

Committee of the Whole Revised Meeting Agenda

Monday, November 2, 2020, 2:00 p.m.

Remote meeting live streamed
on guelph.ca/live

Changes to the original agenda are noted with an asterisk "*".

To contain the spread of COVID-19, Committee of the Whole Meetings are being held electronically and are live streamed at guelph.ca/live

For alternate meeting formats, please contact the City Clerk's Office at clerks@guelph.ca or 519-822-1260 extension 5603.

Pages

1. Notice of Electronic Participation

1.1. Committee of the Whole

This meeting will be held by Electronic Participation in accordance with City of Guelph Procedural By-law (2020)-20515.

2. Call to Order - Mayor

2.1. Disclosure of Pecuniary Interest

*3. Staff Recognitions

3.1. Seneca College - Adult Education and Staff Training Certificate

Nicole Borics, Learning and Development Coordinator, Human Resources

3.2. Centennial College - Leadership and Inclusion Certificate

Joanne Oliver, Talent and Organizational Development Specialist

4. Service Area - Audit

Vice-Chair - Mayor Guthrie

5. Consent Agenda - Audit

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

5.1. Fleet Parts Inventory Audit Report - 2020-158

1

Recommendation:

That report titled 'Fleet Parts Inventory Audit Report' dated November 2, 2020 be received.

6. Items for Discussion - Audit

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

6.1. 2020 External Audit Plan - 2020-160

12

Presentation:

Matthew Betik, KPMG LLP

Recommendation:

1. That KPMG LLP's 2020 External Audit Plan be received for information.

7. Service Area Chair and Staff Announcements

8. Service Area - Governance

Chair - Mayor Guthrie

9. Consent Agenda - Governance

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

**9.1. City of Guelph Staff Nomination to AMO Board of Directors -
Large Urban Caucus Staff Vacancy - 2020-186**

39

Recommendation:

1. That Council support the Expression of Interest of Stephen O'Brien, General Manager, City Clerk's Office / City Clerk, to serve as a municipal employee member of the Large Urban Caucus of the Association of Municipalities of Ontario's Board of Directors for the 2020-2022 Board term.
2. That the City assume the costs of staff participation on the Association of Municipalities of Ontario's Board should the Expression of Interest be successful.
3. That Council direct Intergovernmental Services staff to support the City Clerk's participation if selected to serve on the Association of Municipalities of Ontario's Board.
4. That staff be directed to provide a letter indicating Council's support as part of the Expression of Interest to be sent to the Association of Municipalities of Ontario.

10. Service Area Chair and Staff Announcements

11. Service Area - Corporate Services

Vice-Chair - Mayor Guthrie

12. Consent Agenda - Corporate Services

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

12.1. Corporate Records Retention By-Law Amendment - 2020-156

43

Recommendation:

1. That the amended Corporate Records Retention By-law dated November 2, 2020, included as Attachment-2 to this report, be approved.

13. Service Area Chair and Staff Announcements

14. Service Area - Infrastructure, Development and Enterprise Services

Vice-Chair - Mayor Guthrie

15. Items for Discussion - Infrastructure, Development and Enterprise Services

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

15.1. 2020 Corporate Asset Management Plan and Progress Report - 2020-161 152

Staff Presentation:

Monica Silva, Acting Manager, Corporate Assets and Project Management

Recommendation:

1. That the 2020 Corporate Asset Management Plan dated November 2, 2020 be approved.

16. Service Area Chair and Staff Announcements

17. Adjournment

Staff Report



To	Committee of the Whole
Service Area	Office of the Chief Administrative Officer
Date	Monday, November 2, 2020
Subject	Fleet Parts Inventory Audit Report

Recommendation

That report titled 'Fleet Parts Inventory Audit Report' dated November 2, 2020 be received.

Executive Summary

Purpose of Report

To provide Committee of the Whole with the results of the Fleet Parts Inventory audit performed to assess the adequacy of the internal controls and compliance to policies, procedures, by-laws and legislation.

Key Findings

- Fleet Operations does not receive adequate information from the vendor that would help them to assess the vendor to key performance indicator (KPI) metrics. It is recommended that management determine what information is critical in helping to manage parts inventory and ensure it is received from the vendor timely.
- It is recommended that metrics related to parts inventory such as equipment downtime and maintenance department service efficiency be developed and tracked.
- The current consignment arrangement expired in June 2020. Both the Operations and Transit location parts storerooms should be evaluated and a decision on how to manage the parts inventory going forward made.
- As of September 21, 2020, Fleet Operations has issued a new RFP (20-074 - Request for Proposals for Consignment Parts Inventory).

Financial Implications

No direct financial implications as a result of the audit, however, the recommendations should lead to more effective and efficient use of resources and potential cost savings in the future.

Report

At the request of the Operations department of Public Services, a review was performed to assess the effectiveness and efficiency of Fleet parts inventory processes for both the Operations and Guelph Transit storeroom facilities. As part of this audit, a value for money component was included to assess the current parts consignment arrangement in place at both locations.

The Fleet parts inventory audit was included as part of the 2019 Internal Audit Work Plan approved by Council in February 2019.

Both the Operations and Guelph Transit facilities have onsite parts storerooms that are managed by the Program Manager, Fleet Planning under the direction of the Manager, Fleet Services who reports to the General Manager, Operations, a department of Public Services. Each storeroom is staffed by two fulltime Store Clerks. The storerooms contain City owned inventory items such as equipment parts, bulk fuel and fluids, personal protective equipment, and at Operations small hand tools stored on behalf of other City departments.

As of 2011, through a consignment inventory agreement entered into with NAPA Auto Parts Inc. the majority of inventoried equipment parts are owned by the vendor. The vendor has one person responsible for managing their inventory at both locations. As parts are needed to service equipment, the City store clerks take them from the shelves and record the sale on the vendor's inventory system, then record the usage through the WAM system.

Audit Objectives and Scope

The objective of the review is to assess the effectiveness of the City's processes and internal controls related to the parts inventory located at both Guelph Transit and Operations facilities. Included in the audit is compliance to applicable policies, procedures, By-Laws and legislation, ensuring that an adequate inventory management system is in place, and assessing physical security measures.

Additionally, we evaluated the benefits derived from the consignment arrangement from a value for money (VFM) perspective.

The scope of the review includes:

- Inventory handling procedures - receipt & issuing of parts from the two store room locations, and bulk fuel receiving only;
- Value for Money (VFM) Review of the consignment parts arrangement;
- Segregation of Duties (including fraud prevention);
- Physical Security at the two locations;
- Inventory Recordkeeping including cycle counts, year end counts, adjustments including assessing obsolescence;
- Training and procedure documents;
- Management oversight & governance of both inventory vendor management, and internal reporting including.

The scope of the review excludes:

- Inventory procurement process including vendor management;
- Inventory accounts payable and expense recording;
- Maintenance repair processes including service quality;
- Fuel and oil security and systems (an audit of this was completed in 2017);
- Fuel Usage and removing from inventory – this was also covered in the Fuel and Security audit completed in 2017;
- Procurement system (WAM).

The audit coverage period includes activity between January 2018 and September 2019.

Summary

Internal Audit conducted a review of Fleet parts inventory to assess the effectiveness and efficiency of its controls and processes.

In 2010, the City issued a request for proposal to select a vendor to work in partnership and provide a turnkey parts procurement and supply service for the complete fleet of vehicles and equipment for both the Operations and Guelph Transit facilities. A five year contract was awarded to NAPA Auto Parts Inc. It was renewed with no changes to the original terms and was in effect until June 2020. Subsequently, a new RFP (20-074) has been issued and a consignment parts supplier will be chosen through this process.

Each storeroom is staffed with two City unionized employees responsible for handling City owned inventory including items such as bulk fuel and oil, small hand tools, and personal protective equipment. Within the storerooms, the vendor has dedicated space to store the consignment inventory. Vendor personnel work alongside the store clerks to manage their on hand inventory.

Internal Audit assessed the current consignment arrangement from a value for money perspective by evaluating the benefit derived from the consignment arrangement.

Operations, a department of Public Services service area, is responsible for the management of the parts storerooms at both the Transit and Operations facilities.

The audit identified opportunities for improvement to strengthen the Fleet parts inventory process.

Key opportunities for enhancement are summarized below.

Governance

Management Oversight of Vendor

Vendor oversight activities such as overseeing contractual performance, managing compliance to the agreement, and evaluating the current state of the relationship help ensure management remains informed and that the consignment parts arrangement continues to provide the benefit expected.

Currently, fleet management does not receive adequate information from the vendor that would help them to assess the vendor to key performance indicator (KPI) metrics both outlined in the RFP and that could be useful in managing both inventory and fleet services. It is recommended that Fleet Operations determine what information is critical in helping to manage inventory and ensure it is received from the vendor in a timely manner.

Review of the vendor contractual compliance requirements shows that the vendor is not compliant with key requirements. This includes not providing required reports, conducting a competitive price review every six months, providing annual pricing proposal to outline prices to be charged for the coming year, and delivery of non-inventory parts within 24 hours of order. It is recommended that Fleet Operations monitor and ensure the vendor complies with the requirements of the agreement.

Management Oversight of Inventory

Oversight over operational practices is a critical component in ensuring management is able to assess effectiveness of processes, identify trends, monitor and report performance to ensure service delivery meets objectives.

Fleet management has not developed specific metrics to measure key operational objectives such as, reduced equipment downtime and increased service efficiency as related to parts inventory. It is recommended that specific metrics that measure key performance indicators be developed and are tracked.

Additionally, there are no policies, procedures or guidelines including training materials developed for inventory processes in either the parts storerooms or for fuel ordering. It is recommended that formal procedures for inventory handling processes be developed and used for training purposes.

Communication between stakeholders ensures awareness of challenges faced and provides opportunities to evaluate the current state, and develop action plans so that effectiveness in service delivery be attained. Purposeful communication methods that will facilitate overall better understanding of parts inventory management need to be developed.

Inventory Management

Physical Security

Physical security of parts inventory is an important element for properly managing inventory from theft and mismanagement. To achieve this, enhanced storeroom access controls is required so that only on duty store clerks and relevant Supervisors have access to the room.

Storeroom Activities

Accurate parts inventory processes allows the storeroom to be more proactive and responsive, and can lead to savings by not having to expedite parts as frequently, or negatively impact equipment service times. Currently, recording of parts usage is a manual paper based process that is susceptible to inaccuracies. It is recommended that automating inventory handling such as receiving parts and recording usage by using scanners along with other system functionality be implemented.

Counting inventory is essential to maintaining accuracy of the inventory records. A formal cycle count process should also be implemented for each storeroom and would improve inventory accuracy and minimize year end adjustments.

Consignment Arrangement

The current consignment arrangement is not deriving the expected benefits that were anticipated when the original RFP was signed in 2011. It is recommended that the consignment arrangement with the vendor be reevaluated going forward and that Fleet management consider alternatives including managing the store rooms internally, or having a vendor manage the storerooms.

The current consignment arrangement with Napa has not produced the anticipated savings of 8-10% on parts purchases at either the Operations or Transit locations, and in 2018 is estimated to have potentially cost the City an additional \$106,000.

This is predominantly due to a mark-up fee charged by Napa for any parts procured outside of Napa's branded supply chain with no ascertainable parts cost savings.

As of September 21, 2020, Fleet Operations has issued a new RFP (20-074 - Request for Proposals for Consignment Parts Inventory).

Financial Implications

No direct financial implications as a result of the audit, however, the recommendations should lead to more effective and efficient use of resources and potential cost savings in the future.

Consultations

Doug Godfrey, General Manager, Operations
Executive Team

Strategic Plan Alignment

This report supports the Strategic Plan – Working Together for our Future Priority. The recommendations identified are designed to improve the effectiveness and/or efficiencies of the Fleet parts inventory governance, risk management and internal control processes.

Attachments

Attachment-1 Summary of Recommendations

Departmental Approval

N/A

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Robert Jelacic, Internal Audit Specialist

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Summary of Recommendations

Rec #	Recommendation	Management Action Plan	Implementation Due Date
1.1	Ensure vendor complies with the requirements of the agreement.	Agree: The existing consignment contract expires June 2020. Fleet shall ensure clearer contract requirements shall be included in all future parts contract.	Q1 - 2021
1.2	Determine what information is critical in helping to manage inventory and ensure it is received from the vendor timely.	Agree: Fleet will identify* or if necessary, seek through the budget process, funding for temporary staffing resources to research, develop and determine the necessary inventory reports, monitoring systems, measureable Key Performance Indicators (KPI's) and Standard Operating Procedures (SOP's) required to improve management and control of automotive inventory. (Target date is based on the fact that we do believe that funding can be identified).	Q1 - 2021
1.3	Work with vendor to improve on hand stock levels to increase effectiveness of the min/max process, include monitoring and having one key person manage this.	Agree: a) Fleet will request vendor to provide a current updated list of on-hand (consignment inventory) stock items. b) Fleet determine (in detail) what inventoried automotive components and min/max level of these components are required to be on-hand.	a) Completed b) Q1 – 2021
1.4	Incorporate SMART goals and KPIs into the next signed agreement.	Agree: This will be completed through recommendation 1.1 and 1.2	Q1 - 2021

Rec #	Recommendation	Management Action Plan	Implementation Due Date
2.1	<p>Ensure compliance to the requirements outlined in RFP 10-146. This includes but is not limited to:</p> <p>Providing an Operations equipment listing to the vendor;</p> <p>Complete an annual competitive price check on key parts;</p> <p>Develop and track specific metrics that measure key performance indicators such as increased service efficiency and reduced equipment downtime as related to parts inventory.</p>	<p>Agree: As outlined in action item 1.1 and 1.2.</p> <p>The existing consignment contract expires June 2020. Fleet shall ensure clearer contract requirements are included and adhered to in all future automotive parts contracts.</p>	Q1 - 2021
2.2	<p>Develop and use inventory system reports such as on hand listings and aging reports that will help inventory management.</p>	<p>Agree: Fleet Services, in coordination with other departments (e.g. IT, Asset Management, Finance) and in conjunction with the replacement of the Fleet FMIS (WAM) inventory management reports will be created.</p> <p>NOTE: Full completion and progress of this initiative will be is dependant on replacement and implementation of WAM with a Fleet Management Information System (FMIS) equipped with and automotive inventory (data) management capabilities.</p>	Q1 - 2022

Rec #	Recommendation	Management Action Plan	Implementation Due Date
3.1	Develop formal departmental procedures for inventory handling processes related to the storerooms and fuel ordering to reflect current practices. These be completed using a standardized approach that includes version and revision standards. It should also include but not be limited to a description of responsibilities of all staff and supervisors in executing their duties. Ensure procedures are reviewed periodically and updated when necessary.	Agree: Fleet will strengthen and formalize existing inventory handling processes. Updating the inventory handling procedures will be developed with action item 1.2.	Q2 - 2021
3.2	Implement formalized training programs once procedures have been developed and/or updated.	Agree: Once 3.1 is complete, formal training will be rolled out to all relevant fleet staff.	Q3 - 2021
4.1	Develop purposeful communication methods between City employees, management, and the vendor that will facilitate overall better understanding of parts inventory management. The methods selected should help to proactively identify potential challenges, and allow open discussion to resolve any issues identified. Identify a single key contact person to handle all communication between the City and vendor going forward.	<p>Agree: For all future vendors/suppliers contracts, Fleet management will develop processes for improved communication between the parties.</p> <p>As well, Fleet will utilize the Purchasing Department's vendor performance mechanisms, to ensure adequate supplier performance and take appropriate steps to resolve vendor performance issues.</p>	Q1 - 2021

Rec #	Recommendation	Management Action Plan	Implementation Due Date
5.1	Establish more restricted access to the storerooms so that only on duty store clerks and relevant Supervisors have access to the room. When a store clerk is not present, restrict access to Maintenance Supervisors and lead hands.	<p>Agree:</p> <p>a) Access to automotive inventory shall be restricted to on-site fleet personnel only (as outlined in 5.2 and 5.4).</p> <p>b) Stockroom access will be restricted to store clerks and relevant Supervisors, noting Maintenance Supervisors and Lead Hands will be permitted access when a store clerk is not present. Fleet Services through the budget process will submit a request to add to the current inventory storeroom staffing levels to reduce the need for others to have access.</p>	<p>a) Completed</p> <p>b) Q2 – 2021</p>
5.2	Enhance physical security at both external doors to include working access card readers.	Agree: Security shall add card access readers to rear external doors located on the automotive inventory control room at Watson Street fleet repair shop. Room access will be restricted to on-site fleet maintenance personnel only.	Q1 – 2021
5.3	Assign individuals their own key fobs for dispensing diesel fuel in the bus cleaning area.	Agree: The existing fuel management system will be changed over to the corporate standard fuel management system. The corporate system activates the fuel pump through an (employee) access card reader eliminating the need for a 'generic' fuel key fob.	Q1 – 2021
5.4	Review access card rights and if possible, reduce the number of people with access.	Agree: Security services shall restrict access to authorized on-site fleet maintenance personnel only.	Completed
5.5	Assign access cards to individuals only and remove all generic access cards.	Agree: (As per above) Security services shall eliminate generic vendor card access and issue cards to authorized individuals only. Vendors shall promptly notify Fleet of staff changes to ensure card access restrictions are maintained.	Completed

Rec #	Recommendation	Management Action Plan	Implementation Due Date
5.6	Review and update the access list regularly.	Agree: Security along with Fleet Services will review and update the employee access on a regular basis.	Completed
6.1	Consider automating inventory handling such as receiving parts and recording usage by using scanners and other system functionality such as but not limited to setting up min/max levels with automatic re-order capability for all City owned inventory.	Agree: Consideration shall be given to review complete this item in conjunction with action items 1.2 and 2.2.	Q4 – 2021
6.2	Review store clerk standard hours and ensure that the storerooms are covered as much as possible. Ensure that both clerks are not scheduled to be off work at the same time for periods greater than a few days, and assign back up roles in the event store clerks are not present so that someone else can fill the duties.	<p>Agree: As outlined in action item 5.1.</p> <p>Fleet will take measures to add to existing staffing levels to ensure parts counter service coverage match operational needs especially during peak times.</p> <p>A review of storeroom shift coverage will be completed and available shift coverage options be implemented.</p>	Q4 – 2021
6.3	Implement a standardized way of recording parts usage for each work order required that captures the parts used for the particular service and bus.	Agree: Consideration shall be given to review complete this item in conjunction with action items 1.2 and 2.2.	Q4 – 2021

Rec #	Recommendation	Management Action Plan	Implementation Due Date
7.1	Update inventory count guidelines to include: Making regular cycle counts a mandatory requirement; Provide departments with information on ensuring proper cut off considerations are incorporated in the year end counts; Incorporate separation of duties considerations into the guidelines such as having a person not involved in daily storeroom activities responsible for some key steps of the inventory counts.	Agree with the recommendation to update the inventory count guidelines. This will be completed as part of the preparation for the 2020 year-end process.	Q1 – 2021
7.2	Implement a formal cycle count process for each storeroom including a documented yearly schedule, recording and retaining results showing manager approval for all adjustments.	Agree: As outlined in action item 1.2 Fleet will add temporary staffing to review and strengthen existing inventory count duties. Fleet management staff will work with Finance staff to determine (inventory control) variances. Consideration shall be given to include Finance staff in the annual inventory count task, adjustment and financial reconciliation process.	Q1 – 2021
7.3	Ensure all inventory count sheets are completed fully and include manager approval.	Agree: As outlined in action item 7.1 above. Fleet will strengthen record keeping practices to ensure count sheets are completed and approved by Management.	Q1 – 2021
7.4	Implement an annual review of inventory for potential obsolete parts.	Agree: This will be completed as part of action items 1.2 and 1.4.	Q1 – 2021

Staff Report



To	Committee of the Whole
Service Area	Corporate Services
Date	Monday, November 2, 2020
Subject	2020 External Audit Plan

Recommendation

1. That KPMG LLP's 2020 External Audit Plan be received for information.
-

Executive Summary

Purpose of Report

To present KPMG LLP's audit service plan for the audit of the City's 2020 Consolidated Financial Statements.

Key Findings

Staff reviewed KPMG LLP's audit service plan and have no concerns with proceeding as outlined in the attached report.

Financial Implications

The external audit fees were agreed upon in advance through the request for proposal process and have been budgeted through the annual operating budget.

Report

Annually, the consolidated financial statements of the City of Guelph are required to be audited by an external auditor and the results of this audit are reported back to Council. It is the auditor's duty to communicate to Council the planned audit approach as well as any findings discovered throughout the audit. KPMG LLP is the external auditor for the term 2020 through 2024 as selected through a competitive procurement process and approved by Council in October 2020.

The audit fieldwork will begin in December 2020 with interim testing, and will finish in April 2021 with the final fieldwork. The results of the audit will be reported to Council by KPMG LLP in June 2021. Approval of the final consolidated financial statements by Council is expected at that same time, at which point the financial statements will be made available to the public.

Please refer to Attachment-1 for the Audit Planning Report for the 2020 Consolidated Financial Statements which will be presented by Audit Partner, Matthew Betik, from KPMG LLP.

Financial Implications

No financial implications are noted. The external audit fees were agreed upon in advance through the request for proposal process and have been budgeted for through the annual operating budget.

Consultations

None noted.

Strategic Plan Alignment

The City's Consolidated Financial Statements and the independent audit performed by KPMG LLP on them supports the Strategic Plan pillar of Working Together for our Future through maintaining a fiscally responsible local government.

Attachments

Attachment-1 KPMG LLP Audit Planning Report

Departmental Approval

None noted.

Report Author

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The City of Guelph

Audit Planning Report
for the year ended December 31, 2020

KPMG LLP

Prepared for the Audit Committee meeting
November 1, 2020

kpmg.ca/audit



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Executive summary



Group audit scope

Our audit consists of 4 of components over which we plan to perform:

- 6 full scope audit(s)

See page 3



Audit and business risks

Our audit is risk-focused. In planning our audit we have taken into account key areas of focus for financial reporting. These include:

- Tangible capital assets
- Post-employment benefits
- Obligatory reserve fund revenue
- Accounting for Contaminated sites

See pages 4-11



Audit materiality

Materiality has been determined based on adjusted revenue. We have determined group materiality to be \$8,000,000.

See page 12



Executive summary



Independence and Quality Control

We are independent and have extensive quality control and conflict checking processes in place. We provide complete transparency on all services and follow Audit Committee approved protocols.



Proposal Fees

Proposed fees for the annual group audit and special reports is \$133,300.

See page 15.



Current developments and Audit Trends

Please refer to pages 16 and 17 for audit and accounting changes relevant to the City and audit trends.

This Audit Planning Report should not be used for any other purpose or by anyone other than the Audit Committee. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Planning Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Group Audit Scope

Entities in which KPMG performs an audit on are as follows:

Entities	Scoping
Corporation of the City of Guelph	Audit
Downtown Guelph Business Association	Audit
Wellington-Dufferin-Guelph Public Health	Audit
Guelph Junction Railway	Audit
Guelph Municipal Holdings	Audit
The Elliott	Audit
Provincial Offenses Court Program Statement	Special Report





Audit risks

Professional requirements

Fraud risk from revenue recognition.

Why is it significant?

The risk of fraud from revenue recognition has been rebutted

Our audit approach

This is a presumed fraud risk.

However, the audit team has rebutted this presumption due to the following reasons:

- The presumed fraud risk is ordinarily associated with for-profit enterprises
- The majority of revenue is calculated based on MPAC data, approved utility rates and user fees, and is not subject to complexity or judgement at the reporting level; and
- KPMG does not believe that the use of inappropriate cut-off would be utilized to perpetrate fraud.



Audit risks

Professional requirements

Fraud risk from management override of controls.

Why is it significant?

This is a presumed fraud risk. We have not identified any specific additional risks of management override relating to this audit.

Our audit approach

As the risk is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates and
- evaluating the business rationale of significant unusual transactions.



Audit risks

Other areas of focus

Post-employment benefits

Why are we focusing here?

- Estimates and judgements used by management
- Complexity of the accounting guidance

Our audit approach

- Communicate with management's actuarial specialists
- Assess the reasonableness of assumptions used, and
- Test the appropriateness of the underlying data, including employee populations
- We will also use the work of the Nexus Actuarial in our audit of the accounts and disclosures.



Audit risks

Other areas of focus

Tangible Capital Assets

Why are we focusing here?

- Significance of the account balances
- Risk of error in inappropriately recognizing costs as either capital or operating

Our audit approach

- Discuss capitalization policies and their application with management
- Test a sample of capital additions to ensure existence and accuracy
- Review of work orders and closed work orders for capitalization
- Test items recorded as repairs & maintenance or other similar accounts to ensure completeness of capital additions



Audit risks

Other areas of focus

Liabilities for contaminated sites

Why are we focusing here?

- Significance of the account balance
- Complexity, judgement, and estimates involved

Our audit approach

- Review management's prepared assessment of contaminated sites
- Inquire of any changes to assessment
- Test changes from the prior year



Audit risks

Other areas of focus

Obligatory Reserve Funds Revenue and Deferred Revenue

Why are we focusing here?

- Revenue recognized from the Development Charge Reserve Fund is subject to judgement as capital projects must be growth related in nature

Our audit approach

- Identify and evaluate the operative effectiveness of internal controls over the identification of development charge funding projects and allocation of related expenses
- Perform substantive testing over amounts being recognized as revenue
- Perform testing of development charges collected
- Obtain a sample of costs that relate to development charge revenue to ensure they are appropriate and are allocated to the appropriate project



Audit risks

Other areas of focus	Why are we focusing here?
Investments and related income	Significant account
Taxation Revenue	Significant account
Our audit approach	
— Confirmation of details with investment managers.	
— Analytical procedures recalculating tax revenues using approved tax rates and related MPAC assessments.	



Audit risks

Other areas of focus

User Fees and Service Charge Revenue

Expenses

Government Transfers

Why are we focusing here?

Significant account with significant transactions

Significant account with significant transactions

Significant account

Our audit approach

- Analytical procedures comparing current year's revenues on a disaggregated basis to the current year budget and the prior year, adjusting for known changes in assumptions
- Analytical procedures comparing current year's expenses on a disaggregated basis to the current year budget and the prior year, adjusting for known changes in assumptions
- Substantive procedures to test the existence and accuracy of expenses
- Testing the completeness, existence, and accuracy of yearend accruals, most notably those that contain areas of estimate of judgment
- Review of agreements to ensure proper revenue recognition criteria was followed. To ensure the transfers were authorized and all eligibility criteria and any stipulations were met.
- Perform test of details on significant transfers

Materiality

Materiality determination	Comments	Group amount
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The corresponding amount for the prior year's audit was \$8 million.	\$8 million
Benchmark	Based on adjusted revenues from the prior year. We have adjusted out the one-time impact of GMHI of approximately \$30M This benchmark is consistent with the prior year.	\$500 million
% of Benchmark	The corresponding percentage for the prior year's audit was 1.65%.	1.60%
Audit Misstatement Posting Threshold (AMPT)	Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the previous year's audit was \$400 thousand.	\$400 thousand Reclass threshold: \$1 million

Materiality is used to scope the audit, identify risks of material misstatements and evaluate the level at which we think misstatements will reasonably influence users of the financial statements. It considers both quantitative and qualitative factors.

To respond to aggregation risk, we design our procedures to detect misstatements at a lower level of materiality.

We will report to the Audit Committee:



Corrected audit misstatements



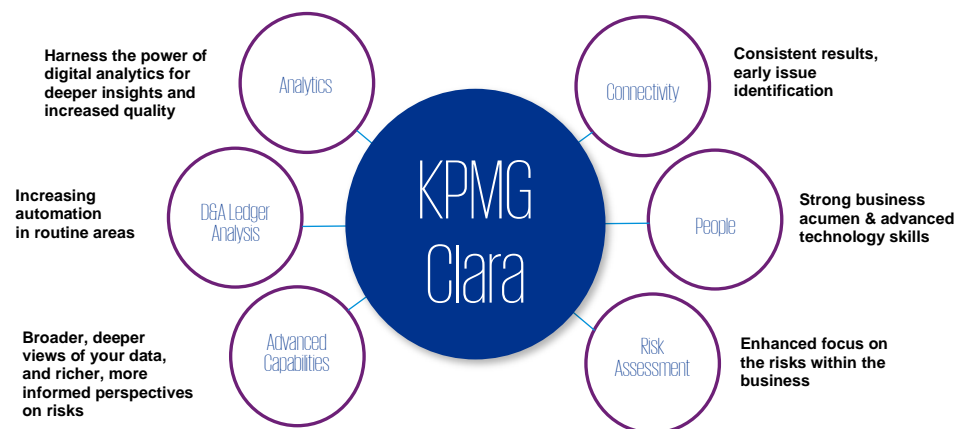
Uncorrected audit misstatements



The audit of today, tomorrow & the future

As part of KPMG's technology leadership, our audit practice has developed technologies and alliances to continuously enhance our capabilities and deliver an exceptional audit experience.

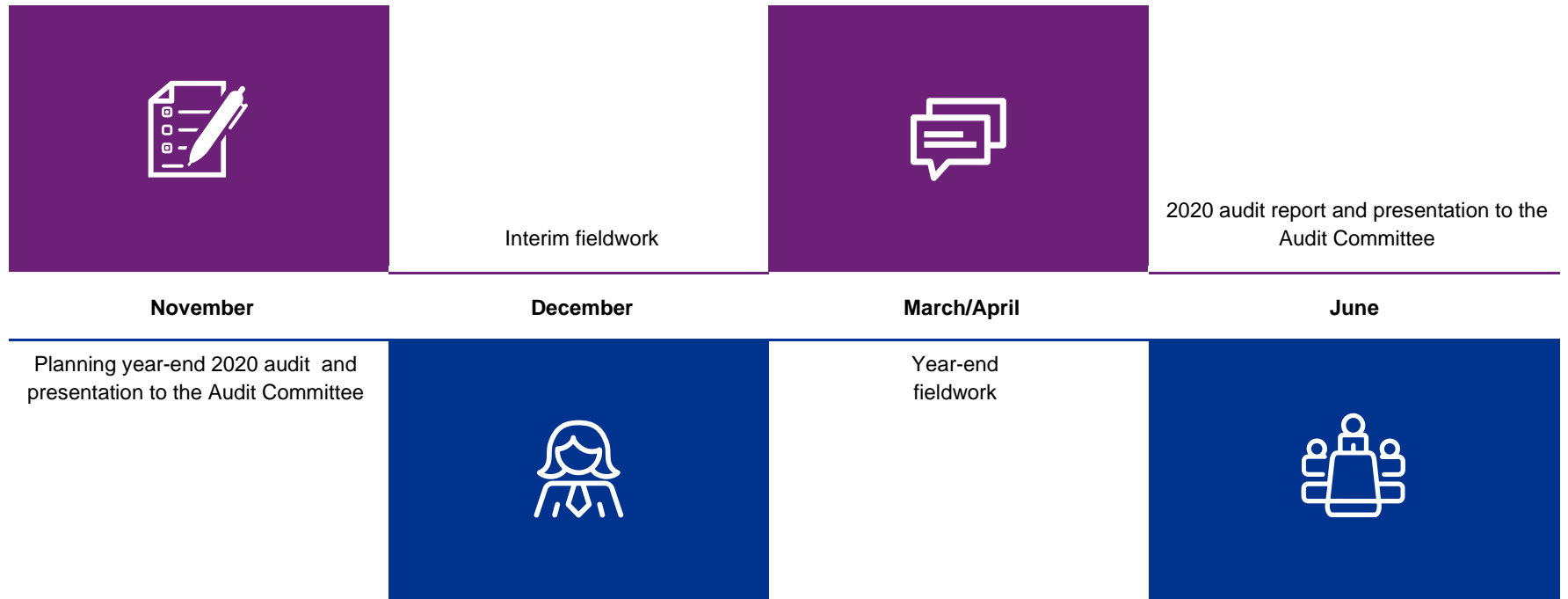
Technology empowers us with the ability to perform deep analysis over your financial information, focusing our effort and interactions on the areas of greatest risk and minimizing disruption to your business.



Technology we use today	
Tool	Benefit to audit
KPMG Clara Client Collaboration	KCCC is our secure audit platform and a one-stop shop through which we plan, execute and manage the audit, providing you with real-time access to the process at every step, including exchange of information and access to the real-time reporting you need in one central location.
Account Analysis Tool	Our account analysis tool provides meaningful general ledger data insights during the planning phase of the audit that can be used to assist the engagement team in obtaining a more thorough understanding of the business processes and underlying flow of transactions through utilization of Account Analysis, Visual Ledger and Journal Entry Analysis functional features. Our tool enables a more precise risk assessment and development of a tailored audit approach.
Data & Analytics Routines	Team to add details of specific D&A routines done on the client (can be combined with KPMG Clara Advanced Capabilities on the previous page).
Data Extraction & Analytics Tools	Our data extraction tools assist with risk assessment procedures and perform automated audit procedures in key cycles using data extracted directly from your ERP system.



Key deliverables and milestones



Proposed fees



In determining the fees for our services, we have considered the nature, extent and timing of our planned audit procedures as described above.

Our fee analysis has been reviewed with and agreed upon by management.

Our fees are estimated as follows:

	Current period (budget)
Audit of the financial statements and special reports	\$133,300

The fees are based on our most recent proposal submission for audit services and includes all of the entities identified in the scoping section of this report.



Matters that could impact our fee

The proposed fees outlined above are based on the assumptions described in the engagement letter.

The critical assumptions, and factors that cause a change in our fees, include:

- Significant changes in the nature or size of the operations of the City beyond those contemplated in our planning processes
- Changes in professional standards or requirements arising as a result of changes in professional standards or the interpretation thereof
- Changes in the timing of our work



Current developments and audit trends

The following is a summary of the current developments that are relevant to the City:

Standard	Summary and implications
Canadian Assurance Standard - CAS 540, Auditing Estimates and Related Disclosures	<p>Update standards are applicable for the 2020 audit of the City's financial statements. Key highlights of the revised standards include:</p> <ul style="list-style-type: none"> - Increased emphasis and attention to consider management bias and contradictory evidence <ul style="list-style-type: none"> - Required to consider new factors, including: <ul style="list-style-type: none"> - Degree of uncertainty associated with underlying assumptions - Complexity of the process to develop the estimate - Number and complexity of significant assumptions - Degree of subjectivity - Length and degree of uncertainty in forecasts - Obtain an understanding of how the following are selected by management and assessing the differing risks amongst these categories: <ul style="list-style-type: none"> - methods, - data, and - assumptions - Expansion of auditor's requirement to understand how management used the work of specialists
PS 3250, Employee Benefits	<p>Identified as the top priority in PSAB's 2014 Project Priority Survey, the Board has approved a project to review Section PS 3250, Retirement Benefits, and Section PS 3255, Post-employment Benefits, Compensated Absences and Termination Benefits. Since the issuance of these Sections decades ago, new types of pension plans have been introduced and there have been changes in the related accounting concepts.</p> <p>This project will involve looking at issues such as deferral of experience gains and losses, discount rates, how to account for shared risk plans, multi-employer defined benefit plans and vested sick leave benefits. Other improvements to existing guidance will also be considered.</p> <p>A new, comprehensive Handbook Section on employment benefits will replace the two existing Sections. PSAB have sent out an invitation to comment.</p>



PS 3280, Asset Retirement Obligations	<p>This standard describes how to account for and report asset retirement obligations associated with tangible capital assets.</p> <p>This standard is effective for fiscal periods beginning on or after April 1, 2021 (the City's December 31, 2022 yearend).</p> <p>Implications: The City will have to identify if they have any asset retirement obligations</p>
Public Private Partnerships	<p>In recent years, governments across Canada are increasingly using various forms of public private partnership arrangements for the provision of assets and delivery of services.</p> <p>This project is expected to develop in two stages. The first stage will involve contemplating specific issues, including project scope, recognition and measurement of a public private partnership and disclosure requirements. Other issues will also be considered. The second stage will involve determining how to account for public private partnerships.</p> <p>The objective is to develop a public sector accounting standard specific to public private partnerships.</p>
PS 3041, Portfolio investments	<p>This section revises and replaces PS 3040, Portfolio Investments. It describes how to account for and report portfolio investments.</p>
PS 3400, Revenue	<p>Currently the Public Sector Accounting Handbook has two sections that address two major sources of revenue, government transfers and tax revenue. This new standard addresses the recognition, measurement and presentation of revenues that are common in the public sector other than government transfers and tax revenue.</p> <p>PSAB has approved this section, in the fourth quarter of 2018 the final standard was released.</p>

Appendices



Appendix 1: Audit quality and risk management



Appendix 2: KPMG's audit approach and methodology



Appendix 3: Lean in Audit™



Appendix 4: Required Communications

Appendix 1: Audit quality and risk management



KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards. Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems. Visit our Audit Quality Resources [page](#) for more information including access to our most recent Audit Quality and Transparency Report.

We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every four years.

We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality. We do not offer services that would impair our independence.

All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.

The processes we employ to help retain and develop people include:

- Assignment based on skills and experience
- Performance evaluation
- Development and training
- Appropriate supervision and coaching



We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.

Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Other controls include:

- Before the firm issues its audit report, Engagement Quality Control
- Reviewer reviews the appropriateness of key elements of publicly listed client audits
- Technical department and specialist resources provide real-time support to audit teams in the field

Appendix 2: KPMG's audit approach and methodology



This year we will expand our use of technology in our audit through our new smart audit platform, KPMG Clara.

Collaboration in the audit

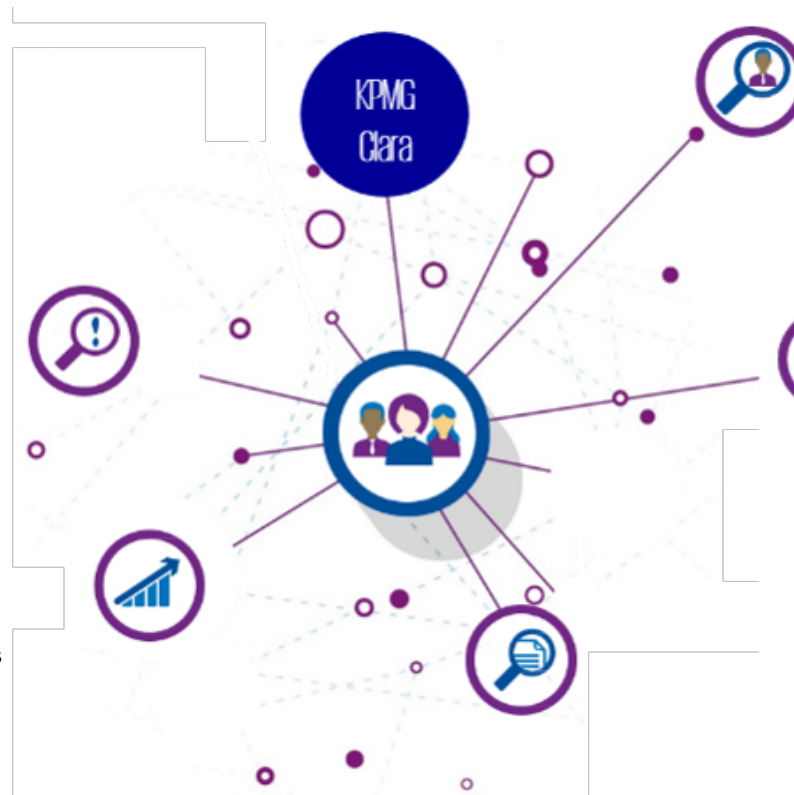
A dedicated KPMG Audit home page gives you real-time access to information, insights and alerts from your engagement team

Issue identification

Continuous updates on audit progress, risks and findings before issues become events

Data-driven risk assessment

Automated identification of transactions with unexpected or unusual account combinations – helping focus on higher risk transactions and outliers



Deep industry insights

Bringing intelligence and clarity to complex issues, regulations and standards

Analysis of complete populations

Powerful analysis to quickly screen, sort and filter 100% of your journal entries based on high-risk attributes

Reporting

Interactive reporting of unusual patterns and trends with the ability to drill down to individual transactions



Appendix 3: Lean in Audit™



An innovative approach leading to enhanced value and quality

Our innovative audit approach, Lean in Audit, further improves audit value and productivity to help deliver real insight to you. Lean in Audit is process oriented, directly engaging organizational stakeholders and employing hands-on tools, such as walkthroughs and flowcharts of actual financial processes.

By embedding Lean techniques into our core audit delivery process, our teams are able to enhance their understanding of the business processes and control environment within your organization – allowing us to provide actionable quality and productivity improvement observations.

Any insights gathered through the course of the audit will be available to both engagement teams and management. For example, we may identify control gaps and potential process improvement areas, while management has the opportunity to apply such insights to streamline processes, inform business decisions, improve compliance, lower costs, increase productivity, strengthen customer service and satisfaction and drive overall performance.



How it works

Lean in Audit employs three key Lean techniques:



1. Lean training

Provide basic Lean training and equip our teams with a new Lean mindset to improve quality, value and productivity.



2. Interactive workshops

Perform interactive workshops to conduct walkthroughs of selected financial processes providing end-to-end transparency and understanding of process and control quality and effectiveness.



3. Insight reporting

Quick and pragmatic insight report including immediate quick win actions and prioritized opportunities to realize benefit.



Appendix 4: Required communications



In accordance with professional standards, there are a number of communications that are required during the course of and upon completion of our audit. These include:



Engagement letter

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter and any subsequent amendment letters as provided by management.



Management representation letter

We will obtain from management certain representations at the completion of the annual audit. In accordance with professional standards, copies of the representation letter will be provided to the Audit Committee.



Audit planning report

This report.



Audit findings report

At the completion of our audit, we will provide our audit findings to the Audit Committee.



Required inquiries

Professional standards require that during the planning of our audit we obtain your views on risk of fraud and other matters. We make similar inquiries of management as part of our planning process; responses to these will assist us in planning our overall audit strategy and audit approach accordingly.





kpmg.ca/audit



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Staff Report



To	Committee of the Whole
Service Area	Office of the Chief Administrative Officer
Date	Monday, November 2, 2020
Subject	City of Guelph Staff Nomination to Association of Municipalities of Ontario Board of Directors – Large Urban Caucus Staff Vacancy

Recommendation

1. That Council support the Expression of Interest of Stephen O'Brien, General Manager, City Clerk's Office / City Clerk, to serve as a municipal employee member of the Large Urban Caucus of the Association of Municipalities of Ontario's Board of Directors for the 2020-2022 Board term.
 2. That the City assume the costs of staff participation on the Association of Municipalities of Ontario's Board should the Expression of Interest be successful.
 3. That Council direct Intergovernmental Services staff to support the City Clerk's participation if selected to serve on the Association of Municipalities of Ontario's Board.
 4. That staff be directed to provide a letter indicating Council's support as part of the Expression of Interest to be sent to the Association of Municipalities of Ontario.
-

Executive Summary

Purpose of Report

The purpose of this report is to seek Council's support of General Manager, City Clerk's Office and City Clerk, Stephen O'Brien's, Expression of Interest application to serve as a municipal employee member of the Large Urban Caucus of the Association of Municipalities of Ontario's (AMO) 2020-2022 [Board of Directors](#). A Council resolution of support is required as part of the application to fill this municipal employee vacancy position on the AMO Board. If successful, Mr. O'Brien will serve on the AMO Board from January 2021 until August 2022.

Key Findings

AMO's [Request for Expressions of Interest to Fill 2 Municipal Staff Vacancies on the 2020-2022 AMO Board of Directors](#) presents a unique opportunity for the City. Securing a municipal employee seat on the Large Urban Caucus of the AMO Board of Directors will ensure a City of Guelph representative remains on the Board while raising the City's profile, increasing networking and information-sharing opportunities, and allowing the City to contribute to the Ontario municipal sector's advocacy work to influence the province. Mr. O'Brien has expressed interest in this

opportunity and would be a strong ambassador for the City if selected to serve on the AMO Board.

Notably, no member municipality can be represented on the AMO Board by more than one Director (staff or elected official). There are currently no vacancies on the AMO Board for elected officials. The next opportunity for elected officials and municipal staff across Ontario to express interest in running for the AMO Board will likely be in advance of the 2022 AMO Conference and Annual General Meeting.

Financial Implications

Municipalities represented on the AMO Board assume the costs of staff or elected official board participation, including board meeting travel and accommodation costs, as well as AMO Conference travel and registration expenses.

Given the pivot to remote meetings as a response to COVID-19, the costs of AMO Board participation are expected to be lower than usual in the 2021 municipal fiscal year.

If the City's application for a municipal employee seat on the AMO Board of Directors is successful, participation costs will be covered using existing resources.

Report

The [Association of Municipalities of Ontario](#) is a non-partisan, non-profit association representing almost all of Ontario's 444 municipalities. Its mandate is to support and enhance strong and effective municipal government in Ontario. AMO promotes the value of the municipal level of government as a vital and essential component of Ontario and Canada's political system. Under the Municipal Act, the province of Ontario has committed to consulting with municipalities on proposals that may impact local governments through AMO in accordance with the AMO-Ontario Memorandum of Understanding (MOU).

AMO is currently looking for a municipal employee to fill a vacant staff seat on the Large Urban Caucus of the Board of Directors for the 2020-2022 board term. This presents a unique opportunity for the City. Securing a municipal employee seat on the Large Urban Caucus of the AMO Board of Directors will allow the City to advance its intergovernmental advocacy and priorities within a key municipal association for the duration of the AMO Board term. Participation on the AMO Board will also raise the City's profile, increase networking and information-sharing opportunities and allow the City to contribute to the Ontario municipal sector's advocacy work to influence the province. The City's General Manager, City Clerk's Office / City Clerk, Stephen O'Brien, has expressed an interest in applying to fill this vacancy on the AMO Board on behalf of the City. Mr. O'Brien will serve as a strong ambassador for the City on the AMO Board if selected to fill this board opportunity.

To be eligible, interested municipal employees must work for a municipality that is an AMO member in good standing. The City of Guelph meets this criteria. The deadline for Expressions of Interest is noon, November 30, 2020, and the application must be submitted with a resolution of support from Council. Pending ratification and approval of the staff recommendations at Council on November 23, staff will formally submit the Expression of Interest package to AMO along with Council's supporting resolution. Successful applicants are expected to begin their term on the AMO Board in January 2021.

AMO's Board of Directors consists of 43 elected and non-elected municipal representatives, including:

- A President;
- A Secretary-Treasurer;
- Caucus Directors representing six caucuses: County, Large Urban, Northern, Regional and Single Tier, Rural and Small Urban;
- The past President; and
- The past Secretary-Treasurer.

The AMO Board meets eight to nine times a year, including a meeting at the annual AMO Conference and Annual General Meeting. Its role is to provide oversight and direction to AMO leveraging the collective voice of municipalities across the province. Directors are also expected to contribute to the work of AMO Task Forces. Further, AMO has an Executive Committee that meets monthly to carry out the business of the organization and to implement the AMO-Ontario MOU.

Mayor Guthrie currently serves on the AMO Board of Directors in his capacity as Chair of the Ontario Big City Mayors (OBCM). However, this seat on the AMO Board will move to the City of Barrie once Mayor Jeff Lehman becomes the Chair of OBCM in November 2020.

Notably, an AMO Board term is typically two years and no member municipality can be represented on the AMO Board by more than one Director (staff or elected official). There are currently no vacancies on the AMO Board for elected officials. The next opportunity for elected officials and municipal staff across Ontario to express interest in running for the AMO Board will likely be in advance of the 2022 AMO Conference and Annual General Meeting.

Financial Implications

Municipalities represented on the AMO Board assume the costs of staff or elected official board participation, including board meeting travel and accommodation costs, as well as AMO Conference travel and registration expenses.

Given the pivot to remote meetings as a response to COVID-19, the costs of AMO Board participation are expected to be lower than usual in the 2021 municipal fiscal year.

If the City's application for a municipal employee seat on the AMO Board of Directors is successful, participation costs will be covered using existing resources.

Consultations

Intergovernmental Services consulted with the City Clerk's Office when preparing this report.

Strategic Plan Alignment

The recommendations in this report fully align with the priorities in the City's Strategic Plan. Engaging in municipal associations advances the City's advocacy efforts, engagement with key stakeholders and contributes to various priorities identified in "Guelph. Future Ready."

Attachments

None.

Departmental Approval

Jodie Sales, General Manager, Strategy, Innovation and Intergovernmental Services

Report Author

Leslie Muñoz, Manager, Policy and Intergovernmental Relations

This report was approved by:

Jodie Sales

General Manager, Strategy, Innovation and Intergovernmental Services

Office of the Chief Administrative Officer

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jodie.sales@guelph.ca

This report was recommended by:

Scott Stewart

Chief Administrative Officer

Office of the Chief Administrative Officer

519 822 1260 extension 2221

scott.stewart@guelph.ca

Staff Report



To	Committee of the Whole
Service Area	Corporate Services
Date	Monday, November 2, 2020
Subject	Corporate records retention by-law amendment

Recommendation

1. That the amended Corporate Records Retention By-law dated November 2, 2020, included as Attachment-2 to this report, be approved.
-

Executive Summary

Purpose of Report

To provide Council with information related to the amendment of the Corporate Records Retention By-law.

Key Findings

Pursuant to [Sections 254\(1\) and 255\(1\), \(2\) and \(3\) of the Municipal Act](#), an amendment to the Corporate Records Retention By-law is necessary in order to ensure that the City is complying with current legislated retention requirements.

Financial Implications

There are no financial implications resulting from this report.

Report

The Municipal Act (the Act) requires that all municipalities establish retention periods during which the records of the municipality, and its local boards, must be retained and preserved. Section 255(2) of the Act only allows for the destruction of original municipal records in accordance with established retention periods and if a retention period has expired.

The City of Guelph last amended its Corporate Records Retention By-law in 2018 with By-law (2018)-20288. Subsequently, there have been numerous changes and updates to legislation, so the current By-law no longer reflects up-to-date legislated retention requirements. Therefore, an amendment to the current By-law is necessary. This is a routine update in order to ensure and sustain regulatory compliance.

The amended Corporate Records Retention By-law has been updated to provide:

- Updated retention periods to reflect both current legislated retention requirements and corporate business needs;
- New records categories; and

- Updated records category descriptions.

The establishment of a standardized and clear process for the destruction of City records helps to ensure accountability and transparency. In order to allow the routine destruction of business records to be carried out, the attached amended Corporate Records Retention By-law, as set out in Attachment-2, is recommended for approval and adoption in accordance with the Act, Section 255(1), (2) and (3).

Financial Implications

There are no financial implications resulting from this report.

Consultations

Staff from each department were consulted and invited to provide feedback in order to ensure that the amended Corporate Records Retention By-law would meet the business needs of all Service Areas. Departmental consultations were carried out with the help of the Record and Information Management (RIM) Liaison Group. The RIM Liaison Group is comprised of representatives from each department who coordinate recordkeeping and champion RIM initiatives in their respective departments or divisions.

The RIM Liaison for each department was provided with a tailored list of retention categories corresponding to records created, used and/or kept in their area. Liaisons were asked to review and gather feedback on retention categories and periods which impacted their area. Through this process, the Corporate Records Retention By-law amendment was communicated to staff in all Service Areas, feedback was gathered, and current business practices were integrated into the amended Corporate Records Retention By-law.

Once adopted, the amended Corporate Records Retention By-law will be made available to all City staff on the City's intranet.

Strategic Plan Alignment

The Corporate Records Retention By-law amendment aligns with the Strategic Plan priority of Working Together for Our Future. The establishment of standardized and consistent retention periods that ensure records are kept in accordance with legislative requirements is a key component of running an effective, fiscally responsible and trusted local government.

Attachments

Attachment-1 Municipal Act, 2001, Sections 254(1), 255(2) and 255(3)

Attachment-2 A by-law of the Corporation of the City of Guelph to establish a schedule of retention periods for City business records and to repeal By-law Number (2018)-20288.

Departmental Approval

Jennifer Slater, Manager Information, Privacy and Elections

Report Author

Kim Sommerville, Information and Access Coordinator

This report was approved by:

Stephen O'Brien
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This report was recommended by:

Trevor Lee
Deputy Chief Administrative Officer
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Municipal Act, 2001, S.O. 2001, c. 25

Retention of records

254 (1) A municipality shall retain and preserve the records of the municipality and its local boards in a secure and accessible manner and, if a local board is a local board of more than one municipality, the affected municipalities are jointly responsible for complying with this subsection. 2001, c. 25, s. 254 (1).

Retention periods

255 (1) Except as otherwise provided, a record of a municipality or local board may only be destroyed in accordance with this section. 2001, c. 25, s. 255 (1).

Destruction of records

(2) Despite section 254, a record of a municipality or a local board may be destroyed if a retention period for the record has been established under this section and,

- a) the retention period has expired; or
- b) the record is a copy of the original record. 2001, c. 25, s. 255 (2); 2006, c. 32, Sched. A, s. 109 (1).

Retention periods

(3) A municipality may establish retention periods during which the records of the municipality and local boards of the municipality must be retained and preserved in accordance with section 254. 2001, c. 25, s. 255 (3); 2017, c. 10, Sched. 1, s. 29 (1).

The Corporation of the City of Guelph

By-law Number (2020) - XXXXX

A By-law to establish a schedule of retention periods for City business records and to repeal By-law Number (2018)-20288.

Whereas Section 255(3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that the municipality may establish retention periods during which the records of the municipality must be retained and preserved in accordance with Section 254 thereof; and

Whereas the Council of the Corporation of the City of Guelph deems it desirable to establish retention periods for the business records of the municipality by enactment of this by-law; and

Whereas all records generated and received by staff and elected officials of the municipality in connection with City business are the express property of the Corporation of the City of Guelph;

The Council of the Corporation of the City of Guelph enacts as follows:

1. Definitions

In this by-law,

“Active records” are records that are referred to and used on a regular basis and are generally stored in a department, division or service area.

“Active retention” is the period of time that a record is considered active with a higher frequency of use, stored nearby and is readily accessible to users.

“Archival records” are records of enduring significance that have historical and business value for the City of Guelph and individuals engaging in historical research.

“Archival review” means the period of time during which it is determined whether a record has potential long-term archival value.

“Archival value” is the evidential and informational value of records, which is determined during an archival review to justify the long-term preservation of records in order to retain corporate memory and/or for future historical research.

“Authenticity” is the extent to which a business record can be proven to be what it purports to be.

“Business records” are any records that are created by City staff, or by a third party directly paid by and working on behalf of the City, in order to document the decision making, administration or operational activities of the City. This includes documents in any form, including physical paper files, digital files in any machine-readable format, emails, instant messages, video, etc.

“Business recordkeeping” is the creation, management and retention of meaningful, accurate, trustworthy, accessible and durable evidence of government activities and decisions, to create a reliable record of government and promote efficiency, effectiveness and accountability.

“City” means the Corporation of the City of Guelph.

“Clerk” means the City Clerk for the Corporation of the City of Guelph.

“Code” indicates the reference number for each records series, based on the corporate records classification system (TOMRMS – The Ontario Municipal Records Management System).

“Computer system” is a device or a group of interconnected or related devices, one or more of which:

- contains computer programs or other data; and
- pursuant to computer programs, performs logic and control, and may perform any other function.

“Copy” means a record that is a duplicate of an original.

“Current” means the year in which the record was prepared.

“Data” indicates representations of information or of concepts, in any form, that are recorded or stored on any medium in or by a computer system or other similar device and that can be read or perceived by a person or a computer system or other similar device, including a display of that data.

“Destruction hold” means a hold placed on the destruction of any records required for legal, audit, freedom of information or investigation purposes. A formal hold notice is not necessarily required and staff are responsible for ensuring that any planned destruction is halted for related records as soon as they learn that any of the above processes are underway. A hold is not lifted until staff are notified that any of the above processes are completed and closed.

“Dispose” means to destroy a record or remove it from the official record keeping system. For digital records this involves deleting files and ensuring that any backups, such as those in the desktop ‘recycle bin’, have been deleted as well. For paper documents, this involves recycling, shredding or securely disposing of papers.

“Drafts” are a preliminary form or version of a document before it becomes a formal finalized record.

“File” means a collection of related records.

“Final record” means the record identified as being complete with no further changes planned. The last version of a document that is identified as finished, rather than just another version or draft.

“Inactive retention” is a period of time during which records retain their inactive status, are referred to infrequently and are kept in a location outside the general office area.

“Integrity” is the extent to which a business record is demonstrably complete and unaltered.

“Legal holds” are notices from the Legal Services department that another service area or department’s record(s) may be required for upcoming litigation. This notice suspends the normal retention requirements and halts the destruction of any of the records listed in the notice until subsequent notice is given that litigation is complete.

“Original records” are final business records that are designated as the official record.

“Orphan data” is data that:

- is not machine readable by any of the City of Guelph’s computer systems in place during the disposal year because the data exists with no identifiable computer application that can retrieve the data; or
- is machine readable but does not have sufficient content, context or structure to render it understandable by an experienced City of Guelph employee who is knowledgeable about the business function or functions to which the data relates.

“Permanent” means that records shall be preserved for the life of the Corporation and never destroyed or removed from the official record keeping system.

“Record” means any unit of information however recorded, whether in printed form, on film, by electronic means or otherwise, and includes correspondence, memoranda, plans, maps, drawings, graphic works, photographs, film, microfilm, sound recordings, videotapes, machine readable records, and any other documentary material, regardless of physical form or characteristics, made or received in the course of the conduct of City business.

“Records series” or **“Retention categories”** are groups of records that relate to a particular function or operation, that are filed together and need to be retained for the same period of time.

“Reference materials” are any documents not created by a City employee and not created by a third party working on behalf of the City. These documents are often used for research and as an additional source of information. Common examples of reference material would include journal articles, newspaper articles or

reports from outside organizations that are referred to by City staff. Reference materials are not required to be retained as part of the City's records retention schedule and are not the responsibility of the City to manage. These documents can be kept and used for as long or as short a time as an employee needs for their work.

"Reliability" is the extent to which the contents of a record can be trusted as a full and accurate representation of the transactions, activities or facts to which they attest and can be depended upon in the course of subsequent transactions or activities.

"Responsible department" means the department that creates the record(s) and/or is responsible for retaining/maintaining the original record(s).

"Retention periods" are the period of time during which a specific records series must be kept before records in that records series may be disposed of. The full retention period is made up of the total active and inactive time periods listed for a record.

"Superseded" means a record only needs to be retained until it is replaced with more current information.

"Transitory records" are records of temporary usefulness in any format that have no ongoing value beyond an immediate and minor transaction or the preparation of a subsequent record. They are of such short-term value that they are not required to meet legal obligations, or to evaluate or provide evidence of decision-making, administrative or operational activities. For example, staff working notes, outlook meeting invitations, etc. These documents can be kept and used for as long or as short a time as an employee needs for their work.

"Versions" are preliminary forms or drafts of a document before it becomes a formal finalized record.

"Vital Records" are records that are essential to the continuation or resumption of City business in the event of a disaster. They allow the organization to continue to fulfil its obligations to the taxpayers, employees, other levels of government, and outside interested parties.

2. Retention Schedule

2.1 Purpose

Retention schedules are timetables that indicate how long a record has business value, how long they should be retained and when their final disposition must be carried out.

2.2 Setting retention periods

In determining the retention periods for business records, the City Clerk or designate shall consider the following factors in consultation with City employees as needed:

- a) the operational nature and business needs of staff, including the period of time during which City staff use the records to carry out their work;
- b) the legal requirements set out for the records, including the length of retention necessary to comply with federal, provincial and municipal laws and regulations;
- c) the fiscal nature of the records, including the length of time they are needed for audit and tax purposes;
- d) the vital corporate nature of the records, including their value to ensure the continuation of City business in the event of a disaster; and
- e) the historical and archival value of the records; to be determined by the City Clerk or designate based on the value to future research and preservation of the history of the Corporation of the City of Guelph.

2.3 Non-business records

The records retention schedule attached hereto as Schedule 1 is only applicable to final business records, as defined above. Subject to any destruction holds related to litigation, investigation, audit or freedom of information requests, the following records may be destroyed at the discretion of the policies and processes of a department:

- a) copies of the final business record. However, any alteration of or added information to a copy constitutes a new original business record and should be retained according to the related retention period;
- b) drafts no longer needed once the final business record has been created and saved;
- c) transitory records, as defined above; and
- d) reference materials, as defined above.

3. Responsibilities

3.1 City Clerk or designate shall:

- a) develop and administer policies and processes for the City's Records and Information Management Program;
- b) ensure that final business records are retained and disposed of in accordance with Schedule 1 attached hereto;
- c) ensure that final business records are retained and disposed of in accordance with Schedule 1 attached hereto;
- d) ensure that destruction forms are completed, approved and preserved permanently; and
- e) amend Schedule 1 as required to ensure that retention periods meet up to date legislated requirements, as well as business needs, and obtain approval of any amendments to this by-law from Council.

3.1 Staff and Elected Officials shall:

- a) comply with the retention periods as specified in Schedule 1 attached hereto;
- b) ensure the destruction process is followed, including completing the destruction form and receiving the appropriate approvals prior to destruction;
- c) ensure that business records in their custody or control are protected from inadvertent destruction or damage; and
- d) ensure that transitory records and reference materials in their custody or control are destroyed when they are no longer needed.

Records created or accumulated by elected officials in a political capacity and outside of Council business are not corporate records and are not subject to the retention periods attached hereto in Schedule 1.

4. Disposal of Records

4.1 Retention periods

Retention periods for records shall be as set out in Schedule 1 attached hereto and forming part of this by-law.

4.2 Approval process

As part of the regular process for the disposal of records and prior to any destruction of records pursuant to this by-law, destruction shall be authorized in writing through the records destruction form by the appropriate department manager. The form must include a listing of record types and dates of records to be destroyed. The records may only be destroyed upon the approval of the records destruction form by the City Clerk or designate.

4.3 Recordkeeping

When records have been destroyed pursuant to this by-law, written confirmation of the destruction shall be retained by the City Clerk's Office.

4.4 Damaged records

The City Clerk or designate has the authority to destroy any records outside of their retention period due to natural occurrences, such as flooding or mould infiltration, whereby such records have become inaccessible, illegible or unsafe to handle.

4.5 Orphan data

Prior to the destruction of orphan data, a destruction form must be completed and include, to the extent that the information is available, the:

- a) title of the file(s);
- b) the department responsible for the creation and use of the orphan data; and
- c) where possible, the contents or the function that the information being destroyed relates to.

The written approval of the department manager and the approval of the City Clerk or designate are required prior to the destruction of any orphan data.

4.6 Extending retention periods

Where appropriate and taking into consideration the principles governing the disposition of business records, the City Clerk or designate may extend a retention period if required. Written notice for an extension must be provided to the City Clerk or designate by a department manager and shall include a business case as to why the records are required beyond their scheduled disposition date.

5. Principles Governing the Destruction of Final Business Records

The following principles govern the destruction of final business records:

- a) records can be destroyed when there are no further business needs or legislated requirements to retain business records;
- b) business records should be retained and disposed of according to consistent retention periods across all service areas and departments;
- c) business records disposed of at the end of their retention period and any drafts, copies or transitory records disposed of on a regular basis, shall be destroyed in a way that preserves the privacy and confidentiality of any information they contain;
- d) business records in the custody or control of the City shall not be destroyed unless such records are older than the retention period set out in Schedule 1 and a destruction form has been approved by the City Clerk's Office;
- e) drafts and copies of business records may be destroyed at any time if the final records are being retained in accordance with retention periods established in Schedule 1; and

- f) the destruction of final business records shall be documented, approved and tracked to ensure accountability and transparency.

6. Repeal of Previous By-law

By-law Number (2018)-20288 is hereby repealed.

Passed this [day of the month] day of [month], 2020.

Schedules:

Schedule 1: City of Guelph Records Retention Schedule

Cam Guthrie, Mayor

**Stephen O’Brien, City Clerk [or]
Dylan McMahon, Deputy City Clerk**

Schedule 1: City of Guelph Records Retention Schedule



Primary Heading: Administration

Includes records regarding routine administration and office services functions.

Table 1, Administration

Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A01	<p>Associations and Organizations</p> <p>Records regarding organizations and associations (e.g. AMCTO, CUTA, etc.) to which staff members belong or with which they communicate in the course of their duties. Includes correspondence, minutes, agendas, notices and reports.</p> <p>Whenever possible, these records should be filed according to subject, not the originator or recipient of the report and/or correspondence.</p> <p>Excludes:</p> <ul style="list-style-type: none"> Membership Fees – see F01 	Originating	1**		business need

Legend: **P** = Permanent; **S** = Superseded; **E** = Event; ****** = Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A02	Staff Committees and Meetings Records regarding the activities of staff committees and meetings. Includes notices of meetings, agendas, minutes, etc. May also include copies of staff activity reports. Excludes: <ul style="list-style-type: none"> • Council Agendas and Minutes – see C03 • Council Minutes – see C04 • Committee and Board Agendas – C05 • Committee and Board Minutes – C06 • Health and Safety Committee Meetings – see H04 	Originating	4**	Executive Team meeting records are kept for 8 years. Fire Department meeting records are kept for 6 years.	business need
A03	Computer Systems and Architecture Records relating to the design of computer systems, system changes and/or software and network architecture, including needs assessments, business cases, project charters, process flowchart documentation, impact analysis, user and system requirements, specifications, testing plans and results, user sign-offs, project management meeting minutes/documentation, system development documentation, software design records and software inspection notes. Also includes records of system installations/conversions and product evaluations. May also include requests for significant modification, fixes and upgrades. Excludes: <ul style="list-style-type: none"> • Reports – file by subject • Acquisitions – see F18 	Originating	S+6		business need

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A04	Conferences and Seminars Includes invitations, approvals, agendas, notes on proceedings, and other records regarding conferences, conventions, seminars and special functions attended by staff or sponsored by the City. Excludes: <ul style="list-style-type: none"> • Speeches and presentations – see M08 • Travel and accommodation arrangements – see A13 • Employee and Council expenses – see F09 • Ceremonies and events – see M02 • Invoices – see F01 • Rental agreements – see L14 	Originating	1**	Only those sponsored by the City are subject to archival review.	business need
A05	Consultants Category removed. Records contained should be filed in other classification categories. For: <ul style="list-style-type: none"> • Reports – file by subject • Consulting relationship management and evaluation – see A15 • Project based monitoring of consultant activities – see project file • Procurement, Quotations and Tenders – see F18 • Invoices – see F01 				

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A06	Inventory Control Includes inventory statements and reports, and all other records regarding the control of supplies, furnishings, and office and small equipment stock levels. Excludes: <ul style="list-style-type: none"> • Assets – see F06 • Controlled Drug Substances – see S20 • Petroleum Products – see E24 	Originating	6		business need
A07	Office Equipment and Furniture Includes records regarding the design and maintenance of owned and leased office equipment and furniture. Includes chairs, desks, tables, photocopiers, printers, scanners, etc. Excludes: <ul style="list-style-type: none"> • Computer Hardware and Software – see A03 • Service Agreements – see L14 • Assets – see F06 	Originating	E	E = disposal of item	business need
A08	Office Services Includes records regarding rates and services provided by courier, mail and postage firms. Also includes records regarding the inter-office mail system, internal printing, and management of forms and templates.	Originating	1		business need

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A09	Policies and Procedures Includes current policy and procedure manuals, work instructions, protocols, guidelines and directives relating to key administrative, governance and operational processes such as corporate policies approved by City Council or the Executive Team.	Originating	P**		g046 g059 g060 g062 g125 g148 g155
A10	Records Management Includes information regarding the management of corporate records, regardless of medium. Specific records include file listings, classification structures, feasibility studies and records centre operations. Excludes: <ul style="list-style-type: none"> Records Retention By-law – see C01 Policies and Procedures – see A09 Records Disposition – see A11 	City Clerk's Office	S		business need
A11	Records Disposition Includes records regarding the disposition of municipal records. Includes the disposal method used and forms authorizing and describing the destruction of records.	City Clerk's Office	P	Retention based on CAN/CGSB-72.34-2017: Electronic Record as Documentary Evidence	common practice (P)

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A12	Telecommunications Systems Includes records regarding all types of telecommunications systems. Includes telephone systems, facsimile machines, base and mobile stations, towers, antennae, and fire communications systems and 911 emergency systems. Excludes: <ul style="list-style-type: none"> • Licenses – see P09 • Assets – see F06 • Long distance call records – see F01 • Agreements – see L04 or L14 	Originating	S		business need
A13	Travel and Accommodation Includes records regarding travel and accommodation arrangements. Includes itineraries, maps, authorizations, reservations, vehicle rentals, and catalogues and brochures concerning hotels, convention sites and restaurants. Excludes: <ul style="list-style-type: none"> • Employee and Council expenses – see F09 	Originating	1		business need
A14	Uniforms and Clothing Includes records regarding uniforms and special clothing used by municipal staff members, such as firefighters' clothing and safety clothing used by utilities operators.	Originating	S**		business need

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A15	Vendors and Suppliers Includes records regarding vendors and suppliers of goods and services as well as information about these goods and services, such as catalogues, price lists, correspondence, and bidders' information sheets. Excludes: <ul style="list-style-type: none"> • Purchase Orders and Requisitions – see F17 • Office Equipment (owned and leased) – see A07 • Fleet Management – see V01 	Originating	2		business need
A16	Intergovernmental Relations Includes correspondence and other records of a general nature regarding the relationship between the City and all other levels of government. May include correspondence to and from Boards and Commissions. Whenever possible, these records should be filed according to subject, not the originator or recipient of the report and/or correspondence. Excludes: <ul style="list-style-type: none"> • Legislation – see Federal Legislation, L10 or Provincial Legislation, L11 	Originating	5**		business need

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A17	Information Access and Privacy Includes documents regarding the City's responsibilities under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and records regarding the handling of requests under the Act. Includes routine disclosure requests and processing, notices of disclosure, responses to Freedom of Information (FOI) requests made to the City, access request transfers to another institution, FOI requests made by the City, notices of appeal and privacy breach investigation/processing. Also includes lists of Personal Information Banks (PIBs). Excludes: <ul style="list-style-type: none"> Copies of the Act – see L11 Non-MFIPPA Complaints and Inquiries – see M04 	City Clerk's Office	E+3	E = end of the calendar year in which the file is closed	g071
A18	Security Includes reports, requests, logs and other records regarding the security of offices/facilities and properties, such as security passes, control of keys and closed-circuit television (CCTV) output. Excludes: <ul style="list-style-type: none"> Vandalism Reports – see P05 Computer Security – see A03 	Originating	5	Video footage retained in accordance with Video Surveillance Policy.	business need

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A19	Facilities Construction and Renovations Records regarding the planning and construction of municipal facilities, such as fire stations, pools and office buildings. Includes site meetings, consultant's reports, cost reports, and design, inspections and site safety certification of equipment such as scaffolds and safety platforms for construction sites controlled by the City. Excludes: <ul style="list-style-type: none"> As-builts and drawings – see A30 	Facilities Management Originating	E+3**	E = facility closed	g059 g073
A20	Building and Property Maintenance Records regarding the maintenance of the City's buildings and properties, such as bus terminals, garages, libraries and office buildings. Includes exterior maintenance to buildings, landscaping, grounds keeping and grass cutting. Also includes interior design of buildings, including floor layouts, office cleaning and pest control as well as licenses for devices such as elevators. Excludes: <ul style="list-style-type: none"> Parks Management – see R04 Building Systems – see A29 	Facilities Management Originating	5	Setup tests and manuals are kept for E+1 year. E = equipment removed	g049 g099 g123 g160
A21	Facilities Bookings Includes copies of permits and bookings issued for the rental of recreational and administrative facilities for specific activities.	Originating	1		business need

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A22	Accessibility of Services Includes records relating to the accessibility of City buildings, services and information to people with disabilities. Includes multi-year accessibility plan, efforts to remove barriers and notices of availability of these services. Excludes: <ul style="list-style-type: none"> Report on services – see A28 	Originating	5		g010
A23	Information Systems Production Activity and Control Includes records relating to computer system operations and backup tapes. Includes activity logs, help desk tickets, change control sheets, change orders, file access control reports, system changes and mainframe access forms.	IT Services Originating	2	Backup tapes are kept for 3 years.	business need
A24	Access Control and Passwords Includes records related to the management of and access to programs. Includes individual access, password management, etc.	IT Services	S		business need
A25	Audit Reports Includes final audit reports regarding audits overseen or performed by Internal Audit. Also includes records regarding internal and external audits of operational processes and practices. Excludes: <ul style="list-style-type: none"> Financial Audits (Statutory Audits) – see F03 	Internal Audit Originating	6	Working papers are kept for 1 year. DWQMS internal and external audits and Wastewater internal audits are kept for 10 years.	

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A26	Statistics and Tracking Includes records related to tracking department or program performance metrics, KPIs and statistics. Excludes: <ul style="list-style-type: none"> Statistics relating to Fire and Rescue Incidents – see P24 	Originating	E+5**	E = end of the program or when a measure is no longer used	
A27	Project Administration/Management Includes documents related to project planning and development, such as project charters, business cases, status reports, staff comments and background documentation. Whenever possible, all records relating to project development, implementation, decision making and approvals should be filed according to subject.	Originating	E+5	E = completion or close of the project Project administration records related to Capital projects are retained for E+25	

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A28	<p>Performance Management/Quality Assurance</p> <p>Includes records regarding the performance of the City as a whole and quality assurance programs, such as the Ontario Municipal Benchmarking Initiative (OMBI), Excellence Canada (formerly the National Quality Institute), Benchmarking, and Balanced Score Cards. Types of records included would be key performance indicators, annual reports submitted to a Ministry such as the Leaf and Yard Waste System Annual Waste Reduction Reports, Waste Recycling Sites Annual Report, drinking water system annual report, Funding Agencies Annual Report, Wastewater Annual Reports, Wastewater Collection Annual Reports, and other information related to the efficiency and effectiveness of City operations as designated by a Ministry.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Employee performance appraisal – see H03 • Council Goals and Objectives – see C08 • Financial Regulatory reporting, FIR and MPMP – see F28 	Project Management Office Originating	6		g110
A29	<p>Building Structure Systems</p> <p>Includes records regarding building systems that are part of the building structure such as HVAC, ventilation, fire and life systems, electrical safety, elevators, furnace, and emergency lighting. Includes manufacturer's operation/technical manuals and warranties; inspection and testing reports; approved life safety studies, approved compliance equivalencies, inspection log books and remedial action for building systems.</p>	Building Services	S	Superseded or life of system/asset	g046 g100

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Class Code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
A30	Drawings Includes architectural and engineering drawings and As-Built drawings and supporting documentation such as specifications required to interpret the drawings and identify the current state of a facility or infrastructure for assessment, rehabilitation and warranty support purposes.	Originating	S**	Superseded or life of system/asset	g073 g141

Primary Heading: Council and By-laws

Includes records regarding the establishment of policy and by-laws, and the operations of Council and of Boards for which Council is responsible.

Table 2, Council and By-laws

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
C01	By-Laws Includes final versions of the City's by-laws and amendments and attachments that are legally part of the by-laws. Also includes any background documentation required to explain or justify the By-Law.	City Clerk's Office	P**		g090 g131
C02	By-Laws - Other Municipalities Category not used.			Reference – discard when no longer useful.	

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
C03	Council Agenda Includes notices of meetings and agendas of Council meetings as well as working notes used in agenda preparation.	City Clerk's Office	P**	Working notes are kept for 4 years.	business need
C04	Council Minutes Includes approved minutes of the proceedings of Council meetings and attachments to the minutes. Excludes: <ul style="list-style-type: none"> • Committee and Board Agendas – see C05 • Committee and Board Minutes – see C06 • Reports to Council – see C11 	City Clerk's Office	P**	Working notes are kept for 4 years. Voting records are kept for 1 year.	g131
C05	Committee and Board Agendas Includes notices of meetings and agendas for City Committees and Boards as well as working notes used in agenda preparation.	City Clerk's Office	P**	Working notes are kept for 4 years.	business need
C06	Committee and Board Minutes Includes minutes of City Committees and Boards as well as copies of Local Board Minutes that members of Council belong to.	City Clerk's Office	P**	Working notes are kept for 4 years.	g015

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
C07	Elections Includes returned notices, lists of officials, initial MPAC and amended voters' lists, change of name applications, nominations, notices, ballots, election results, preliminary voters' lists, objections lists, candidate compliance reports, third party campaign financial and auditor reports, election report, election coordination documentation, oaths taken by Council members and information on ward boundaries. Also includes advertising.	City Clerk's Office	E+4	E = day action took effect or voting day Ballots and any other election-related materials deemed not needed until the next election are kept for E+120 days (E = Voting day or resolution of recount)	g069 g070
C08	Goals and Objectives Includes records concerning strategic planning, goals and objectives such as shared services and mission statements such as the municipal sustainability plan, housing plan and growth plan submissions prepared for the Ministry. Excludes: <ul style="list-style-type: none"> • Environmental Planning – see D03 • Official Plan – see D08 	Originating	P**	Paramedic Service records kept according to MOHLT guidelines.	g052 g159
C09	Motions and Resolutions Category not used.				
C10	Motions and Resolutions - Other Municipalities Category not used.			Reference – discard when no longer useful.	

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All numbers in retention columns refer to years unless otherwise specified

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
C11	Reports to Council Includes all departmental reports to Council such as staff reports, the Treasurer's agreements, investments and funds disposition reports. Filed by subject.	City Clerk's Office	P**		common practice – also included in Council Minutes
C12	Appointments to Boards and Committees Includes records regarding appointments by Council of staff and Council members to roles on Council committees and boards.	City Clerk's Office	E+4	E = end of term of Council Unsuccessful applicant records are retained for 1 year.	g131
C13	Accountability, Transparency and Governance Includes records relating to Council Code of Conduct complaints and related investigations, Integrity Officer appointments and reports (including Integrity Commissioner reports, Ombudsman investigations and reports), closed meeting investigations and initiatives, etc.	City Clerk's Office	2		g059
C14	Council Audio and Video Includes livestreaming video and digital records of Council meetings.	City Clerk's Office	P		

Primary Heading: Development and Planning

Includes records regarding municipal development and planning. Includes general studies as well as official plans, zoning, etc. Subjects are grouped according to long range vs. developmental planning.

Legend: **P** = Permanent; **S** = Superseded; **E** = Event; ****** = Subject to Archival Selection

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Table 3, Development and Planning

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D01	Demographic Studies Includes records regarding trends in population growth, census reports, and density studies. Also includes records regarding the type, level and rate of growth of employment, unemployment statistics, composition of the workforce, etc. Excludes: <ul style="list-style-type: none"> • Vital Statistics – see L12 	Planning Services	10**		business need
D02	Economic Development Includes records regarding the growth of the economy and economic trends. Includes studies, statistics, projections, etc. Excludes: <ul style="list-style-type: none"> • Demographic Studies – see D01 • Residential Development – see D04 • Tourism Development – see D06 • Industrial/Commercial Development – see D21 	Originating	10**		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D03	Environment Planning Includes records regarding general types of environmental studies with a long-range planning emphasis, such as salt usage impact, storm drainage and flood control, parks and open spaces, water sustainability and conservation, pollution prevention and waste management planning. Also contains information on invasive species and source water protection, well development and purging, site condition reports and information prepared for Phase One and Phase Two environmental assessments. Excludes: <ul style="list-style-type: none"> • Environmental Monitoring – see E05, E14 • Waste Management – see E07 • Source Water Protection Committee – see E20 	Originating	E+15**	E = expired or later of: date of offence or day evidence of offence first came to attention of person appointed under s. 5.	g008 g016 g068 g146 g156
D04	Residential Development Includes records regarding the availability of housing. Includes general assessments of the need for affordable housing, occupancy rates, housing cost statistics, etc.	Planning Services	10**		business need
D05	Natural Resources Planning Includes records regarding planning for the management and preservation of forests, natural features, the characteristics of various minerals as well as mineral deposits and other natural resources information. Excludes: <ul style="list-style-type: none"> • Tree maintenance – see E04 • Natural Resource management and preservation – see E18 	Planning Services	5**		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D06	Tourism Development Includes records regarding the tourism industry and efforts made to promote and encourage tourism, such as the use of the municipality as a convention site or special event.	Originating	10**		business need
D07	Condominium Plans Includes records regarding the pre-consultation and approval of plans of condominiums. Includes drawings, technical reports, correspondence, written comments, working notes, background information and applications.	Planning Services Infrastructure, Development and Environmental Engineering	P		business need
D08	Official Plans Includes the official plan, and exemptions and amendments to the official plan. Also includes secondary plans and amendments containing detailed objectives and policies concerning the planning, development, and redevelopment of specific planning districts.	Planning Services	P		g090 (15 years) common practice (P)
D09	Official Plan Amendment Applications Includes the pre-consultation and applications to amend the official plan or secondary plans, staff reports, meeting minutes and written comments on the application, notices, resolutions and decisions.	Planning Services	P		

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D10	Consent Applications Includes records regarding the pre-consultation and the granting of consents (including land division, lot additions, easements, long-term leases, partial mortgages and partial discharges, and validation certificates) including consent applications. Excludes: <ul style="list-style-type: none"> Committee of Adjustment agreements – see Contracts and Agreements – Under By-law, L04 	Committee of Adjustment	P		common practice
D11	Site Plan Control Includes records regarding approval for the provision of services to individual land sites. Includes water, sewage, utility approvals, comments and correspondence. Also includes correspondence regarding parking areas, drainage and driveways. Also includes records regarding the approval of site plan drawings. Excludes: <ul style="list-style-type: none"> Private Site Servicing – see E12 Systems for Servicing Land – see relevant subject Site Plan Agreements – see L04 	Planning Services	P	Applications that are submitted, but not given a final decision are kept for E+1 year. E = date the file is closed	business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D12	Subdivision Plans Includes records regarding the pre-consultation and the approval of plans of subdivision (both residential and commercial). Includes drawings, technical reports, correspondence, written comments, working notes and background information. Also includes clearance letters, draft approved plans and "red line" revisions, applications, registered plans, and changes to approved plans. Also includes notices of approval. Excludes: Subdivision Agreements – see L04	Planning Services Infrastructure, Development and Environmental Engineering	P		business need
D13	Minor Variance Applications Includes records regarding the pre-consultation and the granting of minor variances including minor variance applications. Excludes: <ul style="list-style-type: none"> • Zoning – see D14 • Budget Variances –F05 • Committee of Adjustment agreements – see L04 	Committee of Adjustment	P		common practice
D14	Zoning Includes records and standards regarding the designation of zones for land use planning purposes and zoning applications for other municipalities. Excludes: <ul style="list-style-type: none"> • Zoning By-laws – see C01 • Variances – see D13 	Building Services Planning Services Infrastructure, Development and Environmental Engineering	P		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D15	Easements Includes all records regarding Rights of Way and Easements concerning municipal ownership of private lands in order to maintain public service, such as water and sewer lines that cross private property. Excludes: <ul style="list-style-type: none"> Original Agreements – see L04 	Originating	E+6**	E = termination of right	g133
D16	Encroachments Includes all records regarding private properties encroaching on municipal lands, including encroachment permits. Also includes surveys and any other related documentation. Excludes: <ul style="list-style-type: none"> Original Agreements – see L04 Original Encroachment By-laws – see C01 	Realty Services Originating	E+6**	E = termination of right	g133
D17	Annexation/Amalgamation Includes all records pertaining to the annexing and amalgamating of land adjacent to municipal lands to accommodate growth. Also includes amalgamation of municipalities. May include studies on county restructuring.	City Clerk's Office Planning Services	P**		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D18	Community Improvement Includes records, studies, statistics and any required background information on community development programs. Examples include Ontario Neighbourhood Improvement Programs, Community Area Improvement Programs, BIA, BIC, PRID, etc. May also include records on housing rehabilitation programs, i.e. RRAP, CMHC and tax incentive based grant (TIBG). Excludes: <ul style="list-style-type: none"> Economic Development – see D02 	Originating	E+6**	E = completion of the project	business need
D19	Municipal Addressing Includes records regarding requests for and assignment of new subdivision and other street names and numbers. May include correspondence, reports, drawings, and copies of related by-laws.	Planning Services Originating	S+10**		business need
D20	Registered Plans and Reference Plans Includes Registered Plans and Deposited Reference Plans as received from the Registry Office. Also includes property survey plans. May include correspondence. Excludes: <ul style="list-style-type: none"> Site plans – see Site Plan Control, D11 	Realty Services Originating	P		business need
D21	Industrial/Commercial Development Includes records regarding promotion and development of industry and commerce. Records include studies, statistics, projections, etc. Excludes: <ul style="list-style-type: none"> Agricultural Development – see D23 	Originating	10**		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D22	Digital Mapping Includes all records used to produce maps and updates in a digital format as in a GIS.	Originating	S	Excludes the actual data residing on these systems.	business need
D23	Agricultural Development Includes all records regarding development of agricultural growth.	Originating	10**		business need
D24	Official Plan Background Includes reports pertaining to amendments and changes to the Official Plan.	Planning Services	E+5	E = final decision	business need
D25	Property Searches Includes presales property information searches and compliance and release requests with respect to registered agreements.	Building Services Realty Services	15		
D26	Deeming Process Includes records regarding applications and background material for Deeming By-law applications, including Council decisions, by-laws, correspondence, etc. A Deeming By-law designates any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed not to be a registered plan of subdivision for the purposes of the Planning Act. A Deeming By-law application is applied for in order to allow for two or more neighbouring lots on a registered plan of subdivision to be deemed not part of a registered plan. Only applicable to parcels of land contained within a plan of subdivision that has been registered for at least 8 years.	Planning Services	E+2	E = final decision	business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
D27	Development Charges Study Includes records related to the development of and the final Development Charges Study as required under the Development Charges Act. Includes advertising, public meeting notices, responses, stakeholder lists, public meeting information, background information and supporting documentation, consultant reports, notices regarding adoption of the Development Charges By-law, and other records related to requirements for the development of the Development Charges By-law.	Financial Services City Clerk's Office	10**		g128
D28	Part Lot Control Includes records regarding applications and background material for Part Lot Control exemptions, Council decisions, by-law, correspondence, etc. A Part Lot Control application is applied for to allow the conveyance of a portion of a lot without requiring approval of a land division committee (typically used to separately convey semi-detached and townhouse units). Only applicable to parcels of land contained within a registered plan of subdivision.	Planning Services	E+5	E = final decision	business need

Primary Heading: Environmental Services

Includes records regarding provision of public works and other environmental services other than roads. Includes water works, sewers, treatment plants, waste management and environmental monitoring. Also includes tree removal and pruning.

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Table 4, Primary Heading: Environmental Services

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E01	<p>Sanitary Sewers</p> <p>Includes records regarding the design, construction and maintenance of sanitary sewer collection system, including sewage pumping stations and system class certification and license to operate.</p> <p>Includes general work orders (callouts and site-specific collection-related work (i.e. sewer rodding, lateral inspections, etc.))</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Waste Management – see E07 • Storm Sewers – see E02 • Treatment Plants – see E03 • MOECC Approvals – see E21 • Drawings/As Built and specifications – see A30 	<p>Engineering Services</p> <p>Wastewater Services</p>	E+15	<p>E = project completed and no outstanding issues</p> <p>Specifications and records required for maintenance are kept for the life of the system/asset.</p>	<p>business need</p> <p>g059</p> <p>g073</p> <p>g089</p>
E02	<p>Storm Sewers</p> <p>Includes records regarding the design, construction and maintenance of storm sewers such as underground conduits that carry off drainage water.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Drawings/As Built and specifications – see A30 	<p>Engineering Services</p>	E+5	<p>E = project completed and no outstanding issues</p> <p>Specifications and records required for maintenance are kept for the life of the system/asset.</p>	<p>business need</p> <p>g059</p> <p>g073</p>

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E03	<p>Wastewater Treatment Plant (Wastewater Treatment and Collection Systems)</p> <p>Includes records regarding the operation of sewage treatment and pumping stations and lagoons. Includes wastewater treatment facility/collection, identification reports, operator-in-charge records, treatment unit instructions, equipment operating status records and equipment design, construction and maintenance records (work orders) as well as the operations and maintenance manuals. Work orders will include compliance work orders, equipment work orders (WSPM). Also includes facility classification certificate and license to operate.</p> <p>May include records pertaining to Wastewater Treatment Facility and/or upgrades design, construction and commissioning.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Private Site Servicing – see E12 • Drawings/As Builts and specifications – see A30 	Wastewater Services	E+15	<p>E = report made or equipment decommissioned</p> <p>Specifications are kept for the life of the asset as per A30.</p> <p>Plans are kept for E+2 years (E = cease to apply)</p>	g008 g059 g073 g082 g089 g152
E04	<p>Tree Maintenance</p> <p>Includes records of tree removal, planting, trimming, pruning and preservation measures taken.</p>	Originating	5		business need g089

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E05	Air Quality Monitoring Includes records regarding the routine monitoring of air quality as well as responses to interference with quality or quantity from pollution sources such as smoke, dusk, smog or gaseous impurities. Also includes claims and compliance orders. Excludes: <ul style="list-style-type: none"> • Water Quality – see E14 • By-law Enforcement – see P01 • Complaints and Inquiries – see M04 • Land Quality Monitoring – see E23 	Engineering Services Originating	20**		g008 g089
E06	Utilities Includes maps and location drawings provided to the municipality from utility companies, such as telephone lines, gas mains, power lines, water mains etc. Excludes: <ul style="list-style-type: none"> • Site Plans – see D11 	Engineering Services Originating	5**		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E07	Waste Management Includes records regarding the collection and disposal of waste. Includes site operating plans, landfill site records, facility inspections and stack testing, recycling, energy from waste, source separation, collection services, recycling site vicinity maps, hazardous waste collection, hauled sewage waste collection and composting records. Also includes transportation manifests, transfer compliance records and records of site condition, daily waste reception and inspection records, dust suppression records and closure reports. Excludes: <ul style="list-style-type: none"> Sanitary Sewers – see E01 Environment Planning – see D03 Private Site Servicing – see E12 	Solid Waste Resources	10 or cease to apply + 10**	post landfill site closure documentation = closure+25	g008 g037 g038 g039 g041 g042 g073 g089 g112 g117 g121 g138

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E08	<p>Water Works (Drinking Water Plant)</p> <p>Includes records regarding the design, construction and maintenance of water mains, tanks, pipelines, hydrants and related facilities and equipment as well as operational plans. Includes water meter registration numbers. Also includes point of entry water treatment record, operator in charge shift monitoring and inspection records, water treatment facility/distribution and equipment design, construction, manuals, process adjustment records and maintenance records (work orders). Work orders will include compliance work orders, equipment work orders (WSPM), and general work orders (callouts and site-specific distribution-related work (i.e. water meters, curb stops, etc.))</p> <p>May include records pertaining to Water Treatment Facility and/or Distribution upgrades design, construction and commissioning and operations manuals for equipment. Also includes notices of potential problems and disinfection equipment continuous performance records.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Water Pumping Stations – see E03 • Drawings/As Built and specifications – see A30 	Originating	15	Specifications are kept permanently as per A30.	g073 g082 g089 g108 g111

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E09	Drains Includes records regarding the design, construction and maintenance of drains (channel or pip) carrying surplus liquid such as rainwater or liquid waste, usually to a sewer. Also includes engineering reports, petitions, assessments, general specifications and correspondence. May include convenience copies of tenders, by-laws and grants. Excludes: <ul style="list-style-type: none"> Drawings/As Builts and specifications – see A30 	Engineering Services	E+5**	E = submission of the written report required by clause (c) or for such longer period as the Director notifies the licensee in writing. Records required for maintenance are kept for the life of the system/asset. Specifications are kept permanently as per A30.	g073 g082
E10	Pits and Quarries Includes records regarding the design, construction, maintenance and monitoring of all pits and quarries. Includes engineer's reports, assessments, general specifications and correspondence. Excludes: <ul style="list-style-type: none"> License/permits – see P09 	Engineering Services	5**	Specifications are kept for the life of the pit or quarry.	g073 g082

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E11	Nutrient Management Includes records regarding the control of storing/spreading/using waste materials, such as liquid manure and sewage biosolids on land, near waterways, runoff, etc. Includes the agricultural management strategy/plan, the Greenhouse Nutrient Feedwater Strategy, Site Characterization Plan, documentation relating to the storage and distribution of nutrient material, non-agricultural source material (NASM) plans and sampling results. Also includes broker transfer and hauled sewage disposal site records Excludes: <ul style="list-style-type: none"> Strategy/plan review – see A28 	Originating	5** or expiry of plan + 2 years		g129
E12	Private Site Servicing Includes records regarding the design, construction, maintenance and monitoring of private sanitary sewers and septic systems. Also includes records regarding private site services; e.g. switching from septic to Municipal water.	Originating	7**	Specifications are kept for the life of the system	g037 g082 g129
E13	Water Monitoring Category not used – integrated with Water Monitoring and Sampling, E14.				

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E14	<p>Water/Wastewater Monitoring and Sampling</p> <p>Includes records regarding the routine monitoring of water quality, water quantity for source water protection purposes, warning notice checks and posting of them, chemical samples collected quarterly (trihalomethanes, nitrate and nitrites), responses to interference with quality or quantity, water taking logs, methodology and reports. Also includes monitoring and control of creeks and floods, weeds, noise, erosion, top soil and storm water. Includes records of Ministry of the Environment (MOE) drinking water and waste water Compliance Inspection Reports, data request items, inspection responses and related documents.</p> <p>Also includes operation logbooks, operational checks, weekly and monthly microbiological sampling and testing, chain of custodies, report of analysis – adverse samples, notices to Ministry – Spills Action Centre and local Health Unit.</p> <p>Includes hydrocarbon records, drinking Water and Wastewater routine sampling and Determination results, systems effluent information records, sewer overflow reports, CoC and laboratory related communications or documentation (LSN, Scope of Accreditation and Procedures/ Requirements). Includes phosphorous content records, Hydrocarbon records of Upset Condition and Spill Reports for Wastewater Treatment and/or Collection systems to MOE and local Health Unit. Includes records regarding the routine monitoring of effluent (both quantity and quality).</p> <p>Also includes regulated chemical samples collected and tested annually, inorganic and organics, samples collected and tested every 60 months and lead, sodium and fluoride samples collected and tested annually, and engineer evaluation and corrective action reports and pesticide parameter test results.</p>	<p>Water Services</p> <p>Wastewater Services</p> <p>Engineering Services</p> <p>Originating</p>	E+15	<p>E = created, approved or plan no longer in force.</p> <p>All water quality results are kept permanently (chains of custody records are kept for the normal retention period).</p> <p>Child care facility plumbing flush and water testing = 6</p>	<p>g008</p> <p>g016</p> <p>g082</p> <p>g089</p> <p>g108</p> <p>g110</p> <p>g111</p> <p>g115</p>
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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
	<p>Excludes:</p> <ul style="list-style-type: none"> • Air Quality Monitoring – see E05 • Land Quality Monitoring – see E23 • By-law Enforcement – see P01 • Complaints and Inquiries – see M04 • Annual reports – see A28 • Facilities routine water use, monitoring and testing – see P26 				
E15	<p>Chemical Sampling of Water</p> <p>Category not used – integrated with Water Monitoring and Sampling, E14.</p>				
E16	<p>Backflow Prevention and Cross Connection Control</p> <p>Includes records relating to backflow prevention and cross connection control By-law program. Records will include: cross connection surveys, test reports and test results, inspection reports, list of approved and installed backflow prevention devices/assemblies, compliance tracking and notifications; plumbing drawings/schematics; correspondence, forms, copies of work orders, job reports, copies of invoices, fees structures and any other type of media related directly to backflow prevention and cross connection control.</p>	Building Services	15		g008 g082 g089 g108 g110 g111

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E17	Energy Management Includes all records relating to the municipality's Energy Management Program. Includes published annual energy plans, copies of utility invoices and consumption profiles, commodity procurement strategies, energy related feasibility studies, audit reports and retro-fit project files and reports and records pertaining to the benchmarking of energy cost and consumption and greenhouse gas emissions. Also includes conservation and demand measures information and management of energy consumption and conservation at municipal buildings and facilities.	Facilities Management Originating	E+7	E = end of reporting period to which relates	business need
E18	Natural Heritage Includes records regarding green lands, municipal forests and forestry, including tree by-law preparation and enforcement records. Also includes records relating to the management and preservation of parks, harbours and beaches and plans to manage, control or eradicate invasive species or prevent release. Excludes: <ul style="list-style-type: none"> • Natural resources planning – see D05 • Tree Maintenance – see E04 • Conservation district plans – see R01 • Archaeological and heritage site investigation reports – see R01 	Originating	E+3	E = end of plan or designated year	g057 g072 g089

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E19	Renewable Energy Includes data, applications, standards, monitoring and reports/studies regarding renewable energy facilities powered and renewed by natural processes (e.g. wind, water, biomass, biogas, biofuel, solar energy, geothermal energy and such other energy sources as may be prescribed by senior governments) and their environmental and public health impacts. Also includes reports on hazards to birds and bats monitoring and locations of wind turbines as well as land requirement transfers.	Facilities Management Originating	E+15	E = created, approved or facility no longer in force	g060
E20	Source Water Protection Includes Risk Management Official and Inspector appointment certificates and the Risk Management Official's Annual Report, fee schedules for risk management applications, plans, issuing of notices or compliance orders or the acceptance of an assessment. Also includes modelling analysis, vulnerability assessments, source protection area assessment reports and comments, technical studies and Significant Drinking Water Threat (SDWT) verification surveys. Includes Source Water Protection Committee's Terms of Reference and Meetings Minutes. Includes risk assessments and risk management plans. Excludes: <ul style="list-style-type: none"> • Risk Management Plans and/or Assessments – see D03 • Prohibition Notices and Orders – see P25 • Contracts and Agreements – Simple (not under seal) – see L14 • Soil contamination – see E23 • Nutrient Management – see E11 	Water Services	E+15	E = created, approved or plan no longer in force	business need g016 g060

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E21	Ministry of the Environment (MOE) Environmental Compliance Approvals Includes Environmental Compliances issued by MOE to the municipality for municipal drinking water systems, municipal and private sewage works (Plant, System and Sewage Pumping Station) and waste disposal sites, air quality, noise, stormwater management, storm sewers, culverts, etc. Also includes Environmental Activity and Sector Registry, Permit to Take Water and Drinking Water Works Permit documentation as well as Schedule C Approvals and MOE Inspection Reports.	Engineering Services Originating	E+15	E = ceases to apply	g038 g089 g115 g144
E22	Private/Small Water Systems Includes records and correspondence regarding the design, construction, operation and maintenance of private water systems and development agreements for private waterworks. Includes operating manuals, maintenance orders, maintenance logs, warning notice checks and system audit reports.	Originating	E+15	maintenance = as long as equipment in use	g108 g115 g116
E23	Land Quality Monitoring Includes records regarding the routine monitoring of land/soil quality and site condition reports as well as responses to interference with quality or contamination. Excludes: <ul style="list-style-type: none"> • Water Quality – see E14 • By-Law Enforcement – see P01 • Complaints and Inquiries – see M04 • Air Quality Monitoring – see E05 • Natural Heritage – E18 	Engineering Services	7		g082 g156

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
E24	<p>Gasoline Storage and Dispensing</p> <p>Includes gasoline storage tank and municipal gasoline dispensing records. Routine monitoring and dispensing records relate to loading and dispensing throughput volume; vapour control equipment operation, daily/weekly visual inspection/deficiency remedy actions and maintenance; Free Oil Layer and Separated Solid Layers Measurements and removal records measurements; tank bottom water removal; temporary tank removal; Loss of Product / Inventory Control and Reconciliation Records; excavation and nearby construction potentially affecting the storage tank system integrity; vapour barrier equipment downtime record; pumping equipment tests; pumping connection leak records; storage leak tests; gasoline levels measurement, and loss and gain records; and piping system pressure tests. System records relate to drawings and specifications for system; installation record; tank and piping systems locates; storage tank and Stage II vapour recovery system commissioning inspection and testing records; and storage tank component inspection reports and compliance documents (including warnings and notices of violations).</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Underground storage abandonment record – see L07 • Major spills – see E23 	Operations Originating	See comments	use = 7 tank install, inspection = system removed + 5	g045 g140 g141 g147 g158

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Primary Heading: Finance and Accounting

Includes records regarding the management of funds.

Table 5, Primary Heading: Finance and Accounting

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F01	Accounts Payable Includes records documenting funds payable by the municipality, such as paid invoices, receipts, copies of cheques issued to pay accounts, rebates, levies payable, reports, telephone bills and membership fees. Excludes: <ul style="list-style-type: none"> Cancelled Cheques – see F07 Employee and Council Expenses – see F09 	Financial Services	E+7	E = end of the fiscal year For welfare and child care payments E = provincial government year end	g005 g006 g007 g032 g034 g051 g053 g055 g062 g086 g096
F02	Accounts Receivable Includes records documenting funds owing to the municipality, such as invoices, billing listings, requests from mortgage companies and recoveries reports. Also includes correspondence related to tax collection and supporting documentation. Excludes: <ul style="list-style-type: none"> Write-offs – see F23 Tax Assessments, Rolls and Tax Arrears – see F22 	Financial Services	E+7	E = end of the fiscal year For welfare and child care payments E = provincial government year end	g006 g007 g032 g034 g053 g055 g062

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F03	Financial Audits Includes records regarding internal and external financial audits of accounts. Excludes: <ul style="list-style-type: none"> Operational Audits – see relevant subject Audited Financial Statements – see F10 	Financial Services Originating	6		g032 g069
F04	Banking Includes records regarding banking transactions and relationships with banks. Includes bank reconciliations and deposit records. Excludes: <ul style="list-style-type: none"> Banking Statements – see F07 	Financial Services	E+7	E = end of the fiscal year	g007 g026 g053 g062
F05	Budgets and Estimates Includes departmental and corporate budgets and plans, both capital and operating. Includes all working notes, calculations and background documentation. Also includes Budget Variances.	Financial Services Originating	6**		business need
F06	Assets Includes records regarding current and fixed assets. Includes fixed asset inventory including records of initial expenditure, depreciation, amortization and disposal. Also includes supporting information required for Public Sector Accounting (PSAB) purposes. Excludes: <ul style="list-style-type: none"> Land Acquisition and Sale – see L07 	Asset Management	E+10**	E = disposal of asset	g006 g007

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F07	Cheques Includes all cancelled cheques issued. Also includes cheque requisitions, cheque listings, supporting documents used to authorize issuance of cheques, N.S.F. cheques and bank statements. Excludes: <ul style="list-style-type: none"> Banking – see F04 	Financial Services	6		g006 g007 g034 g086
F08	Debentures and Bonds Includes records regarding debentures and bonds issued. Includes information regarding the initial issuance of the debenture or bond as well as all records of payments made to investors. Excludes: <ul style="list-style-type: none"> Debenture Registers – see F14 	Financial Services	E+6	E = debentures surrendered for exchange/cancellation	g007
F09	Employee and Council Expenses Includes travel and meeting expense statements and all receipts submitted by employees or Council and Committee members to substantiate their claims. May include credit card information; i.e. account numbers and statements, etc. May also include employee time sheets combined with travel and expense statements. Excludes: <ul style="list-style-type: none"> Attendance – see H01 Honoraria and fees to Council – see F16 	Financial Services	E+7	E = end of the fiscal year	g006 g007

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F10	Financial Statements Includes the Balance Sheet, Income Statement and Statement of Source and Application of Funds. Also includes audited financial statements. Excludes: <ul style="list-style-type: none"> All working notes, calculations and background documentation – see F26 	Financial Services	P**		g069
F11	Grants and Loans Includes records regarding revenue generated in the form of grants-in-lieu, provincial and federal grants, loans and subsidies such as the Road and Farm Tax Rebate, Waste Management Improvement Program, etc. Also includes submissions, acknowledgements, and reports such as market value of assistance report.	Financial Services	E+6	E = repayment of loan	g006 g007
F12	Investments Includes records regarding the municipality's investments, term deposits, and promissory notes.	Financial Services	E+6	E = closure of account	g006
F13	Journal Vouchers Includes completed journal voucher forms, input forms, and all background documentation used to substantiate journal entries.	Financial Services	E+6	E = end of the fiscal year	g006 g007 g032 g034 g055

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F14	Subsidiary Ledgers, Registers, and Journals Includes all subsidiary ledgers, registers, and journals, such as Payment and Receipt Journals and Debenture Registers. Excludes: <ul style="list-style-type: none"> Payroll Registers – see F27 Documents and vouchers used to support entries – file by subject 	Financial Services	E+7**	E = end of the fiscal year	g001 g005 g006 g007 g026 g032 g034 g053 g055 g086
F15	General Ledgers and Journals Includes all records in the Books of Original Entry.	Financial Services	P		g001 g006 g007 g032 g034 g055 g131
F16	Payroll Includes all records of payments of salary, wages and deductions to employees including vacation entitlement and pay, alternative vacation entitlements, notice of garnishment and termination or severance pay. Includes time sheets and vacation taken, pay lists, Manulife and La Capitale reconciliations, T4 Slips, Record of Earnings for pension contribution purposes, Records of Employment (ROE) and Statistics Canada reports. Also includes honoraria and fees to Council. Excludes: <ul style="list-style-type: none"> Payroll Registers –see F27 Non-payroll related government and statistical reporting – see F28 	Human Resources Originating	E+6	E = end of the fiscal year	g001 g005 g007 g019 g032 g034

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F17	Purchase Orders and Requisitions Includes purchase orders and requisitions, blanket orders, and all background documentation authorizing the procurement of goods and services. Excludes: <ul style="list-style-type: none"> Quotations and Tenders – see F18 	Financial Services	E+7	E = end of the fiscal year	g006 g007 g032 g053 g062

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F18	Quotations and Tenders Includes records regarding quotations and tenders obtained from suppliers of goods and services. Includes Requests for Proposals, Invitations to Tender, Proposals, Tender Submissions, Pre-qualifications, and all documentation regarding the selection process.	Financial Services Originating	E+7**	<p>Unsuccessful bids are retained for at least 3 years from contract award.</p> <p>Successful quotations and tenders that require a contract or agreement that need by-law approval are kept for E+15 years (E=date the contract or agreement is fulfilled or terminated)</p> <p>Successful quotations and tenders that require a contract or agreement that do not need by-law approval are kept for E+2 years (E=expiry of contract)</p>	g006 g007 g032 g053 g062
F19	Receipts Includes receipts issued for payment of items such as licenses, rentals and taxes and for charitable donations made to the municipality.	Financial Services Originating	7		g006 g007 g032 g097

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All numbers in retention columns refer to years unless otherwise specified

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F20	Reserve Funds Includes records documenting obligatory and/or discretionary reserve funds, such as reserves for working funds, contingencies, future capital projects, and information systems, etc.	Financial Services	6		g069
F21	Revenues Includes records regarding the generation of revenues other than taxes such as development charges and building code principal authorities authorized fees. Excludes: <ul style="list-style-type: none"> Accounts Receivable – see F02 Tax Rolls – see F22 	Financial Services	7	Records related to mortgages must be kept for 10 years.	g026 g032 g053 g062 g095
F22	Tax Rolls and Records Includes taxation records of long-term importance, such as assessment rolls, tax sale records, tax sale deeds, property tax registrations, tax arrears register cards and tax collector's rolls. Excludes: <ul style="list-style-type: none"> Accounts Receivable – see F02 Mortgage Companies – see F02 Correspondence related to tax issues that are not of a long-term importance – see F02 	Financial Services	P	tax rolls = when no longer required for planning purposes	g007 g068 g095 (20 year limitation) g161 common practice (P)
F23	Write-Offs Includes accounts receivable that have been written off as uncollectible. Also includes records of bankruptcies. Excludes: <ul style="list-style-type: none"> Accounts Receivable – see F02 	Financial Services Originating	6	Court Services write-offs are kept for 37 years.	g006 g007 g027

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All numbers in retention columns refer to years unless otherwise specified

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F24	Trust Funds Includes records regarding funds established by the municipality for money held in trust, such as bequests, cemetery trust funds, cemetery care and maintenance programs, Homes for the Aged Residents (including authorization, receipts and statements of withdrawal) and Ontario Home Renewal Program such as fund accounting records, bank statements, banking instructions and fund audit records.	Originating	E+7	E = end of the fiscal year or last day of residence	g047 g051 g062 g097
F25	Security Deposit Includes development deposits, letters of credit, certificates of insurance when required, and records of monies held as security (i.e. bonds).	Financial Services	E+6	E = closure of account	g006 g007
F26	Working Papers – Financial Includes all working notes, calculations, reconciliations, end of year payment in lieu of taxes statements to school, and background documentation used to calculate financial statements such as the Monthly Trial Balance. Excludes: <ul style="list-style-type: none"> Financial Statements – see F10 	Financial Services	E+1	E = after completion of audit	business need
F27	Payroll Registers Includes all annual payroll registers. Excludes: <ul style="list-style-type: none"> Any other subsidiary ledger, register or journal – see F14 Documents and vouchers used to support entries – file by subject 	Human Resources	75		

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
F28	Regulatory Reporting – Financial Includes regulatory, financial information returns and government reporting such as HST returns, tax rebate filings, and the Ministry of Municipal Affairs Financial Information Return (FIR) and the Municipal Performance Measurement Program (MPMP) that collects municipal services data on an annual basis as a part of the FIR. Excludes: <ul style="list-style-type: none"> Performance management and quality assurance – see A28 	Financial Services	6		business need

Primary Heading: Human Resources

Includes records regarding the municipality's relationship with its employees. Includes records regarding general staff programs as well as information on specific employees.

Table 6, Primary Heading: Human Resources

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H01	Attendance and Scheduling Includes records regarding the planning of employee attendance. This includes dates and times of hours worked as well as of on-call schedules and any changes made to on-call scheduling including cancellations, and driver daily logs and record of on-duty and off-duty time. Includes statements related to public holiday substitution dates. Excludes: <ul style="list-style-type: none"> • Individual Time Sheets – see F16 • Vacation Time and Pay – see F16 	Human Resources Originating	5	driver daily HOS (hours of service) records = 6 months public vehicle and trip reports = 1 year	g035 g050 g151
H02	Benefits Program Includes brochures, rates, quotes, correspondence and explanatory documents regarding benefits offered to employees, such as group insurance, dental plans, Canada Savings Bonds, and general information on Employer Health Tax. Excludes: <ul style="list-style-type: none"> • Payroll – see F16 • Individual Pension and Benefits records – see H10 	Human Resources	S		business need

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All numbers in retention columns refer to years unless otherwise specified

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H03	Employee Records Includes records regarding the employment history of municipal employees. Includes initial resumes and applications, performance evaluations, leave documentation, training reports, correspondence with the employee and employee assistance. Also includes agreements on extended hours and averaging hours of work, annual summary of hours worked. Includes full-time, part-time, student employees and volunteers. Includes CVOR driver files, certificates and licences such as lifeguard, instructor, first aid and retirement home staff certificates; and training records such as working at heights and service station operations training and training certificates for employees related to legislation such as the Safe Drinking Water Act, Environmental Protection Act, Occupational Health and Safety Act and the Ontario Water Resources Act. Excludes: <ul style="list-style-type: none"> Grievances – see H14 Harassment – see H15 Health and Safety Training – see H04 Employee Certifications – see H24 	Human Resources Originating	E+6	E = date employee ceased to be employed by employer or the employee's 18th birthday, whichever occurs later Wastewater System/Drinking water system training record = 5 years. Confined space training = cease to perform work and at least 5 years salt program training = 7 years Firefighter employment terms = 25 years.	g035 g045 g065 g103 g139 g148

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H04	Health and Safety Includes records regarding the occupational health and safety of staff. Includes lists of designated substances and assessments, designated substance assessments, fire drill records, ventilation and air quality inspection, fire hydrant flushing, first aid records, non-lost time accident reports, traffic protection plans, portable fire extinguisher maintenance records, chimney test and inspection records, fire safety inspections, safety inspections, Workplace Safety and Insurance Board (WSIB) reports, WSIB certificates, and information on health and safety programs training for staff. Excludes: <ul style="list-style-type: none"> Accidents of the Public – see P05 Lost-time reports and claims – see H13 Joint Health and Safety Committee – see H21 	Human Resources	E+10	E = date the employee is no longer employed by the City For confined space entry training: the two most recent records are kept. Accident reports for construction projects are retained with project records for 1 year after project completion. Paramedic Service records kept according to MOHLT guidelines.	g045 g059 g076 g078 g123 g125
H05	Human Resource Planning Includes records of succession planning, executive placement, retirement programs, staff turnover rates, staffing level plans, annual hire/promotion targets, recruitment freezes, employment equity, performance management, volunteer plans, employee information reporting and related records. Excludes: <ul style="list-style-type: none"> Employee Records – see H03 	Human Resources	E+1**	E = day last used (Human Rights special program designation minimum of 5 years)	g054

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H06	Job Descriptions Includes job descriptions and specifications as well as background information used in their preparation or amendment.	Human Resources Originating	S**		business need
H07	Labour Relations Includes records regarding the relationship between labour and management. Includes collective bargaining, correspondence with unions and negotiations. Excludes: <ul style="list-style-type: none"> Collective Agreements – see L04 	Human Resources	E+10**	E = expiry of contract period	g013
H08	Organization Design Includes records regarding reporting relationships, reorganization, organizational analysis, etc. Includes organizational charts. Excludes: <ul style="list-style-type: none"> Job Descriptions – see H06 	Human Resources Originating	S**		business need
H09	Salary Planning Includes records regarding the planning and scheduling of salaries, such as job evaluations, job classification systems, compensation ranges, salary surveys and schedules. Also includes any reference material retained regarding issues related to pay equity and compliance. Excludes: <ul style="list-style-type: none"> Employee Records – see H03 	Human Resources	5		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H10	Pension and Benefits Records Includes records detailing obligations to individuals under OMERS. Includes pension and benefit information of current and retired personnel, including registration/enrolment and records. Excludes: <ul style="list-style-type: none"> • Deductions for pensions – see F16 • General information on pension plans – see H02 • Payments made to OMERS – see F01 	Human Resources	E+50	E = date the employee is no longer employed by the City	g001 g088
H11	Recruitment Includes records regarding the recruitment of staff. Includes job postings, copies of advertisements, records regarding competitions and unsuccessful applications. Excludes: <ul style="list-style-type: none"> • Successful applications – see H03 	Human Resources	1	Fire Department multi-year recruitments are kept for 2 years.	g071

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H12	Training and Development Includes records regarding courses offered to employees and information on career and professional development programs. Also includes orientation and course content delivery materials and attendance records for specific courses. Excludes: <ul style="list-style-type: none"> Individual Employee Training Records – see H03 	Human Resources Originating	E+3**	E = date when that particular course ceases to be offered salt use training materials = 7 years Wastewater/drinking water training materials = 5 years Paramedic Service training records kept according to MOHLT guidelines. Only courses developed and presented by the City are subject to archival selection.	g043 g045 g139 g148

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H13	Claims Includes records regarding claims to WSIB or insurance carriers for lost-time incidents, accidents, STD or LTD. Includes accident notice, accident report. Excludes: <ul style="list-style-type: none"> Non lost-time incidents or accidents – see H04 Self-insured STD – see H04 	Human Resources	E+10	E = date the employee is no longer employed by the City Hazardous exposure claims = longer of 40 years or 20 years after last record made	g078 g125
H14	Grievances Includes records dealing with grievance complaints filed against the municipality, such as the initial complaint, investigation, reports and final resolution including arbitration and arbitration awards. Excludes: <ul style="list-style-type: none"> Harassment and Violence – see H15 	Human Resources	E+10	E = resolution of the claim	g013 g054
H15	Harassment, Violence and Code of Conduct Includes records dealing with harassment, violence or code of conduct complaints by or against employees of the municipality. It includes documents such as the initial complaint, investigation, reports and final resolution. Excludes: <ul style="list-style-type: none"> Grievances – see H14 Abuse investigation records not involving staff – see P08 	Human Resources	E+3	E = resolution of the complaint Sexual harassment investigations are kept for E+7 years.	g054 g059 business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H16	Criminal Background Checks Category not used. Due to personal information, criminal background check results should be verified but not collected and retained.				
H17	Employee Medical Records – Hazardous Materials Includes records of exposure to asbestos and other hazardous materials. Also includes serious incident and chemical exposure records for firefighters.	Human Resources	E+40 or 20 years after last record of exposure	E = date the employee is no longer employed by the City Medical records related to firefighters and positions of moderate to high risk of exposure to environmental hazards on the job must be retained for 100 years in accordance with presumptive legislation requirements.	g078 g079 g103

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H18	Employee Medical Records Includes doctor's notes, correspondence and health reports related to an employee's medical situation.	Human Resources	E+10	E = date the employee is no longer employed by the City or when the STD/LTD claims are resolved Medical records related to firefighters and positions of moderate to high risk of exposure to environmental hazards on the job must be retained for 100 years in accordance with presumptive legislation	g078 business need
H19	Disability Management Includes all records related to occupational and non-occupational injuries and illnesses. Also includes accommodation records related to permanent impairment under the Human Rights Code resulting in permanent accommodation.	Human Resources	E+5	E = day issued or earlier as may be specified by Commission	g010 g054

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H20	Confined Spaces Includes records relating to the assessment of confined spaces and written plans and procedures for the control of hazards in confined spaces. Also includes confined space atmospheric tests and a record of each worker's entries and exists. Excludes: <ul style="list-style-type: none"> • Health and Safety – see H03 • Staff training – see H12 	Human Resources Originating	1 year or the period necessary to ensure 2 most recent records retained		g075
H21	Joint Health and Safety Committee Records Includes records of the City's Joint Health and Safety Committee, such as agendas, minutes, records of inspection, etc. Also includes records relating to Ministry of Labour visits and orders.	Human Resources Originating	E+7	E = end of the calendar year Paramedic Service records relating to Ministry of Labour visits and orders kept according to MOHLT guidelines.	
H22	Employee Oaths/Sworn Statements Includes any signed oaths or sworn statements that are made by an employee as part of their role or position.	Originating	E+1	E = date the employee is no longer employed by the City	
H23	Employee Recognition Includes all records and correspondence related to employee awards and honours granted by the Municipality.	Human Resources	5		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
H24	Employee Certifications Includes records regarding individual employee certification, credentialing and mandatory training required by legislation or professional standards as a condition of employment. Includes applications, confirmation of mandatory training, certificate renewals and appointment renewals such as fire fighter mandatory training, water quality analyst certificates, sewage works operator certificates and commissioner of oaths appointment.	Human Resources	E+2	E = certification expired Paramedic Service certification records kept according to MOHLT guidelines.	g059 g077

Primary Heading: Justice

Includes records regarding POA and Court activities.

Table 7, Primary Heading: Justice

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
J01	Certificates of Offence – Part I Category not used.			Refer to Court Services provincial retention timelines.	
J02	Informations – Part III / Accident and Careless Driving Part I Category not used.			Refer to Court Services provincial retention timelines.	

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
J03	Control Lists / Justice Reports Category not used.			Refer to Court Services provincial retention timelines.	
J04	Court Dockets Category not used.			Refer to Court Services provincial retention timelines.	
J05	Transcripts and Records of Court Proceedings Category not used.			Refer to Court Services provincial retention timelines.	
J06	Enforcements and Suspensions Category not used.			Refer to Court Services provincial retention timelines.	
J07	Appeals and Transfers Category not used.			Refer to Court Services provincial retention timelines.	
J08	Statistics / Payment Tracking Category not used			Refer to Court Services provincial retention timelines.	

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
J09	Disclosure Includes information requested by individuals in preparation for court cases.	Court Services	6		MOU
J10	Certificates of Conviction – Part II Includes Court and POA records including Part II – Certificates of Conviction.	Court Services	6		MOU

Primary Heading: Legal Affairs

Includes records regarding legal matters as well as contracts and agreements, insurance and real estate matters.

Table 8, Primary Heading: Legal Affairs

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
L01	Appeals and Hearings Includes zoning appeals, development and educational charges appeals, official plan appeals, and Committee of Adjustment appeals. Records include notices of appeal, all transcripts and related documentation regarding appeals, hearings, legal proceedings and final judgments. Also includes orders issued by regulatory bodies and boards. Excludes: <ul style="list-style-type: none"> Litigation – see Claims L02-L03 Harassment and Violence – see H15 Access to Information appeals – see A17 	Legal Services Committee of Adjustment	P	after Resolution of appeal	g059 g060 g068 g089 g090 (15 years) common practice (P)

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
L02	Claims Against the Municipality Includes all litigation and insurance claims made by other parties against the municipality. Excludes: <ul style="list-style-type: none"> • Appeals and Hearings – see L01 	Legal Services Risk Services	E+15	E = resolution of the claim and all appeals ultimate limitation = 15 years	g047 g056 g059 g060 g089 g162
L03	Claims By the Municipality Includes all litigation and insurance claims made against other parties by the municipality. Excludes: <ul style="list-style-type: none"> • Appeals and Hearings – see L01 	Legal Services	E+15	E = resolution of the claim and all appeals	g056 g057 g072
L04	Contracts and Agreements – Under By-law Includes all agreements entered into by the municipality which require a by-law for approval. Includes construction contracts, collective agreements, child care centres/home child care agency licensee agreements, development front-ending agreements, site plan agreements, Committee of Adjustment agreements and subdivision agreements. Also includes agreements regarding tax arrears payment extension, easements, encroachments, area ways, laneways and records transfer. Excludes: <ul style="list-style-type: none"> • Office Equipment Maintenance Agreements – see L14 • Contracts regarding Land – see L07 • Insurance Policies – see L06 • Guelph Museums Deeds of Gift – see R03 	City Clerk's Office Originating	E+15**	E = date the contract or agreement is fulfilled or terminated	g060 g068

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
L05	Insurance Appraisals Includes appraisals of municipal property for insurance purposes.	Procurement	E+15	E = after a new appraisal has been done	g060
L06	Insurance Policies Includes municipal insurance policy documents, such as vehicle, liability, theft, and fire insurance. Excludes: <ul style="list-style-type: none"> Employee Group Insurance – see H02 Third Party Contracts – see L04 Insurance Claims – see L03 	Procurement	E+15	E= expiry of policy	g060
L07	Land Acquisition and Sale Includes records regarding real estate transactions and conveyance of land, such as lot sales, alley closings and allowances, road widenings, whether through voluntary transactions or expropriation. Includes leases, deeds/transfers, including underground storage abandonment record, expropriation plans, purchase letters and appraisals. Excludes: <ul style="list-style-type: none"> Tax sales – see F22 	Realty Services	E+10**	E = property disposition or acquisition Renewable energy project agreement terms may not be more than 50 years. Append abandoned petroleum storage tank to deed.	g041 g095 g133 g153
L08	Opinions and Briefs Includes copies of opinions and briefs prepared by the municipality's legal counsel on specific issues and by-laws.	Legal Services Originating	S**		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
L09	Precedents Category not used.			Reference – discard when no longer useful.	
L10	Federal Legislation Category not used.			Reference – discard when no longer useful.	
L11	Provincial Legislation Category not used.			Reference – discard when no longer useful.	
L12	Vital Statistics Includes registers of births, deaths and marriages. Registers include license or permit serial numbers, date of issue and name of the parties. Excludes: <ul style="list-style-type: none"> Population Statistics – see D01 	City Clerk's Office	P	Marriage licence applications are kept for 1 year after the ceremony.	common practice (P)
L13	Prosecutions – Part III Includes records regarding prosecutions to enforce by-laws and federal, provincial and municipal legislation. Excludes: <ul style="list-style-type: none"> By-law Enforcement – see P01 Appeals and Hearings – see L01 Part I and II Prosecutions – see L15 	Court Services	E+2 years plus current year	E = delivery of judgement/ closing of file	Ministry of the Attorney General guidelines

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
L14	Contracts and Agreements – Simple Includes contracts and agreements which do not require by-law approval, such as equipment rental and service contracts and vehicle lease, purchase agreements, waste removal agreements, apprenticeship training contracts, vehicle leases, housing service managers and long-term care home licensee agreements relating to funding, service accountability and charges between licensees and authorized persons or residents. Also includes consents required under the Canadian Anti Spam Legislation (CASL). Excludes: <ul style="list-style-type: none"> Contracts and Agreements under by-law – see L04 Guelph Museums Deeds of Gift – see R03 	Originating	E+2**	E = expiry of contract River Run Centre and Sleeman Centre license agreements are kept for 6 years. Long-term care service provider agreements are kept for E+7.	g041 g042 g053 g059 g062 g130
L15	Prosecutions – Part I and Part II Includes records regarding prosecutions to enforce parking infractions, notices and tickets/fines. Excludes: <ul style="list-style-type: none"> By-law Enforcement – see P01 Appeals and Hearings – see L01 Part 3 Prosecutions – see L13 	Court Services	E+6 months	E = delivery of judgement/closing of file	

Primary Heading: Media and Public Relations

Includes records regarding the municipality's relationship with the media and the general public.

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Table 9, Primary Heading: Media and Public Relations

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
M01	Advertising Includes records regarding public advertising in magazines, newspapers, radio, television, and transit. Excludes: <ul style="list-style-type: none"> • News Releases – see M06 • Recruitment – see H11 • Elections – see C07 	Originating	3**		business need
M02	Ceremonies and Events Includes records regarding participation in special events, openings, and anniversaries, such as Remembrance Day and Winter Carnival. Also includes records regarding the setup and running of special events. Excludes: <ul style="list-style-type: none"> • Permit to hold event – see P11 • River Run event details – see L14 	Originating	5**	River Run event details filed with agreements under L14.	business need
M03	Charitable Campaigns/Fund Raising Includes records regarding the raising of funds and donations for the municipality, for municipality run programs or for other charitable organizations. This would include the United Way, Cancer Fund, community interest groups, etc. Excludes: <ul style="list-style-type: none"> • Receipts – see F19 	Originating	3**		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
M04	Complaints, Commendations and Inquiries Includes records regarding commendations, requests for information, and very general types of inquiries and general complaints related to services provided by the municipality. Also includes concerns about services offered by the municipality, inquiries about council proceedings and congratulatory letters. May also include compliance letters issued in response to a lawyer's request. Excludes: <ul style="list-style-type: none"> • Access to Information (Freedom of Information) requests – see A17 • Grievances or harassment/violence complaints by or against employees – see H14, H15 • Employee recognition – see H23 	Originating	5**	Paramedic Service records kept according to MOHLT guidelines.	g054 g121 g154 g160
M05	News Clippings Category not used.			Reference – discard when no longer useful.	
M06	News Releases Includes background notes and final versions of news releases issued. Includes messages for inclusion in special event programs.	Corporate Communications	3**		Business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
M07	Publications Includes typed manuscripts, artwork, printed copies and related records regarding the publication of tourism information, program and services pamphlets, trade shows, current events, industrial directories, business directories, and maps. May include annual reports of a non-financial nature as well as copies of social networking sites (website, Facebook, etc.) published by the municipality.	Originating	S**	S+3 if publication is subject to copyright or trademark.	g134
M08	Speeches and Presentations Includes background notes and final versions of speeches, presentations and news conferences given by elected and non-elected officials. Excludes: <ul style="list-style-type: none"> Media coverage of speeches/presentations – see M05 News Releases – see M06 	Originating	3**		business need
M09	Visual Identity and Insignia Includes records regarding branding and the standards which apply to graphic designs as part of a Visual Identity Program. Includes trademarks, logo and letterhead design, signage, flags, vehicle identification, etc. Also includes records regarding corporation insignia and seals of office.	Originating	S+5**		g134 g136

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
M10	Website and Social Media Content Includes records of website content and copies of web pages created by the municipality for general public use. Also includes information on social media sites such as Facebook and Twitter. Excludes: <ul style="list-style-type: none"> Published website content – see M07 	Originating	S+2		g059
M11	Community Outreach and Engagement Includes material related to community outreach initiatives and engagement efforts carried out by City departments. For example, the Healthy Landscapes program, fire safety, water conservation initiatives, and environmental and wastewater related initiatives.	Originating	E+5	E = completion of the project or initiative for which engagement was initiated	
M12	Staff Media and Public Liability and Indemnity Forms Includes permission, liability and indemnity forms signed by the public when participating in City events, such as facility tours or entrance on private property. Also includes staff media waivers, such as photo publication forms. Excludes: <ul style="list-style-type: none"> Recreational and Wellness Liability Waivers – see R07 	Originating	3		
M13	Communication Plans and Strategies Includes communication plans and strategies employed by City departments and staff.	Corporate Communications	5		

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
M14	Public Relations and Public Awareness Includes outgoing letters of support, congratulations, greetings, honourable achievement awards, welcome letters, etc. Also includes issues regarding internal/external communications. Includes programs designed for public awareness and engagement.	Corporate Communications Originating	5**		business need
M15	Intellectual Property Include certificates of copyright, applications for patents and trademark registration. Also includes monitoring and enforcement of authorized use of copyright, trademarks and patents including copyright use permission requests.	Originating	E+5	E = copyright, patent or trademark expired or last use	g134 g135 g136

Primary Heading: Protection and Enforcement Services

Includes records regarding the operational functions of law enforcement, licensing, public protection, fire prevention and within the community.

Legend: **P** = Permanent; **S** = Superseded; **E** = Event; ****** = Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Table 10, Primary Heading: Protection and Enforcement Services

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P01	By-law Enforcement Includes records of municipal efforts to enforce by-laws, such as parking tickets. Includes orders to comply, inspection reports, stop work orders, working notes, correspondence, exhibits, photographs, etc. Excludes: <ul style="list-style-type: none"> • Health and Fire Inspections – see P07 • Investigations – see P08 • Environmental Monitoring – Industrial/ Commercial – see E05 • Prosecutions – see L13 • Animal Control Enforcement – see P14 • Lottery License Enforcement – see P09 	Corporate and Community Safety Originating	10**		g059 g089
P02	Daily Occurrence Logs Includes daily occurrences logs maintained by the Chief Building Official. Also includes logs maintained of daily occurrences such as By-law dispatches and fire assistance calls.	Originating	5**	Fire records are kept for 10 years. EMS records are kept for 6 years.	business need
P03	Emergency Planning and Response Includes records regarding the planning, testing, rehearsal of and response to emergency, safety and contingency measures. May also include records of previous disasters including emergency command centre operation, response reports, press clippings, pandemic planning, etc.	Originating	S** or expiry of plan	E+5 if Canadian Environmental Protection Act applies E = expiry of plan	g144

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P04	Hazardous Materials Includes information and reports on chemicals and substances that pose fire or environmental hazards such as PCBs, refrigerants and halocarbons. Also includes Safety Data Sheets (SDS) and records dealing with toxic substances control, halocarbon charging records, halocarbon leak tests and release reports, transportation and effects as well as records of pesticide use and environmental spills. Excludes: <ul style="list-style-type: none"> • Staff Safety Training – see H04 • Personal exposure – see H17 • Manifests – see E07 	Originating	S+5	7 years or tank removal + 7 years if Canadian Environmental Protection Act applies	g038 g076 g121 g140 g142 g143 g149
P05	Incident/Accident Reports Includes vandalism and security incident reports and reports of accidents that occur at recreational facilities and other municipal properties. Excludes: <ul style="list-style-type: none"> • Security – see A18 • Accidents of Municipal Staff – see H04 • Compensation claims and vehicle accidents – see L02 or L03 • Long Term Care Home medication incidents – see S20 • Private Child Care Centre incidents – see S16 • Municipal Child Care Centre incidents – see S10 • Emergency Services Accident Reports – see P18 • Patient Medical Records – see P23 • Fire and Rescue Incident Reports – see P24 	Originating	current year+5		g011

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P06	Building and Structural Inspections Includes building and structural tests and inspection reports relating to work platforms; plumbing and sprinkler systems; fire alarm circuits, power supply and system; fire suppression systems; electrical; and other structural inspections. Also includes inspections of marijuana grow operations after appropriate notification from a police force. Excludes: <ul style="list-style-type: none"> • By-law Enforcement – see P01 • Fire Prevention and Inspection – see P21 	Building Services	E+10	E = resolution of the issue inspections = 2 initial fire system test report = life of system	g015 g045 g046 g073 g123
P07	Health and Fire Safety Inspections Includes Fire Marshal's, Public Health and related health and safety violation and verification inspection reports conducted or performed on private, public and commercial properties. Excludes: <ul style="list-style-type: none"> • Internal Health and Safety Inspections – see H04 • Routine building and structural inspections – see P06 	Originating	S, minimum 1 year		g045
P08	Investigations Includes records of investigations pertaining to law enforcement, or the origin or cause of traffic accidents, serious occurrences and abuse allegations, ambulance and fire response scrutiny. Excludes: <ul style="list-style-type: none"> • By-law Enforcement – see P01 • Harassment and Violence staff investigations – see H15 	Originating	10**		g059 g089 common practice

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P09	Licences Includes records regarding licences administered by or required by the municipality, or required by the province, such as licensing for dog kennels, dogs, liquor, businesses, accessible transportation operation and quarries, etc. Excludes: <ul style="list-style-type: none"> • Marriage Licences – see L12 • Lottery Licenses – see P20 	Corporate and Community Safety	E+6	E = expiry of the license	g017
P10	Building Permits Includes permits issued to builders, contractors and residents giving them permission to build or renovate. Also includes associated forms, drawings for permits and reports from professional bodies and approval from other authorities. Also includes permits for construction of cell towers and the structure for wind-powered turbines. Excludes: <ul style="list-style-type: none"> • All other permits – see P11 	Building Services	P		g090 (15 years) common practice (P)

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P11	Permits – Other Includes applications and copies of permits issued by other government bodies within the municipality as well as permits issued by the municipality giving permission to hold special events, temporary road closure, drinking water works permits, transport oversize loads, erect signs, park on the street, etc. Excludes: <ul style="list-style-type: none"> • Building Permits – see P10 • Encroachment Permits – see D16 • Burial Permits – see S09 • Road and land opening/closings – see T09 	Originating	E+2	E = expiry of permit	g017
P12	Warrants Includes all warrants issued for By-Law enforcement purposes.	Court Services Corporate and Community Safety	Execution of warrant + 2 Court services search warrants – 40 years		g028 g059
P13	Criminal Records Includes all documentation relating to individuals with a history of criminal activity. Excludes: <ul style="list-style-type: none"> • Staff Police Background Checks – see H16 • Investigations – see P08 • Prosecutions – see L13 	Court Services Corporate and Community Safety	See comments	Occurrence/ investigation closed or disposition of charge + 5	business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P14	Animal Control Includes records regarding the control of household pets, strays, livestock and wildlife and livestock evaluation reports. Also includes records of distrained animals and pound animal records. Excludes: <ul style="list-style-type: none"> Dog Licenses – see P09 	Originating	E+2	E = date animal was last in the pound	g012
P15	Community Protection Programs Includes records regarding community protection and crime prevention such as Community Policy, Victim Services Neighbourhood Watch and Block Parents. Also includes programs aimed at public education on fire, water and traffic safety and similar programs. Records include correspondence and brochures. Excludes: <ul style="list-style-type: none"> Video surveillance footage – see A18 	Originating	S+2**		g071 business need
P16	Emergency Services Includes records regarding land ambulance, fire and rescue services.	Emergency Services	S+10	Paramedic Service records kept according to MOHLT guidelines.	g011

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P17	Paramedic Service and Fire Significant Incident and Impact Reports Includes reports and statements documenting significant and noteworthy incidents and events that occur when responding to an emergency medical situation or fire, the role of the attending responders in the incident, and the actual or potential impact of these incidents.	Emergency Services	E+10	Event = date the incident or accident occurred Paramedic Service records kept according to MOHLT guidelines.	g011
P18	Paramedic Service and Fire Accident Response Reports Includes records relating to emergency services provided such as ambulance paramedical services and patient transport, and fire suppression and emergency call response. Includes ambulance call reports (ACR), emergency response reporting, fire call reports and fire cause identification. Excludes: <ul style="list-style-type: none"> Investigations – see P08 	Emergency Services	E+10	Event = date the incident or accident occurred Paramedic Service records kept according to MOHLT guidelines.	g011
P19	Paramedic Service and Fire Statistics Includes records relating to performance plans and the associated statistical reporting of performance, calls and accidents involving emergency medical services, traffic and work-related issues.	Emergency Services	S+2		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P20	Lottery Licensing Includes lottery license files, lottery organization documents and any lottery reports. Excludes: <ul style="list-style-type: none"> • Marriage Licences – see L12 • Business Licenses – see P09 	Corporate and Community Safety	E+6	E = expiry of the license	
P21	Fire Prevention and Inspection Includes documents related to fire prevention and inspection created by Fire Services, such as property owner permission for inspections to be conducted, reports and any related recommendations. Excludes: <ul style="list-style-type: none"> • By-law Enforcement – see P01 • Building and Structural Inspections – P06 	Emergency Services	E+10	E = date of inspection	
P22	Emergency Access Routes Includes documents relating to Fire Services and Paramedic Service access routes in the City.	Emergency Services	S+5		
P23	Patient Medical Records Includes patient medical records documenting emergency services care.	Emergency Services	E+5	E = discharge of the patient	
P24	Fire and Rescue Incidents Includes material relating to fire incidents, such as occurrence reports.	Emergency Services	10	Records needed to substantiate exposure reports for firefighters are retained for 100 years.	

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
P25	Prohibition Notices and Orders Includes prohibition orders, notices and correspondence related to prohibition under regulations such as Source Drinking Water Protection. May also contain building code applications denied because of prohibition.	Source Water Risk Management	15		g016
P26	Facilities Routine Water Use, Monitoring and Testing Includes records regarding the testing of swimming pool or splash pad water for chlorine and pH levels, water outlet inspections, the number of bathers per day, any rescues or breakdowns of equipment. Also includes routine testing, monitoring and flushing of water systems in recreational camps, child care and long-term care facilities.	Originating	See comments	pools and recreation camps = 1 child care facility plumbing flush and water testing = 6	g049 g109

Primary Heading: Recreation and Culture

Includes records regarding the provision of recreational and cultural services to the community.

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Table 11, Primary Heading: Recreation and Culture

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
R01	Heritage Preservation Includes records regarding heritage and historical development, including designations and registers of buildings, districts, and cemeteries as well as archaeological digs, archaeological and heritage assessments, and heritage conservation district studies and plans. May also include heritage registries. Excludes: <ul style="list-style-type: none"> • Historical Designation By-laws – see C01 • Natural heritage preservation – see E18 	Planning Services	E+3**	E = end of plan year or removal of designation General and background records related to heritage planning and development are kept for 10 years.	g081
R02	Library Services Category not used – Guelph Public Library governed by a separate Board.				
R03	Museum and Archival Services Includes registers of holdings, museum programming, activity reports, historical society holdings, archival operations, conservation information and related records. May also include copy logs. Excludes: <ul style="list-style-type: none"> • Record Centre Operations – see A10 	Originating	P**	Education, visitor experience and exhibition records are kept E+5** (E=created)	g134

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
R04	Parks Management Includes correspondence, descriptions, reports and other records dealing with the management, design, setup, landscaping and maintenance of specific municipal parks. Includes maps and plans. Also includes information dealing with maintenance of playground equipment. Excludes: <ul style="list-style-type: none"> Building and Property Maintenance – see A20 	Parks and Recreation Originating	10**	Playground equipment maintenance records are retained permanently. Final park design, planning and development decisions, drawings and specifications are retained permanently.	g060 business need
R05	Recreational Facilities Category removed. Duplicates records that should be filed elsewhere.				
R06	Recreational and Cultural Programming Includes correspondence, applications, registrations and general information regarding the development and delivery of recreational and cultural programs to the community, such as youth, sport and fitness, adult education, crafts and other programs.	Originating	See comments	program development and evaluation = 3** program registration = 1 attendance fee collection = 6	business need g006 g071

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
R07	Recreational and Wellness Patron Records Includes any medical information or liability waivers or forms signed by patrons of any recreation or wellness program offered by the City. Also includes signed release forms relating to tours of City facilities, such as Solid Waste Resources, Water Services and Wastewater Services. Excludes: <ul style="list-style-type: none"> Staff Media and Public Liability and Indemnity Forms – see M12 	Originating	3		

Primary Heading: Social and Health Care Services

Includes records regarding social services and health care programs.

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Table 12, Primary Heading: Social and Health Care Services

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S01	<p>Children's Day Care and Nursery Services</p> <p>Includes general program information regarding childcare programs, such as municipal and private day care and day nursery services. Also includes general resource information used in counselling children and parents involved in these programs as well as records regarding operations, waiting lists, drinking water testing requirements and fire drills requirements.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Children's services not related to day care and nursery schools – see S07 • Day care and nursery school enrolment records – see S10 • Home day care program clients – see S17 • Medical client records – see S06 • Day care and day nursery facility operation records – see applicable category • Water, Plumbing and flushing records – see P26 • Fire drill records – see H04 	Originating	S (review after 3 years)		g125

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S02	Elderly and Supportive Assistance Services Includes general program information regarding programs intended to improve the quality of life for senior citizens and people with disabilities, such as home care, day programs, housing and transit subsidies. Includes general resource and long-term care facility information used in counselling seniors considering moving to a long-term care facility, Meals on Wheels program and adult day programs. May also include waiting and vacancy lists for Long-Term Care homes or other programs and Indigent Elderly Patient reports. Excludes: <ul style="list-style-type: none"> • Long-term Care Facility Residents – see S03 • Long-term Care Operations – see S20 • Disability Support Clients – see S13 	Community Services	S (review after 3 years)		business need
S03	Long Term Care Facility Resident Records Category not used.				

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S04	Community and Social Assistance Services Includes general program information regarding assistance programs and support available to residents and the homeless within the municipality. Includes general resource information used in counselling recipients regarding community support services, life skills, services to obtain housing and maintain housing, emergency assistance, social assistance options and information pertaining to Employment Support Programs. Excludes: <ul style="list-style-type: none"> • Ontario Works Case Records – see S05 • Social Housing Programs – see S14 • Housing and Homelessness research and initiatives – see S14 • Social and health care planning and management – see S20 • Programs for the elderly and persons with disabilities – see S02 • Social Assistance Program Applications and Parton Files – see S11 • PAL and LAC Program Applications and Patron Files – see S12 	Originating	S (review after 3 years)		business need
S05	Ontario Works Clients Category not used.				
S06	Medical Case Clients Category not used.				

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S07	Children's Services Includes general program information regarding programs benefiting children with disabilities, abused children and other children's programs. Also includes general resource information used in counselling children and parents involved in these programs. May include general CAS (Children's Aid Society) information as well. Excludes: <ul style="list-style-type: none"> • Medical client case records – see S06 • Day care and day nursery programs – see S01 	Originating	S (review after 3 years)		business need
S08	Public Health Category not used.				
S09	Cemetery Interment Includes records related to the issuance of burial permits. Excludes: <ul style="list-style-type: none"> • Building and Property Maintenance – see A20 • Promotional materials – see M07 • Price lists and cemetery operation – see S22 	City Clerk's Office	P**	Transfer to archives if no longer managed.	g048 g101
S10	Day Care and Day Nursery Clients Category not used.				

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S11	Social Assistance Program Applications and Patron Files Includes applications and records containing personal information related to a patron's qualification for or use of a social assistance program. Excludes: <ul style="list-style-type: none"> • General Social Assistance Program information – see S04 • Affordable Bus Pass, PAL and LAC Program Applications and Patron Files – see S12 	Originating	E+2	E = date of last use or cancellation of enrolment in the program	
S12	Affordable Bus Pass, FAIR, PAL and LAC Program Applications and Patron Files Includes applications and records containing personal information relating to a patron's application and qualification for the Affordable Bus Pass, PAL and LAC social assistance programs. Excludes: <ul style="list-style-type: none"> • General Social Assistance Program information – see S04 • Social Assistance Program Applications and Parton Files – see S11 	Community Investment	2		

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S13	Disabilities Support Clients Includes records dealing with applications for and provision of services and funding support to persons with mental or physical disabilities including service and support profiles, and accessible transportation eligibility application and approval, behaviour support plans, intrusive behaviour intervention and crisis situation incident reporting. Also includes personal support plans and records for individuals as well as summary reports relating to support services provided for people with disabilities. Excludes: <ul style="list-style-type: none"> • Children's program information – see S07 • Serious occurrence and abuse allegation investigation involving program participants (non-staff) – see P08 • Serious occurrences and abuse allegations involving municipal staff – see H15 	Community Services	E+7	E = no longer receiving support	g155

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S14	Housing Services Includes records and correspondence related to housing programs such as municipally owned and managed properties, the non-profit housing corporations, Strong Communities Rent Supplement program, landlords, and other housing providers. Records include Service Manager's Housing Plan and Housing Provider annual reports as well as unsuccessful applications for social housing. Also includes records and correspondence related to affordable housing initiatives developed by the Federal Government, the Provincial Government and/or the municipality such as programs including construction of new rental housing/units, rent supplements, home ownership, home repairs and home modification initiatives. Excludes: <ul style="list-style-type: none"> Resources used to assist potential tenants – see S04 	Community Services	10		g052 g163
S15	Housing Tenant Clients Includes information regarding social housing applications, and records regarding housing tenants such as personal identification, income verification documentation, rent calculations and notices, leases and consent forms. Excludes: <ul style="list-style-type: none"> Serious occurrence and abuse allegation investigation involving program participants (non-staff) – see P08 Serious occurrences and abuse allegations involving municipal staff – see H15 	Community Services	E+5	E = no longer resides	g053 g163

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S16	Home Child Care Program Administration Provider files (eligibility requirements), correspondence, inspections, serious occurrence reporting, health unit reporting, Director's directions, attendance records and financial reconciliation information.	Community Services	3		g125
S17	Home Child Care Program Clients Client records include the completed and signed enrolment form and information pertaining to the child as prescribed by the Ministry under the Child Care and Early Years Act, 2014 and eligibility requirements for the program. May also include referral letters from third party agencies, custody documents and medical referrals. Excludes: <ul style="list-style-type: none"> Day care and day nursery clients – see S10 	Community Services	E+3	E = last participated date	g126
S18	Social and Health Care Planning and Management Includes records related to social, health care and coordinated care initiatives planning, process definition, and program monitoring and evaluation. Includes records related to research, action plans, governance, evaluations, statistical information, and action plans. Includes records related to Community Paramedicine programs.	Community Services	E+5		business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S19	Client Care Coordination Includes records regarding individual clients and their care coordination planning. Excludes: <ul style="list-style-type: none"> Public health medical client information – see S06 	Community Services	E+10	E = no longer receiving support Paramedic Service records kept according to MOHLT guidelines.	g019 g053 g084 g085 g126 g155
S20	Long Term Care Operations Includes records relating to administration/organization, health and wellness concerns and initiatives, outbreaks/health related issues, programming for residents, and volunteer programming within the Long-Term Care facility. Also includes vacancy lists, client satisfaction surveys, quarterly and annual evaluations of facility programs and responses to client behaviour and violence zero tolerance, staff training, complaints review, reports required for regulatory reporting purposes such as the health care organization annual quality improvement plans, and patient and caregiver complaints summary reporting, controlled drug substances records, and drug record book identifying narcotics received by the Long-Term Care facility outside of the routine medications which are dispensed to residents. Excludes: <ul style="list-style-type: none"> Complaints – see MO4 Serious occurrence and abuse allegations investigation – see P04 Food preparation and Service monitoring – see S21 	Community Services	4	Paramedic Service records kept according to MOHLT guidelines.	g003 g064 g163

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
S21	Food Preparation and Service Category not used.				
S22	Cemetery Operations Category not used.				

Primary Heading: Transportation Services

Includes records regarding the development and improvement of transportation systems (roads and public transit).

Table 13, Primary Heading: Transportation Services

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
T01	Illumination Includes records and studies regarding the installation and repair of equipment used to illuminate roads such as street lights, pedestrian crossover lights, etc. Also includes records on power consumption.	Facilities Management Public Works Engineering Services	E+6	E = removal of the equipment Specifications are kept permanently.	business need
T02	Parking Includes records and studies regarding municipal parking issues such as accessible parking, lot and garage operations, fire routes and employee parking.	Originating	E+6	E = closure of lot or space	business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
T03	Public Transit Operations Includes records regarding public transit systems. Includes schedules, routes, maps and similar information. Also includes project records, route administration and planning, fare policies, intergovernmental transit coordination. Excludes: <ul style="list-style-type: none"> • Accessible transportation application and approval – see S13 • Driver scheduling – see H01 	Transit	E+1**	E = closure of route/shelter/stop 2 year minimum retention	g094 business need
T04	Road and Sidewalk Construction Includes records and studies regarding construction projects on roads and sidewalks. Includes the construction of new roads and major improvements to existing roads and sidewalks, such as resurfacing, widening, etc. Excludes: <ul style="list-style-type: none"> • Design and Planning – see T05 • Routine maintenance and minor improvements to road systems – see T06 • As-Builts – see A30 	Public Works Engineering Services	E+5**	E = project finished Specifications are kept permanently.	g073
T05	Road Design and Planning Includes estimates, studies and other records regarding the design and planning of specific road construction projects. Also includes design of curbs and sidewalks, cycle ways, footpaths, walkways, etc.	Engineering Services Originating	E+5**	E = project constructed Specifications are kept permanently.	g073

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
T06	<p>Road and Sidewalk Maintenance and Salt Usage</p> <p>Includes records and studies regarding the inspection and maintenance of roads and sidewalks. Minor repair maintenance includes the installation of culverts, minor repairs to the road surfaces, curbs and sidewalks, cycle-ways, footpaths, walkways, etc. Routine Maintenance includes grading, ploughing and sanding of roads, and snow removal and cleaning.</p> <p>Also includes Salt Management Plan and revisions, yearly review, reports, other records, studies, and information regarding salt usage and contamination from salt used on roads. Includes training program materials and records of training for all personnel when managing or performing winter maintenance activities involving the use of road salts.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Non salt usage training records – see H03 	Public Works	E+5	<p>E = project finished</p> <p>salt plans, usage, training and reports = 7 years</p> <p>Specifications are kept permanently.</p>	g073 g139
T07	<p>Signs and Signals</p> <p>Includes records and studies regarding the manufacture, installation, servicing and maintenance of signs and signals.</p> <p>Excludes:</p> <ul style="list-style-type: none"> • Visual Identity Program – see M09 • Sign Permits – see P11 	Public Works Engineering Services	E+1	E = removal of sign/signal	g073

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
T08	Traffic Includes records and studies regarding the flow of traffic on roads. Includes intersection drawings, pedestrian crossovers, crossing guards, traffic counts, accident statistics and related records. Also includes records regarding impacts of temporary road closures for special events. Excludes: <ul style="list-style-type: none"> Permits for temporary closures – see P11 	Traffic	E+3**	E = project finished Temporary road closures = 2 years.	business need
T09	Roads and Lanes Openings/Closures Includes records regarding roads and lanes closed on a permanent or regular basis. Records include reports, appraisals, correspondence and district court applications. Also includes records related to requests to open road and street allowances. Excludes: <ul style="list-style-type: none"> Temporary road closures – see T08 Land Sales – see L07 Road Closing By-laws – see C01 	Public Works	E+1**	E = project finished	business need
T10	Field Survey/Road Survey Books Includes engineering field survey notes as well as books.	Engineering Services	E+1	E = project finished Records required for maintenance and planning purposes are kept permanently.	business need

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Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
T11	Bridges Includes estimates, studies and other records regarding projects specifically for bridge construction, also includes bridge repairs and maintenance.	Engineering Services	E+5	E = project finished Records required for maintenance and planning purposes are kept permanently. Specifications are kept permanently.	g073

Legend: **P** = Permanent; **S** = Superseded; **E** = Event; ****** = Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Primary Heading: Vehicles and Equipment

Includes records regarding municipal vehicles and equipment. Includes records on fleet management, mobile equipment, and protective equipment and related maintenance activities.

Table 14, Primary Heading: Vehicles and Equipment

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
V01	Fleet Management Includes records of summary fleet information and fleet records for each vehicle (including attached devices such as Fire-Fighting Chassis Mounted Aerial Devices) leased or owned, operated and maintained by the municipality. This includes plate permits, CVOR certificates, operating manuals, preventative maintenance inspections sheets, vehicle history files, ignition interlock device installation, and vehicle maintenance, registration and disposal. Excludes: <ul style="list-style-type: none"> • Insurance Policies – see L06 • Accident Claims – see L02, L03 • Leases/Contracts – see L14 • Daily Reports/Logs – see V05 	Originating	E+6 months	E = termination of lease or de-servicing of vehicle public vehicles trip record = 1 preventative maintenance inspections sheets = current year+2 years or 6 months after vehicle ceases to be operated	g050 g074 g094 g130
V02	Mobile Equipment Includes records and operating manuals regarding mobile (motorized) equipment used in conjunction with vehicles. Also includes routine inspections, maintenance and history files on equipment such as generators, pumps, snow blowers, sanders, etc.	Originating	E+1	E = disposal of equipment	g074 common practice

Legend: **P** = Permanent; **S** = Superseded; **E** = Event; ****** = Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
V03	Transportable Equipment Includes operating manuals and records regarding transportable equipment used by the municipality. Also includes routine inspections, maintenance and history files on equipment such as lawnmowers, hoses, weed-eaters, drills, and rescue equipment.	Originating	E+1	E = disposal of equipment	g074 common practice
V04	Protective Equipment Includes operating manuals and records regarding protective equipment used by the municipality. Also includes routine inspections, maintenance and history files on equipment such as portable fire extinguishers, rescue equipment, breathing apparatus, breathing tanks, down alarms, etc. Excludes: <ul style="list-style-type: none"> Uniforms and Clothing – see A14 	Originating	E+1	E = disposal of equipment	g074 g075 common practice
V05	Fleet Daily Inspection Reports/Logs Includes records regarding drivers' daily inspection reports or logs for all current fleet vehicles. Excludes: <ul style="list-style-type: none"> Vehicle history or maintenance – see V01 	Originating	E+ 6 months	E = last date in completed inspection booklet	

Legend: **P** = Permanent; **S** = Superseded; **E** = Event; ****** = Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Class code	Retention Category	Responsible Department	Retention Period	Comments	Citation Group
V06	Ancillary Equipment Records regarding fixed equipment which is non-vehicle and non-office in nature. Includes equipment such as work or suspended platforms, lifting devices not attached to a structure, appliances such as autoclaves and dishwashers, garbage compactors, industrial shredders, etc. Includes correspondence, equipment user and procedural manuals, warranty, routine inspections, maintenance, licences and history records. Also includes setup tests and manuals. Excludes: <ul style="list-style-type: none"> Gasoline storage tanks – see E24 Mechanical and operational systems integral to building structure – see A29 Private/small water systems – see E22 	Originating	E+1	E = disposal of equipment Setup tests are kept until superseded.	g074 g157

Legend: **P** = Permanent; **S** = Superseded; **E** = Event; ****** = Subject to Archival Selection

All numbers in retention columns refer to years unless otherwise specified

Staff Report



To	Committee of the Whole
Service Area	Infrastructure, Development and Enterprise Services
Date	Monday, November 2, 2020
Subject	2020 Corporate Asset Management Plan and Progress Report

Recommendation

1. That the 2020 Corporate Asset Management Plan dated November 2, 2020 be approved.
-

Executive Summary

Purpose of Report

The purpose of this report is to seek Council approval of the updated Corporate Asset Management Plan and report on implementation progress of the Corporate Asset Management Program and Asset Management Policy objectives.

Key Findings

Over the past 4 years, there has been significant progress in the asset management program, and the City is positioned to move from a core to an advanced rating by 2024.

As the Corporate Asset Management Program matures, confidence in the data continues to improve which improves the accuracy of calculations including the City's backlog and sustainable funding targets. Based on current data and knowledge, the backlog is estimated to be \$289M.

This Plan confirms that the City's long-term Infrastructure Renewal Funding Strategy is successful and should continue. Further, the results highlight a need to focus on addressing the increasing staff resource requirements to deliver a growing capital plan.

The consistent use of asset management guidelines and principles, with an effort placed on continuous improvement, will lead to an optimized balance between asset performance and asset risks, creating real value for the City of Guelph and its citizens.

Financial Implications

This report includes no specific financial requests. The implications of approving the updated Plan requires continued investment in both capital and operating budgets to ensure funding is available to carry out required maintenance, renewal and replacement of assets. In the long-term, implementation of comprehensive asset

management processes and practices will result in the optimization of both capital and operating financial investments.

This Plan confirms that the City's long-term Infrastructure Renewal Funding Strategy is successful and should continue. The goal to increase capital infrastructure funding to the sustainable targets over the long-term will mean a reduction in the infrastructure backlog and mitigation of the increasing risk of failing infrastructure assets and service delivery interruption.

While annual sustainable funding targets corporately increased moderately, (increase from \$114 million to \$124 million, or 8%), a notable shift from previous understanding is that Water Services is no longer sustainable, while Wastewater Services is much closer to reaching this funding milestone. For this reason, Council will see the capital strategy adjusted as part of the 2021-2024 Budget. Further refinements in Stormwater and Parking Services models will be included in the future financial model updates expected in 2021 and 2022/2023, respectively. The tax supported sustainability target remained consistent with past estimates.

This Plan update and refinement of funding strategies is reflective of the increasing maturity of the City's asset management practices, and specifically of our ability to identify, gather and use condition data to drive financial decisions.

Report

Introduction

The City of Guelph contributes to a high quality of life for the community by providing diverse services including recreation, culture, drinking water, wastewater treatment, stormwater drainage, garbage collection, public transit, transportation networks, and emergency services. If all of the assets that support these services were to be replaced today it would cost \$4.39 billion dollars, or about \$31,000 dollars per Guelph resident. The Corporate Asset Management Plan (The Plan) outlines the processes and practices in place to achieve the maximum value from the City's assets and ensure the delivery of City services for the foreseeable future.

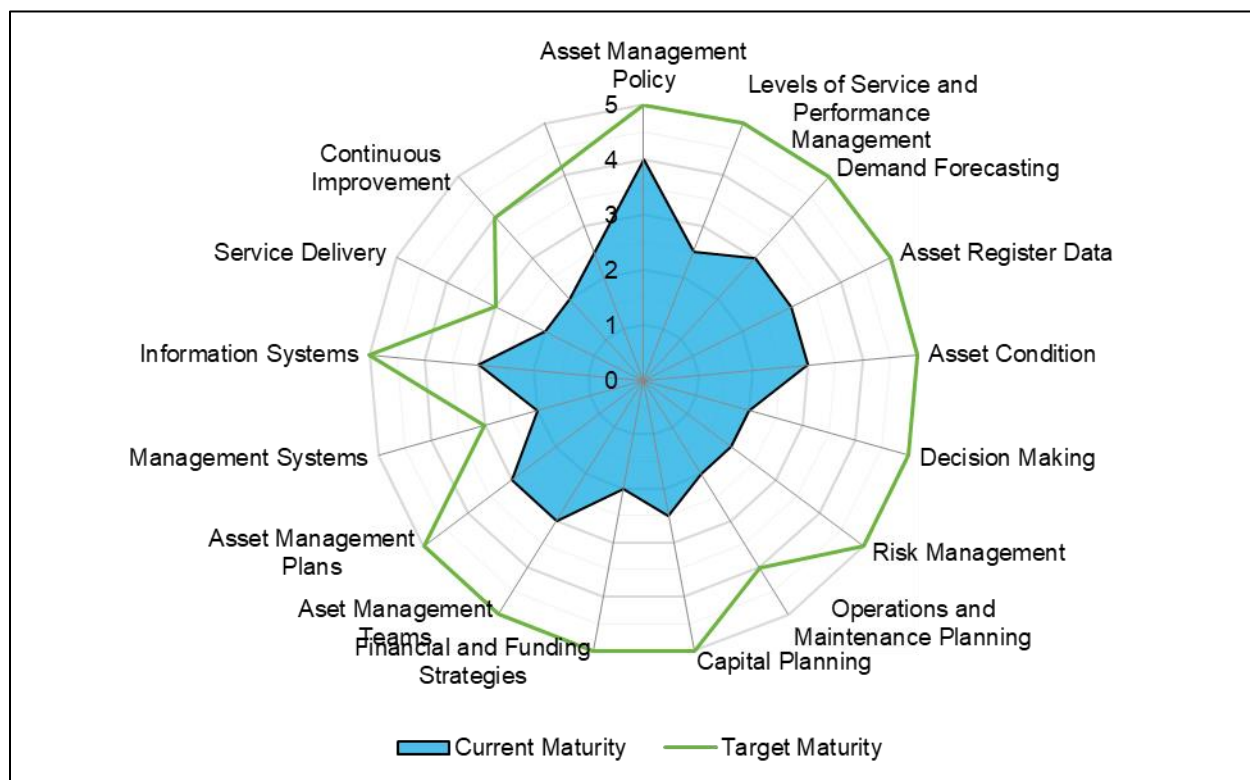
The City of Guelph has been managing assets in a way that balances levels of service, risk, and cost effectiveness throughout the entire asset lifecycle. The City has adopted effective and comprehensive asset management strategies across the organization and supports the long-term sustainability and efficiency while maintaining levels of service. Refer to the [Corporate Asset Management Plan](#) for more details.

Asset Management Program Progress

One of the goals of the first Asset Management Plan (2016) was to establish a baseline of asset management practices to inform a work plan for continuous improvement of the asset management program into the future. In 2019, an updated maturity assessment was completed to evaluate progress against the 2016 baseline. In 2016, the maturity rating at the City was "basic" (2.6 out of 5). The work since 2017 has moved the City forward, resulting in the overall rating being in the "core" category (3.6 out of 5). As the program continues to mature, a work plan has been developed to move the City to "Advanced" categories in time for the next Asset Management Plan update in 2024 (which would be a maturity rating of 4.6

out of 5). Figure 1 presents a depiction on the maturity levels of the practice by category.

Figure 1: Asset Management Maturity Illustration



The City of Guelph is already viewed in the industry as very strong within Asset Management as the City has surpassed the Ontario Regulations, have integrated asset management into the Capital Budget, created innovative tools to report prioritization data, presented at various conferences and are continuously approached by various other municipalities to share our developments.

In 2019 and 2020, a number of initiatives were implemented which solidified the City's maturing direction of having the asset management plan inform capital budgeting and long-term sustainable planning, which included:

- Staff developed a ten-year fully funded capital forecast that was informed by the asset management outcomes. The internal funding allocation methodology used in the development of the 2021-2030 Capital Budget and Forecast is based on the sustainable funding requirements identified in the corporate asset management plan.
- Performance forecasts were provided for each program of work to illustrate the impacts of forecasted funding levels on the infrastructure performance.

As work continues on the Corporate Asset Management Program and the program matures to an advanced rating, the level of sophistication and detail in both the funding allocation and project optimization is expected to increase, and the integration between asset management planning and capital budgeting will be strengthened. Overall, this will help ensure the best possible decisions are being made regarding the City's assets, based on evidence-based business cases and long-term financial forecasts that support sustainability. For more details about the

Asset Management Program, please see Attachment-1 2020-2024 Asset Management Work Plan Initiatives.

2020 Corporate Asset Management Plan

The 2020 Corporate Asset Management Plan is a strategic document that states how the City's assets are to be managed over a period of time. The Plan describes the characteristics and condition of infrastructure assets, the level of service (LOS) expected from them, planned actions to ensure the assets are providing the expected LOS, and financing strategies to implement the planned actions. The following sections provide a summary of the key components of the Plan. The full [Corporate Asset Management Plan](#) is available online.

Duration and Updates to the Plan

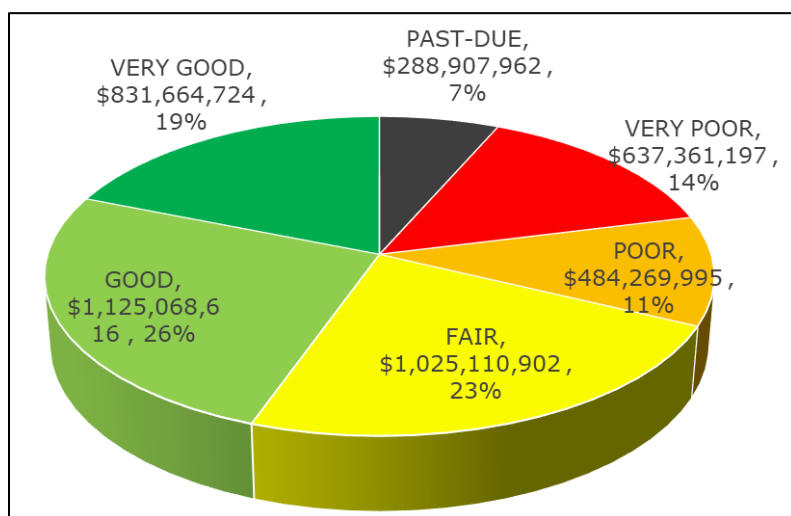
A 25-year asset renewal outlook is used to capture the full lifecycle of the assets when identifying the timing of asset replacement and rehabilitation requirements, and associated costs in correlation with the City's 25-year capital forecast. In the previous Asset Management Plan, a 100-year timeframe was used. However, through the update of the Asset Management Plan the City has decided to align with the Capital Budget program by using a 25-year timeframe.

This Asset Management Plan will be updated annually, with a full re-evaluation at least every four years, or following the update of the City's Corporate Strategic Plan.

State of the Assets

The state of the assets section provides a quantitative assessment of the asset portfolio in terms of overall replacement value and estimated remaining life. The chart in Figure 2 presents the breakdown of the condition of the City asset inventory according to the replacement value of the assets. The condition of the assets is fairly evenly split among the different condition levels. Slightly more than 44% of the assets are rated in "good" or "very good" condition while about 32% are rated in less than "fair". This is a good distribution; the lack of a large percentage of the assets "very poor" or "poor" condition indicates that regular activities have been occurring to keep the asset base in an overall beneficial and functional condition. The implication is that within the next 1-10 years those assets may require either replacement or significant rehabilitation to ensure their continued long-term function. This will be addressed within the Capital Budget Forecast.

Figure 2: City of Guelph's Assets by Condition



Desired Levels of Service

One of the objectives of asset management planning is to ensure that the performance and service provided by the assets meet the needs and expectations of the community.

Beginning in 2020, the City is undertaking several key initiatives to define LOS over the long-term. The vision is for the City to establish key LOS requirements and better understand the relationship between the LOS and costs to provide the service. As Asset Management continues to mature, City staff will be developing community-driven LOS for all business areas through development of the core asset management plans. Tools and techniques will be developed to model LOS by the next major Plan update in 2024.

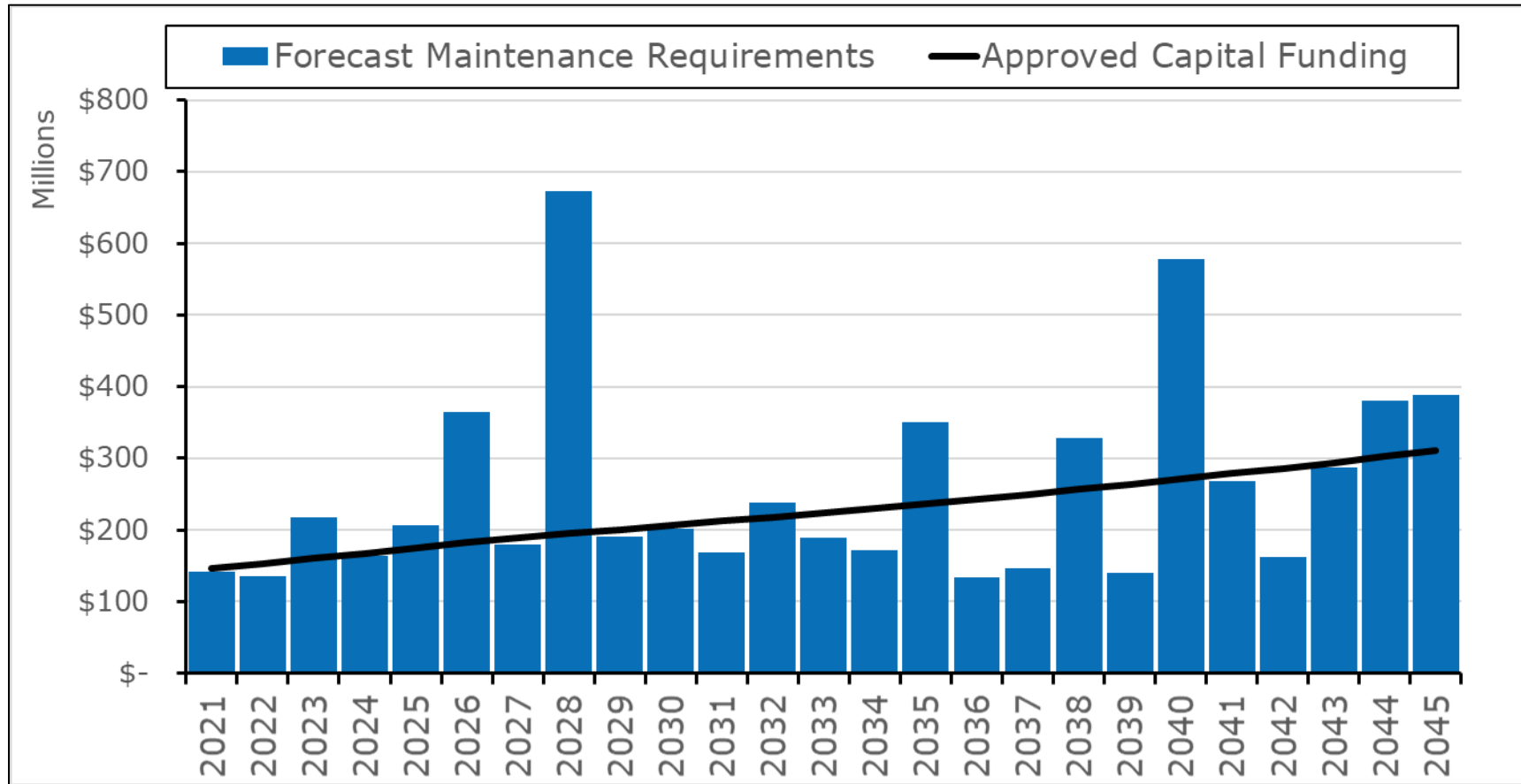
Financing Strategy

The Plan supports the City's long-term financial strategies through determining the estimated backlog and setting sustainable funding targets by service.

The Corporate Asset Management Plan utilizes a 25-year forecast of replacement needs based on asset condition to establish the sustainable annual funding targets. These targets are used to allocate available tax funding equitably amongst the various services and asset groups, allowing each service to plan using a reliable source of funding. Capital plan decisions are based on evaluating asset condition, level of service and risk of deferral, ensuring that available funds are used most effectively.

Figure 3 represents the 25 year financial forecast that illustrates the City's requirements for maintenance, growth and renewal against the projected level of available funding for all three. As the graph demonstrates, required funding in the first 15 years is higher each year than available funding, resulting in critical project deferral decisions. This deferral may increase annual maintenance costs above current projected levels requiring additional investment in these activities to ensure continued operation of assets. As the City reaches the later years of the forecast funding will allow for some catchup on deferred projects, however, funding does not cross the average level until 2042, meaning that the backlog by that time will have increased and it will take time to bring assets back to a state of good repair.

Figure 3: 25-Year Financial Forecast



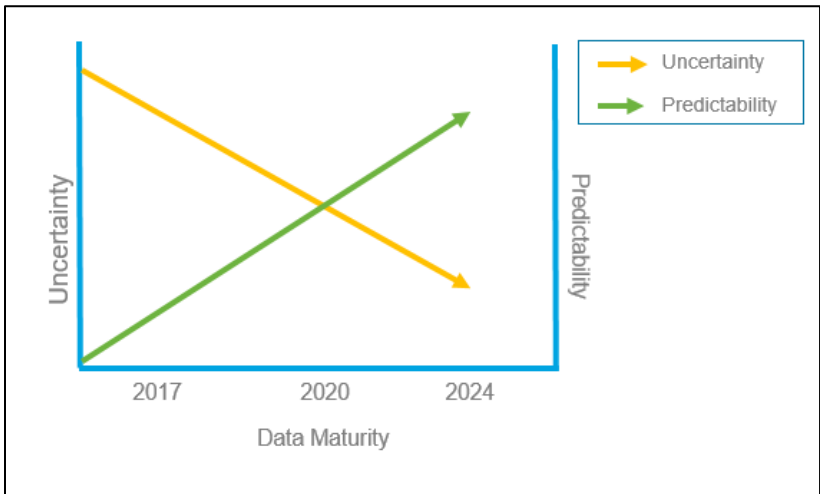
The Plan has been fully integrated into the capital budgeting process to ensure it aligns with asset replacements, maintenance, renewal and growth.

Infrastructure Backlog

The infrastructure backlog represents the assets that have exceeded their service life based on a condition inspections. Since the Corporate Asset Management Program began in 2016, the program has been continuously maturing through increasing asset inventory and condition data. In 2017, the backlog was calculated using the best information available, which was the assets expected lifespan based on the asset installation date. In 2020, the City has more mature data for majority of assets and has calculated the backlog values based upon actual condition data. For the assets that have not been reviewed through a complete inventory and condition assessment, the expected life span was the target used to calculate the backlog value. Using this updated and improved methodology, the replacement value of the backlog is now calculated at \$289 million, a decrease of \$201 million.

As the City’s Asset Management program continues to mature, the data confidence will increase, this is illustrated in Figure 4, which represents how the maturity in data will continue to improve the backlog values. Once the Plan reached an Advanced Maturity the City will see a decrease in backlog changes per update.

Figure 4: Data Maturity Impact on Estimated Backlog



Sustainable Funding Targets

Since 2017, the City has been using Asset Management Data to inform sustainable capital renewal funding levels. The sustainable targets focus on supporting the renewal and replacement of assets; they do not include maintenance or growth funding requirements. Maintenance and growth are assumed to be at stable levels currently, however future work will focus on better understanding optimal investment relative to current investment.

The target sustainable funding, which includes annual operating transfers to capital renewal reserve funds for tax and non-tax services as well as reliable annual funding from other levels of government, specifically Federal and Provincial Gas Tax Funding programs, has increased by 8%. This is due to a better understanding of inventories and expected useful life of assets.

For tax funded areas, the progress made since 2017 through annual increases in capital funding remains in line with the new estimates. Based on this update, continuation on the plan laid out in 2017 will see sustainable tax funding levels by approximately 2037, which remains in line with prior estimates.

Through the current update, the non-tax funded services (Parking, Stormwater, Wastewater and Water Services) saw significant changes in their respective annual sustainable funding levels. Parking and Wastewater estimates have decreased 58% and 30% respectively, while Stormwater and Water have increased 76% and 69% respectively. In total, the non-tax target has increased, reflecting that future infrastructure renewal budgets will focus funding increases on the services which have the highest need as presented in Table 1.

Table 1: Sustainability Funding Comparison 2017 to 2020

Funding Type	2017 Estimated Sustainable Funding Target	2020 Estimated Sustainable Funding Target	% Change
Tax	62,871,000	63,200,500	0.5%
Parking	2,500,000	1,058,900	-58%
Stormwater*	11,100,000	19,576,800	+76%
Wastewater	24,600,000	17,305,200	-30%
Water	13,400,000	22,614,900	+69%
Total	114,471,000	123,756,300	8%

*Stormwater target was updated in the 2019 budget due to revised inventories since 2017.

Infrastructure Gap

The infrastructure gap is the difference between the funding needed in a given year to build, maintain, repair and replace infrastructure and the amount of funding available. Once sustainable funding is reached and asset data is fully matured, the value of the backlog will remain constant, and then start to decline over-time. The sustainable funding level estimate is based on the 25 year average replacement cost of all assets currently in place. The replacement costs and timelines were established by the initial Corporate Asset Management Plan using available data, industry best practices and some investigation of current state.

The current tax supported infrastructure renewal strategy was introduced in 2017 to move the City towards sustainable funding over a planned 10 year implementation phase. Through the first four years of the strategy the increase in annual tax funding directed to infrastructure renewal is \$7.5 million with a cumulative amount of \$19.1 million.

Through the maturity of the City's asset data, the estimated backlog has decreased. However, this does not mean the City is funding capital at a sustainable level. The asset management program indicates that the City's Infrastructure Renewal

Funding Strategy is successful and that this should continue to be a priority focus for financial investment.

Project Management Capacity

The City has taken steps to increase funding towards sustainability to ensure infrastructure renewal projects are able to be funded over the 25 year horizon. However, as the Capital Budget/funding levels have been growing, the unspent capital budget figure has also been increasing. This trend, coupled with the Plan's identified need to increase Capital Budgets, will mean increasing the City's capacity to deliver projects from a staffing perspective. Without an increase in staffing resources, unspent capital will likely continue to grow, or Capital Budgets will need to be reduced. Without executing an increasingly large capital plan, aged assets will begin to fail, causing significant concern to service continuity and community safety. Staff are developing a strategy to address these resourcing concerns, which will be brought to Council during 2021.

COVID Impacts

The beginning of the COVID-19 pandemic coincided with the beginning of the preparation of the Plan in the spring of 2020.

The effects of the COVID-19 pandemic may result in physical changes to some assets, but as of this writing the full extent of any required changes are unknown and will need to be identified through future iterations of the Plan.

Conclusion

The City has established itself as an industry leader in asset management practices. Over the past 4 years, there has been significant progress in the Asset Management program, and the program is positioned to move from a core to an advanced rating by 2024.

As the City matures the Asset Management Program, improvements continue in the confidence of data, which improves the accuracy of calculations including the City's backlog and sustainable funding targets. Based on current calculations, the backlog is \$289M, which solidifies that the City needs to continue executing the long-term capital financial strategies with a new focus on addressing the increasing staff resource requirements to deliver a growing capital plan.

This Plan presents a continuous improvement program in terms of two components:

1. Actions related to improving future asset management plans; and,
2. Actions to advance the City's overall asset management capabilities

The consistent use of asset management guidelines and principles, with an effort placed on continuous improvement, will lead to an optimized balance between asset performance and asset risks, creating real value for the City of Guelph and its citizens.

Financial Implications

This report includes no specific financial requests, the implications of approving the updated Plan requires continued investment in both capital and operating budgets to ensure funding is available to carry out required maintenance, renewal and replacement of assets. In the long-term, implementation of comprehensive asset

management processes and practices will result in the optimization of both capital and operating financial investments.

This Plan confirms that the City should continue to support both tax supported and non-tax supported Infrastructure Renewal Strategies to reach sustainable funding. Without this, the backlog will grow, increasing risk of failing infrastructure assets and service delivery interruption.

While annual sustainable funding targets corporately overall have increased moderately (increase from \$114 million to \$124 million, or 8%), a notable shift from previous understanding is that Water Services is no longer sustainable, while Wastewater Services is much closer to meeting this funding milestone. For this reason, Council will see the capital strategy adjusted as part of the 2021-2024 Budget. Further refinements in Stormwater and Parking models will be included in the next financial model update expected in 2021 and 2022/2023, respectively.

Corporately the infrastructure backlog has been reduced by \$201 million, and further analysis shows there is a significant shift in where the backlog exists in the City. The tax and Stormwater, Wastewater and Parking Services saw decreases in backlog in the range of 40% to 80%; Water Services has seen an increase in backlog of over 100%. This further supports the updated Water Services capital strategy in the 2021-2024 Budget.

This Plan update and refinement of funding strategies is reflective of the increasing maturity of the City's asset management practices, and specifically of our ability to identify, gather and use condition data to drive financial decisions.

Consultations

Consultation and communication are key elements of the planned corporate asset management initiatives. Since 2016, an Asset Management Steering Committee was established and continues to meet bi-annually for consultation throughout the organization. As the Asset Management Program matures, there will be future opportunity for external community engagement to discuss the plans that are in development. A detailed communication and consultation plan for community engagement is in development and will be valuable when we seek Council decision on defining the desired levels of service. The Asset Management Policy also outlines annual reporting to Council on the Corporate Asset Management progress by the second quarter of each year.

A City-wide Asset Management Steering Committee meets every six months to make key decisions and coordinate efforts related to the Asset Management program. In addition to internal communication and regular reporting to Council, an Asset Management page on the City's website has been created and can be accessed at <http://www.guelph.ca/assets>. The webpage provides an overview of asset management fundamentals, and collates asset management documentation such as staff reports, the asset management policy, asset management plans, and other related documents.

Strategic Plan Alignment

Working Together for our future

The Asset Management Plan aligns with developing a long-term financial and resource strategy focused on affordably achieving the following:

- Maintaining our delivery of core services,
- Clarifying the service levels the City delivers to the Community,
- Establishing a multi-year budgeting and planning processes, and
- Exploring new funding options, service delivery models and partnerships to ease taxes for residents and businesses

Building Our Future

The City's goal is to maintain existing community assets and secure new ones. This is one of the main components of asset management, alongside looking at areas for growth to expand our community by:

- Managing existing infrastructure,
- Continuing to develop new assets that respond to Guelph's growing and changing social, economic and environmental needs, and
- Supporting the development of new assets through advocacy and policy work

Attachments

Attachment-1 2020-2024 Asset Management Work Plan Initiatives

Departmental Approval

Tara Baker, CPA, CA, Treasurer/General Manager Finance

Asset Management Steering Committee

Report Author

Monica Silva, Acting Manager, Corporate Assets and Project Management

This report was approved by:

Terry Gayman, P.Eng.

City Engineer / General Manager, Engineering and Transportation Services

Infrastructure, Development and Enterprise Services

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This report was recommended by:

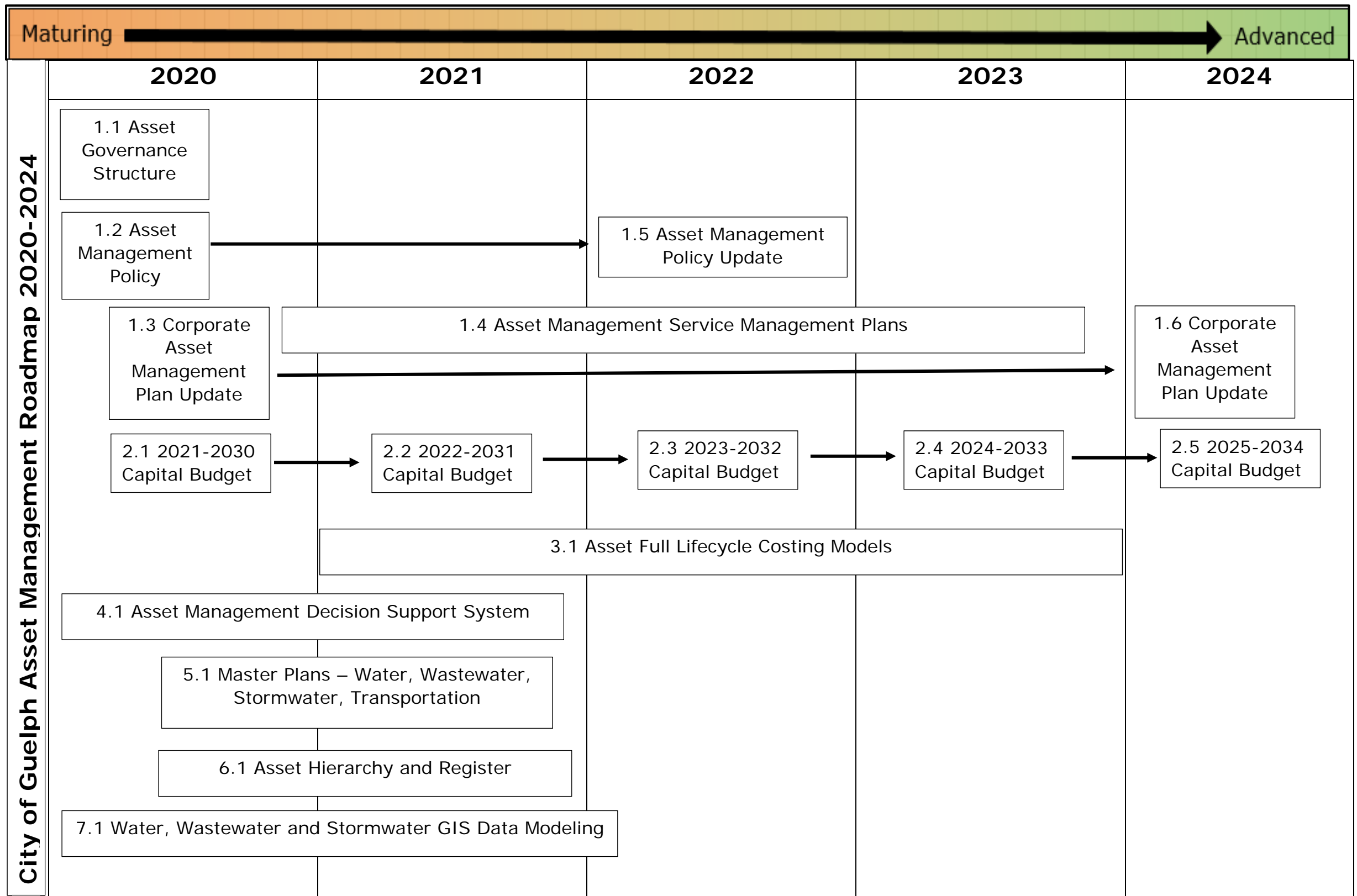
Kealy Dedman, P.Eng, MPA

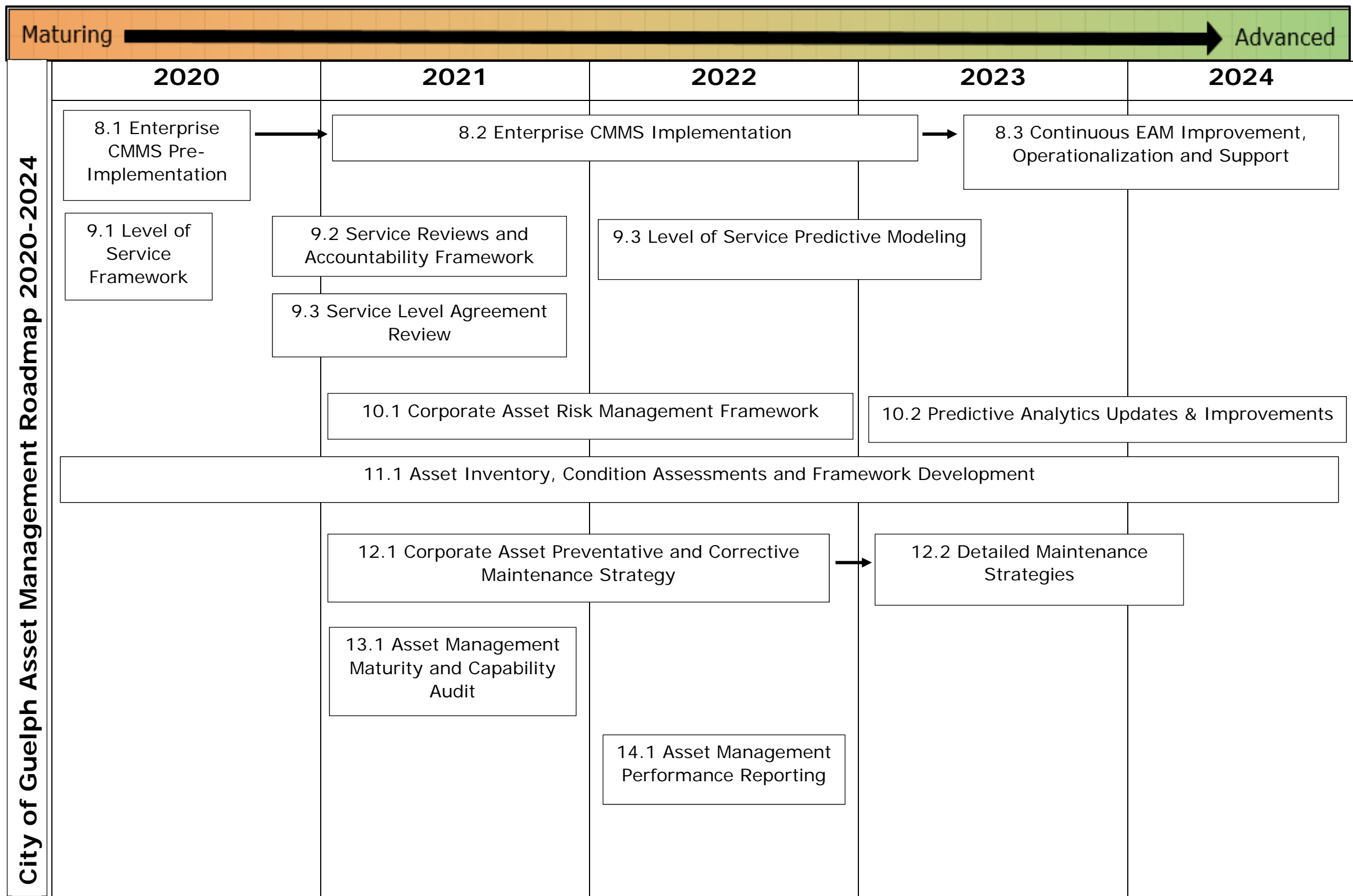
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Infrastructure, Development and Enterprise Services

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kealy.dedman@guelph.ca







Corporate Asset Management

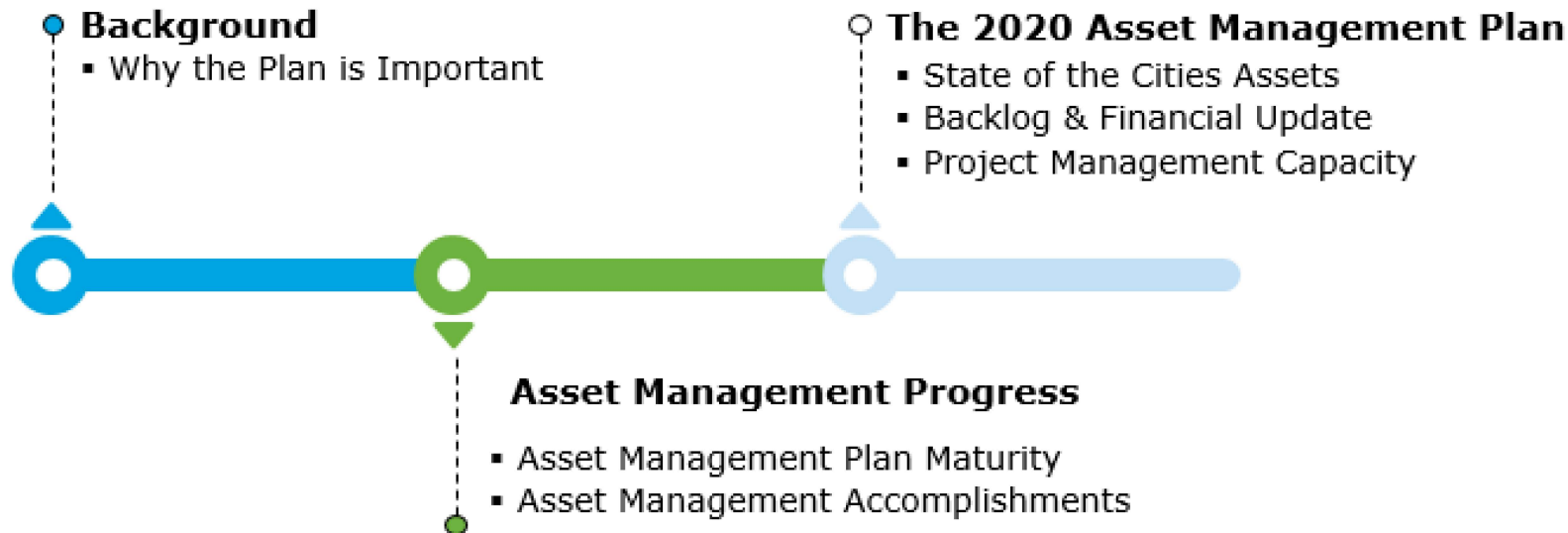
2020 Asset Management Plan and Progress Update

Committee of the Whole

November 2, 2020

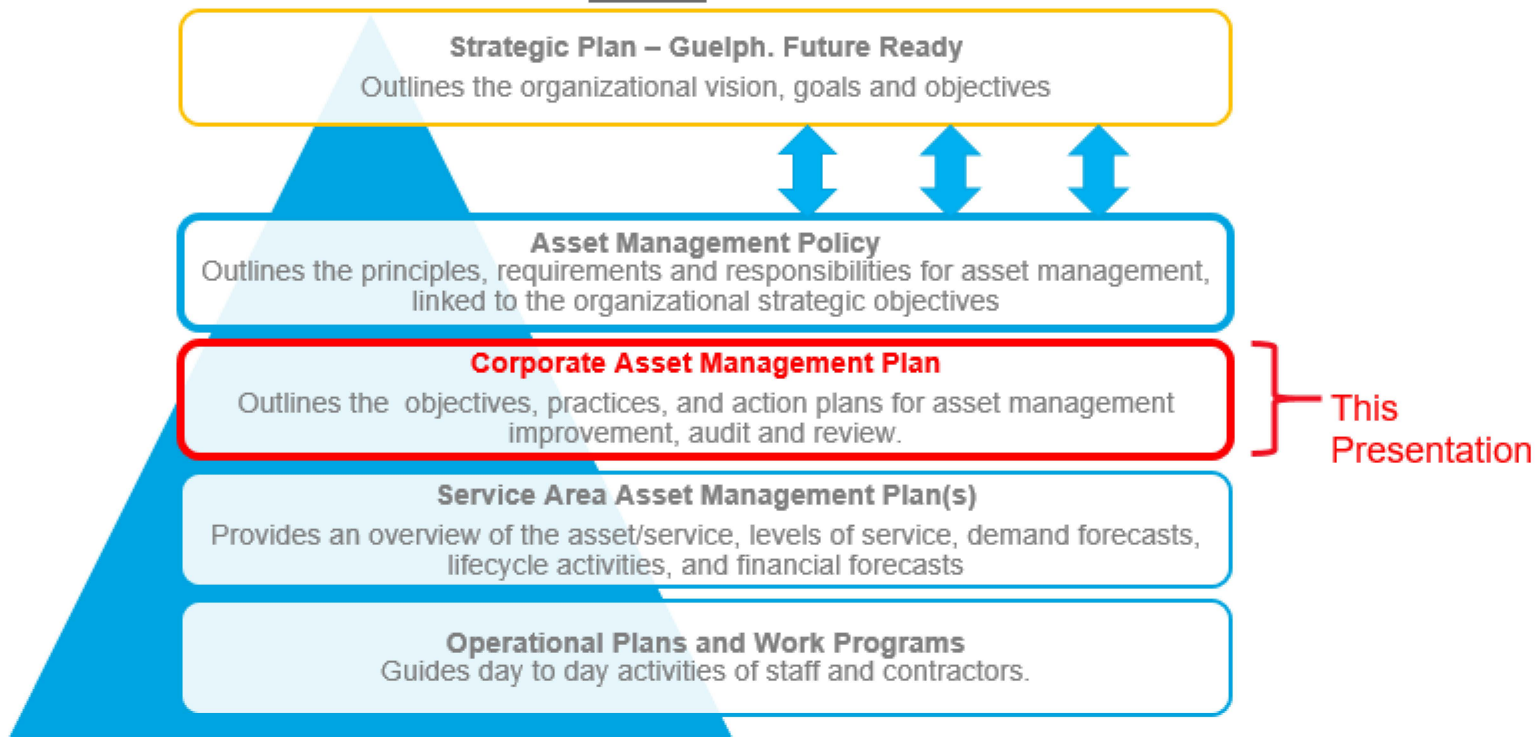
Agenda

2020 Corporate Asset Management Plan and Progress Update



Documents in the AM System

Background



Why the Plan is Important

Background

- Help protect and enhance the quality of life in Guelph by ensuring the best possible decisions regarding our assets.
- Support evidence-based business cases for budgets and long term financial forecasts.
- Drive longer term thinking and planning.
- Support financial sustainability.



O. Reg 588/17

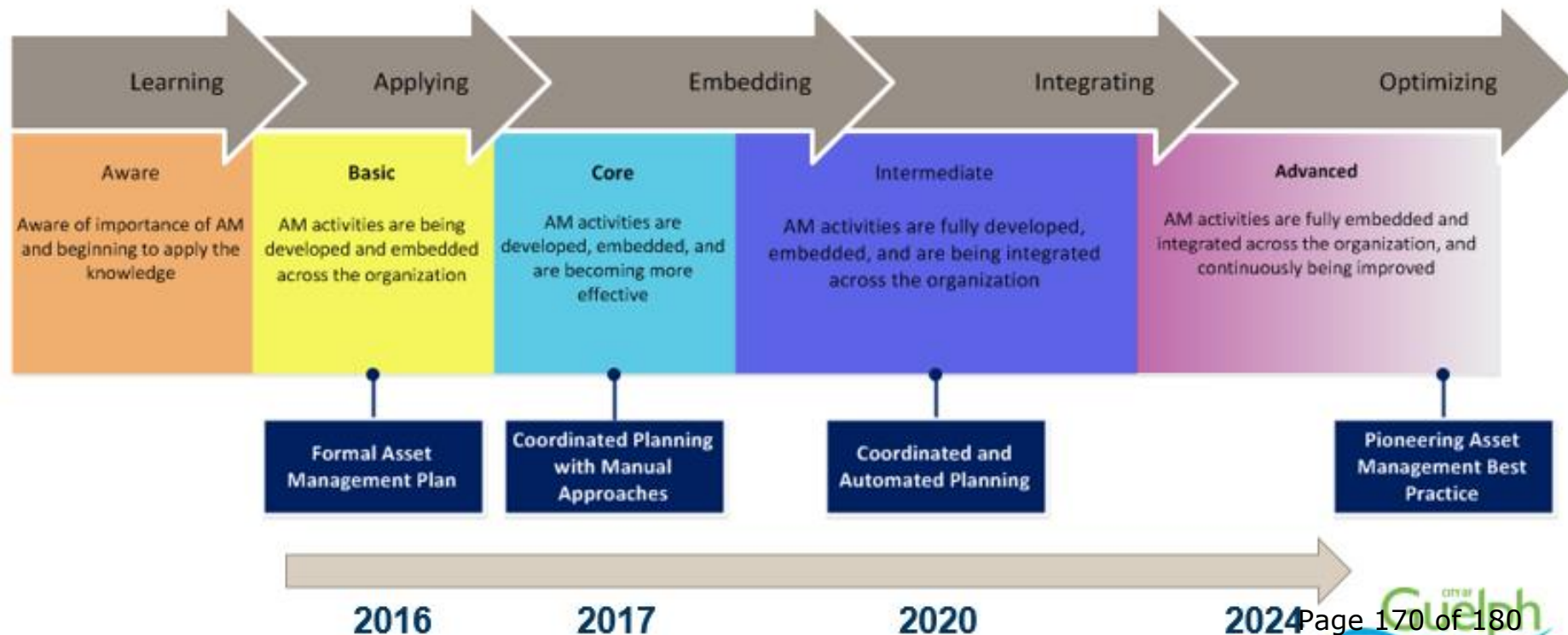
Strategic Asset Management Policy Update

- O. Reg 588/17 under the Infrastructure for Jobs and Prosperity Act, 2014 was posted in December, 2017.
- The regulation requires:
 - ✓ ■ A Strategic AM Policy by July 1, 2019
 - ✓ ■ An AMP (Core Assets) by July 1, 2023
 - ✓ ■ Proposed levels of service by July 1, 2024
 - ✓ ■ Annual Council presentation of Asset Management



Asset Management Maturity

Asset Management Journey



Asset Management Plan Accomplishments

7

The 2020 Corporate Asset Management Plan

Leading within Asset Management

Integrated AM data into Budget Analysis
Developed Performance and Financial
Forecasts for all asset portfolios

Mature in AM Planning

Acquired AM Planning Tool
Developed an Integrated Corridor Model –
Won OPWA Award

Community Level Driven LO

LOS metrics developed



Maintenance Management Improvements

CMMS Implementation

Maturity in Data

Inventory and Condition Assessments

Training within Corporation

AM Training Internally

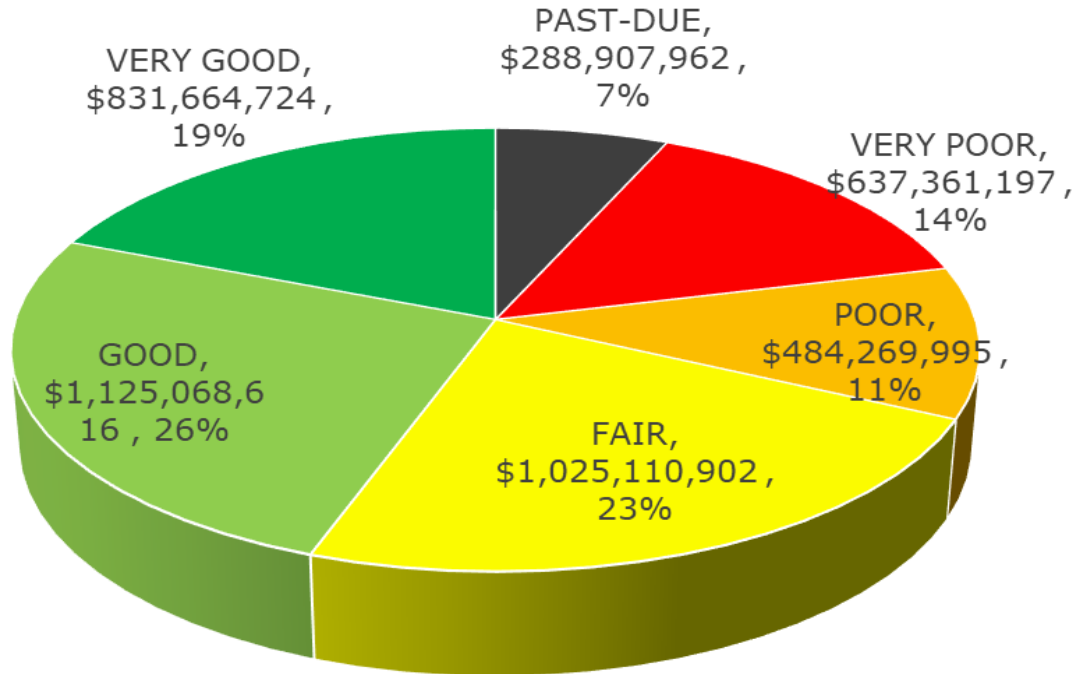
**\$4.39 Billion in
Total**

Which is \$31,000
per Guelph
resident

State of the Assets

The 2020 Corporate Asset Management Plan

8



**\$1.41 million in
assets beyond
their service
life**

Levels of Service

LOS Status and Future Needs

- **O.Reg LOS Requirements achieved for Core Assets**

- **Future:**

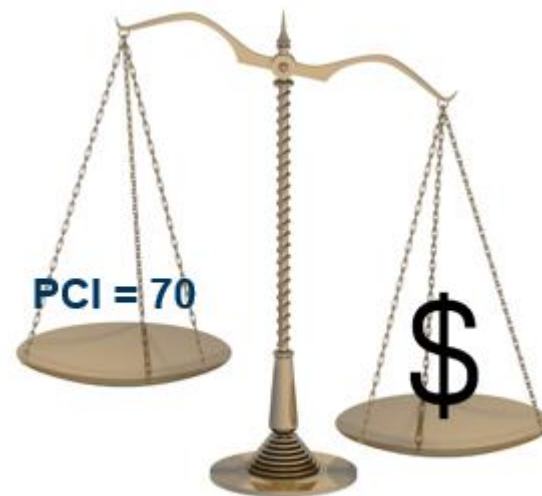
- Community Level Driven LOS by 2024

Ex. Standard PCI for all roads

Things to consider:

Maintenance Costs?

Budget Support Service?

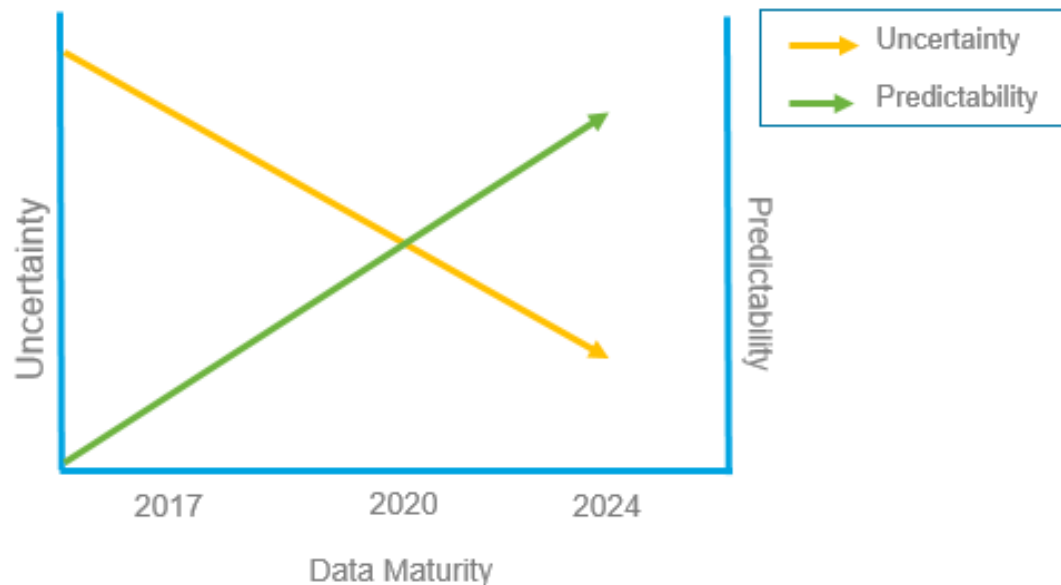


Financial Update

The 2020 Corporate Asset Management Plan

Estimated Backlog

- 2017: \$490 M
- 2020: \$289 M



Financial Update

The 2020 Corporate Asset Management Plan

Sustainability Targets

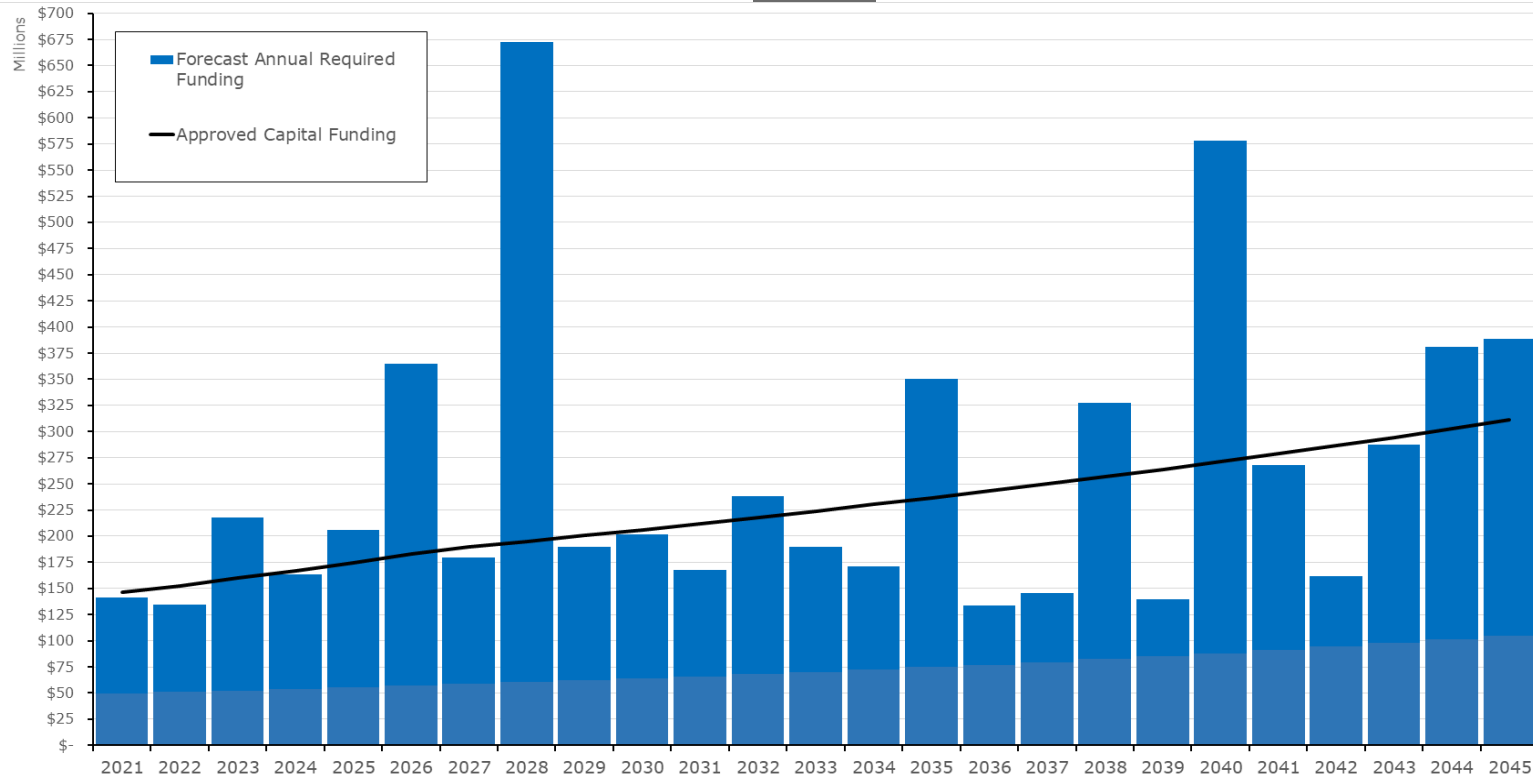
- Increase of 8%
- Due to a better understanding of inventories and expected useful life of assets

Funding	2017 Estimate	2020 Estimate	% Change
Tax	62,871,000	63,200,50	0.5%
Parking	2,500,000	1,058,900	-58%
Stormwater*	11,100,000	19,576,800	+76%
Wastewater	24,600,000	17,305,200	-30%
Water	13,400,000	22,614,900	+69%
Total	114,471,000	123,756,400	8%

*Stormwater target was updated in 2019 budget due to revised inventories since 2017.

Financial Summary

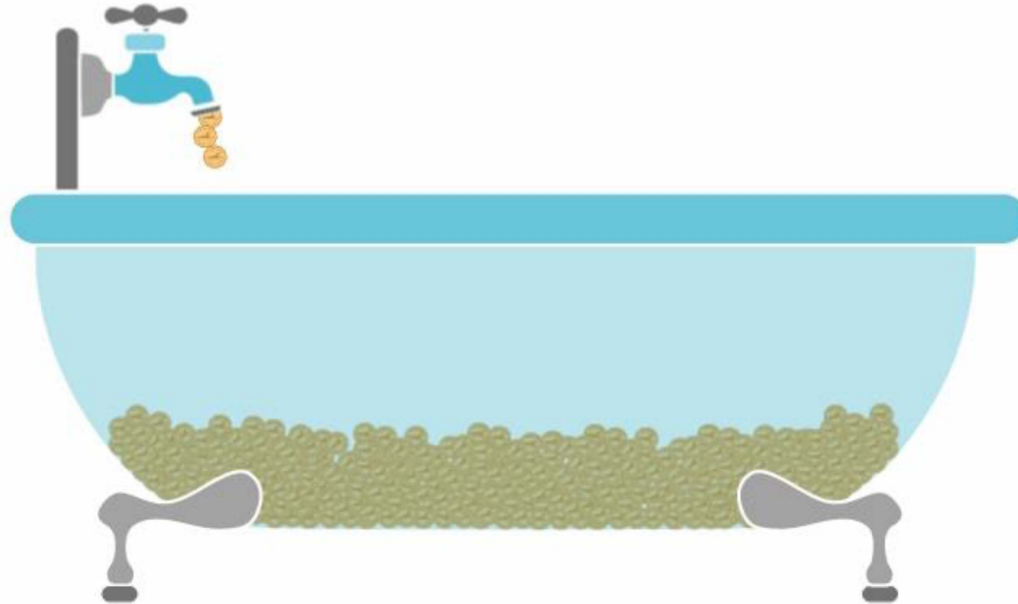
The 2020 Corporate Asset Management Plan



Long Term Capital Strategy

The 2020 Corporate Asset Management Plan

13



Project Management Capacity

The 2020 Corporate Asset Management Plan

Project Management Capacity

- Funding Increases due to maturity in data
- Capital Budget Carry Over Growing

Recommendation:

- Focus on Hiring Resources to deliver projects



Closing Remarks

Asset Management Progress Update

- Our asset management maturity is advancing.
- We are on track to achieving Sustainability by 2037.
- We are well positioned for meeting and exceeding the new asset management regulations.



Thank you

Questions and Discussion



Contact Details

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For more information, visit
guelph.ca/assets

2020 Corporate Asset Management Plan and Progress Update
Committee of the Whole – November 2, 2020