" to Report ADM-2018-035

By-law/Policy	Year Passed	Proposed Year for Review	Consultant	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Harassment Policy - legislative requirement to be reviewed annually	2021	2022	n/a	Administration		I - Summer 2022	I - 2022
Encroachment Policy - New	n/a	2022	n/a	Administration			I - 2022
Health and Safety Policy - legislative requirement to be reviewed annually	2022	2023	n/a	Administration		I - Summer 2023	I - 2023
Harassment Policy - legislative requirement to be reviewed annually	2022	2023	n/a	Administration		I - Summer 2023	I - 2023
Health and Safety Policy - legislative requirement to be reviewed annually	2023	2024	n/a	Administration		I - Summer 2024	I - 2024
Harassment Policy - legislative requirement to be reviewed annually	2023	2024	n/a	Administration		I - Summer 2024	I - 2024
Telecommunication Towers - New	2018		n/a	Administration		I - 2018	I - 2019 (County Planning)
Municipal Servicing Standards	1999	2015	Yes	Development	I - Spring 2018	O - 2018	O - 2019
Design Guidelines	2010	2019	Yes	Development	I - Summer 2019	I - 2023	I - 2023
Staff and Council Expense Policy	2012	2015	n/a	Finance	O - Spring 2017	C - 2017	C - 2017
Financial Administration and Budget Management Policy	2008	2015	n/a	Finance	I - Summer 2017	I - Fall 2020	I - 2020
One-third Tax Free	2014	2015	n/a	Finance		C	C
Use of Township Facilities by Community Groups - New	n/a	2015	n/a	Finance	O - Fall 2017	C - 2017	C - 2017
Strategic Asset Management Policy - New - Legislated (every five years)			Yes	Finance		I - 2018 (must be in place July 2019)	O - 2019
Grant Policy - New	n/a	2015	n/a	Finance	O - Fall 2017	C - 2017	C - 2017
Procurement By-law	2008	2016	n/a	Finance	O - Winter 2017	I - 2020	I - 2020
Reserves and Reserve Funds including Minimum Balances in Discretionary and Restricted Reserves (Resolution 2017-054)	2013	2017	n/a	Finance	I - Winter 2017	I - 2020	I - 2020
Fleet Management		2018	n/a	Finance		O - Summer 2018	O - 2019
Investment Policy	2014	2018	n/a	Finance	I - Summer 2018	I - 2019	C - Completed annually as part of Treasurer's Investment Report.
Development Charges By-law	2014	2019	Yes	Finance	I - Winter 2018	I - 2018	O - 2019
Vehicle Use		2019	n/a	Finance		I - 2020	I - 2020
Strategic Asset Management Policy - New - Legislated (every five years)	2019	2024	Yes	Finance		I - 2023	I - 2024
One-third Tax Free	2015	2019	n/a	Finance	I - Spring 2019	No longer applicable	C - One third federal tax exemption for elected officials expires effective January 1, 2019. Council Resolution No. 2017-419 authorized that Council's gross pay be adjusted to maintain the same net pay as prior to January 1, 2019.
Fire Department Establishing By-law	2010	2015	Yes	Fire	O - Winter 2017	I - 2018	C - 2018
Fire Department Establishing By-law	2018	2028	n/a	Fire		I - 2028 Move to a 10 year cycle review	I - 2028
Use of Township Facilities by Community Groups	2017	2027	n/a	Recreation	I - Spring 2022	I - 2027 - Move to a 10 year cycle review	I - 2027

Policy Review

Schedule "C" to Report ADM-2018-035

By-law/Policy	Year Passed	Proposed Year for Review	Consultant	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Advertising	2013	2019	n/a	Recreation		I - 2023 - Move to a 10 year cycle review	I - 2023

Audit Recommendations

Item	Fiscal Year Recommended	Recommendation	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Review of Capital Asset Policy	2014 & 2015	Review of capital asset policy to ensure that the correct useful lives are being attached to different asset classes. As well, the policy should ensure that different asset subclasses exist in order to separate non-similar assets. For example, all buildings are being amortized over 40 years, but buildings include everything from large structural buildings to other small structures including cenotaphs	Y	Finance	I - 2018	I - 2020	O - 2019 - incorporated as part of the Asset Management Program - Phase 2 project.
Employee Paystubs	2014	Provide employees whether or not upon request a copy of their paystub or provide online access.	N/Y	Finance	C-2016 - automation of paystubs to employees through Easystub (online access).	C	C
Purchase Orders	2014 & 2015	Implement a purchase order system	Y	Finance	I - 2018	I - 2020 - Aligned with Procurement Policy Review Timeline	I - 2020 - Aligned with Procurement Policy Review Timeline
Procurement Policy	2014 & 2015	Recommend review of the Township's Procurement Policy	N	Finance	O - 2017	I - 2020	I - 2020
Accounts Payable Procedural Enhancement	2014	Set up year end/month end invoices within accounts payable	N	Finance	C-2015	C	C
HST Accounts	2014	Establish procedure for the routine clearing out of HST accounts after HST returns are prepared	N	Finance	C-2015	C	C
Journal Entries	2014	Establish threshold for the processing of journal entries after the trial balance is given to the auditors	N	Finance	C-2015	C	C
Segregation of duties over cash collection	2014 & 2015	Continue to work towards receipt of cash revenue by employees providing front desk customer service	N	Finance	C-2016 - implemented use of Facility Scheduler Module and Cash Receipts Module for all staff collecting payments at front desk which includes the segregation of duties over cash collection to be collected by two customer service	C	C
Segregation of duties over payroll and human resources	2014 & 2015	Human resource and payroll function should be segregated in Easypay. One person should have access to setting up and changing employee information and another person should have access to paying the employees.	N	Finance	I-2018	C - No longer a Management Letter in the 2016 Audit as any changes in payroll (ie. termination, activation, change in pay, etc.) is authorized by a department head. The Deputy Treasurer processes the payroll with the Director of Finance/Treasurer's	C
Financial Reporting	2014 & 2015	Enhance use of Keystone Module for financial report generating capabilities	Y	Finance	C-2016 - Utilize facility scheduler for financial reporting to Recreation Committee and General Ledger module for quarterly reporting to Council and Budget Reports	C	C

Audit Recommendations

Item	Fiscal Year Recommended	Recommendation	Budget	Responsible Department	2017 Status/Timeline	2018 Status/Timeline	2019 Status/Timeline Update
Payroll Frequency	2014 & 2015	Move to a bi-weekly pay period	Y	Finance	C-2017 - Moved to a bi-weekly payroll frequency commencing in 2017.	C	C
Capital Asset Recording	2015 & 2016	The Township should investigate other capital asset software programs because Keystone's asset tracking has weaknesses including the recording of disposals of assets and capital asset forecasting.	Y	Finance	I - 2021	I - 2021	I - 2021 - after completion of Asset Management Program - Phase 2 project.
Security and Grading Deposits	2014	Review of security and grading deposits to determine if funds can be recognized as revenue or returned	N	Finance & Administration	O	O - Review of required allocation of resources to be completed in 2019.	O - Resource requirements to be presented as part of 2019 Operating Budget.
Security and Grading Deposits	2014	Establish routine review	N	Finance & Administration	O	O - Review of required allocation of resources to be completed in 2019.	O - Resource requirements to be presented as part of 2019 Operating Budget.
Invoice and Timesheet Sign Offs	2014 & 2015	Establish Delegation of Authority List identifying the authorized individuals and levels of authorization	N	Finance & Administration	O - 2017 - list to be implemented as part of the Procurement Policy review.	I - 2020 - Aligned with Procurement Policy Review Timeline	I - 2020 - Aligned with Procurement Policy Review Timeline
Recreation Revenue Tracking Enhancements	2014	Enhance contract forms and utilize Keystone facility booking module	Y - Included in 2015 budget	Finance & Administration	C-2015	C	C



## **REPORT ADM-2018-037**

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TO: Mayor and Members of Council

FROM: Karen Landry, CAO/Clerk

DATE: December 19, 2018

SUBJECT: Community Based Strategic Plan 2015 – 2020 Strategy Scorecard Update

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### **RECOMMENDATIONS**

**That Report ADM-2018-037 regarding Community Based Strategic Plan 2015 – 2020 Strategy Scorecard Update be received.**

### **DISCUSSION**

#### Purpose

The purpose of this report is to provide Council with an update on the status of the various strategic objectives and actions developed as part of the 2015 – 2020 Puslinch Community Based Strategic Plan.

#### Background

Council at its meeting held on May 18, 2016 adopted through resolution 2016-210 the Puslinch Community Based Strategic Plan 2015 – 2020. As part of the Community Based Strategic Plan, a Strategy Scorecard was developed to track performance at a glance on the strategic actions that support the Township's strategic objectives and goals.

Attached as Schedule A to this Report is a Strategic Scorecard Update as of December 2018.

#### **Financial Implications**

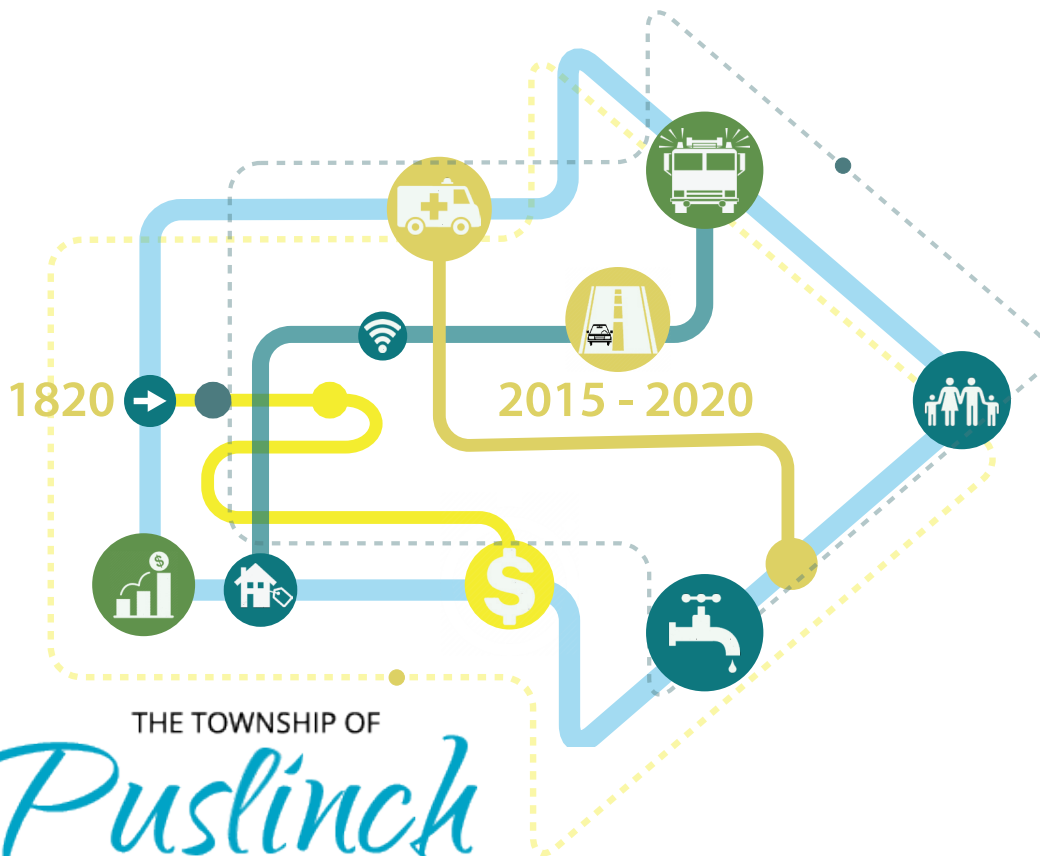
Not applicable

#### **Applicable Legislation and Requirements**

Not applicable

#### **Attachments**

Schedule A 2015 – 2020 Township of Puslinch Community Based Strategic Plan Strategy Scorecard



THE TOWNSHIP OF  
*Puslinch*

**Corporation of the Township of Puslinch**

**Community Based Strategic Plan | 2015 - 2020**

**Strategy Scorecard — May 18, 2016**

*Updated - January 2018 and December 2018*



## Township of Puslinch

### 2015 - 2020 CBSP Strategy Scorecard

#### Performance Legend

- ✓ On or above target
- ✦ Caution
- ✗ Below target
- Not applicable or not available

Strategic Goal	Objective	Actions		 Timeline	Short	Medium	Long
					2016 - 2017	2018 - 2019	2020+
<b>I Create a Puslinch Identity</b>							
a	<b>Implement Community Improvement Plan (CIP) – 2016-2031</b>						
	i	Appoint a Community Improvement Implementation Committee		Short			
	ii	Determine which of the Financial Incentive Programs and Municipal Strategies will be put into effect		Short			
	iii	Apply to the County of Wellington for funding under the Economic Development Grant Program		Short			
	iv	Identify a Community Improvement Budget		Short			
	v	Develop a section on the Township's website devoted to the "Our Corridor" CIP including information on financial incentives application process		Short			
	vi	Send an information package regarding the program to property owners and tenant businesses in the CIPA		Short			
	vii	Place ads to introduce the "Our Corridor" CIP to business owners/managers and the general public to the CIP, and direct interested parties to the website containing information		Short			
	viii	Annual progress report to outline the success of the "Our Corridor" CIP		Short			
b	<b>Morrison Streetscaping</b>						
	i	Issue Tender to complete Phase I landscaping works for the Morrison Streetscaping Project		Short			
	ii	Complete the Phase I landscaping works		Short			
	iii	Include funds in the 2017 Operating Budget for maintenance of the Phase I landscaping works		Short			
	iv	Evaluate and consider whether Phase II landscaping works are to be included in the Township's Capital Forecast		Short			
c	<b>Destination Marketing/Branding</b>						
	i	Issue Request for Proposal for the development of a Communications Branding Strategy		Short			
	ii	Evaluate recommendations and funding opportunities for the implementation of communications branding strategy which considers Facility Signage		Short Medium			
d	<b>Gateway Signage</b>						
	i	Support the initiatives of the Wellington County Signage Plan		Short			
	ii	Consider the Wellington County Signage Plan during the development of the Township's Communications Branding Strategy		Short			
	iii	Review if County Signage is sufficient or explore opportunities to expand on County Signage Plan		Short			
e	<b>Accessory Dwelling Units</b>						
	i	Amend the Township's Zoning By-law to permit accessory dwelling units – 2016		Short			
f	<b>Municipal Address - Canada Post</b>						
	i	Work with Canada Post to identify and propose changes to the mailing address of those properties that fall within the municipal boundary of Puslinch but have a different municipality in their mailing address		Medium			
g	<b>Promote Public Recreation Opportunities</b>						
	i	Enhance Awareness about the recreational resources available in the Township of Puslinch through the Township's website		Short			



## Township of Puslinch

### 2015 - 2020 CBSP Strategy Scorecard

Performance Legend	
✓	On or above target
✦	Caution
✗	Below target
—	Not applicable or not available

Strategic Goal	Objective	Actions		 Timeline	Short	Medium	Long
					2016 - 2017	2018 - 2019	2020+
<b>II Intentional, Managed Growth</b>							
a	Township Water Resources						
	i	Allocate in the 2017 Capital Budget preparation of a water feasibility study including an economic impact report		Short			
	ii	Complete a water feasibility study including an economic impact report – optimize as a resource the Township's long history of water monitoring		Short			
	iii	Consider the recommendations contained in the water feasibility study and economic impact report		Short			
	iv	Incorporate decisions made regarding the recommendations contained in the water feasibility study and economic impact report into the Township's Capital Budget – 2018 – 2026		Ongoing			
	v	Explore funding and partnership opportunities to support the defined actions adopted as a result of the water feasibility study and economic impact report – 2019-2026		Ongoing			
b	City of Guelph Tier Three						
	i	Evaluate and consider impacts of Tier 3 Risk Assessment Results		Short			
	ii	Review, comment and consider potential constraints and financial impacts regarding the Risk Management Measures Evaluation Process Project and Water Quantity Policy Development		Short Medium			
c	Comprehensive Zoning By-law Review						
	i	Issue request for proposal for completion of a comprehensive zoning by-law review which considers constraints with current designated industrial lands in the County Official Plan, alternative or additional industrial/commercial land opportunities and maximum lot coverage areas for accessory buildings		Short			
	ii	Complete Comprehensive zoning by-law review		Short			
	iii	Communicate any recommendations for amendments to the County Official Plan to the County of Wellington for its consideration		Short			
<b>III Strong Governance</b>							
a	Highway 6 By-Pass						
	i	Continue to monitor progress made on the construction of the Highway 6 By-pass		Ongoing			
b	Support of Top Aggregate Producing Municipalities for Ontario (TAPMO)						
	i	Continue to support TAPMO initiatives e.g. increase in aggregate levy		Ongoing			
<b>IV Maintain Financial Strengths and Define Service Levels.</b>							
a	Long-term Financial Planning						
	i	Incorporate service level decisions into 10 year capital plan – 2016 - 2026		Ongoing			
	ii	Develop a long term funding strategy for capital program		Short			
	iii	Update Pavement Condition Index for Township Roads		Short			
	iv	Review and update the Township's Financial Administration and Budget Management Policy		Short			







## Township of Puslinch

### 2015 - 2020 CBSP Strategy Scorecard

#### Performance Legend

- ✓ On or above target
- ✦ Caution
- ✗ Below target
- Not applicable or not available

Strategic Goal	Objective	Actions		 Timeline	Short	Medium	Long
					2016 - 2017	2018 - 2019	2020+
		v	Review and update the Township's procurement by-law	Short			
		vi	Update Asset Management Plan through identification and inspection of the Township's Storm Water Management Facilities	Short			
		vii	Review and update the Township's Reserve and Reserve Fund Policy which considers the establishment of a Tax Stabilization Reserve	Short			
		viii	Develop a Debt Policy	Medium			
		ix	Review and update the Township's Investment Policy	Medium			
		x	Complete a comprehensive update to the Township's Asset Management Plan	Medium			
		xi	Review and update the Development Charges By-law	Medium			
		xii	Work with MPAC and the aggregate industry on the development of a model for assessing aggregate properties	Short			
		<b>b</b>	<b>Fire Master Plan Service Levels and Recommendations</b>				
		i	Report to Council with an action plan to define and outline the order of consideration of the recommendations of the Fire Master Plan	Short			
		ii	Incorporate and implement the outcomes of the decisions made on the Fire Master Plan recommendations into the Township's service delivery standards and budget – 2016 – 2024	Ongoing			
		<b>c</b>	<b>Recreation and Parks Master Plan Service Levels and Recommendations</b>				
		i	Report to Council with an action plan to define and outline the order of consideration of the recommendations of the Parks and Recreation Master Plan	Short			
		ii	Report to Council on recommendations from the ORCP Ad-hoc Committee	Short			
		iii	Incorporate and implement the outcomes of the decisions made on the Recreation and Parks Master Plan and the ORCP Ad-hoc Committee into the Township's service delivery standards and budget – 2016 – 2024	Ongoing			
		<b>d</b>	<b>Service Delivery Review - Other Departments</b>				
		i	Identify other areas for review e.g. Public Works, Governance	Short			
		ii	Report to Council with an action plan to define and outline the departmental service delivery items	Short			
		iii	Report to Council with a proposed schedule for review of other Departments	Short			
		iv	Incorporate and implement the outcomes of the decisions made into the Township's service delivery standards – 2018 - 2024	Ongoing			
		<b>e</b>	<b>Facility Needs Study</b>				
		i	Evaluate options for municipal facility/office space	Short			
		ii	Incorporate and implement the outcomes of the preferred option into Capital Budget	Short			
		<b>f</b>	<b>Rural Garbage Collection</b>				
		i	Continue to monitor proposed changes to the County's waste collection program	Short			

**THE CORPORATION OF THE TOWNSHIP OF PUSLINCH**

**BY-LAW NUMBER 019-2019**

Being a by-law to confirm the proceedings of the Council of the Corporation of the Township of Puslinch at its Goal Setting meeting held on March 20, 2019.

**WHEREAS** by Section 5 of the *Municipal Act, 2001, S.O. 2001, c.25* the powers of a municipal corporation are to be exercised by its Council;

**AND WHEREAS** by Section 5, Subsection (3) of the *Municipal Act*, a municipal power including a municipality's capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**AND WHEREAS** it is deemed expedient that the proceedings of the Council of the Corporation of the Township of Puslinch at its Goal Setting meeting held on March 20, 2019 be confirmed and adopted by By-law;

**NOW THEREFORE** the Council of the Corporation of the Township of Puslinch hereby enacts as follows:

- 1) The action of the Council of the Corporation of the Township of Puslinch, in respect of each recommendation contained in the reports of the Committees and each motion and resolution passed and other action taken by the Council at said meeting are hereby adopted and confirmed.
- 2) The Head of Council and proper official of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action of the Council.
- 3) The Head of Council and the Clerk are hereby authorized and directed to execute all documents required by statute to be executed by them, as may be necessary in that behalf and the Clerk authorized and directed to affix the seal of the said Corporation to all such documents.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 20<sup>th</sup> DAY OF MARCH 2019.**

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James Seeley, Mayor

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Karen Landry, C.A.O./Clerk