

# COMMITTEE AGENDA



TO **Governance Committee**

DATE January 25, 2012

LOCATION Council Chambers

TIME 3 p.m.

## DISCLOSURE OF PECUNIARY INTEREST

## CONFIRMATION OF MINUTES – October 11, 2011

## PRESENTATIONS (Items will no accompanying report)

- a) Connie Van Andel of Barcon Consulting with respect to the CAO Performance Appraisal Process.

## CONSENT AGENDA

*The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Governance Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
GOV-1 Governance Committee Mandate and Charter			
GOV-2 Corporate Strategic Plan			
GOV-3 Governance Committee Work Plan, Rolling Calendar and Annual Agenda			
GOV-4 Governance Committee Progress Report – Q4, 2011			
GOV-5 Council Appointments to Guelph Youth Council			

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GOV-6	Development of a Corporate Business Planning Framework			
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Resolution to adopt the balance of the Governance Committee Consent Agenda.

**ITEMS EXTRACTED FROM CONSENT AGENDA**

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

**NEXT MEETING** – April 10, 2012

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday October 11, 2011, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday October 11, 2011 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Findlay, Hofland, Laidlaw (arrived at 3:20 p.m.) and Piper (arrived at 3:05 p.m.)

Also Present: Councillors Bell, Dennis, Furfaro and Wettstein

Staff Present: Ann Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate and Human Resources; Mr. Derek McCaughan, Executive Director of Operations & Transit; Ms. C. Clack, Interim Executive Director of Community & Social Services; Ms. T. Agnello, Acting Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Councillor Hofland

THAT the minutes of the Governance Committee meeting held on July 11, 2011 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Councillors Findlay, Hofland and Mayor Farbridge (3)

VOTING AGAINST: (0)

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be dealt with separately:

- GOV-2011 A.29 Social Media Principles and Guidelines: A Reference for Elected Officials
- GOV-2011 A.30 Service and Operational Review Plans
- GOV-2011 A.33 City of Guelph Procedural By-law Governing Council and Committee Meetings
- GOV-2011 A.38 Service Excellence Strategy and Standards
- GOV-2011 A.39 Board Appointments – Guelph Non-Profit Housing Board
- GOV-2011 A.40 First Bi-Annual Performance Report: City of Guelph Communications Plan
- GOV-2011 A.41 Guelph Remastered: Communications Program Results

2. Moved by Councillor Findlay  
Seconded by Councillor Hofland

THAT the balance of the Governance Committee October 11, 2011 Consent Agenda, as identified below be adopted:

a) **Corporate Performance Governance**

Ms. A. Pappert  
Ms. B. Boisvert

THAT the report "Corporate Performance Governance" be received for additional information on future directions for strengthening performance governance in the corporation.

b) **Quarterly Report**

Mayor Farbridge

THAT the third quarter report of the Governance Committee be received.

c) **Integrity Commissioner, Complaints Process and Council and Local Boards Code of Conduct**

REPORT

THAT a by-law appointing Robert Swayze as the Integrity Commissioner for the City of Guelph and its Local Boards be forwarded to Council for adoption;

AND THAT the Council and Local Boards Code of Conduct be updated and amended to include a complaints process to be followed by the Integrity Commissioner in the form attached to this report.

d) **2012 and January 2013 Council and Committee Meeting Schedule**

REPORT

THAT the 2012 and January 2013 Planning and Regular Council and Committee meeting schedule be approved as outlined on the attached calendar.

e) **Chief Administrative Officer (CAO) By-law Update**

REPORT

THAT the CAO by-law to define the general duties, roles and responsibilities of the Chief Administrative Officer, attached hereto as Appendix "A", be approved and attached as part of the CAO Employment Policies and Procedures.

f) **CAO Employment Policies and Procedures**

REPORT

THAT the revisions to the attached CAO Employment Policy be approved.

VOTING IN FAVOUR: Councillors Findlay, Hofland and Mayor Farbridge (3)

VOTING AGAINST: (0)

Carried

Councillor Piper arrived at 3:05 p.m.

**Social Media Principles and Guidelines: A Reference for Elected Officials**

REPORT

3. Moved by Councillor Piper  
Seconded by Councillor Hofland  
THAT the report titled, *Social media principles and guidelines; a reference for elected officials*, be received;

AND THAT communications staff in consultation with legal report back on any necessary disclaimers.

VOTING IN FAVOUR: Councillors Findlay, Hofland, Piper and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

Councillor Laidlaw arrived at 3:20 p.m.

**Service and Operational Review Plans**

REPORT

4. Moved by Councillor Piper  
Seconded by Councillor Hofland  
THAT financial resource requirements necessary to initiate Council approved review activity be funded in 2011 through the Human Resource gapping Operational Reserve and that the resources be repaid over time through positive year end variance.

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**City of Guelph Procedural By-law Governing Council and Committee Meetings**

5. Moved by Councillor Hofland  
Seconded by Councillor Findlay  
THAT the report from the Acting Clerk dated October 11, 2011 regarding the Procedural By-law be received;

AND THAT a by-law be enacted to approve the Procedures Governing Council and Committee meetings as attached hereto as Appendix "A".

6. Moved in Amendment by Councillor Piper  
Seconded by Councillor Laidlaw

THAT clauses 7.5, 9.1(c), 9.2(c), 12.4 of the Procedural by-law be amended by adding the following sentence:

"The Chair in consultation with the Clerk will determine if the matter is in the jurisdiction of the Committee or Council.";

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

7. Moved in Amendment by Councillor Findlay  
Seconded by Councillor Piper

THAT Clause 10.6 (b) of the Procedural By-law be amended by adding the word "staff" after the word "Council".

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

8. Moved in Amendment by Councillor Findlay  
Seconded by Councillor Hofland

THAT Clause 10.6 (d) be amended by deleting the words: "except when speaking in support of a Motion for reconsideration".

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

9. Moved in Amendment by Councillor Hofland  
Seconded by Councillor Findlay

THAT Clause 9.2 (b) be amended by inserting after the words "members of the Standing Committee" the following words "and other members of Council present".

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

REPORT

10. Moved by Councillor Hofland  
Seconded by Councillor Findlay  
THAT the report from the Acting Clerk dated October 11, 2011 regarding the Procedural By-law be received;

AND THAT a by-law be enacted to approve the Procedures Governing Council and Committee meetings, as amended.

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**Service Excellence Strategy and Standards**

Ms. A. Pappert  
Ms. B. Boisvert

11. Moved by Councillor Findlay  
Seconded by Councillor Piper  
THAT the report entitled "Service Excellence Strategy and Standards" be received.

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**Board Appointments – Guelph Non-Profit Housing Board**

REPORT

12. Moved by Councillor Findlay  
Seconded by Councillor Hofland  
THAT report #CSS-CESS-1138 dated October 11, 2011, regarding Board Appointments to non-profit housing corporations, be received;

AND THAT a Council member no longer be appointed to the Guelph Non-Profit Housing Board.

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**First Bi-Annual Performance Report: City of Guelph Communications Plan**

Ms. A. Pappert  
Ms. T. Sprigg

13. Moved by Councillor Piper  
Seconded by Councillor Hofland  
THAT the report titled *First bi-annual performance report: City of Guelph Communications Plan* and its appendices be received.

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**Guelph Remastered: Communications Program Results**

Ms. A. Pappert  
Mr. T. Sprigg

14. Moved by Councillor Findlay  
Seconded by Councillor Piper  
THAT the report "Guelph Remastered: Communications Program Results" dated October 11, 2011 be received for information.

VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

The meeting adjourned at 4:25 p.m.

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Chairperson



# CITY OF GUELPH

CAO Performance Appraisal Process

January 25, 2012

# CAO Performance Appraisal

## ▣ Historical Context

- First completed in 2002
- Evolved and enhanced since then
  - ▣ More objective process
  - ▣ More useful, meaningful feedback

# CAO Performance Appraisal

- ▣ Work Plan for this Term Of Council
- ▣ 2011
  - Review of CAO job description
  - Review CAO By-Law
  - Develop preliminary performance goals for first 3 months

# CAO Performance Appraisal

## ▣ 2012

- Measure performance against preliminary goals
- Overall Performance Rating
- Feedback to CAO
- Professional Development Plan
- Establish performance goals for 2012
- Quarterly updates on progress

# CAO Performance Appraisal

## ▣ 2013

### ■ Same as 2012, plus:

- ▣ Recommendation on salary
- ▣ 360 Degree Feedback

# CAO Performance Appraisal

## ▣ 2014

- Same as 2013 without the 360 Degree Feedback



# 2012 Performance Review

- ▣ 2 Parts:
  - Review / Assess performance against the preliminary performance objectives (first 3 months)
  - Establish performance objectives for 2012

# Review of Performance against the Preliminary Objectives

- ▣ CAO to provide an update on achievement of the 3 month goals to Council at the meeting of Council on January 30, 2012
- ▣ Distribute Performance Review Form – February 6, 2012
- ▣ Completed form returned to Barcon Consulting by: February 21, 2012
- ▣ Process no longer be anonymous.



# Review of Performance Objectives (Cont'd)

- ▣ Report to Performance Appraisal Sub-Committee on performance appraisal results – March 6, 2012
- ▣ Performance Appraisal Sub-Committee reports to Council on performance appraisal results – March 26, 2012
- ▣ Performance Appraisal Sub-Committee meets with CAO to review performance appraisal and prepare a professional development plan in.

# Preparation of 2012 Performance Objectives

- ▣ Collaborative process between CAO and Performance Appraisal Sub-Committee
- ▣ Goal is to develop more quantifiable performance measures
- ▣ Link with existing and planned City processes
- ▣ CAO presents proposed performance objectives to Council April 23, 2012

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**January 25, 2012**

Members of the Governance Committee.

**SUMMARY OF REPORTS:**

The following resolutions have been prepared to facilitate the Committee’s consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Governance Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>GOV-2012 A.1)      <b>GOVERNANCE COMMITTEE MANDATE AND CHARTER</b></p> <p>THAT the Governance Committee receive the updated Committee Mandate and Charter to guide its annual operations for 2012.</p>	Receive
<p>GOV-2012 A.2)      <b>DEVELOPING THE ‘CORPORATE STRATEGIC PLAN’</b></p> <p>THAT Council receive, for information, the observations and actions outlined in this report to effectively begin the initial phase of creating a Corporate Strategic Plan Framework;</p> <p>AND THAT Council approve Council and Executive Team workshops in February/March, 2012. To validate proposed critical issues and business imperatives, confirm strategic areas of focus, directions and next steps.</p>	Approve
<p>GOV-2012 A.3)      <b>GOVERNANCE COMMITTEE WORK PLAN, ROLLING CALENDAR AND ANNUAL AGENDA</b></p> <p>THAT the Governance Committee receive the 2012 Work Plan, Rolling Calendar and Annual Agenda.</p>	Receive
<p>GOV-2012 A.4)      <b>GOVERNANCE COMMITTEE PROGRESS REPORT – Q4, 2011</b></p> <p>THAT the Governance Committee receive the fourth quarter progress report for 2011;</p>	Approve

AND THAT the Committee begin progress reporting on an annual basis.

GOV-2012 A.5)      **COUNCIL APPOINTMENTS TO GUELPH YOUTH COUNCIL**

Approve

THAT Guelph City Council is no longer required to appoint two City Councillors to the Guelph Youth Council;

AND THAT the Chair of the Community and Social Services Committee or their designate acts as a liaison with Guelph Youth Council, the City of Guelph's Youth Services Coordinator, and community stakeholders.

GOV-2012 A.6)      **DEVELOPMENT OF A CORPORATE BUSINESS PLANNING FRAMEWORK**

Receive

THAT the report dated January 25, 2012 which has been prepared by the Office of the CAO regarding the development of a "Corporate Business Planning Framework" be received as information.

**B      Items for Direction of Committee**

attach.

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration  
DATE January 25, 2012

**SUBJECT Governance Committee Mandate and Charter**  
REPORT NUMBER

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## SUMMARY

**Purpose of Report:** To provide an updated version of the Governance Committee Mandate and Charter to effectively guide 2012 Committee business and proceedings.

**Committee Action:** To receive the revised Governance Committee Mandate and Charter.

## RECOMMENDATION

THAT the Governance Committee receive the updated Committee Mandate and Charter to guide its annual operations for 2012.

## BACKGROUND

Consistent with effective governance practices, the Governance Committee has completed a Mandate and Charter. This document not only provides clear information on roles and duties of both the Chair and Committee members, but also defines operating principles and procedures that can be referred to annually and throughout the Council term of office. For 2012, the Mandate and Charter has been updated to reflect current directions.

## REPORT

The updated 2012 Governance Committee Mandate and Charter includes the following notable revisions:

- Responsibilities and Duties, Section 2.1: corporate succession management, service review and performance governance has been included with corporate governance oversight duties.
- Responsibilities and Duties, Section 2.4: a review and advisory role for the Committee with respect to the Mandate and Charters for all the Committees of Council has been included. Any recommended changes arising from the Governance Committee would be subject to Council approval.
- Responsibilities and Duties, Section 2.4: the Committee will annually review and recommend changes to the budget for Council members.

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- Responsibilities and Duties, Section 2.8: the recommended timing of performance reporting has been changed to each year instead of each quarter to ensure comprehensive and easily accessible progress updates.
  - Operating Procedures: the Governance Committee will meet on a quarterly basis as opposed to monthly.

## **CORPORATE STRATEGIC PLAN**

5.6 Organizational excellence in planning and management.

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

n/a

## **ATTACHMENTS**

A - Governance Committee Mandate and Charter

### **Prepared By:**

Brenda Boisvert  
Corporate Manager  
Strategic Planning and Corporate Initiatives  
brenda.boisvert@guelph.ca

### **Reviewed By:**

Tina Agnello  
Deputy Clerk  
tina.agnello@guelph.ca



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### **Recommended By:**

Mayor Farbridge,  
Chair, Governance Committee

## GOVERNANCE COMMITTEE MANDATE AND CHARTER

### MANDATE:

#### 1. **Mandate**

The Committee's mandate defines its core areas of management and responsibility. Established by Procedural Bylaw (2011) 19300 for Standing Committees, it is the mandate of the Governance Committee to ensure that appropriate policies, principles, procedures and roles are established to guide and enhance:

- the effective governance of the organization;
- accountability and transparency measures;
- strategic planning, priority setting and performance reporting processes;
- Committee and Council effectiveness;
- CAO performance and review;
- enterprise risk management;
- Council compensation; and
- Committee performance reporting.

#### 2. **Composition of the Committee**

- The Committee will be comprised of four members of Guelph City Council who act as the Standing Committee Chairs and the Mayor with the exception of the Audit Committee Chair.
- The Mayor is the Chair of the Governance Committee.
- The Chair and members shall be appointed by Council for a one year term.

### CHARTER:

#### 1. **Operating Principles**

All Committee work will be carried out in accordance with provisions of the Municipal Act and other governing legislation and the Committee will fulfill its responsibilities within the context of the following principles:

- **Committee Values** - The Council's Code of Conduct, transparency and accountability will guide Committee efforts and promote interaction with the highest ethical standards and professionalism while ensuring that the best interests of the community are met. The Council endorsed corporate values of wellness, integrity and excellence will also be observed.
- **Communications** - The Committee Chair will act as the primary spokesperson for any related inquiries.
- **Meeting Agenda** - Committee meeting agendas shall be the responsibility of the Chair of the Committee in consultation with Committee members and staff.
- **Notice of Meetings** - Public notice of all committee meetings will be provided on the City's electronic general calendar at least 72 hours prior to a meeting; by posting a notice in City Hall at least 72 hours prior to the meeting; and by publication in a local paper at least 72 hours prior to the meeting. It is recognized that some items consistent with Section 239 in the Municipal Act may permit a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.
- **Committee Expectations and Information Needs** - Meeting minutes will be recorded and distributed to Committee members with each meeting agenda. All decisions that lead to the formulation of recommendations for Council consideration will take place at the Committee meetings only and not through electronic or other outside exchanges. All pertinent information will be shared with all Committee members in advance of meetings. This can include but not be limited to meeting minutes, any supplemental information, public input, media requests etc.
- **Reporting to Council** - The Committee will report to Council with recommendations for approval.

## 2. Responsibilities and Duties

Specific roles and responsibilities for the Committee as a whole include making recommendations and offering advice for the consideration of Guelph City Council with respect to:

### 2.1 Effective Corporate Governance –

- Regularly review Council's governance principles, policies and procedures and make recommendations for improvements.
- Ensure the review of the Council Code of Conduct during new Council orientation; ensure Council signs confirming receipt at the Inaugural Meeting.
- Receive an annual report from the Integrity Commissioner reviewing the effectiveness of the implementation of the Code of Conduct.
- Review the completion of a sustainability audit for the corporation as well as a plan for ongoing assessment and reporting to the community.
- Ensure a succession management plan is in place.
- Review annual service review approach and ongoing results.
- Ensure strengthened performance governance including performance metrics and reporting practices.

### 2.2 Accountability and Transparency –

- Receive and review recommendations for the development of strategic communications material to support community understanding of the city's financial standing and strategic directions.
- Review and confirm the delegation of authority protocols.
- Assess the need for discretionary positions as defined by the Municipal Act and make appropriate recommendations to Council (e.g. Auditor General, Integrity Commissioner, Lobbyist Registrar and Ombudsman).

### 2.3 Strategic Planning –

- Review and recommend governance principles, policies and guidelines with respect to strategic planning for Council approval.
- Ensure an effective strategic planning and priority setting process is implemented during each new term of Council and advise on necessary improvements.
- Review and recommend an annual strategic planning work plan for Council approval.
- Receive regular update reports on the status of priority initiatives to ensure appropriate progress.

### 2.4 Committee and Council Effectiveness –

- Regularly assess Council effectiveness and solicit input on governance concerns to be addressed.
- Provide input on changes to the Citizen Advisory Committee appointment process.
- Recommend core elements of an orientation program for the following term of Council to address learning and knowledge requirements in a timely manner.
- Recommend a Council Professional Development Program
- Review the Procedural By-law and recommend any changes to Council.
- Review and recommend changes to the Committee Mandate and Charter of each Standing Committee of Council once a term and as needed and/or when substantive changes are proposed.
- Annually review and recommend the Council budget.

### 2.5 CAO Performance and Review –

- Review and recommend governance principles, policies and procedures with respect to the recruitment, delegation of authority, compensation, succession planning and evaluation of the CAO.
- Direct and discuss CAO succession planning efforts consistent with policy guidelines.
- Oversee the recruitment process for a new CAO consistent with policy guidelines.
- Oversee the performance evaluation process for the CAO consistent with policy guidelines.
- Oversee the development of annual performance objectives for the CAO consistent with policy guidelines.
- Direct and discuss CAO succession planning efforts consistent with policy guidelines.
- Recommend changes to the CAO compensation for Council approval.



## 2.6 Enterprise Risk Management –

- Understand and address risks that threaten the achievement of the organization's objectives.
- Assessing risks in terms of likelihood and magnitude of impact.
- Oversee the development of policies and appropriate response strategies to identify, prioritize, and respond to the risks (or opportunities).
- Monitoring progress on the effectiveness of policies and response strategies.
- Identification of the necessary early warning systems required at the Council level.

## 2.7 Council Compensation –

- Regularly review and assess ongoing work requirements of Council.
- Direct the development of recommendations regarding principles of compensation for Council approval.
- Recommend an appropriate compensation review process involving citizens and stakeholders.
- Review and recommend required updates to existing compensation policies.

## 2.8 Committee Performance Reporting –

- Review annual information reports for Council on progress achieved by the Committee.
- Regularly evaluate meeting effectiveness and incorporate improvements as appropriate.

It is recognized that from time to time, other issues will be referred to the Committee for review and input. These items will be addressed on an as needed basis.

An annual work plan will be developed for the Committee that identifies priorities, objectives and timelines for key deliverables.

Specific roles and responsibilities for the Committee Chair include:

- Calling the meetings.
- Maintaining order and decorum during meetings, deciding questions of procedure, and generally ensuring that the Committee work proceeds smoothly according to the Committee's work plan.
- Ensuring adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings.
- Framing the issues and setting the tone for the committee's discussions.
- Engaging all members in the decision making process.
- Fostering a constructive culture/tone of meetings.
- Guarding responsibilities and boundaries.
- Defining discussion parameters.
- Building consensus.
- Focusing discussion.
- Ensuring the will of the Council prevails.
- Quickly handling new business.
- Speaking on behalf of the committee at the Council level.
- Working closely with senior management.
- Modeling the behavior expected of members.

Specific roles and responsibilities for the Committee Members include:

- Reading all agenda material and seeking clarification on any matters prior to meetings in order to make the most effective use of the Committee's time.
- Attending meetings and participating fully in all Committee work.
- Debating the issues in an open, honest and informed manner to assist the decision-making process;
- Actively contributing to reaching Committee recommendations and directions.
- Representing and advocating on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.
- Having a broad awareness of the interrelationship of the City's strategic initiatives and its operations.

- Understanding the difference between the role of the Committee and the role of management.
- Having a willingness to challenge management when necessary.

3. **Operating Procedures**

Specific operating procedures for the Governance Committee shall include:

- The Committee shall meet quarterly, with the authority to convene additional meetings as may be necessary to exercise its responsibilities.
- A quorum shall be a majority of the whole committee (3).
- Meeting minutes will be provided to each member of the committee as part of the agenda for the meetings.
- The Chair shall vote on all motions.
- The Chief Administrative Officer, Executive Directors and other specialists may be called upon to conduct research, communications or any other Committee identified requirements.
- Any rule not stated herein is deemed to be provided in the consolidated Procedural By-law (2011) 19300.

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Office of the CAO  
DATE January 25, 2012

**SUBJECT Developing the 'Corporate Strategic Plan'**  
REPORT NUMBER

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## **SUMMARY**

### **Purpose of Report:**

- 1) To provide the Committee with observations and actions related to developing a Corporate Strategic Plan; and
- 2) To propose, for Council approval, a February workshop with the Executive Team to validate draft critical issues and business imperatives, confirm strategic areas of focus, directions and next steps.

**Committee Action:** To receive the report for Committee and Council consideration in accordance with the Governance Committee Terms of Reference with respect to strategic planning oversight.

## **RECOMMENDATION**

THAT Council receive, for information, the observations and actions outlined in this report to effectively begin the initial phase of creating a Corporate Strategic Plan Framework; and

THAT Council approve Council and Executive Team workshops in February/March, 2012 to validate proposed critical issues and business imperatives, confirm strategic areas of focus, directions and next steps.

## **BACKGROUND**

In January 2011, Council approved a revision process for the 2007-2010 Strategic Plan. At the time, there was consensus that while the core foundational elements of the plan, including the vision and values were still relevant that the mission statement and objectives required 'retooling'. At a February 2011 workshop designed to confirm the revision process, Council received a copy of a draft Environmental Scan and requested that a Service Review component be incorporated into the revision process. At a subsequent workshop, Council and the Executive Team met to redraft the corporation's mission statement and identify preliminary priority areas of focus. To support efforts moving forward, the following actions have occurred:

- 
- *Corporate Project List* – a summary of corporate initiatives related to each Service Area;
  - *Draft Strategic Directions* – a set of preliminary strategic directions to inform and clarify areas of focus and strategic goals;
  - *Balanced Scorecard* – specific training was pursued to bolster strategic implementation and reporting capacity;
  - *Interdepartmental Collaboration* – a new approach to interdepartmental teamwork was set in motion i.e. capital budget development;
  - *Direct Report Leadership Team* – a new management group was designed and established to facilitate collaborative work processes – implementation of the Corporate Strategic Plan was set in motion;
  - *Operating Environment Analysis* – thorough analysis of the current operating environment, consideration of required process and content elements; and
  - *Executive Team Review* – discussion of current critical issues and strategic business imperatives for Council consideration.

## **REPORT**

### **Strategic Planning Process – Rethinking our Approach**

In September of 2011, the Executive Team planned a workshop with Council to validate draft strategic directions and objectives for alignment with key information sources including the 2011 Community Survey Results and the updated 2011 Environmental Scan. That effort was paused to allow time for further reflection by the incoming Chief Administrative Officer that included Council input, community insights through budget deliberations and Staff identified challenges. During this important time period, further information also surfaced to inform and update the strengths, weaknesses, opportunities and threats facing our corporation that will merit joint Council and Executive Team consideration:

- *the need to build a Complete Community – a sustainable and whole urban city:*
  - Social and Public Health delivery service issues
  - Public Health Unit Court decision
  - Social Services budgeting and accounting
- *Capital and Operating Budget issues:*
  - Tax limitations, infrastructure gaps
  - Fiscal sustainability levers: revenue, service delivery, policy and program effectiveness
  - “Doing Business Differently”: Governance and Management implications and next steps require further discussion
- *Organizational Challenges: gaps, overlaps, mixed priorities, role confusion, fatigue:*
  - Staffing and recruitment
  - Action on BMA Financial Development
  - Issues Scoping Report – internal opportunities /City Identity and Brand

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Taken together, all these elements represent a tremendous opportunity for transforming our local government by re-setting our collective approach and can assist in the reprioritization of key strategic actions and specific strategic directions required to ensure defensible and logical alignment with the current economic, social/cultural, technological, environmental and political landscape within which Guelph exists.

In order to make fundamental change focused and engaged discussion is required that is supported by the best practice work of other leading cities and leading practitioners in addressing change through whole system designs.

### **Process Observations**

After thorough and thoughtful analysis, process observations and actions have been identified that correspond to the following areas:

- Staff involvement
- Critical Issues and Business Imperatives
- Volume of Work
- Organization of Work
- Complexity of the Information Assumption
- Strategic Plan Framework – Comprehensive Design
- Draft Thematic Areas of Focus
- Administrative Challenges
- Fundamental Questions to Explore

### **Staff Involvement**

Staff want to play a greater role in the Strategic Planning Process and in identifying the right solutions.

- Action: involving a range of staff throughout the organization will ensure ideas come forward and implementation is owned for success. A process to include staff beyond the Executive Team is required. Action related to internal matters needs to cascade throughout the organization.

### **Critical Issues and Business Imperatives**

In various presentations throughout the year, Staff have identified 'business imperatives' to be addressed by the corporation and with its partners. Further imperatives may arise as economic and governmental changes continue to evolve. Acknowledgement that many cities are facing similar challenges aligns with an opportunity related to working more effectively with other municipalities. A summary of these key imperatives must be included with the existing draft Environment Scan and validated. Examples include but are not limited to:

- advancing Municipal Council & Administrative Leadership Excellence;
- organizational openness to alternatives and the ability to act on them;

- 
- the alignment and streamlining of networks and resources to advance opportunities;
  - public confidence in government - listening, meaningful engagement, relevant outcomes; and
  - the capacity to deal with complexity which will require comprehensive system change or whole system thinking.
- Action: comprehensive and consolidated key business imperatives should be presented to Council for validation as part of their strategic planning deliberations going forward.

### ***Volume of Work***

The number of existing corporate projects as identified in the Service Area corporate project listing document is significant. There is a requirement to align this effort to the statements in the draft mission to better understand what is currently being addressed.

- Action: further align existing work efforts by making the connections between the consolidated business imperatives (i.e. SWOT data, context issues) and mission statements to discuss gaps, overlaps, over investment as per the prior priority discussion and secure feedback.

### ***Organization of Work***

The SWOT document and arising new challenges suggest that it may not simply be what we do in terms of work (the what) but how we get it done (our approach). Guelph's organizational planning systems are incremental in approach and in the absence of a systems based 'whole systems thinking' approach towards organizational planning (integrated, aligned resources) the administration is very limited in capacity to efficiently and comprehensively analyze work approaches.

- Action: establishing a whole system/thinking approach to organizational planning would be of great assistance in future strategic planning and related processes.

### ***Complexity of the Information Assumption***

Municipal staff constantly consider how best to provide comprehensive information for Council deliberation. In the case of a strategic planning exercise, the volume and complexity of information/data that may be utilized is large. It is a challenge to strike the correct balance between the desire to keep it simple and the imperative to ensure Council has the range and depth of information to make informed decisions about strategic directions. If that balance is not struck, the failure to ask the right questions of the strategic plan may necessarily result and create limited and isolated decisions. This approach is directly opposed to whole system thinking.

- 
- Action: options for Council on how to best view the scope of the data available would be valued added. Such options could include a dedicated space where connections between ideas and concepts are clear and open for exploration and/or a purposefully designed virtual space or a dedicated day(s) for jointly reviewing the supporting material.

### ***Strategic Plan Framework - Comprehensive Design***

There is a recognition that designing a Corporate Strategic Plan framework needs to serve a number of connected purposes:

- General use: executive summary – high level
  - Governance/Council use: moderate detail – the ‘what’ – identifying directions, priorities, objectives and reporting progress i.e. dashboards
  - Management/Administrative use: Service Area/Departmental detail of actions and the alignment of budgets, staffing resources, timelines, reporting metrics.
  - Departmental/Division/Section work plans. Comprehensive design: strategic plan must be flexible and allowed to evolve and change as context changes, new challenges/opportunities present themselves; organization addresses issues.
- Action: the Corporate Strategic Plan Framework will need to respond to the many purposes it must serve. A confirmed and validated framework without the immediate specifics of initiatives, actions and tactics will serve Governance and Council use.

### ***Draft Thematic Areas of Focus***

Once confirmed, the following proposed areas of focus can serve as a framework for organizing and assessing strategic goals, initiatives and actions that not only set the stage for new directions but capture ongoing supporting initiatives:

1. Sustainable Community Building – Complete Community  
*A thriving community that is economically viable, open for business, well designed and appealing.*
2. Delivering Public Service Better  
*A bold cultural change that shifts the organization by furthering innovation, resilience and efficiency resulting in local government excellence.*
3. Organizational Effectiveness – Whole System Thinking  
*Demonstrating value for tax dollars through strengthened accountability and performance, financial strategic planning and risk management.*

- Action: draft thematic areas of focus and supporting goals will require Council and Executive team discussion and validation. Exploration of the links to confirmed business imperatives will serve to support these efforts.

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## **Administrative Challenges**

The confirmed goals, directions and associated actions will provide a filter to streamline organizational activity. Identified additional key administrative challenges will also serve in this capacity and include:

### *Strategic Alignment:*

Reduced resources and increasing demand requires strategic alignment of resources, relationships, systems of organizing, and clear understanding of our capacity to achieve practical results. This work is a recognized imperative and will facilitate the identification of clear objectives, priorities, actions, timelines and reporting.

### *Mandate to Think Differently – Mindset/Headspace:*

There is a need to build a work environment that can innovate, be productive, seek continuous improvement, and seize public value opportunities. Agreement is required on terms, norms, roles and authorities to innovate, challenge and create. Whole System thinking, or the ability to connect strategies and related initiatives into a comprehensive whole idea that move people forward together is necessary.

### *Momentum and Confidence:*

Success requires a shared sense of purpose, common goals being achieved, enterprising to create what cannot be achieved alone, leveraging of partnerships built on mutual trust, confidence, and shared accountability practice.

### *Being Accountable/Driving Accountability:*

Ensuring clarity on commitments, roles, responsibilities, delegated authority, flexibility and risk capacity in order to lead and manage projects and initiatives along with delivering streamlined services with high levels of focused customer service.

- Action: these observations are in response to the environmental scan elements and together raise fundamental questions that must be addressed collaboratively to continue moving successfully forward.

## **Fundamental Questions to Explore**

Identification and assessment of the 'right' questions is pivotal to successful completion of the Corporate Strategic Plan Framework. Consideration must be given to the following:

- *Should the strategic directions be 'transformational' in nature? Is that what is required to successfully move the organization forward?*
- *Should our Corporate Strategic Plan focus on only asserting transformational directions?*
- *What approaches will best serve Council in understanding all the contextual material that supports the draft strategic directions?*
- *Can we define a strategic plan and address the opportunities for change without changing how we think and work together?*



- *What gaps exist in the current consolidated business imperatives identified? Are there other considerations that merit inclusion in decision making?*
- *Can we make solid decisions without a whole system approach to our thinking?*
  - Action: ensure a joint dialogue between Council and the Executive Team that directly addresses these questions, confirms critical issues and business imperatives and helps to set the foundational Corporate Strategic Plan framework for advancing required change.

### **Recommended Next Step & Process**

Analysis of the current state and future requirements to ensure the development of a successful Corporate Strategic Plan (CSP) has resulted in a number of proposed actions detailed in this report. In terms of next steps, the following is recommended for Council approval:

- ✓ *February/March Workshops with Council*

It is recommended that a preliminary Council workshop take place with the Executive Team in early February to:

1. discuss the fundamental questions raised in this report;
2. confirm the critical issues and strategic business imperatives;
3. review links to proposed strategic areas of focus and directions;  
and
4. confirm required next steps.

It is recognized that additional workshops may be required as the initiative advances. Staff will examine opportunities to undertake parallel processes to provide valued supporting input that will position the initiative for success.

### *Scheduling*

In terms of timing, there are three distinct timeframes within which work on the Corporate Strategic Plan (CSP) can take place, each with specific results:

Timing	Product	Intended Result
Short Term (March, 2012)	Phase 1: CSP Framework	Develop the CSP Framework (MVV, strategic areas of focus and directions)
Short Term (September, 2012)	Phase2: CSP Draft	Completed CSP (2012-2014, identification of aligned strategic initiatives, measures and targets with pilot projects and key actions underway).
Medium Term (5 year outlook)	2012-2017: CSP	Refined and extended

Timing	Product	Intended Result
		CSP; full alignment of strategic initiatives; significant progress achieved against established targets; streamlined integration of the corporate work plan with key internal planning and strategic processes i.e. budget.
Long Term (10 year outlook)	2012-2022 CSP Master Plan	Refined and extended CSP.

It is important to recognize that Strategic Planning efforts that stretch beyond simply the term of Council provide an excellent opportunity for long range thinking and planning that can be well integrated with other planning processes across the corporation. This approach also enables subsequent new Councils to understand the strategic direction of the organization and more easily adjust as environmental changes continue to occur that require change and adaptation. It is suggested that scheduling will be part of the next steps discussion with Council at the initial February workshop.

## **CORPORATE STRATEGIC PLAN**

5.6 Organizational Excellence in planning, management, human resources and people practices.

## **FINANCIAL IMPLICATIONS**

The development process required for the first phase of the Corporate Strategic Plan will be supported with existing approved and allocated resources. Any future resource requirements would be brought forward for Council consideration consistent with approved protocols and practices.

## **DEPARTMENTAL CONSULTATION**

Further Staff consultation is proposed in order to effectively complete the Corporate Strategic Plan Framework.

## **COMMUNICATIONS**

A supporting communications strategy targeted at both internal and external stakeholders is a recognized imperative for continuing to successfully move forward with this initiative.

## **ATTACHMENTS**

n/a

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**Prepared By:**

Brenda Boisvert  
Corporate Manager,  
Strategic Planning and  
Corporate Initiatives



**Reviewed By:**

City of Guelph Executive Team

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**Recommended By:**

Ann Pappert  
Chief Administrative Officer

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration  
DATE January 25, 2012

**SUBJECT Governance Committee Work Plan, Rolling Calendar and Annual Agenda**

REPORT NUMBER

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## SUMMARY

**Purpose of Report:** To provide the 2012 Governance Committee Work Plan, Rolling Calendar and Annual Agenda for review and consideration.

**Committee Action:** To receive the 2012 Governance Committee Work Plan, Rolling Calendar and Annual Agenda.

## RECOMMENDATION

THAT the Governance Committee receive the 2012 Work Plan, Rolling Calendar and Annual Agenda.

## BACKGROUND

Consistent with good governance practices, the Governance Committee continues to create annual work plans and agendas consistent the established Mandate and Charter to guide the work of the Committee.

## REPORT

### 2012 Work Plan and Rolling Calendar

The Governance Committee Work Plan is attached as Appendix A. Work plan items are linked to the Governance Committee Mandate and Charter.

The 2012 Rolling Calendar is attached as Appendix B. This calendar highlights regularly occurring Work Plan items to be received and addressed by the Committee over the coming year.

### 2012 Annual Agenda

The Governance Committee Annual Agenda is attached as Appendix C. Items to be received at the quarterly Committee meetings are listed. Additional items may be added over time as approved by the Committee Chair.

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## **CORPORATE STRATEGIC PLAN**

5.6 Organizational excellence in planning and management.

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

n/a

## **ATTACHMENTS**

- A – Governance Committee Work Plan
- B – Governance Committee Rolling Calendar
- C – Governance Committee Annual Agenda

### **Prepared By:**

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Strategic Planning and Corporate Initiatives  
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### **Reviewed By:**

Tina Agnello  
Deputy Clerk  
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### **Recommended By:**

Mayor Farbridge,  
Chair, Governance Committee

**Governance Committee  
2012 - 2014 Work Plan - January 2012**

Attachment A

\*Items Completed for 2012 are bolded

Duties	Frequency			2011	2012	2013	2014	Comments
	Annual	Term	Need					
<b>1. Effective Corporate Governance</b>								
Council Governance Principles Review	•			•	•	•	•	Ongoing; interagency relationships identified as a priority
<b>Council Code of Conduct Review</b>		•					•	<b>Completed in 2010.</b>
Council Code of Conduct Implementation	•				•	•	•	Annual report of Integrity Commissioner
Sustainability Measurement and Reporting	•				•	•	•	Review the completion of a sustainability audit for the corporation as well as a plan for ongoing assessment and reporting to the community.
<b>Corporate Succession Management Plan</b>			•					<b>Report received 2011.</b>
Service Reviews	•			•	•	•	•	Ongoing; report received 2011. Receive 2012 approach and results of ongoing efforts.
Performance Governance (metrics and reporting practices)	•			•	•	•	•	Ongoing; staff commitment to improved operational metrics and strengthened reporting practices.
<b>2. Accountability and Transparency</b>								
Strategic Communications	•			•	•	•	•	Ongoing
Delegation of Authority Protocols Review	•			•	•	•	•	Ongoing
Review of Discretionary Positions		•					•	Integrity Commissioner appointed
<b>3. Strategic Planning</b>								
Strategic Plan Governance Principles, Policies and Guidelines	•			•	•	•	•	Ongoing

Strategic Planning and Priority Setting Process		•		•	•			Paused in 2011 to allow time for review by new CAO; to be reinitiated Q1 2012
Strategic Plan Work Plan	•			•	•	•	•	Paused in 2011 to allow time for review by new CAO; to be reinitiated Q1 2012
Priority Initiatives Quarterly Reports	•			•	•	•	•	Paused in 2011 to allow time for review by new CAO; to be reinitiated Q1 2012

<b>4. Committee and Council Effectiveness</b>	<b>Annual</b>	<b>Term</b>	<b>Need</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Comments</b>
Council Effectiveness Evaluation	•				•		•	2012 and 2014
<b>Citizen Advisory Committee Appointment Process.</b>		•		•			•	<b>Completed.</b>
Council Orientation Training Program		•					•	2014
Council Professional Development Program	•				•	•	•	Ongoing
<b>Procedural By-law Review</b>		•		•				<b>Completed.</b>
<b>Standing Committee Mandate and Charter Review</b>		•	•	•				<b>Completed; ongoing as needed.</b>
Council Budget	•				•	•	•	Ongoing

<b>5. CAO/ET Performance and Review</b>	<b>Annual</b>	<b>Term</b>	<b>Need</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Comments</b>
CAO Governance Principles, Policies and Procedures			•					Updated in 2011
Operational Performance Measurement	•			•	•	•	•	Direct the development and reporting of operational metrics to Committees for each Department that will enable more informed decision making and strengthen strategic management of the corporation; annually review effectiveness once established.
<b>Succession Planning</b>		•		•				<b>Completed</b>
CAO Recruitment Process			•					New CAO recruited
CAO Performance Evaluation Process	•			•	•	•	•	Ongoing

CAO Annual Performance Objectives	•			•	•	•	•	Ongoing (completed for 2011)
CAO Succession Planning	•			•	•	•	•	Ongoing
CAO Compensation	•			•	•	•	•	Ongoing (completed for 2011)

<b>7. Enterprise Risk Management</b>	Annual	Term	Need	2011	2012	2013	2014	Comments
Risk Profile and Assessment		•			•			To be discussed with Internal Auditor
Policy Development		•			•			To be discussed with Internal Auditor
Policy Approval and Monitoring		•				•		To be discussed with Internal Auditor

<b>8. Council Compensation</b>	Annual	Term	Need	2011	2012	2013	2014	Comments
Council Work Requirements		•			•			To be completed in 2012
Council Compensation Principles		•				•		2013
Council Compensation Review Process		•				•		2013
Council Compensation Policy Review		•				•		2013

<b>9. Committee Performance Reporting</b>	Annual	Term	Need	2011	2012	2013	2014	Comments
Annual Committee Reports	•			•	•	•	•	Ongoing
Regular Meeting Evaluations			•		•		•	Include in Governance Survey



### Governance Committee Rolling Calendar for 2012

Meeting Activity Schedule/ Performance & Accountability Reporting	Report	Q1	Q2	Q3	Q4
<b>● Regular Meetings</b>					
Declaration of Pecuniary Interest		●	●	●	●
Minutes	A	●	●	●	●
Presentations	R	○	○	○	○
Consent Agenda Reports	R	●	●	●	●
<b>● Performance Reporting</b>					
Annual report	R	●			
Rolling Calendar, Committee Work Plan and Annual Agenda	A/R	●			
<b>● Mandate and Charter Reporting</b>					
Integrity Commissioner Annual Report	A/R				●
Sustainability Report	R				●
Service Review Report	A/R		●		
Financial Management Communication Strategy Report	A/R			●	
Delegation of Authority Report	A/R		●		
Review of Discretionary positions (2014)	A				
Strategic Plan Governance Principles, Policies, Guidelines Report	A/R				●
Strategic Plan Work Plan Report	A/R	●			
Governance Survey (2012 and 2014)	A/R		●		
Annual Professional Development Program	A/R		●		
2013 Council Budget Review	A				●
CAO Performance Evaluation Process	A	●			
CAO Performance Objectives	A	●			
CAO Succession Planning Report	A			●	
CAO Compensation Report	A			●	
Council Work Requirements (2012)	R				●
Council Compensation (principles, review, policy) (2013)	A/R				
Council Professional Development Program	A		●		

● - scheduled ○ - as required

Report: I – Information sheets; R – Report receipt; A – Report for approval

## 2012 GOVERNANCE COMMITTEE ANNUAL AGENDA

### **All Meetings (Dates and Standing Agenda Items)**

- Review and approve minutes of previous meeting
- Other business

<b>January 25, 2012</b>	
1.	Committee Mandate and Charter
2.	Committee Work Plan and Annual Agenda
3.	Committee Progress Report
4.	Strategic Plan Work Plan
5.	Status of Councillors as Youth Liaisons
6.	Interagency Relationships
7.	Development Approvals Process – Operational Review Issues Scoping Report – Governance Issues
8.	CAO Performance Evaluation Process
9.	CAO Annual Performance Objectives

<b>April 10 , 2012</b>	
1.	Council Governance Survey Results
2.	Delegation of Authority Report
3.	Councillor Professional Development Program
4.	Establishment of a Corporate Appeals Entity
5.	Enterprise Risk Management
6.	Service Review Update

<b>July 9, 2012</b>	
1.	CAO Succession Planning
2.	Financial Management Communications Strategy
3.	CAO Compensation

<b>October 9, 2012</b>	
1.	Sustainability Report
2.	Annual Report of the Integrity Commissioner
3.	Council Work Requirements Report
4.	Strategic Plan Governance Principles, Policies, Guidelines Review
5.	2013 Council Budget review
6.	Operational Performance Measurement

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration

DATE January 25, 2012

**SUBJECT Governance Committee Progress Report – Q4, 2011**

REPORT NUMBER

## SUMMARY

**Purpose of Report:** To provide the Committee with the 2011 fourth quarter report on achievements.

**Committee Action:** 1) To receive the fourth quarter 2011 Committee progress report; 2) to consider annual progress reporting in place of quarterly reporting.

## RECOMMENDATION

THAT the Governance Committee receive the fourth quarter progress report for 2011; and

THAT the Committee begin progress reporting on an annual basis.

## BACKGROUND

In 2011, the Governance Committee committed to achievement reporting on a quarterly basis. Regular reporting promotes transparency and furthers efforts related to strengthened communications and information sharing.

## REPORT

### Fourth Quarter 2011 Achievements

The following was achieved by the Governance Committee in October-December 2011 timeframe:

#### *Effective Corporate Governance*

- Receipt of the report Social Media Principles And Guidelines: A Reference For Elected Officials
- Council approval of Service and Operational Review plans
- Receipt of Corporate Performance Governance Report and next steps
- Receipt of the Service Excellence Strategy and Standards Report

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### *Accountability and Transparency*

- Receipt of the Integrity Commissioner, Complaints Process and Council and Local Boards Code of Conduct
- Council approval of 2012 and January 2013 Council and Committee Meeting Schedule
- Council approval of recommended Board Appointments – Guelph Non-Profit Housing Board
- Receipt of the First Bi-Annual Performance Report: City of Guelph Communications Plan
- Receipt of the Guelph Remastered: Communications Program Results Report

### *Committee and Council Effectiveness*

- Receipt and Council approval of the City of Guelph Procedural By-law Governing Council and Committee meetings

### *CAO Performance and Review*

- Council approval of the Chief Administrative Officer (CAO) By-law Update
- Council approval of the CAO Employment Policies and Procedures Report

### *Committee Performance Reporting*

- Receipt and Council approval of the third Quarter Governance Committee Progress Report

## **Annual Progress Reporting**

For 2012, the Governance Committee will continue capturing and communicating achievements on an annual basis. Committee meeting agendas and minutes are posted for public viewing regularly on [guelph.ca](http://guelph.ca) throughout each year should interim progress information be requested and one annual report will allow for easier access to a collated set of achievements.

## **CORPORATE STRATEGIC PLAN**

5.6 Organizational excellence in planning and management.

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

n/a

## **ATTACHMENTS**

n/a

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**Reviewed By:**

Tina Agnello  
Deputy Clerk  
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**Recommended By:**

Mayor Farbridge  
Chair, Governance Committee

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Community & Social Services Department  
Community Engagement and Social Services Liaison: Youth  
Services

DATE January 25, 2012

**SUBJECT Council Appointments to Guelph Youth Council**

REPORT NUMBER CSS-CESS-1201

## SUMMARY

**Purpose of Report:** To report back on the results of the consultation with the Guelph Youth Council regarding City Council appointments and make recommendations on future representation.

**Committee Action:** Staff recommends that Council no longer appoint Councillors to the Guelph Youth Council and that the Chair of the Community and Social Services Committee or their designate act as liaison with the Guelph Youth Council and other community youth groups.

## RECOMMENDATION

THAT Guelph City Council is no longer required to appoint two City Councillors to the Guelph Youth Council;

AND THAT the Chair of the Community and Social Services Committee or their designate acts as a liaison with Guelph Youth Council, the City of Guelph's Youth Services Coordinator, and community stakeholders.

## BACKGROUND

On May 22, 2007, Council appointed Councillors Findlay and Hofland (Council's Leads on Children and Youth) as Guelph Youth Council representatives. Councillors Hofland and Findlay acted as liaisons between City Council and Guelph Youth Council. Regular updates on Guelph Youth Council activities and programming were provided to the Councillors from the City of Guelph's Youth Services Coordinator.

Since 2007, Council's appointments to Guelph Youth Council have been considered liaison roles, rather than active members of the Guelph Youth Council. This is consistent with the Guelph Youth Council's Terms of Reference pertaining to group

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membership and structure. (<http://guelph.ca/uploads/Youth/GYC-Terms-of-Reference.pdf>)

On December 13, 2010, Council directed:

*“THAT the appointment of Guelph Youth Council Representatives not be filled by Council until there has been an opportunity for consultation with the Guelph Youth Council regarding the possibility of the City no longer making an appointment to the Guelph Youth Council;*

*AND THAT once consultation is completed, recommendations regarding future appointments to the Guelph Youth Council come back to Council through the Governance Committee.”*

## **REPORT**

A consultation with the Guelph Youth Council took place on November 17, 2011. The membership unanimously agreed that a change in the Council role would not adversely affect the group. Guelph Youth Council also requested that a Council liaison role continue.

In future, the liaison’s role would promote a sense of community responsibility for the well-being of children and youth; ensure that municipal departments and agencies fairly incorporate the perspective of children and youth when planning and implementing services that impact them; and represent children and youth by receiving, reviewing and responding to concerns involving municipal services for children and youth. The liaison would also facilitate strong connections between youth in the community and the City of Guelph; advocate to Guelph City Council and other key decision-makers on behalf of the youth of Guelph; and to positively enhance the profile of youth in our city.

## **CORPORATE STRATEGIC PLAN**

**Goal 2:** A healthy and safe community where life can be lived to the fullest

**Goal 5:** A community-focused, responsive and accountable government

## **FINANCIAL IMPLICATIONS**

There are no financial implications.

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

N/A

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**ATTACHMENTS**

N/A

**Prepared By:**

Adam Rutherford  
Youth Services Coordinator



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**Recommended By:**

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Social Services Liaison  
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**Recommended By:**

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Community & Social Services  
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# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Office of the CAO  
DATE January 25, 2012

**SUBJECT Development of a Corporate Business Planning Framework**

REPORT NUMBER

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## SUMMARY

### **Purpose of Report:**

The purpose of this report is to present background information on how the City of Guelph can do business differently through the development of a "Corporate Business Planning Framework".

### **Committee Action:**

To seek the Governance Committee's input regarding the development of a "Corporate Business Planning Framework".

## RECOMMENDATION

**"THAT** the report dated January 25, 2012 which has been prepared by the Office of the CAO regarding the development of a "Corporate Business Planning Framework" be received as Information".

## BACKGROUND

At the December 7<sup>th</sup>, 2011 meeting of Guelph City Council the following resolutions were passed:

**"THAT** the report dated December 7, 2011 which has been prepared by the Office of the CAO regarding a proposed framework in which the City of Guelph can do business differently be received as Information"; and,

**"THAT** the report dated December 7, 2011 regarding a proposed framework in which the City of Guelph can do business differently be referred to the January 2012 Governance Committee for further consideration regarding the framework and the next steps.

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A copy of the December 7<sup>th</sup>, 2011 report is provided in **Attachment #1** of this report as additional background information.

## **REPORT**

As referenced in the December 7<sup>th</sup> 2011 Council meeting a Business Development Team has been struck. The team includes representatives from each of the City's four main service areas.

Members of the Team have commenced assembling and reviewing similar initiatives being conducted by other municipalities.

At its meeting of January 4<sup>th</sup>, 2012 the Team considered the core elements and purpose of a "Corporate Business Planning Framework". In summary it is the Team's opinion that the framework should provide:

- A structure for making decisions regarding programs, services and allocation of resources from a corporate wide perspective, which are informed by master plans, long term financial plan, official plan, community investment strategy etc.
- The ability to tie together the overall directions established by the corporate strategic plan and the objectives and work plans for each service area.
- A process to develop business plans which provide the steps necessary to achieve short, mid and long term strategic goals.
- A business planning process which ensures that programs and services delivered provide value and are responsive to needs of the community (business cases, community engagement – transparency, accountability).
- Guidance in assessing the core businesses essential to the service areas/organization.
- The objectives/goals to be achieved by service areas/organization and resource requirements to achieve these goals (business cases to identify alternative methods/best method to achieve goals).
- Key performance measures to demonstrate achievement of goals.

In considering an approach to this initiative it is the Team's opinion that given the complex nature of this topic and the diverse range of stakeholders that need to be involved there needs to be careful consideration as to how Guelph will assess, develop and implement a "Corporate Business Planning Framework".

In reviewing similar work from other municipalities it is noted that those initiatives have taken substantial consultation, time and resources to develop and implement a framework.

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As noted in the December 7<sup>th</sup>, 2011 report it was stated that the Business Development Team will present to Council a detailed work plan and schedule by no later than March 31, 2012. In suggesting this date the 2012 Council and Committee Meeting Schedule was not established. Therefore given the complex, multi-stakeholder nature of this assignment, and considering that the next meeting of the Governance Committee is April 10<sup>th</sup>, 2012 it is proposed that the Business Development Team will provide its findings and recommendations at the April 10<sup>th</sup>, 2012 Governance Committee meeting.

## **CORPORATE STRATEGIC PLAN**

This initiative supports the following goals of the 2007 Corporate Strategic Plan.

- Goal 1 - An attractive, well-functioning and sustainable city
- Goal 3 - A diverse and prosperous local economy
- Goal 5 - A community-focused, responsive and accountable government

It should also be noted that establishment of a "Corporate Business Planning Framework" is consistent with, and supports many of the objectives noted in the January 25<sup>th</sup>, 2012 Governance Committee Report that has been prepared by Corporate Manager, Strategic Planning and Corporate Initiatives regarding the proposed core elements for an updated Corporate Strategic Plan.

## **FINANCIAL IMPLICATIONS**

The Business Development Team, in consultation with CAO and the Executive Team, will provide the funding requirements to implement a "Corporate Business Planning Framework" at the April 10<sup>th</sup>, 2012 Governance Committee meeting.

## **DEPARTMENTAL CONSULTATION**

The Business Development Team is comprised of representatives from:

- The Office of the CAO
- Planning, Engineering and Environmental Services
- Operations and Transit Services
- Corporate and Human Resources.

## **COMMUNICATIONS**

N/A at this time

## **ATTACHMENTS**

Attachment 1 – December 7<sup>th</sup>, 2011 Guelph City Council Report

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“original signed by Peter Cartwright”

**Prepared By:**

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**TO** **Guelph City Council**

SERVICE AREA Office of the CAO  
DATE December 7, 2011

**SUBJECT** **Proposed Framework for Doing Business Differently**  
REPORT NUMBER

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## **SUMMARY**

**“THAT** the report dated December 7, 2011 which has been prepared by the Office of the CAO regarding a proposed framework in which the City of Guelph can do business differently be received as Information”; and,

**“THAT** the report dated December 7, 2011 regarding a proposed framework in which the City of Guelph can do business differently be referred to the January 2012 Governance Committee for further consideration regarding the framework and the next steps.

## **BACKGROUND**

Fiscal sustainability is a global, national and local issue.

All levels of government throughout the world are experiencing a fiscal constraint issue, which, if unaddressed will lead to disastrous results.

The Global recession of 2008-2009 did not create this situation; rather it exposed the problems faced by government.

Generally the gap between government spending and revenue has been widening and will continue to do so unless actionable steps are taken.

Many levels of government are attempting to address this issue through doing business differently.

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The City of Guelph has for the past number of years recognized the need to conduct its business differently in order for the City to be fiscally sustainable. Examples of initiatives which in part have addressed this need include:

- Implementing Service and Performance Measurement Reviews
- Undertaking a Strategic Planning process
- Establishing Joint Venture Business Ventures
- Establishing the Guelph Municipal Holding Company
- Adopting the 2009, Debt Management Policy
- Developing a Corporate Performance Measurement Framework
- Cross Departmental Team - 2012 Capital Budget Preparation.

At the November 2, 2011 Council Operating Budget meeting a number of Councillors requested information on how the City could improve its business practices. Specifically interest was expressed in further understanding:

1. Alternate business processes and practices that may be adopted by the City;
2. Alternate funding and revenue models that the City could use to participate in various initiatives; and
3. The use of a cost/benefit analysis when assessing project alternatives.

Given the complexity of these matters the intent of this report at this time, is to provide a high level summary of a framework that will serve the City in its goal of being more flexible, adaptive and effective in its approach to emerging opportunities.

A more detailed assessment of the framework and how it will be implemented is required.

## **REPORT**

As mentioned, the question of how the City can “do business differently” is a complex issue and one that will continue to evolve over time. With community sustainability as its primary focus and long term goal, there are currently 4 primary directions that can be leveraged:

### **1) Increasing Revenue**

New revenue sources can be explored that could but not be limited to reducing tax credits, increasing tax rates, creating new user fees, exploring efficiencies in delivering municipal services, implementing new taxes, translating assets or portions of assets into liquid capital consistent with current and/or emerging legislative parameters;

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## **2) New Public Service Models**

Alternative financing, public/private partnerships, holding companies, non-profits, foundations, cooperatives are all examples of alternate service delivery models that may produce tangible results with long term community benefits;

## **3) Program and Policy Effectiveness**

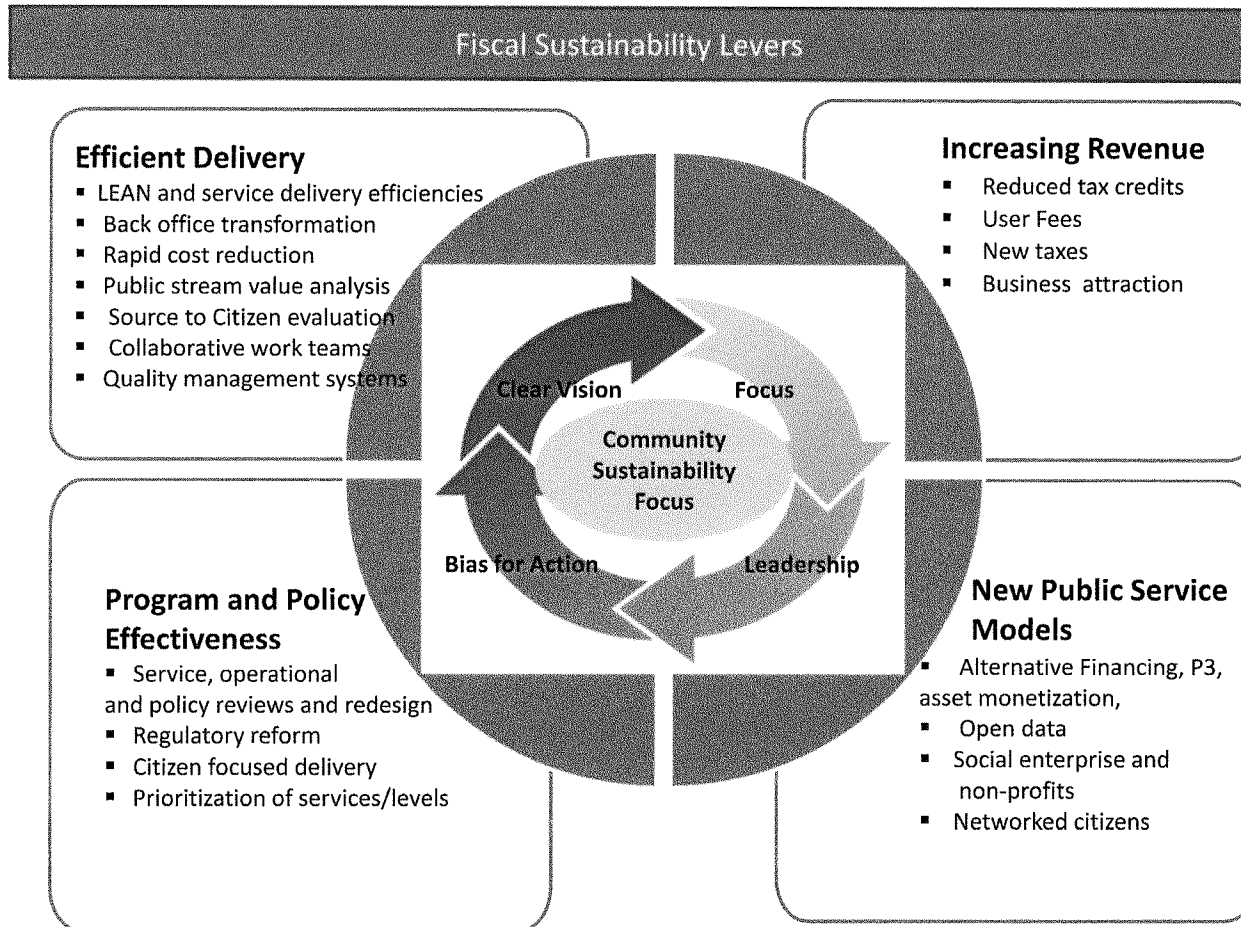
Opportunities in this facet include consolidating policies, programs and services, investing in corporate and community assets to create savings and generate revenue, conducting audits to determine efficiencies, citizen focused service delivery to enhance effectiveness, regulatory reform, service and operational reviews and prioritization of services and service levels to ensure focused delivery and best use of each tax dollar received;

## **4) Efficient Delivery**

Internal opportunities exist to generate revenue and these can be realized through tools that include LEAN reviews, back office transformation, public stream value analysis, source to citizen evaluations, collaborative work teams, and quality management systems.

**Figure 1** provides a summary of Fiscal Sustainability Levers available to the municipality.

**Figure 1**





Common in deciding when and how to utilize these business tools is the need to develop strong and comprehensive "Business Cases". With this in mind this report will focus on a framework that will allow the City of Guelph to make better business decisions which will also inform how the City approaches the aspects of "doing business differently".

This report is therefore structured to address the following:

1. Business Case Description
2. Business Case Guidelines
3. Implementation Matters
4. Proposed Next Steps

## **Business Case Description**

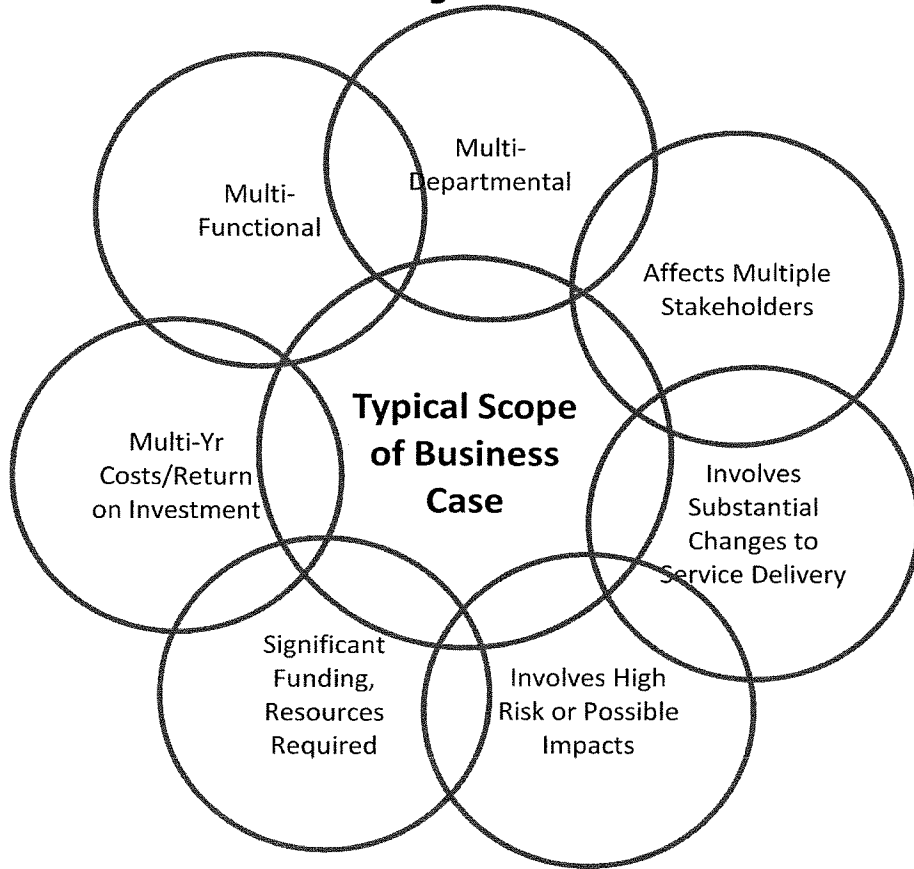
### **Purpose and Scope**

An effective business case is a multi-purpose document that generates the support and participation needed to turn concepts into reality. It explains what the idea, problem, or opportunity is about, how and who it will impact, what others are doing, assess alternatives, forecasts the potential impacts, assesses risks, determines the cost/benefit of each alternative, and makes recommendations.

The complexity of a Business Case and time taken to prepare one depends on the nature of the business opportunity.

In general terms, any initiative that will have a significant impact on either internal processes or the delivery of services to clients, particularly if it requires significant allocation or reallocation of resources, should be justified by means of a business case. **Figure 2** provides a summary of the type of initiatives that may require a Business Case.

**Figure 2**



Currently the City of Guelph does develop Business Cases for a select number of initiatives. These are usually large capital projects. As well the current content of Business Cases is limited and the content and format is not consistent between service areas.

**Figure 3** provides a summary of the general contents and structure of a robust business cases versus Guelph’s current approach.

**Figure 3**

<b>Proposed Business Case Requirements</b>	<b>Current Business Case Requirements</b>	<b>Notes</b>
<b>Stage 1 - Preliminary Assessment</b>		
a) Project Charter	Yes	Purpose is to articulate what the project will accomplish in clear and measureable terms
b) Project Scope	No	Defines the time, resource needs and management parameters.
c) Anticipated Outcomes	Yes	Itemizes the specific and measurable deliverables of the project
d) Stakeholder Assessment	No	Assessments of each stakeholder's interests and/or requirements
e) Alignment to Strategic Plans	Yes	How the opportunity aligns with strategic plans/policies/programs
f) Environmental Analysis	No	How the opportunity aligns with other Corporate, Provincial or Federal activities, as well as community (public/business) activities.
g) Alternatives	Yes	Identify and assess all possible solutions and alternatives. Only viable alternatives should be further assessed.
h) Business & Operational Impacts	No	Potential impacts (both positive and negative) to stakeholder's interests.
i) Project Risk Assessment	Yes	All project risks that may relate to the opportunity are identified and assessed.

<b>Stage 2 - Cost/Benefit Analysis</b>		
a) Full Cost Analysis	No	Where possible all costs and expected benefits are identified and analyzed for each viable alternative (including the status quo)
b) Incremental Cost Analysis	No	Identifies the changes or differences to costs/benefits of each alternative, using the status quo as a base.
c) Timeframe/Resources	No	Identifies an appropriate project timeframe over which both the costs and benefits will be analyzed.
d) Other Costs	Yes	All relevant costs incurred are identified, including direct costs, indirect costs, initial costs, on-going costs and capital costs.
e) Financial Benefits	Yes	All quantifiable cost benefits over the course of the opportunity are identified.
f) Non-Financial Benefits	No	All non quantifiable benefits are identified and assessed. This lends itself well to projects that have broader objectives.
g) Assumptions	Yes	All assumption that are used to determine both quantitative and qualitative costs/benefits are to be clearly documented.

<b>Stage 3 - Cost/Benefit Analysis</b>		
a) Project Responsibility - Manager	Yes	Identification of the Project Manager who has responsibility for managing the implementation of the Business Case.
b) Project Accountability - Sponsor	No	Identification of the Project Sponsor who is accountable for the project completion. Needed for cross-departmental projects.
c) Implementation Strategy	No	Confirms the resources and schedule that are required to implement the opportunity
d) Review and Approval	No	Identifies who has reviewed the business case and why it has been approved (or not approved).
e) Business Case Sign Off	Yes	Business Cases are usually signed by an approving authority. The sign off can include conditions.

It is staff's opinion that in order for the City to conduct its activities in a more effective and responsive manner that there is a need to establish a robust Business Case process.

## **2.0 Business Case Guidelines**

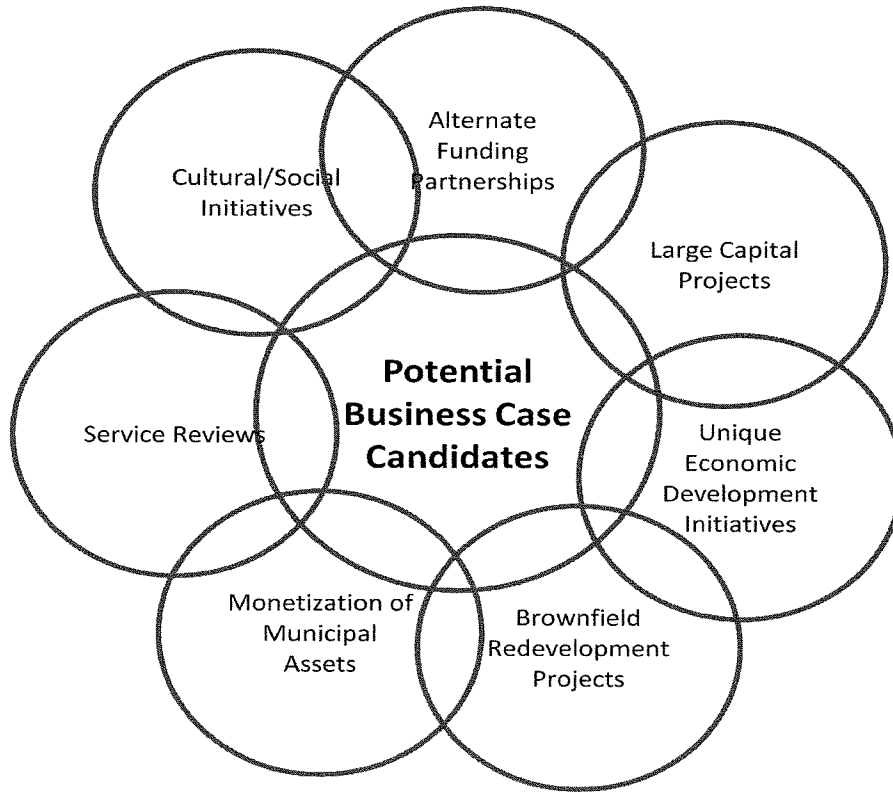
In making this recommendation it needs to be stressed that not every project will require the development and approval of a full business case. Project's that may be exempt could include Life Cycle replacement projects or projects that are small in scope. Other projects may only need an abbreviated Business Case.

In order to better identify projects that will require the development of a Business Case it is proposed that a clear set of guidelines should be established. In general the guidelines will address:

- When Business Cases should be developed;
- Which Stakeholders should be involved in the preparation of Business Cases;
- How a Business Case will be assessed and vetted; and
- How a Business Case will be approved and monitored.

**Figure 4** provides an example of the guidelines that may be used to determine if an opportunity should be assessed and implemented through a Business Case process.

**Figure 4**



### **3.0 Implementation Matters**

The proposal to develop and implement a more robust Business Case process will result in a number of implementation matters that will need to be addressed.

#### **Training**

Subject to assessing the current staff resources and skill sets there may be a requirement for staff to undertake training to develop and assess Business Cases.

#### **Resource Tools**

Some Business Cases may require specialized assessment tools such as the use of Fiscal Impact Assessment Models (used to determine the City's financial capacity to participate in projects), Economic Impact Assessment Models (used to project the economic benefits of a project for the City as a whole), or Specialized Project Financial Pro-formas (to determine the financial viability of a specific project). An assessment the City's resources and needs will be required to identify current capacity and gaps.

#### **Budget**

If specialized Business Case tools are required the budget implications of developing them in-house or contracting them out will need to be determined.

#### **Culture Shift**

In reviewing literature from other jurisdictions it is evident that the introduction and use of a Business Case approach to project development and management requires a change in the culture of government. Efforts would have to be taken to identify what changes may be required within the City of Guelph, and how to implement and manage such change.

#### **Stakeholder Coordination**

Given the multi-disciplined nature of the City of Guelph, and the fact that municipal government represents a wide range of public interests there is a need to ensure that a Business Case process carefully considers the nature of these interests and how they will be best addressed.

#### **Management and Process Protocols**

Business Cases are not static. Therefore, there will also be a need to establish protocols with respect to development, management and on-going assessment of Business Cases.

#### **Cultural and Social Program Integration**

Most people think that Business Cases only address the financial aspect of initiatives. They are also used for the purpose of implementing Cultural and Social program initiatives where it is difficult the quantity the pay back of significant budget and resource requirements. Care will have to be given to how these types of initiatives are measured beyond just financial.

#### **4.0 Next Steps**

As previously stated, the purpose of this report is to provide a high level description of an approach to do business differently. If this is a direction that Guelph City Council would like pursued the following steps are proposed.

1. A Business Development Team comprising of representatives from each of the Corporation's Service Areas has been convened for the purpose of:
  - a. Establishing a Business Case template for use throughout the Corporation
  - b. Proposing for Council's review and approval Business Plan Guidelines which will address when there is a need for Business Plans
  - c. Propose a process and protocols between department and external stakeholders for the development, approval and implementation of Business Plans.
  - d. Identify and address implementation matters
2. The Business Development Team will present to Council a detailed work plan and schedule that will address those items noted above by no later than March 31, 2012.



## **CORPORATE STRATEGIC PLAN**

Goal 1 - An attractive, well-functioning and sustainable city

Goal 3 - A diverse and prosperous local economy

Goal 5 - A community-focused, responsive and accountable government

## **FINANCIAL IMPLICATIONS**

As part of moving forward in developing a better business framework one of the tasks for the Business Development Team, in consultation with CAO and the Executive Team, will be to undertake a thorough review of funding requirements and potential funding sources and report back to Council with recommendations.

## **DEPARTMENTAL CONSULTATION**

Office of the CAO

Finance

Planning and Building Services

Downtown Renewal

Energy

## **COMMUNICATIONS**

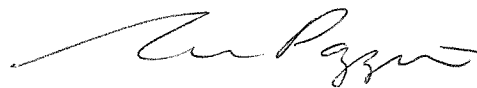
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