

# COMMITTEE AGENDA



TO **Governance Committee**

DATE February 9, 2009

LOCATION Committee Room C

TIME 3 p.m.

---

## DISCLOSURE OF PECUNIARY INTEREST

### CONFIRMATION OF MINUTES

December 9, 2009 (Governance & Economic Development Committee)

### PRESENTATIONS / DELEGATIONS

3:00 p.m. a) Mayor Farbridge – overview of mandate of the Committee

### 3:30 P.M. **CONSENT AGENDA**

- a) **Reports from Administrative Staff**
- b) **Items for Direction of Council**

Items to be extracted from the Governance Committee Consent Agenda.

Resolution to adopt the Governance Committee Consent Agenda.

***"THAT the balance of the Governance Committee Consent Agenda be adopted."***

### OTHER BUSINESS

**NEXT MEETING** - March 9, 2009

**The Corporation of the City of Guelph  
Governance & Economic Development Committee  
Tuesday December 9, 2008, 5:15 p.m.**

A meeting of the Governance & Economic Development Committee was held on Tuesday December 9, 2008 in the Council Chambers at 5:15 p.m.

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

Also Present: Councillor Bell

Staff Present: Mr. M. Amorosi, Director of Human Resources; Mr. P. Cartwright, General Manager of Economic Development & Tourism; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Councillor Piper

THAT the minutes of the Governance & Economic Development Committee meetings held on October 30 and November 18, 2008 be confirmed as recorded and without being read.

Carried

**Revised Harassment & Discrimination Policy**

The Director of Human Resources outlined the revised harassment and discrimination policy.

2. Moved by Councillor Piper  
Seconded by Councillor Findlay

THAT the attached Harassment and Discrimination Policy be approved and that the Mayor and CAO sign a declaration demonstrating a commitment to a harassment free workplace.

Carried

**Complaint Process Under Council Code of Conduct**

3. Moved by Mayor Farbridge  
Seconded by Councillor Piper

THAT the complaint process under Council Code of Conduct be referred back to staff to include provision to always use an external investigator when investigating complaints.

Carried

REPORT

Mrs. L.A. Giles

December 9, 2008

**Governance & Economic Development**

Page No. 2

- 4. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the Governance & Economic Development Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about identifiable individuals.

Carried

The remainder of the meeting was held in closed session.

- 5. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

THAT staff be given direction with respect to citizen appointments to committees.

Carried

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

- 6. Moved by Councillor Piper  
Seconded by Mayor Farbridge

THAT staff be given direction with respect to citizen appointments to committees.

Carried

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

- 7. Moved by Councillor Piper  
Seconded by Mayor Farbridge

THAT staff be given direction with respect to citizen appointments to committees.

Carried

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

The meeting adjourned at 6:15 p.m.

.....  
Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**February 9, 2009**

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>
GOV-1) <b>DEVELOPMENT OF A COMMON COMMITTEE CHARTER TEMPLATE</b>  See Attached.	
GOV-2) <b>REVIEW OF CITIZEN ADVISORY COMMITTEE APPOINTMENT PROCESS</b>  THAT the report entitled 'Review of Citizen Advisory Committee appointment process' from the Director of Information Services/ City Clerk dated February 9, 2009, be received for information.	Receive

**B Items for Direction of Committee**

attach.

# Committee Mandate and Charter

## Governance

### A. Mandate for the Governance Committee

#### 1. Mandate

Established by Procedural Bylaw (1996) 15200 for Standing Committees, it is the Governance committee's responsibility to provide:

- I. Oversight on the governance policies adopted by the corporation including the Code of Conduct
- II. Review and approval of all Strategic Planning Processes
- III. Advice on the Council Performance and Evaluation Process
- IV. Oversight on the activities and progress of CAO and Senior Management Team
- V. Guidance on development of Succession Planning throughout the corporation

#### 2. Composition of the Committee

- I. The Committee is comprised of four members of Guelph City Council who act as the Standing Committee Chairs and the Mayor.
- II. The Mayor is the Chair of the Governance Committee
- III. Additional staff members or specialists may be called upon to conduct research, communications or any other Committee identified requirements.

### B. Committee Charter

The Committee's Charter outlines how the committee will satisfy the requirements set forth by Council in its Mandate. This Charter comprises:

- Operating principles
- Responsibilities and duties
- Operating procedures

#### I. Operating Principles

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

##### i. Committee Values

Transparency and accountability guide Committee efforts. In addition, the Council approved corporate values of wellness, integrity and excellence will serve as the guiding principles to ensure interaction with the highest ethical standards and professionalism while ensuring that the best interests of the community are met.

ii. Communications

The Committee Chair will act as the primary spokespeople for any media related inquiries.

iii. Meeting Agenda

Committee meeting agendas shall be the responsibility of the Chair of the committee in consultation with committee members and staff.

iv. Notice of Meetings

In accordance with the Municipal Act legislative requirements, public notice of all committee meetings will be given by including information on the general calendar listed on the City's website at least 72 hours prior to the meeting; by posting a notice in City Hall at least 72 hours prior to the meeting; and by publication in a local paper at least 72 hours prior to the meeting.

It is recognized that some items consistent with Section 239 in the Municipal Act may require 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.

v. Committee Expectations and Information Needs

Meeting minutes will be recorded and distributed to Committee members with each meeting agenda.

Any discussions 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.

vi. Reporting to Council

The Committee will report to Council with recommendations for review, debate and discussion as necessary throughout the course of the Committee deliberation and at its conclusion. Any requests for updates from individual Council members will be directed to the Committee spokespeople and discussion content shall be shared with all Committee members.

## **II. Responsibilities and Duties**

Specific roles and responsibilities for the Committee as a whole, Chair and Committee members includes:

Committee: TBD

- Governance principles, policies and procedures
- Council Effectiveness

- CAO
- Compensation

Chair:

- To maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the committee work proceeds smoothly according to the committee's mandate;
- To ensure that adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings;
- To engage all members in the decision making process.

Committee members:

- To read all agenda material, and seek clarification on any matters prior to meetings in order to make the most effective use of the committee's time;
- To attend meetings and participate fully in all committee work;
- To debate the issues in an open, honest and informed manner to assist the decision-making process;
- To actively contribute to reaching committee recommendations and directions;
- To represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.

**III. Operating Procedures**

- i. The Committee shall meet on the 2nd Tuesday of each month at 5:00 p.m.
- ii. A quorum shall be a majority of the whole committee (3).
- iii. In the event, consensus cannot be achieved on recommendation to be made to Council, both majority and minority reports will be prepared and presented.
- iv. Meeting minutes will be provided to each member of the committee as part of the agenda for meetings.
- v. The Chair of the Committee shall establish regular meeting dates and be responsible for calling the meetings.
- vi. Any rule not stated herein is deemed to be provided in By-law 1996-15200 Consolidate Procedural By-law.

# COMMITTEE REPORT



**TO** Governance Committee

**SERVICE AREA** Information Services  
**DATE** February 9, 2008

**SUBJECT** Review of Citizen Advisory Committee appointment process

**REPORT NUMBER**

---

## RECOMMENDATION

That the report entitled Review of Citizen Advisory Committee appointment process From the Director of Information Service/City Clerk dated February 9, 2009 be received for information.

## BACKGROUND

The Governance Economic Development Committee directed staff to review the appointment and interview procedures with respect to citizen appointments to advisory committee boards and commissions (ABC's). In addition the Emergency Services Community Services and Operations Committee referred information to staff with respect to inclusiveness in citizen appointments to ABC's.

## REPORT

In preparation for making recommendation for a more comprehensive Citizen advisory appointment process various municipal policies and procedures were reviewed including the following: Barrie, Brantford, Burlington, Cambridge, Kingston, Oakville, Ottawa, Toronto, and Waterloo. We are looking to these policies and procedures to develop best practices for Guelph.

The staff liaisons for all ABD's have been also been contacted to solicit their thoughts regarding the process involved in citizen appointments to committees, including but not limited to the following:

- Creation/changes/dissolution of ABC's
- Terms of reference
- Outreach for inclusiveness
- Eligibility requirements
- Notification of vacancies
- Special skill set required



---

Application process  
Appointee terms  
Recruitment process  
Interview guidelines  
Selection process

The community at large should also be considered in developing new policies. Statistics Canada 2006 data gives us some insight into the city's diverse composition as it relates to ethnic origin, visible minorities and the primary language spoken at home. The data indicates that of the total population of 114,940 people, 55,940 are male and 59,005 are female. It was also reported that 11,980 people in Guelph were visible minorities with 10,010 having first generation status, meaning that they were born outside Canada. Of 23,880 people reporting first generation ethnic origin, 5,690 originate from the British Isles, as such; the remaining 18,190 have English as a second language.

The City's process for citizen appointments to advisory committees has always been open to all individuals who meet the eligibility requirements for candidates pursuant to the Municipal Elections Act. We do not currently keep statistics on the diverse or ethnic makeup of our Advisory Committees nor do we request this information on our applications for advisory committee membership.

In the spirit of encouraging a wider spectrum of applicants to advisory committees, we have also consulted with the Wellington Guelph Volunteer Centre whose diverse membership base has outreach to many diverse communities within the City (a list of their membership is attached). We are looking at opportunities to use their contacts as a method of disseminating opportunities for advisory committee citizen vacancies. Writings from expert agencies, such as the Maytree foundation have also been consulted.

Proposed suggestions for changes to the current process include but are not limited to the following:

- \*drafting of a consistent template for development of terms of reference for Council established advisory committees
- \* terms of appointment to be concurrent with the term of Council
- \* mandates and terms of advisory committees to be reviewed prior to the conclusion of each term of Council
- \*postings for vacancies be included on the Wellington Guelph Volunteer Centre web site
- \*All applications be available in large print format
- \*that notices for vacancies be posted in Municipal Facilities
- \*that residents who are non Canadian citizens be considered for appointment
- \*That staff liaison act as resources in the selection process

## **CORPORATE STRATEGIC PLAN**

This recommendation supports strategic objective 5: A community –focused, responsive and accountable government; specifically, 5.2 a consultative and collaborative approach to community decision making.

---

**FINANCIAL IMPLICATIONS**

Not Applicable

**DEPARTMENTAL CONSULTATION**

Letters have been forwarded to all ABC Staff liaison for input.

**COMMUNICATIONS**

Communication with staff from the Guelph Wellington Volunteer Centre

**ATTACHMENTS**

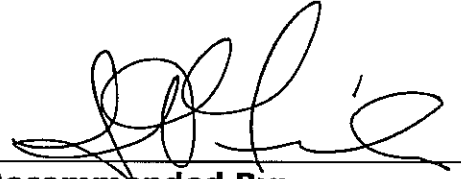
N/A



---

**Prepared By:**

Tina Agnello  
Deputy Clerk  
519 822 1260 ext. 2811  
tina.agnello@guelph.ca



---

**Recommended By:**

Lois Giles  
Director of Information  
Services/Clerk  
519 822 1260 ext. 2232  
lois.giles@guelph.ca

## Governance Committee

### Overview of Mandate & Priorities

## Develop a new meeting culture

- Dialogue
    - Committee members, CAO, SMT, other staff as assigned to the committee
    - Direction & input on governance matters
    - Add value to the organization
  - Minimize approvals
    - Rely on FACS (and other approval committees)
    - Quarterly report to Council on activities
  - Less formal structure to encourage dialogue
    - Timed agenda to manage committee effectiveness
  - Meeting frequency
    - Initially monthly until we have a clear framework in place
    - Work towards a quarterly schedule
- Purpose of good governance – to enhance the performance of the organization

## Mandate

1. Governance principles, policies, & procedures
  - Manage the relationship with the CAO and SMT
  - Strategic direction
  - Accountability & transparency
2. Effectiveness of Council
  - Orientation
  - Training
  - Assessment
    - Council
    - Standing Committees
    - Agencies, Boards and Committees

## Mandate

3. CAO
  - Recruitment
  - Annual evaluation/objectives
  - Succession planning
4. Compensation (usually delegated to a Compensation Committee)
  - Council (citizen-led process)
  - CAO
  - SMT/Corporate Policy

## Proposed priorities

1. Governance principles, policies, & procedures
  - Manage the relationship with the CAO and SMT
  - Strategic direction
  - Accountability & transparency

### Goal:

1. Confirm mandate and charter template (today's meeting)
2. Develop mandate and charter for Governance along with planning calendar/schedule
  - Review draft (next meeting)
3. Develop a comprehensive governance manual
  - Review a draft table of contents (next meeting)
  - Next steps to complete (next meeting)

## Proposed priorities

2. Effectiveness of Council
  - Orientation
  - Training
  - Assessment (Council, Standing Committees, ABCs)

### Goals:

1. Develop a survey of Council to assess effectiveness and solicit input on governance concerns
  - Review draft survey for circulation (next meeting)
2. Provide input on changes to Citizen Advisory Committee appointment (FACS approval) (today)
3. Develop an orientation & training program for 2010 – 2014 term

## Proposed priorities

3. CAO
  - Recruitment
  - Annual evaluation
  - Succession

### Goals:

1. Conduct 2009 CAO performance assessment
  - Meet with consultant to review process (next meeting)
2. Develop principles/policy re CAD reporting on succession planning
  - Integrate into CAO performance assessment process

## Proposed priorities

4. Compensation
  - Council (citizen-led process)
  - CAO
  - SMT/Corporate Policy

### Goal:

1. Establish a survey process to review Council's time commitment
  - Review draft process (next meeting)
2. Develop principles for Council compensation
  - Draft from HR
3. Develop a citizens' review process of Council compensation

## Other priorities

### Today

- Committee discussion including CAO and management (notes from Leadership Session #3)

### Future

- Results of survey

## Next meeting agenda

1. Review draft Governance Committee mandate & charter
2. Review draft governance manual table of contents
3. Meeting with consultant to review CAO performance evaluation process
4. Review process to survey Council time commitments
5. Review draft survey to assess Council effectiveness and governance concerns

**The Corporation of the City of Guelph  
Governance Committee  
Monday February 9, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Monday February 9, 2009 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Hofland and Wettstein

Absent: Councillor Burcher

Also Present: Councillor Bell

Staff Present: Mrs. L.A. Giles, Director of Information Services/City Clerk; Ms. B. Boisvert, Manager Strategic Planning & Corporate Initiatives; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Wettstein  
Seconded by Councillor Hofland

THAT the minutes of the Governance & Economic Development Committee meeting held on December 9, 2008 be confirmed as recorded and without being read.

Carried

### **Overview of Mandate & Priorities**

The Chair outlined her vision of the meeting culture for this Committee which allows Committee members the opportunity to provide input into governance matters, but would minimize approvals, as any necessary approvals would flow through the appropriate Standing Committee. She outlined the mandate of the Committee with respect to: governance principles, policies and procedures; effectiveness of Council; CAO matters; and Council compensation. She then highlighted the proposed priorities related to the various mandates.

### **Development of a Common Committee Charter Template**

The Committee provided comments on the draft committee charter template.

### **Review of Citizen Advisory Committee Appointment Process**

The Committee provided comments on the review of the Citizen Advisory Committee appointment process.

February 9, 2009

**Governance Committee**

Page No. 2

Mrs. L.A. Giles

2. Moved by Councillor Wettstein  
Seconded by Councillor Hofland  
THAT the report entitled "Review of Citizen Advisory Committee Appointment Process" from the Director of Information Services/City Clerk dated February 9, 2009, be received for information.

Carried

The meeting adjourned at 4:10 p.m.

.....  
Chairperson

# committee AGENDA



TO **Governance Committee**

DATE March 9, 2009

LOCATION Council Chambers

TIME 3:00 p.m.

## **disclosure of pecuniary interest**

### **confirmation of minutes**

February 9, 2009

### **in camera**

"THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual."

## **CONSENT AGENDA**

**a) Reports from Administrative Staff**

**b) Items for Direction of Council**

Items to be extracted from the Governance Committee Consent Agenda.

Resolution to adopt the Governance Committee Consent Agenda.

*"THAT the balance of the March 9, 2009 Governance Committee Consent Agenda be adopted."*

## **PRESENTATIONS / DELEGATIONS**

a)

## **Other business**

### **Next meeting:-**

- Tuesday April 14, 2009



**The Corporation of the City of Guelph  
Governance Committee  
Monday February 9, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Monday February 9, 2009 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Hofland and Wettstein

Absent: Councillor Burcher

Also Present: Councillor Bell

Staff Present: Mrs. L.A. Giles, Director of Information Services/City Clerk; Ms. B. Boisvert, Manager Strategic Planning & Corporate Initiatives; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Wettstein  
Seconded by Councillor Hofland

THAT the minutes of the Governance & Economic Development Committee meeting held on December 9, 2008 be confirmed as recorded and without being read.

Carried

**Overview of Mandate & Priorities**

The Chair outlined her vision of the meeting culture for this Committee which allows Committee members the opportunity to provide input into governance matters, but would minimize approvals, as any necessary approvals would flow through the appropriate Standing Committee. She outlined the mandate of the Committee with respect to: governance principles, policies and procedures; effectiveness of Council; CAO matters; and Council compensation. She then highlighted the proposed priorities related to the various mandates.

**Development of a Common Committee Charter Template**

The Committee provided comments on the draft committee charter template.

**Review of Citizen Advisory Committee Appointment Process**

The Committee provided comments on the review of the Citizen Advisory Committee appointment process.

February 9, 2009

**Governance Committee**

Page No. 2

Mrs. L.A. Giles

2. Moved by Councillor Wettstein  
Seconded by Councillor Hofland  
THAT the report entitled "Review of Citizen Advisory Committee  
Appointment Process" from the Director of Information Services/City  
Clerk dated February 9, 2009, be received for information.

Carried

The meeting adjourned at 4:10 p.m.

.....  
Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**March 9, 2009**

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-A.1) <b>REVIEW DRAFT GOVERNANCE COMMITTEE MANDATE AND CHARTER</b></p> <p>See Attached.</p>	
<p>GOV-A.2) <b>STRATEGIC PLANNING/PRIORITY SETTING</b></p> <p>The report will be distributed electronically prior to the meeting.</p>	
<b>B Items for Discussion of Committee</b>	
<p>GOV-B.1) <b>GOVERNANCE COMMITTEE ANNUAL PLANNING AGENDA AND SCHEDULE</b></p> <p>See Attached</p>	
<p>GOV-B.2) <b>REPORTING OF GOVERNANCE AND AUDIT COMMITTEES TO COUNCIL</b></p> <p>The Mayor will speak to this item.</p>	

GOV-B.3) **GOVERNANCE AND ACCOUNTABILITY FRAMEWORK  
FOR SHARED SERVICE AGREEMENTS (LAND  
AMBULANCE & POA)**

See attached.

GOV-B.4) **DRAFT TABLE OF CONTENTS FOR GOVERNANCE  
MANUAL**

See attached draft for discussion purposes.

GOV-B.5) **2008 TIME COMMITMENT AT COUNCIL AND STANDING  
COMMITTEE MEETINGS**

The Mayor will speak to this item.

attach.

# **Committee Mandate and Charter**

## **Governance**

### **A. Mandate for the Governance Committee**

#### **1. Mandate**

Established by Procedural Bylaw (1996) 15200 for Standing Committees, it is the Governance committee's responsibility to provide:

- I. Oversight on the governance policies adopted by the corporation including the Code of Conduct
- II. Review and approval of all Strategic Planning Processes
- III. Advice on the Council Performance and Evaluation Process
- IV. Oversight on the activities and progress of CAO and Senior Management Team
- V. Guidance on development of Succession Planning throughout the corporation

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

- I. The Committee is comprised of four members of Guelph City Council who act as the Standing Committee Chairs and the Mayor.
- II. The Mayor is the Chair of the Governance Committee.
- III. Additional staff members or specialists may be called upon to conduct research, communications or any other Committee identified requirements.

### **B. Committee Charter**

The Committee's Charter outlines how the committee will satisfy the requirements set forth by Council in its Mandate. This Charter comprises:

- Operating principles
- Responsibilities and duties
- Operating procedures

#### **I. Operating Principles**

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

##### i. Committee Values

Transparency and accountability guide Committee efforts. In addition, the Council approved corporate values of wellness, integrity and excellence will serve as the guiding principles to ensure interaction with the highest ethical standards and professionalism while ensuring that the best interests of the community are met.

ii. Communications

The Committee Chair will act as the primary spokesperson for any media related inquiries.

iii. Meeting Agenda

Committee meeting agendas shall be the responsibility of the Chair of the committee in consultation with committee members and staff.

iv. Notice of Meetings

In accordance with the Municipal Act legislative requirements, public notice of all committee meetings will be given by including information on the general calendar listed on the City's website at least 72 hours prior to the meeting; by posting a notice in City Hall at least 72 hours prior to the meeting; and by publication in a local paper at least 72 hours prior to the meeting.

It is recognized that some items consistent with Section 239 in the Municipal Act may require 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.

v. Committee Expectations and Information Needs

Meeting minutes will be recorded and distributed to Committee members with each meeting agenda.

Any discussions 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.

vi. Reporting to Council

The Committee will report to Council with recommendations for review, debate and discussion as necessary throughout the course of the Committee deliberation and at its conclusion. Any requests for updates from individual Council members will be directed to the Committee spokesperson and discussion content shall be shared with all Committee members.

**II. Responsibilities and Duties**

Specific roles and responsibilities for the Committee as a whole, Chair and Committee members includes:

Committee:

- Governance principles, policies and procedures
- Accountability and Transparency

- Strategic Planning
- Committee performance and Council effectiveness
- CAO/SMT recruitment, succession planning and evaluation
- Compensation for Council, CAO and SMT
- Other issues referred from the Standing Committees

A quarterly report detailing Committee progress shall be prepared by the Committee Chair with input from staff and forwarded to Council for information purposes.

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

Effective processes will be established for the ongoing monitoring and evaluation of Board and committee performance.

Chair:

- To maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the committee work proceeds smoothly according to the committee's mandate;
- To ensure that adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings;
- To engage all members in the decision making process.

Committee members:

- To read all agenda material, and seek clarification on any matters prior to meetings in order to make the most effect
- tive use of the committee's time;
- To attend meetings and participate fully in all committee work;
- To debate the issues in an open, honest and informed manner to assist the decision-making process;
- To actively contribute to reaching committee recommendations and directions;
- To represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.

**III. Operating Procedures**

- i. The Committee shall meet monthly until quarterly meetings are warranted as agreed by the Committee members.
- ii. A quorum shall be a majority of the whole committee (3).
- iii. In the event, consensus cannot be achieved on recommendation to be

- made to Council, both majority and minority reports will be prepared and presented.
- iv. Meeting minutes will be provided to each member of the committee as part of the agenda for meetings.
  - v. The Chair of the Committee shall establish regular meeting dates and be responsible for calling the meetings.
  - vi. Any rule not stated herein is deemed to be provided in By-law 1996-15200 Consolidate Procedural By-law.



# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration  
DATE March 9, 2009

**SUBJECT Annual Council Priority Review – Process Plan**  
REPORT NUMBER

## RECOMMENDATION

That Council approve a two phased process for the review of Council's capital and operating priorities that will set the foundation for 2010 budgeting, resource allocation and work planning decisions; and

That Council recognize this effort as an integral part of developing a comprehensive budget policy and process, consistent with GFOA guidelines, and that additional proposed financial guidelines and policies supporting a revised 10 year forecast will be presented to Council for approval by September 2009.

## BACKGROUND

A process for reviewing current Council identified priorities has been developed for review and approval by the Senior Management Team and Governance Committee. The process has been divided into two phases that deal separately with capital and operating projects as well as items that have been referred to the review process throughout the past year.

The work undertaken to prepare for this review and the reconfirmation of capital, operating and work plan priorities will position staff well for development of the 2010 draft budget, long term financial strategy and a comprehensive budget policy and process.

## REPORT

A review of Council priorities is advised on an annual basis to ensure that the City is responding well to continuously changing external and internal forces in the operating environment. The proposed objectives of the 2009 exercise include ensuring:

- an open, collaborative effort that enables well informed decision making;
- a process that sets foundation for 2010 budgeting, resource allocation and work planning decisions; and
- enhanced staff and community awareness, understanding and involvement.

To that end, two phases are suggested. The first phase will include an

environmental scan, a status report on Strategic Plan progress and confirmation of a proposed tool to identify and assess current capital priority projects.

The second phase will include a review of services currently offered by the city, a recommendation for 2010 Service Reviews to be undertaken, a review of items referred to the session throughout the year and any new services or service enhancements that Council directs staff to explore as part of the 2010 budget preparation work.

Both phases are designed to seek Council’s directional input. For a successful session the availability of particular information items is necessary. Identified and required data includes the following:

Required Information	Source
<ul style="list-style-type: none"> <li>a through understanding of current internal and external forces in the current operating environment</li> </ul>	<ul style="list-style-type: none"> <li>✓ guest researcher/speaker</li> <li>✓ Statistics Canada trends report; Business Climate Survey; 2009 Growth survey, 2008 Citizen satisfaction survey, public consultation feedback from 2008/9 community outreach efforts; staff feedback from 2008/9 consultation efforts</li> </ul>
<ul style="list-style-type: none"> <li>status of current priorities – capital and operating</li> </ul>	<ul style="list-style-type: none"> <li>✓ Departmental work plan project lists and Council reports</li> </ul>
<ul style="list-style-type: none"> <li>overall progress on achieving strategic plan objectives</li> </ul>	<ul style="list-style-type: none"> <li>✓ staff analysis and assessment</li> </ul>
<ul style="list-style-type: none"> <li>prioritized capital projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ staff analysis and assessment</li> </ul>
<ul style="list-style-type: none"> <li>funding options and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✓ staff research</li> </ul>
<ul style="list-style-type: none"> <li>potential new and required operating and capital projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council resolution</li> </ul>
<ul style="list-style-type: none"> <li>City services inventory</li> </ul>	<ul style="list-style-type: none"> <li>✓ staff research and assessment</li> </ul>
<ul style="list-style-type: none"> <li>list of work plan strategic initiatives</li> </ul>	<ul style="list-style-type: none"> <li>✓ Departmental work plan project lists</li> </ul>
<ul style="list-style-type: none"> <li>SMT recommended service review projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ staff analysis and SMT discussion</li> </ul>
<ul style="list-style-type: none"> <li>referral items from 2008/9-benefit and implementation considerations</li> </ul>	<ul style="list-style-type: none"> <li>✓ staff analysis and review</li> </ul>
<ul style="list-style-type: none"> <li>operational pressures, new initiatives and unanticipated items</li> </ul>	<ul style="list-style-type: none"> <li>✓ staff analysis and review</li> </ul>
<ul style="list-style-type: none"> <li>new services or required enhancements</li> </ul>	<ul style="list-style-type: none"> <li>✓ staff assessment and Council input</li> </ul>

Measures of success for the 2009 review process include reconfirmed priorities aligned with financial and operating plans; a repeatable process endorsed by a majority of Council members and recommended by SMT; and well communicated

---

outcomes to both staff and residents that facilitate a strong budget process consistent with GFOA standards.

**CORPORATE STRATEGIC PLAN**

The annual Strategic Plan Priority Review addresses the Strategic Plan objective 5.6 focused on organization excellence in planning and management.

**FINANCIAL IMPLICATIONS**

Any monetary implications that result from this effort will be addressed through the regular budgetary process.

**DEPARTMENTAL CONSULTATION**

The Senior Management Team and Governance Committee were consulted in development of this report.

**COMMUNICATIONS**

Once confirmed, the process can be communicated internally and externally through targeted information sessions.

**ATTACHMENTS**

Appendix A – Annual Council Priority Review: Draft Process Plan (Presentation Deck)

“original signed by Brenda Boisvert”

“original signed by Margaret Neubauer”

---

**Prepared By:**

Brenda Boisvert  
Manager, Strategic Planning  
and Corporate Initiatives

---

**Recommended By:**

Margaret Neubauer  
Director of Finance

“original signed by Hans Loewig”

---

**Recommended By:**

Hans Loewig, CAO

# Annual Council Priority Review – Draft Process Plan

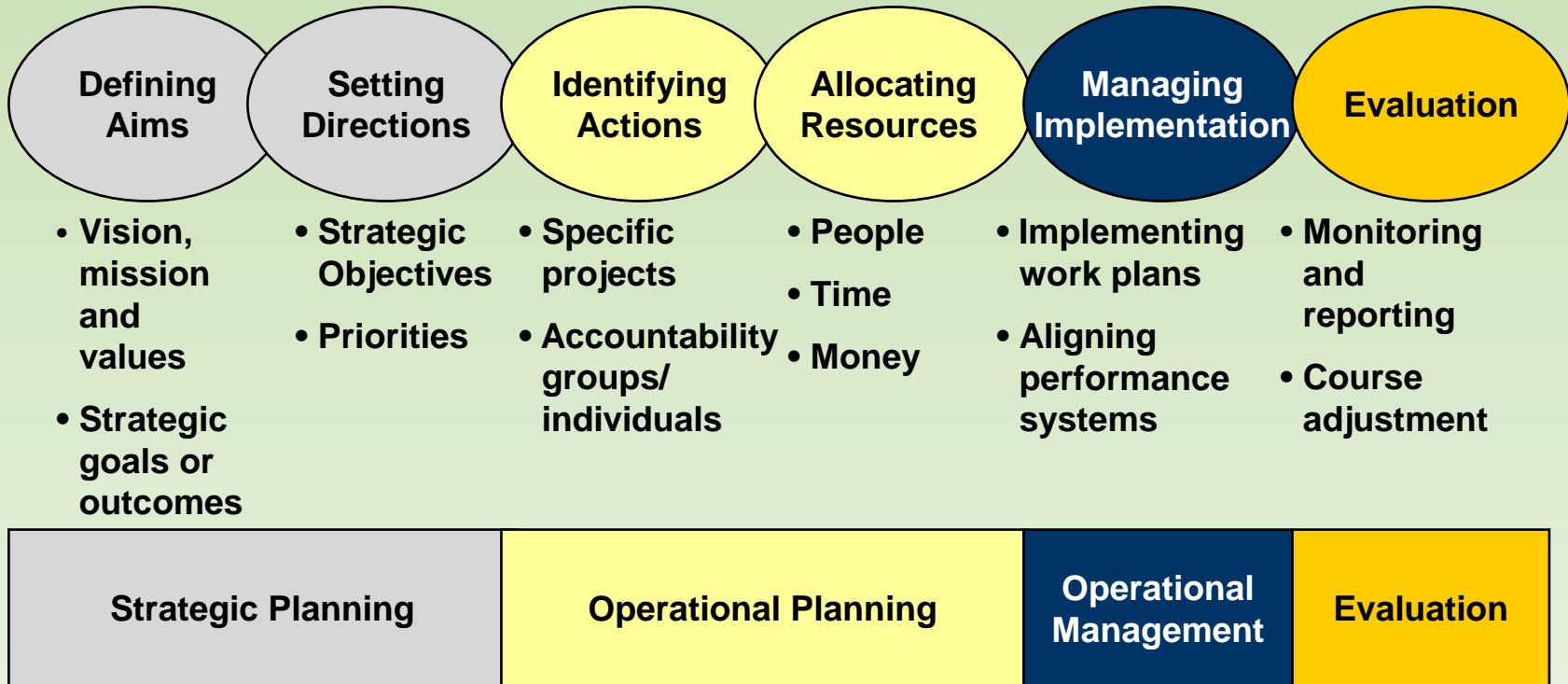
Presentation to Governance Committee

March 9, 2009

# Agenda

- Strategic Framework
- Review Purpose
- Process Objectives
- Proposed Method
- Expected Outcomes
- Next Steps

# A strategic framework



# Review Purpose

- Assess current priorities and evaluate Strategic Plan progress to date
- Review and confirm financial and operating plans to achieve the priorities
- Adjust as required

# Process Objectives

- Open, collaborative effort that enables well informed decision making
- A foundation for 2010 budgeting, resource allocation and work planning decisions
- Community awareness, understanding and involvement



## Proposed Method



### Phase 1: Capital Priorities Review - May

- Speaker: current issues and opportunities
- Status report on Strategic Plan progress and identified capital priority projects
- Introduce a tool to identify capital priorities and present a revised 10 year capital forecast
- Discuss options for potential shifts in timing/delays

### Phase 2: Operating Priorities - June

- Review of Services Inventory
- Discuss SMT recommended Reviews for 2010
- Review Council directed items referred to the review session
- Discuss new services and/or enhancements
- Reconfirm operating priorities and work plan directions

# Process Method (cont'd)

## Phase 1 – Required Information

- ✓ understanding of current issues – internal and external (SWOT)
- ✓ status of current priorities and SP progress
- ✓ revised 10 year capital forecast
- ✓ funding options and alternatives
- ✓ new capital needs

## Process Method (cont'd)

- Phase 2 – Required Information
  - ✓ List of Services provided (mandatory vs. discretionary)
  - ✓ List of Departmental strategic initiatives
  - ✓ SMT recommended Service Review Project(s)
  - ✓ Referral items – benefits and ease of implementation
  - ✓ Operational pressures and new initiatives
  - ✓ New service or service enhancement ideas

# Community Involvement

- Open public meetings
- Survey input – service enhancements for consideration (e.g. live answer)
- Information sessions on priorities review process and indicators of success
- Budget consultations

# Risks

- Limited community interest
- Inadequate time required to fully address issues within 2 sessions
- Insufficient and/or incorrect data to reconfirm the capital and operating priorities as well as the work plan directions

# Measures of Success

- Reconfirmed priorities aligned with financial and operating plans
- A repeatable process recommended by SMT and endorsed by a majority of Council members
- Well communicated outcomes to both staff and residents that facilitate development of a comprehensive budget process consistent with GFOA standards

# Thank you

*“No wind favours the ship that has no chartered course”*

*Anonymous*

## Governance Committee Annual Planning Agenda and Schedule

Activity	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2010
<b>A. Governance Principles, Policies and Procedures</b>					
• Confirm Mandate and Charter	✓ (March)				
• Develop comprehensive governance manual					
- Review a consolidated draft and next steps to complete	✓ (March)				
<b>B. Accountability and Transparency</b>					
- Delegation of Authority				✓ (Dec)	
- Review of discretionary positions (e.g Auditor General)					✓ (Q3)
- Review of mandates and terms of Advisory Committees					✓ (Q3)
<b>C. Strategic Planning</b>					
- Confirm and approve the priority review process plan	✓ (March)				
- Review SP Guidelines		✓ (April)			
<b>D. Committee and Council Effectiveness</b>					
• Develop a survey of Council to assess effectiveness and solicit input on governance concerns		✓ (April)			
• Provide input on changes to Citizen Advisory Committee appointment	✓ (Feb)	✓ (June)			
• Develop an orientation and training program for 2010-2014 term					✓ (Q1)
• Review of Procedural By-law		✓ (Q2)			
• Professional Development		✓ (April)			
• Mandate Review		✓ (March)			
<b>E. CAO/SMT</b>					
• Recruitment and Succession Planning (SMT and CAO)		✓ (May)			
• Conduct 2009 CAO performance assessment	✓ (March)				
- Meet with Consultant to review process	✓ (March)				
<b>F. Council Compensation</b>					
• Establish a survey process to review Council's time commitment	✓ (March)				
• Develop principles for Council compensation				✓ (Oct)	
- Review current policies				✓ (Oct)	
- Develop a citizen's review process of Council compensation					✓ (Q1/2)



**G. Quarterly reporting**

- Quarterly progress reports for Council review

✓ (March)

## Shared Services – Set-up and Arrangements

### Governance and Accountability Framework Checklist Shared Service Agreement

Requirement	Y/N?	Comment
<b>1. Does the overall agreement include?</b>		
1.1 The objectives of the service		
1.2 Parties to the agreement		
1.3 Period covered by the agreement		
1.4 Definition of terms used		
1.5 Responsibilities of all partners		
1.6 Signature of each party		

[www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)

### Shared Services – Set-up and Arrangements

Requirement	Y/N?	Comment
1.7 Procedures for amending the agreement		
1.8 Provision for early termination of agreement by one or more parties		
1.9 Provision for co-opting new partners		
1.10 Provision for third party arbitration in the event of a dispute over the agreement.		

[www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)

## Shared Services – Set-up and Arrangements

Requirement	Y/N?	Comment
<b>2. Does the agreement cover the following corporate governance issues?</b>		
2.1 Composition of overall governing body including representation from each client		
2.2 Voting arrangements of governing body		
2.3 Frequency of meetings of governing body		
2.4 Roles of: <ul style="list-style-type: none"><li>• Shared Service Board</li><li>• Host Board</li><li>• Head of Shared Services</li></ul>		
2.5 Responsibilities of: <ul style="list-style-type: none"><li>• service host organisation</li><li>• client/partner organisations</li></ul>		

[www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)

## Shared Services – Set-up and Arrangements

Requirement	Y/N?	Comment
<b>3. Does the agreement include reference the following related agreements?</b>		
3.1 A risk sharing agreement		
3.2 A service level agreement where details of the service to be provided are defined		
<b>4. Are Legal issues covered? In particular:</b>		
4.1 Legal liability to third parties of host and all other parties to the agreement		
4.2 Client confidentiality, data protection, information security and Freedom of Information responsibilities		
4.3 Provision for sub-contracting by the supplier		

[www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)

Shared Services – Set-up and Arrangements

Requirement	Y/N?	Comment
<b>5. Is the ownership of resources clear? Including:</b>		
5.1 Staff		
5.2 Data and information		
5.3 IT infrastructure (both software and hardware, including network infrastructure)		
5.4 Accommodation		
5.5 Overhead costs		

[www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)

### Shared Services – Set-up and Arrangements

Requirement	Y/N?	Comment
<b>6. Are funding arrangements specified? These should include;</b>		
6.1 Method for determining what costs are to be borne by partners (i.e. staff, non-staff, capital and overheads)		
6.2 Method of determining how these costs are to be shared between partners (eg standard ratio, measured usage levels)		
6.3 Dates of payment		
6.4 Procedure for procuring and pricing additional services within the Agreement		

[www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)

### Shared Services – Set-up and Arrangements

Requirement	Y/N?	Comment
<b>7. Are the following financial management issues covered?</b>		
7.1 Responsibility for financial management of Shared Services.		
7.2 Bank accounts (whether using host bodies accounts or setting up separate ones for shared services)		
7.3 Provision for addressing financial deficits or surpluses by Shared Services.		
<b>8. Are the audit arrangements addressed?</b>		
8.1 Internal auditing arrangements		
8.2 External audit arrangements and access rights/assurance		
8.3 Role of the host and client audit committees		

[www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)



## Draft Table of Contents for Governance Manual

A – Introduction and Background – *Explanation of how and why this manual was developed.*

B – Principles of Governance – *Explanation of the fundamental principles for good governance.*

C – Governance Structure – *Explanation of the current political structure.*

1. Composition
2. Ward System
3. Standing Committees
  - Audit Committee
  - CDES Committee
  - ECO Committee
  - FACS Committee
  - Governance Committee

D – Special Purpose Bodies – *Explanation of the role of special purpose bodies in the governance context.*

1. Advisory Committees
2. Agencies, Boards, Commissions/Committees

E – Roles and Relationships – *Explanation of the roles and the various parties in Guelph's governance model.*

1. Role of Council
2. CAO
3. Senior Management Team
4. Council/Staff Protocol

F – Governance Processes – *Explanation of procedures around meetings.*

1. Meetings
2. Meeting Preparation
3. Meeting Procedures
4. Council Support

*Delegation of Authority – Sets out the matters that Council has delegated and how such delegations are handled.*

G – Strategic Planning Process – *Explanation of the strategic planning process.*

1. Historical Context
2. Values

3. Vision
4. Mission
5. Strategic Goals
6. Critical Success Factors
7. Annual Process

H – Measurement and Performance – *The areas and procedures used for measuring performance.*

1. Chief Administrative Officer
2. Strategic Results
3. City Council

I – Professional Development – *Areas and opportunities for Council.*

J – Oversight and Monitoring – *Explanation of the oversight and monitoring role and duties of Council.*

**The Corporation of the City of Guelph  
Governance Committee  
Monday March 9, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Monday March 9, 2009 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein

Also Present: Councillors Bell and Farrelly

Staff Present: Ms. M. Neubauer, Director of Finance; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual.

Carried

The Committee met in camera with Connie Van Andel.

2. Moved by Councillor Burcher  
Seconded by Councillor Beard

Mrs. L.A. Giles

THAT the request with respect to citizen appointments to a Board be deferred in order to obtain additional information.

Carried

The remainder of the meeting was held in public session.

3. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on February 9, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda: A-1, A-2, B-2, B-3 and B-5.

- 4. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT the balance of the March 9, 2009 Consent Agenda as identified below, be adopted.

a) **Draft Table of Contents for Governance Manual**

THAT the Draft Table of Contents for Governance Manual be received for information.

Carried

**Annual Council Priority Review – Process Plan**

The Manager of Strategic Planning & Corporate Initiatives reviewed the proposed framework for the annual Council priority review. She advised that this would provide Council with an opportunity to assess current priorities and evaluate the Strategic Plan progress to date. It also allows Council to review and confirm financial and operating plans to achieve the priorities and the opportunity to make any necessary adjustments. She outlined the proposed method for this review and the proposed community involvement.

- 5. Moved by Councillor Hofland  
Seconded by Councillor Burcher

REPORT

THAT a two phased process for the review of Council’s capital and operating priorities that will set the foundation for 2010 budgeting, resource allocation and work planning decision, be approved;

AND THAT Council recognize this effort as an integral part of developing a comprehensive budget policy and process, consistent with GFOA guidelines, and that additional proposed financial guidelines and policies supporting a revised 10 year forecast will be presented to Council for approval by September 2009.

Carried

**Draft Governance Committee Mandate and Charter**

The Committee reviewed the draft Governance Committee Mandate and Charter and suggested various amendments and clarification.

**Governance Annual Planning Agenda and Schedule**

The Committee reviewed the annual planning agenda and schedule.

**Reporting of Governance and Audit Committees to Council**

The Committee discussed the report of the Governance and Audit Committees to Council. It was agreed that the Committees would report quarterly to Council and would provide information on the weekly Items for Information of Council.

**Governance and Accountability Framework for Shared Service Agreements (Land Ambulance and POA)**

Ms. M. Neubauer  
Mr. S. Armstrong  
Ms. L.E. Payne

- 6. Moved by Councillor Burcher  
Seconded by Councillor Hofland  
THAT the sample Accountability Framework for Shared Service Checklist be referred to staff for use in developing agreements for shared services.

Carried

**2008 Time Commitments at Council and Standing Committee Meetings**

Mrs. L.A. Giles

Staff were directed to compile statistics for the time commitments relating to the 2008 Council and Standing Committee meetings and to develop a survey of Council time commitments.

**Other Business**

Following a discussion, it was agreed that Councillors who are non-committee members may request that items from the Committee Consent agendas be extracted when they are in attendance at other Standing Committee meetings.

The meeting adjourned at 4:50 p.m.

.....

Chairperson

# COMMITTEE AGENDA



TO                   **Governance Committee**

DATE                April 14, 2009

LOCATION            Council Chambers (Old City Hall)

TIME                3:00 p.m.

---

## **DISCLOSURE OF PECUNIARY INTEREST**

### **CONFIRMATION OF MINUTES**

March 9, 2009

### **CONSENT AGENDA**

- a) **Reports from Administrative Staff**
- b) **Items for Direction of Council**

Items to be extracted from the Governance Committee Consent Agenda.

Resolution to adopt the Governance Committee Consent Agenda.

***"THAT the balance of the Governance Committee Consent Agenda be adopted."***

### **PRESENTATIONS**

None at this time.

### **DELEGATIONS**

None at this time.

### **IN-CAMERA**

"THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual."

### **OTHER BUSINESS**

**NEXT MEETING**      Tuesday May 12, 2009

**The Corporation of the City of Guelph  
Governance Committee  
Monday March 9, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Monday March 9, 2009 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein

Also Present: Councillors Bell and Farrelly

Staff Present: Ms. M. Neubauer, Director of Finance; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual.

Carried

The Committee met in camera with Connie Van Andel.

2. Moved by Councillor Burcher  
Seconded by Councillor Beard

THAT the request with respect to citizen appointments to a Board be deferred in order to obtain additional information.

Carried

The remainder of the meeting was held in public session.

3. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on February 9, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda: A-1, A-2, B-2, B-3 and B-5.

Mrs. L.A. Giles

March 9, 2009

Page No. 2

**Governance**

4. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT the balance of the March 9, 2009 Consent Agenda as identified below, be adopted.

a) **Draft Table of Contents for Governance Manual**

THAT the Draft Table of Contents for Governance Manual be received for information.

Carried

**Annual Council Priority Review – Process Plan**

The Manager of Strategic Planning & Corporate Initiatives reviewed the proposed framework for the annual Council priority review. She advised that this would provide Council with an opportunity to assess current priorities and evaluate the Strategic Plan progress to date. It also allows Council to review and confirm financial and operating plans to achieve the priorities and the opportunity to make any necessary adjustments. She outlined the proposed method for this review and the proposed community involvement.

5. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT a two phased process for the review of Council's capital and operating priorities that will set the foundation for 2010 budgeting, resource allocation and work planning decision, be approved;

AND THAT Council recognize this effort as an integral part of developing a comprehensive budget policy and process, consistent with GFOA guidelines, and that additional proposed financial guidelines and policies supporting a revised 10 year forecast will be presented to Council for approval by September 2009.

Carried

**Draft Governance Committee Mandate and Charter**

The Committee reviewed the draft Governance Committee Mandate and Charter and suggested various amendments and clarification.

**Governance Annual Planning Agenda and Schedule**

The Committee reviewed the annual planning agenda and schedule.

REPORT



March 9, 2009

**Governance**

Page No. 3

**Reporting of Governance and Audit Committees to Council**

The Committee discussed the report of the Governance and Audit Committees to Council. It was agreed that the Committees would report quarterly to Council and would provide information on the weekly Items for Information of Council.

**Governance and Accountability Framework for Shared Service Agreements (Land Ambulance and POA)**

- 6. Moved by Councillor Burcher  
Seconded by Councillor Hofland

THAT the sample Accountability Framework for Shared Service Checklist be referred to staff for use in developing agreements for shared services.

Carried

**2008 Time Commitments at Council and Standing Committee Meetings**

Staff were directed to compile statistics for the time commitments relating to the 2008 Council and Standing Committee meetings and to develop a survey of Council time commitments.

**Other Business**

Following a discussion, it was agreed that Councillors who are non-committee members may request that items from the Committee Consent agendas be extracted when they are in attendance at other Standing Committee meetings.

The meeting adjourned at 4:50 p.m.

.....  
Chairperson

Ms. M. Neubauer  
Mr. S. Armstrong  
Ms. L.E. Payne

Mrs. L.A. Giles

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

April 14, 2009

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-2009 A.3)     <b>STRATEGIC PLANNING GUIDELINES</b></p> <p>THAT Council approve inclusion of the attached guidelines for Strategic Planning in the Council Governance Manual designed to ensure ongoing accountable and strategic management of the operations of the City of Guelph.</p>	Approve
<p>GOV-2009 A.4)     <b>REVISED COMMITTEE MANDATE AND CHARTER</b></p> <p>THAT the Mandate and Charter for the Governance Committee be approved and utilized as a model for other Standing Committees of Council.</p>	Approve
<b>B Items for Discussion of Committee</b>	
<p>GOV-2009 B.6)     <b>2008 COUNCIL / COMMITTEE TIME COMMITMENTS</b></p> <p>See attached information.</p>	
<p>GOV-2009 B.7)     <b>GOVERNANCE SURVEY</b></p>	
<p>GOV-2009 B.8)     <b>QUARTERLY REPORT FROM THE CHAIR</b></p>	

GOV-2009 B.9

**ANNUAL PLANNING AGENDA AND SCHEDULE**

See attached.

attach.

# COMMITTEE REPORT



**TO** Governance Committee  
**SERVICE AREA** Corporate Administration  
**DATE** April 14, 2009  
**SUBJECT** Strategic Planning Guidelines  
**REPORT NUMBER**

---

## **RECOMMENDATION**

That Council approve inclusion of the attached guidelines for Strategic Planning in the Council Governance Manual designed to ensure ongoing accountable and strategic management of the operations of the City of Guelph.

## **BACKGROUND**

Council has directed development of a Governance Manual with specific guidelines and policies to support increasing levels of organizational effectiveness. Information on Strategic Planning was identified by Council as a required section in the manual. To that end, a document has been created that details the history of strategic planning efforts in the City of Guelph, guidelines for developing a Strategic Plan and guidelines for Strategic Plan implementation. The data included in the attachment is developed from a number of sources including current municipal best practice material.

## **REPORT**

The guidelines being recommended and attached as Appendix A include a number of suggestions for effective Strategic Plan development and priority setting. They do not replace any requirements or obligations imposed on municipalities through other federal or provincial policies, statutes or regulations. The guidelines suggest that:

- ✓ at the beginning of each term of Council, a Strategic Plan be developed and priorities established with the assistance of staff or outside consultants at the discretion of Council;
- ✓ an implementation plan be developed to support the Strategic Plan that is linked directly to the long term financial plan, capital and operating budgets;
- ✓ annually, priorities should be reviewed to guide preparation of the budget development process; and
- ✓ quarterly progress reports should be prepared for Council and a community report should be prepared annually to communicate progress achieved.

## **CORPORATE STRATEGIC PLAN**

This efforts link directly to strategic objective 5.6 which calls for organizational excellence in planning and management.

---

**FINANCIAL IMPLICATIONS**

n/a

**DEPARTMENTAL CONSULTATION**

The Senior Management Team and Governance Committee were consulted in development of this submission.

**COMMUNICATIONS**

n/a

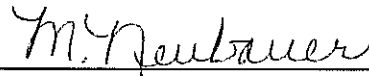
**ATTACHMENTS**

Appendix A - Strategic Planning Guidelines



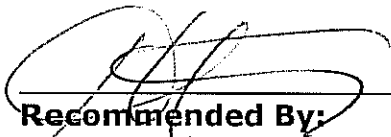
**Prepared By:**

Brenda Boisvert  
Manager, Strategic Planning  
and Corporate Initiatives



**Recommended By:**

Margaret Neubauer  
Director of Finance



**Recommended By:**

Hans Loewig  
CAO

**STRATEGIC PLANNING GUIDELINES  
FOR CITY COUNCILLORS AND SENIOR MANAGEMENT**

**Corporate Administration  
2009**

# STRATEGIC PLANNING GUIDELINES

Corporate Administration  
2009

---

## Table of Contents

I. Introduction.....	3
Background .....	3
Purpose.....	4
II. Guidelines for Developing a Strategic Plan .....	5
Characteristics of an Effective Plan.....	5
Roles .....	5
Components.....	7
Public Engagement .....	7
2007 Strategic Plan Development Process .....	10
III. Guidelines for Strategic Plan Implementation.....	11
Establishing Priorities .....	11
Annual Priority Review .....	12
Monitoring and Reporting .....	12
Summary .....	12
Definitions.....	13

# I. Introduction

## Background

The City of Guelph has a longstanding commitment to excellence in planning and management. The lengthy history of strategic planning efforts dates back to 1993 when the city's first Strategic Plan was adopted – *The Royal City: Looking Ahead*. With a strong mission statement and inclusive development process, the comprehensive plan set a high standard for future strategic planning efforts. Over the next 10 years (1993-2003) a number of regular reviews and updates were made by successive Councils. In 1997, a long term vision was added along with 4 key themes and the document was re-titled "From Dreams to Reality". In 2001, the 1993 mission statement was revised as well as other core elements of the plan. In 2003 there was agreement amongst the Senior Management Team to initiate a new Strategic Plan process with Council the following year. The result of that agreement was the 2005 Strategic Plan renewal exercise and document entitled "A Great Place to Call Home – City of Guelph Strategic Plan 2005 and beyond". In 2006, verification of the strategic directions took place and resulted in two public reports.

As a result of changing community interests, new legislative requirements and a new Council in 2007, an innovative long term visionary Strategic Plan was adopted by the city. The plan includes 6 theme areas with objectives and calls for change both locally and globally. The development process was built on lessons from past exercises and was very successful at reaching over 840 members of the community, including youth and multicultural groups, for their insights and perspective. All efforts to date have created a strong foundation for positive and impactful change that will benefit current and future generations.

**Strategic Planning History at the City of Guelph**

Time Period	Achievement	Focus	Goals/objectives
1993	The Royal City: Looking Ahead	<ol style="list-style-type: none"> <li>1. Controlled Quality Growth and Development</li> <li>2. Ensuring Responsive Community Services</li> <li>3. Practicing Innovative Municipal Management</li> <li>4. Protecting Our Unique Environment and Heritage</li> <li>5. Providing Essential Infrastructure</li> </ol>	9 objectives; 15 actions 11 objectives; 18 actions 9 objectives; 15 actions 11 objectives; 12 actions 10 objectives; 16 actions
1993-2003	Reviews and updates completed: - 1997: new long term vision added; re-titled 'From Dreams to Reality' - 2001: new mission		



Time Period	Achievement statement	Focus	Goals/objectives
2005	2005: A Great Place to Call Home	<ol style="list-style-type: none"> <li>1. Manage Growth in a Balanced and Sustainable Manner</li> <li>2. Strengthen our Economic Base</li> <li>3. Support our Natural, Cultural and Architectural Heritage</li> <li>4. Enhance Community Wellness</li> <li>5. Be Strong Environment Stewards</li> <li>6. Have Exemplary Management Practices</li> </ol>	<p>6 strategic directions; 6 outcomes</p> <p>6 strategic directions; 5 outcomes</p> <p>5 strategic directions; 7 outcomes</p> <p>7 strategic directions; 7 outcomes</p> <p>5 strategic directions; 5 outcomes</p> <p>6 strategic directions; 6 outcomes</p>
2007	The City that Makes a Difference	<ol style="list-style-type: none"> <li>1. Urban Design and Sustainable Growth</li> <li>2. Personal and Community Well-being</li> <li>3. Economic Opportunity</li> <li>4. Arts, Culture and Heritage</li> <li>5. Government and Community Involvement</li> <li>6. Natural Environment</li> </ol>	<p>1 goal; 6 strategic objectives</p> <p>1 goal; 6 strategic objectives</p> <p>1 goal; 6 strategic objectives</p> <p>1 goal; 5 strategic objectives</p> <p>1 goal; 7 strategic objectives</p> <p>1 goal; 6 strategic objectives</p> <p>41 priority initiatives</p>

## Purpose

As a key element in enhancing overall organizational effectiveness, Strategic Plans are guiding documents that provide a high level vision and action plan for the community. Strategic Plans are also considered a core management and planning tool that reflects current community interests and aspirations. There are many benefits that arise from a developing a Strategic Plan. Such plans:

- ✓ set a common direction and focus in the face of competing interests;
- ✓ identify and formalize what needs to be accomplished, when and by whom;
- ✓ guide resource allocation;
- ✓ create a framework to link other Master Plans and initiatives;
- ✓ increase accountability and focused direction on what is most important to the community;
- ✓ act as a communication tool regarding what is hoped to be achieved; and

- ✓ are a means of measuring progress, tracking and reporting results in significant detail.

While research and innovative strategies into Strategic Planning and improved community engagement will continue to emerge, this document sets out suggested guidelines for the development of a community-driven Strategic Plan using lessons learned from past experiences and currently recognized municipal best practice information. Council members are encouraged to consider the principles and practices contained in this document as a means of guiding the development of future strategic planning efforts for the City of Guelph.

## **II. Guidelines for Developing a Strategic Plan**

At the beginning of each term of Council, a Strategic Plan must be developed and priorities established with the assistance of staff or outside consultants at the discretion of Council.

Within 8 months of a general municipal election, Council should have a Strategic Plan in place with a vision, mission identified goals and objectives.

### **Characteristics of an Effective Plan**

A well designed community-driven Strategic Plan is owned by the elected officials within a community. It is most often characterized as their plan based on input from community members. Researchers today recognize that the most effective approach to development is an emergent or 'bottom up' process that is highly inclusive as it leads to the creation of a more sustainable and durable plan given the variety of perspectives involved. A strong plan is also prepared using a team approach that includes Council, staff and as many members of the community as possible. Through the process four key questions are raised, debated and answered:

1. Where are we now? (current status)
2. Where do we want to go? (guiding vision)
3. How will we get there? (goals and strategic objectives)
4. How will we know when we get there? (measures of success)

Effective plans have a long term outlook and can be completed within a 6-12 month time period depending on the process elements selected.

### **Roles**

The development of a Strategic Plan requires many people working together to complete the final product. There are key roles for Councillors, senior staff, administrative staff and community members.

#### Councillors

Councillors provide leadership to the process. They shape its direction through their understanding of community needs and interests. Councillors also have a

keen awareness of changes and opportunities that exist in the broader environment and can participate in the information gathering aspect of the process by speaking directly with residents and stakeholders and sharing any input received with staff.

### Senior Staff

Senior staff also provide leadership and support the process by sharing insights into corporate realities such as work load commitments and internal opportunities for improvement. Senior staff provide direction and guidance to staff who will undertake required work. They help with communications about the Strategic Plan and like Councillors, they too can participate in the data collection.

### Administrative Staff

Administrative Staff carry out the necessary process design work, research and data collection, create draft plans based on all input collected, plan and hold public meetings and are responsible for document design and production that will resonate with Council, staff and the community.

### Community Volunteers

The help of Community volunteers can be enlisted for assistance with translation and research, process design and data collection.

### Consultants/Facilitators

Independent consultants are useful for providing advice on aspects of the data collection efforts, process development and facilitation of meetings with Council, staff and the public.

### **Strategic Planning: Roles and Responsibilities**

<b>Task</b>	<b>Responsibility Senior Management</b>	<b>Council</b>
Develop a Strategic Plan Process	X	
Assess and approve the Strategic Plan process		X
Develop the mission, vision and values	X	
Assess and approve the mission, vision and values		X
Develop the objectives	X	
Assess and approve the objectives		X
Data collection and analysis	X	
Prepare the written strategic plan	X	
Assess and approve the strategic plan		X
Schedule strategic planning and strategic review meetings	X	
Prepare operating plans	X	
Prepare budgets	X	
Approve budgets		X
Prepare reports on the organization's strategic progress and accomplishment of strategic objectives	X	
Monitor the execution of the strategy and its achievement	X	
Approve changes to the strategy as warranted		X

## Components

Strategic Plans are considered to be the guiding document or over-arching umbrella for an organization – a link to all the ongoing and future plans. Strategic Plan content should be change oriented and future focused representing a new course of action or new direction. Strategic plans are usually outcome oriented. The component parts of Strategic Plans are similar between organizations and usually include:

### Strategic Plan Components

Component	Purpose
1 Vision	<ul style="list-style-type: none"> <li>a statement that aspires to a higher level end state or ideal future state – usually practical and inspiring.</li> </ul>
2 Mission	<ul style="list-style-type: none"> <li>describes the overall purpose of an organization. It's usually short and sharply focused, clear and easily understood and written in 30-60 words. It defines why the organization exists and inspires commitment. Effective statements also reflect values and priorities.</li> </ul>
3 Values	<ul style="list-style-type: none"> <li>the principles and standards of an organization that employees adhere to and residents can expect.</li> </ul>
4 Themes	<ul style="list-style-type: none"> <li>key topic areas/concepts that provide structure and focus to the Strategic Plan.</li> </ul>
5 Goals	<ul style="list-style-type: none"> <li>statements of intent without metrics or timeframes.</li> <li>higher level purposes clarified that generate excitement (4-6 are ideal). The goals should be based on what the municipality can control or influence.</li> </ul>
6 Strategic Objectives	<ul style="list-style-type: none"> <li>directions in support of the identified goals; specific and measureable.</li> </ul>
7 Other	<ul style="list-style-type: none"> <li>Content related to external and internal analysis, methodology, key messages, contacts.</li> </ul>

## Public Engagement

Public consultation and involvement – both internal and external - is of primary importance for a successful strategic plan process. It allows both the community and staff to have a voice in identifying the issues they feel are important as well as what is needed to address the issues. Strategic plans with a high level of public and staff involvement produce results that people care about and result in more informed decision making. As well, better and longer lasting policy decisions result from strong engagement since the goals and priorities that are developed directly reflect the current needs and interests of the public.

There are a number of tools and means of engaging internal and external audiences:

- ✓ Conducting surveys - a short number of open ended questions
- ✓ Convening small group meetings, ward meetings or focus groups
- ✓ Partnering with the media
- ✓ Planning community intercepts – meeting the public at central locations
- ✓ Requesting written or oral submissions from boards, committees and other levels of government
- ✓ Holding workshops, community forums and public open houses
- ✓ Forming advisory or steering committees
- ✓ Designing opportunities for youth engagement – e.g contests or challenges; school based initiatives
- ✓ Enlisting Web 2.0 technologies e.g on-line discussions

The Council adopted 'Principles of Public Involvement' that follow must govern the engagement strategy selected:

#### Guiding Principles for Public Involvement

- Inclusive not Exclusive - Everyone's participation will be welcome. Anyone with a known interest in the issue will be identified, invited and encouraged to be involved early in the process.
- Voluntary Participation - The process will seek the support of those participants willing to invest the time necessary to make it work.
- Purpose Driven - The process will be clearly linked to when and how decisions are made. These linkages will be communicated to participants.
- Time and Financial Constraints - The process will operate within an appropriate time frame and budget.
- Communication - The process and its progress will be communicated to participants and the community at-large using appropriate methods and technologies.
- Adaptability - The process will be adaptable, recognizing all limits or constraints and allowing the level of public involvement to be reflective of the magnitude of the issue and the needs of the participants.
- Access to Information -The process will provide participants with timely access to all relevant information in an understandable and user-friendly way. Education and training requirements will be considered.
- Access to Decision Making - The process will give participants the opportunity to influence decision making. The participants will be provided with feedback as to how their input influenced the decisions as they are made.
- Respect for Diverse Interests - The process will foster respect for the diverse values, interests and knowledge of those involved.
- Accountability - The process will recognize that participants are accountable to both their constituents and to the success of the process.
- Evaluation - The success and results of the process will be measured and evaluated.

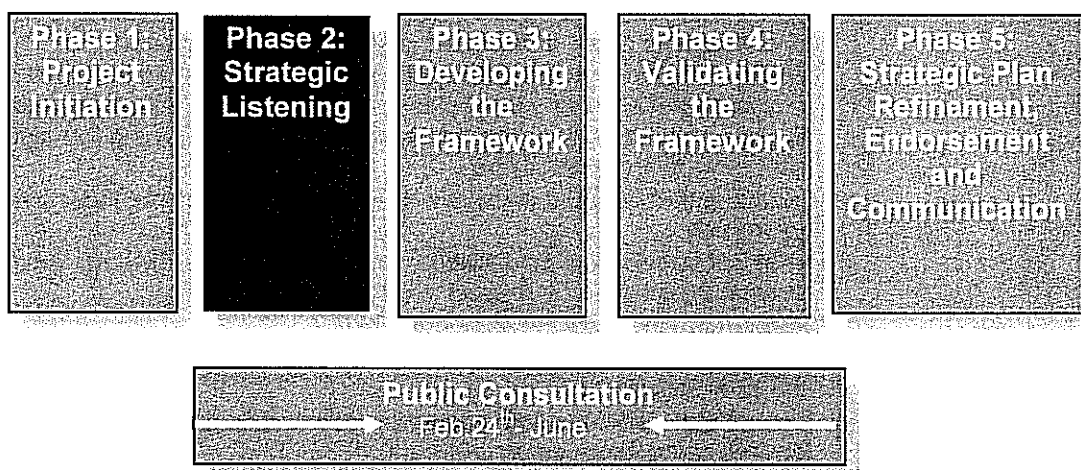
## Public Engagement - Roles and Responsibilities

Accountability	Roles and Responsibilities
Council	<ul style="list-style-type: none"> <li>• City Council is ultimately responsible to all the citizens of Guelph and must weigh each of its decisions accordingly. Councillors are responsible to their local constituents under the ward system, however they must carefully consider the concerns expressed by all parties. Council must ultimately meet the needs of the entire community and act in the best interests of the City as a whole.</li> <li>• During its review and decision-making process, Council has an obligation to recognize the efforts and activities that have preceded its deliberations. Council should have regard for the public involvement processes that have been completed in support of projects, and Councillors should be prepared to discuss their rationale for their decisions in light of that public involvement.</li> </ul>
City Staff	<ul style="list-style-type: none"> <li>• The future of the City should be designed to meet the needs and priorities of its citizens. Staff responsible for the design and implementation of public participation processes have an obligation to ensure that the Guiding Principles are the backbone of their processes. In addition to the responsibilities established by the Guiding Principles, staff have a responsibility to:               <ul style="list-style-type: none"> <li>• pursue public involvement with a spirit that recognizes the value it adds to projects;</li> <li>• in all public involvement activities, work towards fostering long-term relationships based on respect and trust;</li> <li>• encourage positive working partnerships;</li> <li>• take-up the challenge to draw out the silent majority, the voiceless and the disempowered;</li> <li>• ensure that decisions and recommendations reflect the needs and desires of the entire community; and</li> <li>• ensure that no participant or group is marginalized or ignored.</li> </ul> </li> </ul>
All Participants (Proponents, Public, Council, Staff)	<p>The public is also accountable to the process and to the enhancement of the capacity to accomplish the project goals. All parties (including council, staff, other proponents and the public) have a responsibility to:</p> <ul style="list-style-type: none"> <li>• focus on the real issues and not on the furthering of personal agendas;</li> <li>• balance personal concerns with the needs of the community as a whole;</li> <li>• have realistic expectations;</li> <li>• participate openly, honestly and constructively, offering ideas, suggestions, alternatives, etc.;</li> <li>• listen carefully and completely;</li> <li>• identify their concerns and issues early in the process;</li> <li>• provide their names and contact information if they want direct feedback;</li> <li>• make every effort to work within the project schedule; if this is not possible then this should be discussed with the proponent as soon as possible. Participants must also recognize that process schedules may be constrained by external factors (e.g. broader project schedules or legislative requirements);</li> <li>• recognize that there is no single voice that is more important than all others, and that there are diverse opinions to be considered;</li> <li>• work within the process in an integrated and cooperative manner;</li> <li>• accept some responsibility for keeping themselves aware of current</li> </ul>

Accountability	Roles and Responsibilities
	<p>issues; when possible, participants should also make others aware of project activities and solicit their input; and</p> <ul style="list-style-type: none"> <li>recognize that the measure of the success of the process is the fullness of public involvement and the quality of the outcome.</li> </ul>

## 2007 Strategic Plan Development Process

The process used to develop the 2007 Strategic Plan took place over an eight month period and included 5 phases – Project Initiation; Strategic Listening; Developing the Framework; Validating the Framework; Strategic Plan Refinement, Endorsement and Communication. Public consultation took place throughout the majority of the process.



**Phase 1:** The development process was determined which included how data would be collected, the timeframe and what goals were to be met. The two primary goals identified by Council included enhanced communication and greater public consultation. A work plan was presented to Council and Senior Staff as the basis for that discussion. The work plan was a useful tool and included specific timeframes, goals, actions, a description of the actions and who would be responsible for what so that progress could be tracked and monitored.

**Phase 2:** Public consultation occurred with a wide array of individuals and groups through focus groups, telephone interviews, a youth challenge and surveys to get a sound understanding of what was desired for the future of the city. A Council report was created with all the findings for consideration prior to the development of a draft Strategic Plan framework.

**Phase 3:** A draft Strategic Plan Document was created by members of Council, the Senior Management Team and several community members for review by all interested parties. Once drafted, the plan was then subject to further staff review and reflection by the community.

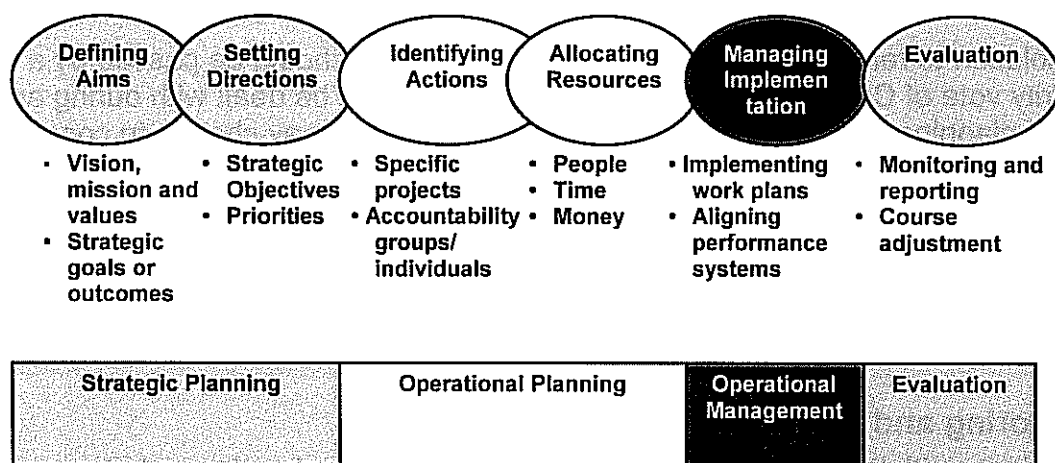
Phase 4: The draft framework was made available to the general public for review and discussion to gauge the extent to which it reflected the expectations of the larger community. Feedback gathered through focus groups, telephone interviews and surveys served as input for refinements to the Strategic Plan.

Phase 5: Once the Strategic Plan was validated, it was refined and endorsed by Council.

### III. Guidelines for Strategic Plan Implementation

#### Managing Implementation

Developing a Strategic Plan is the first step in a strategic framework that consists of strategic planning, operational planning, management and evaluation.



Once the Strategic Plan is completed, priorities must be established and integrated into work plans to ensure alignment within the organization. Performance management and measurement systems must be developed to evaluate success in achieving the goals. Mechanisms to facilitate ongoing communication among administrative staff, Councillors and the community are also required.

#### Establishing Priorities

To begin implementation of the Strategic Plan it is necessary for Council to identify priority initiatives to be addressed during their term of Council.

Priority setting exercises can be undertaken using City staff or outside consultants at the discretion of Council.

Once identified, the priorities are integrated into Departmental work plans where clear accountability and timelines are established along with performance targets



and measures of success. Regular quarterly reports on progress must be provided to Council and the community.

An implementation plan for the priority initiatives, including measures of success, must be tied directly to the capital and operating budgets

### **Annual Priority Review**

A flexible and ongoing approach to priority setting is essential. Each year, after establishing the initial priority listing, Council's priorities must be reviewed in advance of the budget preparation work to address any changing environmental conditions, legislative requirements and community needs. At this time, any items referred to the review session throughout the year can also be addressed.

In order for an item to be removed from the priority list, Council should agree that the item has been dealt with to the satisfaction of Council, or that it is no longer a priority and should be removed from the list.

A resolution to remove an item from the Priority Listing should be passed by a majority vote of Council. Normally such a resolution can be dealt with during an annual planning and priority review session, but Council may choose to consider such a resolution at any regular Council meeting.

The process of reviewing progress and re-establishing the priority listing will be ongoing annually until the general municipal election at which time the cycle of Strategic Plan development, priority setting, implementation, review and reporting should begin again.

### **Monitoring and Reporting**

The priority initiatives identified by Council must be tracked and reported on a quarterly basis to ensure effective communication on progress both internally and externally.

Annually, a community report must be designed and developed that lists out accomplishments from the previous year in relation to the Strategic Plan and Council identified priorities.

### **Summary**

- ✓ Within 8 months of a general municipal election, Council will have a Strategic Plan in place with a vision, mission identified goals and objectives.
- ✓ Staff will suggest a process for Council to use in developing the Strategic Plan and identifying priorities to execute the strategy.
- ✓ An implementation plan with measures of success for the priority initiatives must be developed that links to the long term financial plan, capital and operating budgets to ensure required resources are in place.
- ✓ The Principles of Public Involvement must govern the public engagement strategy.

- ✓ Regular review of the priorities will take place on an annual basis preceding the budget development process.
- ✓ Council will receive status reports on the progress of identified priority initiatives quarterly.
- ✓ A progress report to the community must be prepared annually.

## Definitions

Operationalizing Strategy:	To link the organization's strategy with departmental service delivery to the public.
Performance Management:	A process that establishes an accountability framework by aligning the organization's goals and an individual's work plan goals in an evaluative context.
Performance Measurement:	A method to evaluate the efficiency, effectiveness and outcomes for a particular business process.
Priority:	A key initiative identified by Council that will execute the goals and objectives of the Strategic Plan
Priority Review:	An annual session with Council and staff where priorities are reviewed to determine progress achieved and the ongoing status of identified priorities.
Strategic Plan:	A road map to guide the organization in fulfilling a particular vision.
Strategic Initiative:	An action to achieve the organization's strategic goals and objectives.
SWOT analysis:	Strengths, weaknesses, opportunities and threats – a diagnostic tool to scan the internal and external environment, and incorporate the results into the strategic goal setting process.

# COMMITTEE REPORT



TO **Governance Committee**  
SERVICE AREA Corporate Administration  
DATE Tuesday April 14, 2009  
SUBJECT **Revised Committee Mandate and Charter**  
REPORT NUMBER

---

## RECOMMENDATION

That the Mandate and Charter for the Governance Committee be approved and utilized as a model for other Standing Committees of Council.

## REPORT

The Mandate and Charter has been designed to clearly define the core areas of management for the Committee as well as operating principles, procedures, responsibilities and duties. Development of such a document is a well recognized governance practice leading to strengthened organizational effectiveness.

## CORPORATE STRATEGIC PLAN

This initiative relates to Strategic Plan objective 5.6 - organizational excellence in planning and management.

## FINANCIAL IMPLICATIONS

Any financial impacts resulting from the Mandate and Charter will be subject to the regular budget approval process.

## DEPARTMENTAL CONSULTATION

This document has been reviewed by the Senior Management Team and Governance Committee.

## COMMUNICATIONS

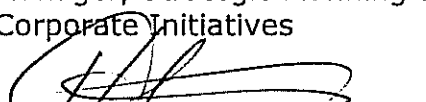
n/a

## ATTACHMENTS - Appendix A: Governance Committee Mandate and Charter



**Prepared By:**  
Brenda Boisvert

Manager, Strategic Planning and  
Corporate Initiatives



**Recommended By:**  
Hans Loewig  
CAO



**Recommended By:**  
Margaret Neubauer,  
Director of Finance

# **Committee Mandate and Charter**

## **Governance**

### **A. Mandate for the Governance Committee**

#### **1. Mandate**

The Committee's Mandate defines its core areas of management and responsibility.

Established by Procedural Bylaw (1996) 15200 for Standing Committees, it is the mandate of the Governance Committee to ensure that appropriate policies, principles and procedures are established to guide and enhance:

- I. the effective governance of the organization;
- II. accountability and transparency measures;
- III. strategic planning, priority setting and performance reporting processes;
- IV. Committee and Council effectiveness;
- V. relations with, performance and progress of the CAO and SMT; and
- VI. Council performance through orientation, evaluation, compensation, learning and professional development.

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

- I. The Committee is comprised of four members of Guelph City Council who act as the Standing Committee Chairs and the Mayor.
- II. The Mayor is the Chair of the Governance Committee.
- III. Additional staff members or specialists may be called upon to conduct research, communications or any other Committee identified requirements.

### **B. Committee Charter**

The Committee's Charter outlines how the Committee will satisfy the requirements set forth by Council in its Mandate. This Charter comprises:

- Operating principles
- Responsibilities and duties
- Operating procedures

#### **I. Operating Principles**

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

##### i. Committee Values

The Council Code of Conduct, transparency and accountability guide Committee efforts. In addition, the Council approved corporate values of wellness, integrity and excellence will serve as the guiding principles to ensure

interaction with the highest ethical standards and professionalism while ensuring that the best interests of the community are met.

ii. Communications

The Committee Chair will act as the primary spokesperson for any media related inquiries.

iii. Meeting Agenda

Committee meeting agendas shall be the responsibility of the Chair of the Committee in consultation with Committee members and staff.

iv. 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 require 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.

v. Committee Expectations and Information Needs

Meeting minutes will be recorded and distributed to Committee members with each meeting agenda.

Any discussions 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.

vi. Reporting to Council

The Committee will report to Council with recommendations for approval.

## **II. Responsibilities and Duties**

Specific roles and responsibilities for the Committee as a whole, Chair and Committee members include:

Committee:

### **Effective Corporate Governance**

- Regularly review Council's governance principles, policies and procedures and make recommendations for necessary improvements to further organizational effectiveness efforts.
- Review the Council Code of Conduct at the beginning of each new term to ensure a thorough and common understanding of expectations.

- Annually review the effectiveness of the implementation of the Code of Conduct.

### **Accountability and Transparency**

- Review and confirm the delegation of authority protocols.
- Each term, assess the need for discretionary positions as defined by the Municipal Act and make appropriate recommendations to Council (e.g. Auditor General, Integrity Commissioner, Auditor General, Lobbyist Registrar and Ombudsman).
- Annually review the Mandates and Charters for each of the Standing Committees of Council and advise on recommendations for improvements or clarification as required.

### **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.
- Ensure a process is established to annually review the Strategic Plan and priorities prior to each budget process.
- Review and recommend an annual strategic planning work plan for Council approval.
- Recommend to Council an internal and external communication plan for reporting on the progress of strategic plan priority initiatives.
- Receive quarterly update reports on the status of priority initiatives to ensure appropriate progress with respect to budget and timelines.

### **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 and training program for the following term of Council to address learning and knowledge requirements in a timely manner.
- 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.

### **CAO/SMT 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.
- Oversee the recruitment process for a new CAO consistent with policy guidelines.
- Direct and review 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 review CAO succession planning efforts consistent with policy guidelines.
- Recommend changes to the CAO compensation for Council approval
- Review SMT development and capacity building progress and recommend required support.
- Receive and review the SMT group performance assessment process and results.

### **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.

### **Committee Performance Reporting**

- Ensure the creation of quarterly information reports to Council on progress achieved by the Committee. The report shall be prepared by the Committee Chair with input from staff.

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 identified priorities, objectives and timelines for key deliverables.

### Chair:

- To maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the committee work proceeds smoothly according to the committee's mandate;
- To ensure that adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings;
- To engage all members in the decision making process.

### Committee members:

- To read all agenda material, and seek clarification on any matters prior to meetings in order to make the most effective use of the committee's time;
- To attend meetings and participate fully in all committee work;

- To debate the issues in an open, honest and informed manner to assist the decision-making process;
- To actively contribute to reaching committee recommendations and directions;
- To represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.

### **III. Operating Procedures**

- i. The Committee shall meet monthly until quarterly meetings are warranted as agreed by the Committee members.
- ii. A quorum shall be a majority of the whole committee (3).
- iii. In the event, consensus cannot be achieved on recommendation to be made to Council, the normal voting process will occur consistent with approved by-laws.
- iv. Meeting minutes will be provided to each member of the committee as part of the agenda for meetings.
- v. The Chair of the Committee shall establish regular meeting dates and be responsible for calling the meetings.
- vi. Any rule not stated herein is deemed to be provided in By-law 1996-15200 Consolidate Procedural By-law.



## 2008 Council / Committee Time Commitments

<b>Committee</b>	<b>Total Number of Hours Spent in Meetings</b>
<b>Council</b> <i>(includes planning, in camera and special meetings)</i>	171 hours
<b>Community Development &amp; Environmental Services Committee</b>	32 <sup>3</sup> / <sub>4</sub> hours
<b>Emergency Services, Community Services &amp; Operations Committee</b>	25 hours
<b>Finance, Administration &amp; Corporate Services Committee</b> <i>(includes the 2 meetings when they met as the Audit Committee)</i>	25 <sup>3</sup> / <sub>4</sub> hours
<b>Governance &amp; Economic Development Committee</b>	9 <sup>1</sup> / <sub>2</sub> hours
<b>Land Ambulance Committee</b>	5 hours and 50 minutes

Approximate total of 271 hours which relates to approximately 5.25 hours per week in meetings.

# Governance Survey – Draft for Discussion

The following questionnaire will provide a guide to improving Council’s performance. A summary of all the Councillor’s completed questionnaires, along with an assessment of the achievement of key organizational goals will provide a measure of Council’s effectiveness. The benchmark used by this questionnaire, in part, is the expectation of performance of duties as outlined in the Provincial Municipal Act.

## Instructions:

All answers are to be held in confidence by the Mayor, unless otherwise directed by Council.

Please rank answers from 1 - 5:

- 1 - strongly disagree
- 2 - disagree
- 3 - neutral
- 4 - agree
- 5 - strongly agree

Please include additional comments regarding the specific statements.

### A. Governance

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Council reviews the Vision with each new term to determine appropriateness.   | 1 | 2 | 3 | 4 | 5 |
| 2. Council ensures that the mission and mandate remains current each new term.   | 1 | 2 | 3 | 4 | 5 |
| 3. Council regularly articulates the value and progress of the corporation to resident and stakeholders.                 | 1 | 2 | 3 | 4 | 5 |
| 4. Council takes a proactive role in developing an open and strong relationship with the CAO and Senior Management Team. | 1 | 2 | 3 | 4 | 5 |
| 5. Council strives to meet the City’s policy goals and information objectives.   | 1 | 2 | 3 | 4 | 5 |
| 6. Council establishes and maintains effective working relationships with key stakeholders.                              | 1 | 2 | 3 | 4 | 5 |

## Comments:

### B. Governance - Stewardship of the City of Guelph

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. The City has a strategic planning process that sets the long-term direction of the corporation. | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 2. Council approves the strategic direction and objectives for the corporation and the overall operating and financial plans to achieve them.  | 1 | 2 | 3 | 4 | 5 |
| 3. Council refers to the city's strategic plan in making policy decisions throughout the year.   | 1 | 2 | 3 | 4 | 5 |
| 4. Council informs the CAO of the risks and challenges facing the organization particularly any significant developments likely to have a major impact on the city or the public's perception of the organization. | 1 | 2 | 3 | 4 | 5 |
| 5. Council has taken steps to ensure adequate communication with stakeholders and the public.  | 1 | 2 | 3 | 4 | 5 |
| 6. Council keeps up to date by-laws of the corporation.  | 1 | 2 | 3 | 4 | 5 |
| 7. Council ensures that management has developed and implemented effective operating policies, including policies governing compliance with applicable laws, regulations, agreements and guidelines.               | 1 | 2 | 3 | 4 | 5 |
| 8. Council has effectively implemented governance processes to fulfill its responsibility for oversight and control.   | 1 | 2 | 3 | 4 | 5 |
| 9. Council is diligent in verifying the accountability and integrity of the corporation's internal financial control and information management systems.   | 1 | 2 | 3 | 4 | 5 |
| 10. Council communicates its expectations openly and honestly to the CAO.  | 1 | 2 | 3 | 4 | 5 |
| 11. Council has implemented effective processes to discharge the responsibility to oversee the management of the corporation of the City of Guelph.  | 1 | 2 | 3 | 4 | 5 |
| 12. Council ensures that the CAO understands what his/her responsibilities are.  | 1 | 2 | 3 | 4 | 5 |
| 13. Council regularly evaluates the performance of the corporation and the work performance of the CAO and takes any action required.  | 1 | 2 | 3 | 4 | 5 |
| 14. Council provides appropriate advice and counsel to the CAO.  | 1 | 2 | 3 | 4 | 5 |
| 15. Council allows the CAO enough room to manage and does not get involved with day-to-day operations of the organization.   | 1 | 2 | 3 | 4 | 5 |
| 16. Council is given adequate and timely information respecting significant issues, changes and/or problems that affect the city's operations.   | 1 | 2 | 3 | 4 | 5 |
| 17. This organization has a good balance between organizational stability and strategic innovation.  |   |   |   |   |   |
| 18. Council ensures that the city has developed and maintains an adequate senior management succession plan.   | 1 | 2 | 3 | 4 | 5 |

Comments:

**C. Governance – Service Delivery by the City of Guelph**

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. Council reviews the key programs and/or services delivered by the corporation to ensure they fall within the city’s mandate. | 1 | 2 | 3 | 4 | 5 |
| 2. Council approves new programs and/or services delivered by the city.   | 1 | 2 | 3 | 4 | 5 |

Comments:

**D. Governance - Board Self-Governance**

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Council functions independently of management, with a consistent focus on the best, long-term interests of the corporation.   | 1 | 2 | 3 | 4 | 5 |
| 2. Council Members understand their roles and responsibilities well and are given terms of reference when they become Council Members.   | 1 | 2 | 3 | 4 | 5 |
| 3. Councillors understand the difference between their governance responsibilities and delegated management responsibility of the CAO and senior management.   | 1 | 2 | 3 | 4 | 5 |
| 4. Council has the right:<br>a) number of Councillors.<br>b) balance and mix of skills and background.   | 1 | 2 | 3 | 4 | 5 |
| 5. Council has developed effective processes for:<br>a) orienting and educating new Councillors.<br>b) evaluating and where necessary, improving its own performance.  | 1 | 2 | 3 | 4 | 5 |
| 6. Council practices are adequate to ensure:<br>a) meaningful participation by Councillors.<br>b) timely resolution of issues.<br>c) accountability to the key stakeholders.   | 1 | 2 | 3 | 4 | 5 |
| 7. Council meeting content and agendas:<br>a) are sufficiently focused on significant matters of concern to Council the future of the corporation.<br>b) use Councillor’s time productively.<br>c) allow the right amount of time for agenda items.<br>d) incorporate productive In-Camera sessions. | 1 | 2 | 3 | 4 | 5 |

- |   |           |
|---|-----------|
| 8. Council meeting processes:   | 1 2 3 4 5 |
| a) Prior to each meeting, adequate and appropriate information material is sent to Councillors in preparation for the meeting.                            |           |
| b) Council material is distributed far enough in advance of meetings to allow adequate preparation.   |           |
| c) Council holds an appropriate number of meetings.   |           |
| d) Meetings are of appropriate length.  |           |
| e) Meetings are chaired in an appropriate manner.   |           |
| f) Council uses effective rules of engagement.  |           |
| g) Council meetings allow sufficient time for dialogue, questions and discussion regarding governance/management of the corporation with the CAO and SMT. |           |
| h) Council uses appropriate decision making processes.  |           |
| 9. Oral presentations to Council are:   | 1 2 3 4 5 |
| a) appropriate in length.   |           |
| b) focused on the right issues.   |           |
| 10. Council members participate in discussions that are open and comprehensive.   | 1 2 3 4 5 |
| 11. The opinions and input of individual Councillors are satisfactorily encouraged and equally valued.  | 1 2 3 4 5 |
| 12. Council's business practices are consistent with the operating /guiding principles of the corporation.  | 1 2 3 4 5 |
| 13. Councillors comply with requirements outlined in key elements of the governance structure (bylaws, policies, code of conduct)                         |           |
| 14. Council's capacity to govern effectively is not impaired by conflicts between members.  |           |
| 15. Council has a conflict resolution process when issues are unable to be resolved.  | 1 2 3 4 5 |

Comments:

**Other:**

Please note any other comments you have about Council's overall performance.

Comments:

Governance Committee Annual Planning Agenda and Schedule

Activity	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2010
<b>A. Effective Corporate Governance</b>					
• Review Committee Mandate and Charter	✓ (March)				
• Develop comprehensive governance manual					
- Review a consolidated draft and next steps to complete	✓ (March)				
<b>B. Accountability and Transparency</b>					
• Delegation of Authority protocols				• (Dec)	
• Review of discretionary positions					• (Q3)
• Review of mandates and terms of Advisory Committees					• (Q3)
<b>C. Strategic Planning</b>					
• Confirm and approve the priority review process plan	✓ (March)				
• Review SP Guidelines		• (April)			
• Receive quarterly updates		• (June)	• (Sept)	• (Dec)	
• Review communications plan for progress reporting		• (June)			
• Review and recommend annual SP work plan					• (Q1)
<b>D. Committee and Council Effectiveness</b>					
• Develop a survey of Council to assess effectiveness and solicit input on governance concerns		• (April)			
• Provide input on changes to Citizen Advisory Committee appointment	✓ (Feb)	• (June)			
• Guide development of an orientation and training program for 2010-2014 term					• (Q1)
• Review of Procedural By-law		• (Q2)			
• Professional Development		• (Q2)			
• Standing Committee Mandate and Charter review			• (June)		
<b>E. CAO/SMT Performance and Review</b>					
• Recruitment and Succession Planning (SMT and CAO)		• (May)			
• Conduct 2009 CAO performance assessment	✓ (March)				
- Meet with Consultant to review process	✓ (March)				
• Receive and review SMT group performance assessment results			• (June)		
• Receive information on SMT development progress			• (June)		
<b>F. Council Compensation</b>					
• Review Council's time commitment		• (April)			
• Direct development of principles for Council compensation				• (Oct)	



**The Corporation of the City of Guelph  
Governance Committee  
Tuesday April 14 , 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday April 14, 2009 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein

Also Present: Councillors Bell and Farrelly

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Ms. B. Boisvert, Manager of Strategic Planning and Corporate Initiatives; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Burcher  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on March 9, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda:

- GOV-2009 A.3 – Strategic Planning Guidelines
- GOV-2009 A.4 – Revised Committee Mandate and Charter
- GOV-2009 B.6 – 2008 Council/Committee Time Commitments
- GOV-2009 B.7 – Governance Survey
- GOV-2009 B.8 – Quarterly Report from the Chair

2. Moved by Councillor Burcher  
Seconded by Councillor Hofland

THAT the balance of the Governance Committee April 14, 2009 Consent Agenda as identified below be adopted:

a) **Annual Planning Agenda and Schedule**

Mayor Farbridge  
Ms. B. Boisvert

THAT the Annual Planning Agenda and Schedule be received for information.

Carried

**Strategic Planning Guidelines**

The Manager of Strategic Planning and Corporate Initiatives highlighted the strategic planning guidelines.



REPORT 3. Moved by Councillor Hofland  
Seconded by Councillor Beard  
THAT Council approve inclusion of the attached guidelines for Strategic Planning in the Council Governance Manual designed to ensure ongoing accountable and strategic management of the operations of the City of Guelph.

Carried

**Revised Committee Mandate and Charter**

REPORT 4. Moved by Councillor Hofland  
Seconded by Councillor Burcher  
THAT the Mandate and Charter for the Governance Committee be approved and utilized as a model for other Standing Committees of Council.

Carried

REPORT 5. Moved by Councillor Burcher  
Seconded by Councillor Wettstein  
THAT the Mandate and Charter for the Governance Committee be used as a model for the development of the same for the Council Standing Committees with priority being given to the Audit Committee and the Land Ambulance Committee.

Carried

**2008 Council / Committee Time Commitments**

Mrs. L.A. Giles 6. Moved by Councillor Burcher  
Seconded by Councillor Wettstein  
THAT staff be directed to report back to the Governance Committee with a process and costs on gathering information on Councillors, Council and Committee time commitments.

Carried

**Governance Survey**

Mrs. L.A. Giles  
Ms. B. Boisvert 7. Moved by Councillor Burcher  
Seconded by Councillor Beard  
THAT the Governance Survey be received and forwarded on to the members of Guelph City Council.

Carried

**Quarterly Report from the Chair**

Mayor Farbridge

8. Moved by Councillor Hofland  
Seconded by Councillor Beard  
THAT the Quarterly Report from the Chair, be received for information.

Carried

9. Moved by Councillor Burcher  
Seconded by Councillor Beard  
THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters identifiable individuals.

Carried

The remainder of the meeting was held in camera.

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

10. Moved by Councillor Burcher  
Seconded by Councillor Beard  
THAT staff be given direction with respect to citizen appointments to a committee.

Carried

The meeting adjourned at 4:45 p.m.

.....  
Chairperson

# committee AGENDA



TO **Governance Committee**

DATE May 12, 2009

LOCATION Council Chambers

TIME 3 p.m.

## **disclosure of pecuniary interest**

## **confirmation of minutes**

April 14, 2009

## **CONSENT AGENDA**

- a) **Reports from Administrative Staff**
- b) **Items for Direction of Council**

Items to be extracted from the Governance Committee Consent Agenda.

Resolution to adopt the Governance Committee Consent Agenda.

**"THAT** *the balance of the Governance Committee Consent Agenda be adopted.*"

## **PRESENTATIONS / DELEGATIONS**

a)

## **IN-CAMERA**

"THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual."

## **Other business**

## **Next meeting**

June 9, 2009

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday April 14 , 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday April 14, 2009 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein

Also Present: Councillors Bell and Farrelly

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Ms. B. Boisvert, Manager of Strategic Planning and Corporate Initiatives; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Burcher  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on March 9, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda:

- GOV-2009 A.3 – Strategic Planning Guidelines
- GOV-2009 A.4 – Revised Committee Mandate and Charter
- GOV-2009 B.6 – 2008 Council/Committee Time Commitments
- GOV-2009 B.7 – Governance Survey
- GOV-2009 B.8 – Quarterly Report from the Chair

2. Moved by Councillor Burcher  
Seconded by Councillor Hofland

THAT the balance of the Governance Committee April 14, 2009 Consent Agenda as identified below be adopted:

a) **Annual Planning Agenda and Schedule**

Mayor Farbridge  
Ms. B. Boisvert

THAT the Annual Planning Agenda and Schedule be received for information.

Carried

**Strategic Planning Guidelines**

The Manager of Strategic Planning and Corporate Initiatives

April 14, 2009

highlighted the strategic planning guidelines.

**Governance Committee**

Page No. 2

REPORT

3. Moved by Councillor Hofland  
Seconded by Councillor Beard  
THAT Council approve inclusion of the attached guidelines for Strategic Planning in the Council Governance Manual designed to ensure ongoing accountable and strategic management of the operations of the City of Guelph.

Carried

**Revised Committee Mandate and Charter**

REPORT

4. Moved by Councillor Hofland  
Seconded by Councillor Burcher  
THAT the Mandate and Charter for the Governance Committee be approved and utilized as a model for other Standing Committees of Council.

Carried

REPORT

5. Moved by Councillor Burcher  
Seconded by Councillor Wettstein  
THAT the Mandate and Charter for the Governance Committee be used as a model for the development of the same for the Council Standing Committees with priority being given to the Audit Committee and the Land Ambulance Committee.

Carried

**2008 Council / Committee Time Commitments**

Mrs. L.A. Giles

6. Moved by Councillor Burcher  
Seconded by Councillor Wettstein  
THAT staff be directed to report back to the Governance Committee with a process and costs on gathering information on Councillors, Council and Committee time commitments.

Carried

**Governance Survey**

Mrs. L.A. Giles  
Ms. B. Boisvert

7. Moved by Councillor Burcher  
Seconded by Councillor Beard  
THAT the Governance Survey be received and forwarded on to the members of Guelph City Council.

Carried

**Quarterly Report from the Chair**

Mayor Farbridge

8. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the Quarterly Report from the Chair, be received for information.

Carried

9. Moved by Councillor Burcher  
Seconded by Councillor Beard

THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters identifiable individuals.

Carried

The remainder of the meeting was held in camera.

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

10. Moved by Councillor Burcher  
Seconded by Councillor Beard

THAT staff be given direction with respect to citizen appointments to a committee.

Carried

The meeting adjourned at 4:45 p.m.

.....  
Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**May 12, 2009**

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-2009 A.5)      <b>CITY COUNCIL PROFESSIONAL DEVELOPMENT</b></p> <p>THAT a training and development needs analysis be conducted in order to identify the skills and knowledge, or competencies, required by councillors to perform their roles and responsibilities effectively;</p> <p>AND THAT a councillor training and development plan be developed, and the necessary funding be submitted for consideration as part of the 2010 budget process.</p>	Approve
<p>GOV-2009 A.6)      <b>POLICY OF COUNCIL ATTENDANCE AT LOCAL GOVERNMENT EVENTS</b></p> <p>THAT the attached policy on Council attendance at local government events be approved.</p>	Approve

**B Items for Direction of Committee**

attach.

TO **Governance Committee**

SERVICE AREA Information Services  
DATE May 12, 2009

**SUBJECT City Council Professional Development**

REPORT NUMBER

## **RECOMMENDATION**

THAT a training and development needs analysis be conducted by Human Resources in order to identify the skills and knowledge, or competencies, required by councillors to perform their roles and responsibilities effectively; AND THAT a councillor training and development plan be developed, and the necessary funding be submitted for consideration as part of the 2010 budget process.

## **BACKGROUND**

A well-planned, structured and continuing training and professional development program enables councillors to continue to develop relevant skills and knowledge over time. This is important given the varying responsibilities of the role, the dynamic nature of the legislative and policy framework within which local government operates, the many competing priorities and high community expectations. Benefits of a professional development program include:

- needs-based training and professional development for councillors will assist them in functioning well in their role and to make informed and effective decisions;
- presents an opportunity for councillors to learn new skills, knowledge and gain experience;
- presents an opportunity to provide structured updates on changes to key legislation and policies as well as briefings to councillors on key issues.

The Governance Committee has requested that staff report back to Committee on a professional development program for City Council.

## **REPORT**

One of the four pillars of the City's People Practices Strategy is to be a learning organization. The learning organization can best be described as one that fosters learning as a way of life, that encourages creativity and that actively and visibly promotes and invests in the on-going skill and knowledge development of its employees, tied to the organization's goals. While the elected members of City



---

Council are not deemed to be employees, the same principles should apply.

Professional development for members of Council should be seen as an investment in enhancing the effectiveness of the council's performance. Similar to the Council's policy on attendance at local government events which funds and encourages participation in such opportunities, there should also be provision for relevant training and professional development activities, that are adequately funded and offered on a yearly basis.

Although basic foundation training for newly elected officials has historically been provided by the Association of Municipalities of Ontario, these programs are typically designed to give elected officials an over-view of municipal government operations and governing legislation. While this is valuable information, there is an acknowledged need for additional training and development in other areas. And while periodic conferences, seminars and workshops on a variety of relevant topics are offered by various local government organizations, no coordinated effort to establish a dedicated, comprehensive and ongoing educational program for elected officials exists in Ontario. During this term, elected officials have expressed the need for ongoing education and development in a number of areas, including:

<b>GOVERNANCE</b>	<b>LEGISLATIVE</b>	<b>PERSONAL</b>	<b>TECHNOLOGY</b>
Effective Meeting Procedures	Planning Act	Communication and the Media	Microsoft Core Training
Strategic Management	Municipal Act	Conflict Resolution	Use of Technology <ul style="list-style-type: none"><li>• Laptops</li><li>• Hand-held Devices</li></ul>
Municipal Finance	Municipal Conflict of Interest Act	Time Management	Records Search
Risk Management	Municipal Freedom of Information & Protection of Privacy Act	Effective Presentations	
Leadership	Environmental Legislation	Corporate Values	

In addition to the topics that are offered by local government organizations, the City currently offers training opportunities for staff in a number of the above areas which could be made available to Council. Some of the above topics are available through the City's on-line training resources, including additional modules from the Leadership Orientation Program. Any gaps that are not covered by opportunities currently available through the City and local government organizations, would have to be alternatively sourced.

It is recommended that a training and development needs analysis be conducted by Human Resources in order to identify the specific skills and knowledge, or competencies, required by councillors to perform their roles and responsibilities effectively. It is further recommended that once the needs analysis is completed, a councillor training and development plan be developed, and the necessary funding submitted for consideration as part of the 2010 budget process.

---

## **CORPORATE STRATEGIC PLAN**

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

## **FINANCIAL IMPLICATIONS**

There are no cost implications to conducting a needs analysis. Any funding required for the professional development program will be proposed for consideration as part of the 2010 budget process.

## **DEPARTMENTAL CONSULTATION**

Human Resources.

## **COMMUNICATIONS**

N/A

“original signed by Lois Giles”

---

### **Recommended By:**

Lois A. Giles,  
Director of Information Services/Clerk.  
(519) 822-1260, x 2232  
[lois.giles@guelph.ca](mailto:lois.giles@guelph.ca)

“original signed by Mark Amorosi”

---

### **Endorsed By:**

Mark Amorosi,  
Director of Human Resources.  
(519) 822-1260, x 2281  
[mark.amorosi@guelph.ca](mailto:mark.amorosi@guelph.ca)

# COMMITTEE REPORT

**TO** **Governance Committee**

SERVICE AREA Information Services  
DATE May, 2009

**SUBJECT** **Policy on City Council Attendance at Municipal Government Events**

REPORT NUMBER

## RECOMMENDATION

THAT the attached policy on Council attendance at local government events be approved.

## BACKGROUND

In 2008, the former Governance & Economic Development Committee directed that staff review Council's travel and expense reimbursement policy with respect to:

- what other municipalities allow
- reimbursement for educational opportunities
- amend the definition section to include a definition for conference being any event, symposium, workshop or seminar that occurs outside the City of Guelph that is longer than one day
- removal of the limitation that only two Councillors may attend a conference at one time
- remove reference to "seminar"
- include events within a certain number of kilometers from the City of Guelph.

Council's current policy provides that each member of Council is permitted to attend a maximum of two conferences/seminars per year within North America. A maximum of two Councillors may attend any one conference/seminar with the exception of the Federation of Canadian Municipalities and the Association of Municipalities of Ontario conferences, or where a Council member is also a member of the board or a committee of the association. If more than two Councillors wish to attend a conference/seminar, other than FCM or AMO, Council approval must be obtained. The policy makes no distinction between conferences and other types of events such as seminars, educational and training opportunities, workshops, symposiums, etc.

## REPORT

There are great benefits to be gained from attending events of interest to local government. These

---

events contribute to the continuous learning and development of participants, better equipping them to deal with the wide range and depth of governance issues facing municipalities. They also provide a forum to exchange ideas, best practices, and expertise on local government related issues. Participants often benefit from learning about new approaches and the experiences of other municipalities that have had success in dealing with a particular issue. This can avoid the often lengthy process involved in attempting to solve a problem in isolation, which can take longer and produce less effective results.

Staff have reviewed expense policies from a number of other Canadian municipalities, and the majority tend to focus on actual types and limits of expenses as opposed to placing limitations on the numbers of events councillors can attend. Guelph's policy with respect to types and limitations on expenses is fairly consistent with other municipalities.

There are numerous events of municipal interest that occur each year, including –

- municipal association conferences (2-5 days including travel)
  - Federation of Canadian Municipalities
  - Association of Ontario Municipalities
- local government organization conferences (2-5 days including travel)
  - ICLEI-Local Governments for Sustainability
- special interest conferences (2-5 days including travel)
  - climate change
  - sustainable communities
  - making cities livable
- one day events (1-2 days including travel)
  - AMO sponsored events
  - FCM sponsored events
  - Ministry of Municipal Affairs & Housing sponsored events
- educational opportunities
  - AMO sponsored events
  - AMCTO (Municipal Administration Program, Municipal Finance, Parliamentary Procedures, Municipal Law, Municipal Planning, etc.)
  - Ministry of Municipal Affairs & Housing sponsored events

In order to allow improved opportunities for councillors to attend these various types of events, it is suggested that any reference to a maximum number of attendees or the location of events be eliminated, and that the policy be amended to provide that each councillor be allocated an equal share of the approved budget for attendance at events to cover the cost of registrations, travel, meals and accommodations, etc. In 2009, this amounts to an allocation of \$3,250 per councillor. Councillors would only be permitted to exceed the foregoing with the prior approval of Council. These allocations would not be transferrable, and if not used during the calendar year, would not be carried over into subsequent budget years.

The intent of the policy is to encourage city councillors to take advantage of these opportunities to attend events of interest to local government. The policy will ensure that there are established procedures in place with respect to attendance at these events, and provide for the reimbursement of expenses incurred by those persons attending. It is recognized that expenses associated with

---

attendance at such events must be reasonable and necessarily incurred by those attending.

This policy applies only to reimbursement of travel related expenses for participation by City Councillors in local government events which are reimbursed from the approved Council budget.

The allocation limits in the policy do not apply to travel related expenses of city councillors who serve on the board of either the Association of Municipalities of Ontario or the Federation of Canadian Municipalities, where such service and associated travel expenses have been authorized by Guelph City Council. Limits also do not apply to events where the Mayor is representing the City as the head of Council, and expenses are covered under the budget for the Mayor's Office.

## **CORPORATE STRATEGIC PLAN**

This report supports Goal 5 - A community-focused, responsive and accountable government.

## **FINANCIAL IMPLICATIONS**

Expenses for attendance at local government events are covered under the approved Council budget.

## **DEPARTMENTAL CONSULTATION**

Finance Department

## **COMMUNICATIONS**

**N/A**

## **ATTACHMENTS – Schedule "A" – Draft Policy**

"original signed by Lois Giles"

---

### **Prepared By:**

Lois A. Giles,  
Director of Information Services/City Clerk.  
(519) 822-1260 x 2232  
[lois.giles@guelph.ca](mailto:lois.giles@guelph.ca)

POLICY	<b>City Councillor Attendance at Municipal Government Events</b>
CATEGORY	Council
AUTHORITY	Information Services
RELATED POLICES	
APPROVED BY	Guelph City Council
EFFECTIVE DATE	
REVISION DATE	

### **POLICY STATEMENT**

There is great value to be gained from City Councillors attending events of interest to municipal government. These events contribute to continuous learning and development, and better equip City Councillors to deal with the wide range and depth of governance issues facing municipalities. They also provide a forum to exchange ideas, best practices, and expertise on municipal government related issues. Expenses associated with attendance at such events must be reasonable and necessarily incurred by those attending.

### **Purpose**

City Councillors who attend municipal government events benefit from learning about new approaches and the experiences of other municipalities that have had success in dealing with issues. By building on the success of other municipalities, it is possible to avoid a lengthy process involved in attempting to solve a problem in isolation, which may take longer and produce less effective results. The purpose of this policy is to ensure that there are established procedures in place with respect to City Councillor attendance at municipal government events, and to provide for the reimbursement of expenses incurred by those persons attending.

### **POLICY APPLICATION AND EXCLUSIONS**

This policy applies only to reimbursement of travel related expenses for participation by City Councillors in municipal government events which are reimbursed from the approved Council budget.

---

The allocation limits in this policy do not apply to travel related expenses of city councillors who serve on the board of either the Association of Municipalities of Ontario or the Federation of Canadian Municipalities, where such service and associated travel expenses have been authorized by Guelph City Council, or to events where the Mayor is representing the City as the head of Council, and expenses are covered under the budget for the Mayor's Office.

## Definitions

- **Eligible Expenses** – Expenses that are eligible for reimbursement include:
  - transportation,
  - accommodation,
  - event registration fees,
  - meals and incidentals,
  - hospitality.
- **Event** – Includes an organized annual general meeting, conference, congress, convention, exposition, forum, program, session, summit, or workshop targeted to a municipal audience. In situations where it is not clear as to the municipal relationship to the event, it is the responsibility of the City Councillor to clearly establish this relationship.
- **Hospitality** – Includes reasonable costs which may be incurred by City Councillors in an economical, consistent, and appropriate way that will facilitate City business, or as a matter of courtesy, and consists of meals only.
- **Ineligible Expenses** – Expenses that are not eligible for reimbursement include:
  - 1-900 premium-rate telephone calls,
  - claims for loss of personal effects,
  - companion registration fees and expenses,
  - entertainment,
  - gifts,
  - medical and hospital treatments in excess of City sponsored health care benefit limits
  - personal effects (luggage, clothing, magazines),
  - personal memberships,
  - personal messaging /download fees,
  - personal services (shoe shines, valet, spa treatments, hair styling, internet fees for access to for-fee sites),
  - personal vehicle costs (maintenance, repair costs, towing fees, car washes),
  - movie or cable/satellite television fees charged by hotels or airlines,
  - professional sporting events,
  - side trips including stopover charges and additional accommodation costs for personal or other business reasons,
  - sightseeing tours,

- 
- traffic and parking fines.
  - **Municipal Government Organization** – Includes such entities as the Canadian Urban Institute, the Institute on Governance, Municipal Government Institute, ICLEI-Municipal Governments for Sustainability, Ministry of Municipal Affairs & Housing, Community Heritage Ontario, etc.



- 
- **Municipal Association** – Includes the Federation of Canadian Municipalities or the Association of Ontario Municipalities, and sub-groups of these associations.

## **ALLOCATION FOR ATTENDANCE AT MUNICIPAL GOVERNMENT EVENTS**

Each City Councillor will be allocated an equal share of the approved budget for attendance at municipal government events. Allocations are not transferrable, and if not used during the calendar year, cannot be accumulated and carried over into subsequent budget years. City Councillors will be permitted to exceed their allocation only with the prior approval of Guelph City Council.

## **HOSPITALITY**

City Councillors attending municipal government events, may offer hospitality on behalf of the City where necessary and reasonable. Such hospitality is limited to meals, and the maximum daily meal expense limit will apply. Receipts are required for reimbursement.

## **MEALS AND INCIDENTALS**

Meal expenses will be reimbursed at actual costs upon submission of appropriate receipts. Councillors will be reimbursed for meal expenses up to a maximum of \$70 per day, at the following rates:

\$15.00 - Breakfast  
\$20.00 - Lunch  
\$35.00 - Dinner  
**\$70.00**

Individual meal limits may be exceeded, as long as the \$70.00 daily total limit for meals is not exceeded.

A separate amount is available each day for incidental expenses in addition to the regular meal allowance. Such items would include parking meters, public transit, or Internet access connection and/or usage fees away from home, where Internet access is necessary for city business. The current rate is \$10.00 per day. Where possible, original receipts should be obtained and submitted for reimbursement.

The above limits are in Canadian dollars for expenses incurred in Canada or the equivalent foreign currency for travel outside of Canada. Tips and gratuities would be in addition to the above rates.

Receipts are to be submitted within 30 days of return from the function for reimbursement. Claims for expenses must include receipts, and be submitted within 30 days of return from the event. Claims for expenses incurred in one year, but not submitted until the next budget year will only be paid upon the approval of the Director of Finance.

---

## **OVERNIGHT ACCOMMODATION**

If an overnight stay is required, accommodation will be reimbursed at a rate in accordance with the single room rates charged for the function, or the hotel's rate for a standard single room whichever is less. Reimbursement of accommodation expenses for additional days may be approved. The reason for the approval (i.e. lower air fare, time change) must be documented on the expense claim form.

## **TRANSPORTATION**

Transportation costs include:

- air, rail, bus fare or automobile at the most cost and time effective rate; e.g. mileage will not be reimbursed if air travel is less expensive
- parking
- travel cancellation insurance
- incidental travel by taxi, subway, bus
- departure taxes from transportation terminals
- travel to and from public transportation terminals, provided such transportation is actually used by the traveller
- toll highway charges
- expenses incurred when using a personal vehicle for travel to functions located outside the City of Guelph will be reimbursed at the standard car allowance rate established for City staff, currently \$0.45 per km.
- expenses associated with the use of a rented automobile for travel to and from the function, provided the expense does not exceed the cost of taxi fares for the same purpose (use of the automobile for personal business is not an allowable expense)
- Long-term parking for air travel exceeding 24-hours.

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday May 12, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday May 12, 2009 in the Caucus Room at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Hofland and Wettstein

Absent: Councillor Burcher

Also Present: Councillors Bell and Farrelly

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on April 14, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda:

- GOV-2009 A.5 – City Council Professional Development
- GOV-2009 A.6 – Policy of Council Attendance at Local Government Events

**City Council Professional Development**

2. Moved by Councillor Hofland  
Seconded by Councillor Beard

REPORT

THAT a training and development needs analysis be conducted in order to identify the skills and knowledge, or competencies, required by councillors to perform their roles and responsibilities effectively;

AND THAT a councillor training and development plan be developed, and the necessary funding be submitted for consideration as part of the 2010 budget process.

Carried

**Policy of Council Attendance at Local Government Events**

REPORT

3. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT the attached policy on Council attendance at local government events be approved.

Carried

**Other Business**

Mrs. L.A. Giles

4. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT the Director of Information Services/City Clerk be directed to report back to the Committee with recommendations on voting with respect to the order of the City Council Agendas.

Carried

**In Camera**

5. Moved by Councillor Wettstein  
Seconded by Councillor Beard  
THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual.

Carried

The remainder of the meeting was held in camera.

The meeting adjourned at 4:20 p.m.

.....

Chairperson

# committee AGENDA



TO **Governance Committee**

DATE Tuesday June 9, 2009

LOCATION Committee Room

TIME 3:00 p.m.

## **disclosure of pecuniary interest**

**confirmation of minutes** – May 12, 2009

## **CONSENT AGENDA**

- a) Reports from Administrative Staff**
- b) Items for Direction of Council**

Items to be extracted from the Governance Committee Consent Agenda.

Resolution to adopt the Governance Committee Consent Agenda.

**"THAT** *the balance of the Governance Committee Consent Agenda be adopted.*"

## **PRESENTATIONS / DELEGATIONS**

- a) Mark Amorosi, Director of Human Resources: - Succession Management  
Proposed Approach

## **IN-CAMERA**

"THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual."

## **Other business**

**Next meeting:** July 13, 2009

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday May 12, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday May 12, 2009 in the Caucus Room at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Hofland and Wettstein

Absent: Councillor Burcher

Also Present: Councillors Bell and Farrelly

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on April 14, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda:

- GOV-2009 A.5 – City Council Professional Development
- GOV-2009 A.6 – Policy of Council Attendance at Local Government Events

**City Council Professional Development**

2. Moved by Councillor Hofland  
Seconded by Councillor Beard

REPORT

THAT a training and development needs analysis be conducted in order to identify the skills and knowledge, or competencies, required by councillors to perform their roles and responsibilities effectively;

AND THAT a councillor training and development plan be developed, and the necessary funding be submitted for consideration as part of the 2010 budget process.

Carried

**Policy of Council Attendance at Local Government Events**

REPORT

3. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT the attached policy on Council attendance at local government events be approved.

Carried

**Other Business**

Mrs. L.A. Giles

4. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT the Director of Information Services/City Clerk be directed to report back to the Committee with recommendations on voting with respect to the order of the City Council Agendas.

Carried

**In Camera**

5. Moved by Councillor Wettstein  
Seconded by Councillor Beard  
THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual.

Carried

The remainder of the meeting was held in camera.

The meeting adjourned at 4:20 p.m.

.....  
Chairperson

# Presentation to: Governance Committee

Succession Management  
Proposed Approach



# OUTLINE

- Definition
- Need for a succession management program
- Elements of a successful program
- Steps to develop and implement a succession management program
- Proposed approach

# Definition

- “A deliberate, systematic effort to ensure organizational performance through the identification, assessment, development and placement of organizational talent e.g. key leadership positions at all levels.”
  - (William Rothwell, Effective Succession Planning, 1994)

# Need for a Succession Management Program

- Essential to ensure qualified people ready to fill key leadership positions resulting from attrition, promotion and retirement
- Survey of municipal CAO's, federal and provincial deputy ministers indicated biggest challenge – succession planning and knowledge transfer
- IPAC Survey

## Need for Succession Management cont'd

- Conference Board of Canada reports that on average, public sector workers retire earlier than their private sector counterparts, at an average age of 58.5
- Increasing competition for qualified talent in both public and private sectors

## Need for Succession Management cont'd

- Aging workforce combined with declining growth in workforce and increased diversity of workforce will present significant risks in attraction and retention of talent
- The population, aged 45 to 64, which increased from 5.4 million to almost 7.3 million between 1991 and 2001, is expected to increase to 9.5 million by 2011.
  - Statistics Canada 2006

# Need for Succession Management cont'd

- Conversely, the number of Canadians between the ages of 25 and 34 declined by 18% between 1991 and 2001 and is increasingly declining
  - Statistics Canada 2004
- A 2006 Conference Board of Canada Survey reveals 74% of organizations are facing challenges with recruiting and retaining employees at present. This same study reports increases in voluntary turnover rates with an average of 7.9% across all industries. (Conference Board of Canada, The Strategic Value of People 2006).

# City of Guelph Context

- Average age of employees is 44
- 50% of employees are over age 40
- The 50-59 age demographic increased 2% in one year
- 13% of full time workforce eligible to retire in the next 5 years
- Retirements expected to rise between 2010-2015
- Voluntary Turnover is at 4.8%

# Succession Management Program Elements

- Development Policy/Succession Mgmt Strategy
- Competency Model
- Target Positions, Functions – current and anticipated
- Target Populations, candidates e.g. Levels of High Potentials
- The process – intake, assessment, development planning, review, measurement



# Succession Management Program Elements

- Data e.g. key leadership roles, high turnover positions, performance appraisal tracking, development plan tracking/follow up
- Review meetings – frequency, participants, agenda, desired outcomes
- Technology supports re: Administration
- Roles and Responsibilities – Senior Mgmt, Individuals, Line Mgmt, HR

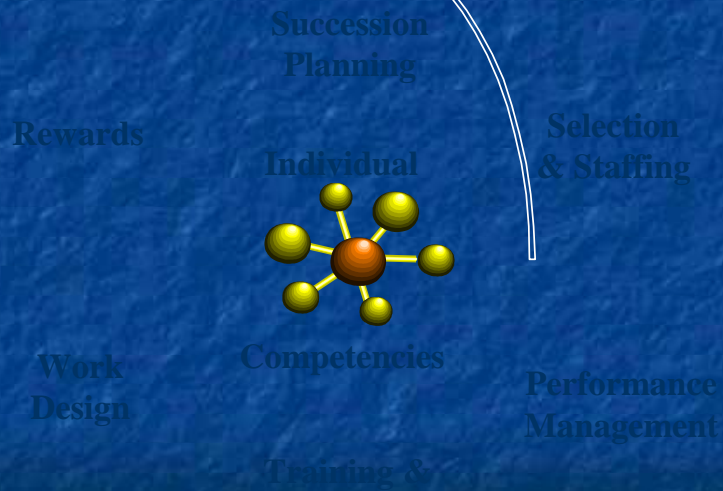
# Succession Management Program Cycle



## Key Characteristics of a Successful Succession Management Program

- **The Succession Plan is directly aligned with the business strategy.**
- **The City sponsors the Succession Planning process and the CAO champions it.**
- **Line Management takes responsibility for the process and staff support it.**
- **Managers are accountable for performance reviews and for implementing the action plans.**
- **The Succession Plan is tailored to the organization's unique needs, culture, and history: there is no "quick fix."**
- **The Succession Plan drives the management and leadership development programs.**
- **Succession Planning is fully integrated with corporate human resource systems, programs, and strategies.**
- **The foundation of Human Resources involvement is based on a well-developed competency framework.**

# Link Competencies with People Practices



# Approach to Development of Succession Management

- Full scoping of resources required to plan, design, develop and implement a program
- Consultation and development of Policy, Competency Model
- Development of Communication Strategy
- Develop Methodology to assess potential in the organization

## Approach cont'd

- Recommend infrastructure required to provide oversight to program e.g. department leads, technology supports, training process for owners, participants
- Links to diversity and equity need to be built in
- Review and align all HR practices to integrate succession management

# Proposed Approach

- Develop a succession management model that would identify:
  - Key leadership and high risk positions
  - Key feeder positions and/or potential candidates
  - Development programs for potential new leaders

# Current Status

- Presentation to SMT February 2009 re: Succession Management
- Approval in principle for approach i.e. high risk, and critical positions
- Scoping out model/approach/risks/costs to model currently



# Conclusion

- City leadership has a responsibility to ensure knowledge transfer and organizational continuity
- Succession Management is good business sense
- Effective Talent Management vital to ensure the City achieves it's Strategic Goals

Thank You

Questions/Comments?

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**June 9, 2009**

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-2009 A.7)      <b>COMMITTEE MANDATE AND CHARTER – LAND AMBULANCE COMMITTEE</b></p> <p>THAT the report of the Director of Information Services/Clerk with respect to the proposed mandate and charter of the Land Ambulance Committee be received, and that the mandate and charter be forwarded to the Land Ambulance Committee.</p>	Approve
<p>GOV-2009) A.8)      <b>OPTIONS FOR IMPROVING TELEPHONE CUSTOMER SERVICE</b></p> <p>THAT staff be directed to bring forward a proposal in the 2010 budget for City of Guelph "live answer" and preparation of short and long term range plans in keeping with the customer service strategy.</p>	

**B Items for Direction of Committee**

attach.

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Information Services  
DATE June 9, 2009

**SUBJECT Mandate and Charter - Land Ambulance Committee**

REPORT NUMBER

## RECOMMENDATION

THAT the report of the Director of Information Services/Clerk with respect to the proposed mandate and charter for the Land Ambulance Committee be received, and that the mandate and charter be forwarded on to the Land Ambulance Committee.

## BACKGROUND

Earlier this year, City Council approved a mandate and charter for the Governance Committee. This document was meant to serve as a template for the development of mandates and charters for the other standing committees.

## REPORT

Attached is a proposed mandate and charter for the Land Ambulance Committee. There are a number of areas where the document has been modified from the format used by the Governance Committee, mainly to recognize that this committee has membership from the City and the County of Wellington, and that some provisions of the Governance Committee mandate and charter would not have the same application to this Committee due to the joint membership. Areas where these modifications occur include:

- Clarifies that even though there is joint City/County representation, this committee is a standing committee of the City and reports to Guelph City Council.
- Provides for alternating City/County chairs on an annual basis which reflects the current practice.
- Recognizes that County Council representatives would not be subject to City Council's Code of Conduct and would have their own established set of values to which they subscribe. The transparency and accountability provisions of the Municipal Act are suggested as they apply equally to all members.
- Recognizes that the Committee chair is a spokesperson for agenda matters only, and not for the service itself, which is a City responsibility.
- Recognizes that it is the City that generates the agendas.
- Recognizes that the committee has one functional area as compared to other standing committees that deal with a number of functional areas.

---

## **CORPORATE STRATEGIC PLAN**

Supports Goal 5 to be a community-focused, responsive and accountable government.

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION**

Emergency Services

## **COMMUNICATIONS**

n/a

## **ATTACHMENTS**

Draft Mandate and Charter

“original signed by Lois Giles”

---

### **Recommended By:**

Lois A. Giles,  
Director of Information Services/Clerk.  
(519) 822-1260, ext. 2232  
lois.giles@guelph.ca

# **Committee Mandate and Charter**

## **Land Ambulance**

### **A. Mandate for the Land Ambulance Committee**

#### **1. Mandate**

The Committee's Mandate defines its core areas of management and responsibility.

Established by Procedural Bylaw (1996) 15200 for Standing Committees, the Land Ambulance Committee is a standing committee of the City of Guelph. It is the mandate of the Land Ambulance Committee to ensure that appropriate policies, principles and procedures are established to guide and enhance:

- I. To ensure that land ambulance services are provided as effectively and efficiently as possible within the City of Guelph and the County of Wellington, in line with the basic principles established by the Province of Ontario, which include:
  - a. Accessibility
  - b. Integration
  - c. Seamlessness
  - d. Accountability
  - e. Responsiveness
- II. To deal with policy and significant operational matters, and make recommendations to Guelph City Council on same.
- III. To receive updates and presentations on financial matters, including variance reports, operating and capital budgets.

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

- I. The Committee is comprised of three members of Guelph City Council and the Mayor, and three members of Wellington County Council and the Warden.
- II. Chairing of the Land Ambulance Committee will alternate between the City and the County on an annual basis.
- III. Additional staff members or specialists may be called upon to conduct research, communications or any other Committee identified requirements.

### **B. Committee Charter**

The Committee's Charter outlines how the Committee will satisfy the requirements set forth by Council in its Mandate. This Charter comprises:

- Operating principles
- Responsibilities and duties
- Operating procedures

## **I. Operating Principles**

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

### i. Committee Values

Transparency and accountability will guide Committee efforts

### ii. Communications

The Committee Chair will act as the primary spokesperson for any media related inquiries concerning agenda matters.

### iii. Meeting Agenda

The Director of Emergency Services will consult with the Chair of the Committee in preparing committee agendas.

### iv. 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 require 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.

### v. Committee Expectations and Information Needs

Meeting minutes will be recorded and distributed to Committee members with each meeting agenda.

Any discussions 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.

### vi. Reporting to City Council

The Committee will report to City Council with recommendations for approval.

## **II. Responsibilities and Duties**

Specific roles and responsibilities for the Committee as a whole, Chair and Committee members include:

### Committee:

1. To make recommendations for the consideration of Guelph City Council with respect to land ambulance matters.
2. To receive statistical and financial reports regarding land ambulance service.

### **Committee and Council Effectiveness**

#### Chair:

- To maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the committee work proceeds smoothly according to the committee's mandate;
- To ensure that adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings;
- To engage all members in the decision making process.

#### Committee members:

- To read all agenda material, and seek clarification on any matters prior to meetings in order to make the most effective use of the committee's time;
- To attend meetings and participate fully in all committee work;
- To debate the issues in an open, honest and informed manner to assist the decision-making process;
- To actively contribute to reaching committee recommendations and directions;
- To represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.

### **III. Operating Procedures**

- i. The Committee shall meet on the second Wednesday of each month.
- ii. A quorum shall be a majority of the whole committee (5).
- iii. In the event, consensus cannot be achieved on recommendation to be made to Council, the normal voting process will occur consistent with approved by-laws.
- iv. Meeting minutes will be provided to each member of the committee as part of the agenda for meetings.
- v. The Chair of the Committee shall establish regular meeting dates and be responsible for calling any additional meetings required.
- vi. The location of the meetings shall alternate between City and County facilities.



# COMMITTEE REPORT



**TO** Governance Committee

SERVICE AREA Information Services  
DATE June 9, 2009

**SUBJECT** Options for Improving Telephone Customer Service  
REPORT NUMBER

### RECOMMENDATION

That staff be directed to bring forward a proposal in the 2010 budget for City of Guelph "live answer" and preparation of short and long range plans in keeping with the customer service strategy.

### BACKGROUND

#### Research

The telephone is generally the most frequently used channel by citizens contacting public sector organizations due to its ease of use, speed, convenience, immediacy, privacy, and the personal service that it provides. While the telephone is highly used, it can also be a source of frustration for citizens with one of the lowest levels of citizen satisfaction of any channel including internet, e-mail, mail, office, and fax. Some of the typical challenges that are encountered by citizens and impact satisfaction levels include:

- problems with being bounced around by interactive voice response (IVR) and voice mail systems;
- the telephone is a less cost effective channel than others, e.g. internet, due to technical requirement;
- the overall speed of the telephone service can be delayed by being put on hold, multiple transfers, needing multiple calls for resolution
- inconsistencies between staff and their responses can create low quality service and call volumes can exceed capacity.
- conflicting, wrong, or incomplete information creates service problems
- limited hours of service are inconvenient for some

(Source: Answering the Call: Improving Public Sector Telephone Service for Canadians)

#### Current Call Statistics

Below are statistics for 822-1260 by month for the five months between November 2008 and March 2009. Numbers below include both calls and zero outs (number of times a person pressed '0' for a live person from the voice menu) These zero outs are based on those people who pressed "0" upon the first point at which the call came to the City.

Month	Calls	Zero Outs	%
Nov-08	16948	4910	29%
Dec-08	16478	4467	27%
Jan-09	17474	4918	28%
Feb-09	15641	3983	25%
Mar-09	9578	1593	17%

<b>TOTAL</b>	<b>76119</b>	<b>19871</b>	
<b>MONTHLY AVERAGE</b>	<b>15223</b>	<b>3974</b>	<b>26%</b>

### Option 1: Status Quo

No additional staff or financial resources dedicated to telephone customer service. Some revisions to voice menus could occur to improve the customer's ability to reach a department or staff person. There would be no financial implications to this option.

### Option 2: Live Answer

#### Objective

A live answer initiative would involve answering a majority of the calls to the City's 822-1260 line in a live format during business hours by two designated Customer Service Representatives (CSRs). This initiative would increase personal interaction between staff and customers and lessen frustration for customers (no voice-mail or menu) for their first point of contact. Live answer would focus on call transfers only, and not call resolution.

#### Pros

- more personal and direct for customer
- less frustrating for customer
- minimal training required for switchboard operators

#### Cons

- customer may be transferred multiple times to get answer to question
- additional staff required so that a majority of switchboard calls can be answered by a live person

#### Financial Estimates\*

<b>Implementation Costs (Year 1)</b>		<b>Operating Costs (Year 2+)</b>	
1 additional CSR FTE (salary+benefits)	59,900	1 additional CSR FTE (salary+benefits)	59,900
1 phone	500	supplies/training	1,000
1 computer	1,100		
1 workstation (desk+chair)	2,500		
supplies/training	1,500		
<b>TOTAL Implementation</b>	<b>65,500</b>	<b>TOTAL Operating</b>	<b>60,900</b>

\* Financial estimates are a fair representation of municipal experiences and not necessarily the actual costs the City would incur.

### Option 3: Customer Contact Centre

#### Objective

- A customer contact centre is an enhanced, centralized approach to handling customer contacts to the City through various channels including telephone, e-mail, website, mail, and fax. All contacts by customers (regardless of method) flow through a single contact centre. Customers communicate with trained Customer Service Representatives (CSRs) who are knowledgeable in the many services and functions of the City. The highest industry standard service level for customer contact centres is 80/20 - 80% of the calls are answered within 20 seconds. Municipal customer contact centres adjust this service level to a realistic 80/30 or 75/35.
- The CSRs use a CRM (Customer Relationship Management) application to track any customer requests for service or to search for answers to questions or inquiries. The CRM is a corporate application that integrates with other corporate systems to improve the efficiency and response time to customer service requests.

*Pros*

- focus is first point of contact resolution (by CSR) – less frustrating for customer (not being transferred)
- all customer contacts are handled by a single co-ordinated and knowledgeable team that shares information and knowledge
- calls, service request, and inquiry statistics can be tracked and reported on by CRM to promote further improvements

*Cons*

- customer contact centres place calls in a queue and they are answered by the next available CSR. This can result in customer frustration from being placed on hold.
- higher start-up costs due to larger staffing and technology resource needs.

*Financial Estimates\**

<b>Implementation Costs (Year 1)</b>		<b>Operating Costs (Year 2+)</b>	
9 CSR FTEs (salary/benefits) (based on 1500 calls per month per FTE)	540,000	9 CSR FTEs (salary/benefits) (based on 1500 calls per month per FTE)	540,000
1 Supervisor/Co-ordinator FTE	77,700	1 Supervisor/Co-ordinator FTE	77,700
10 phones	5,000	technology (licensing/maintenance)	50,000
10 computers	11,000	supplies/training	5,000
10 workstations (desks/chairs)	25,000		
technology (CRM/IT/telephony)	550,000		
supplies/training	10,000		
<b>TOTAL Implementation</b>	<b>1,218,700</b>	<b>TOTAL Operating</b>	<b>672,700</b>

\* Financial estimates are a fair representation of municipal experiences and not necessarily the actual costs the City would incur.

**Option 4: 311**

*Objective*

A 311 initiative includes the centralized approach of a customer contact centre implementation and introduces of a more complex telephony system for routing calls. The telephone technology of 311 means that a citizen can dial '311' and have that call automatically routed to the City's customer contact centre where they can receive assistance on municipal matters. This eliminates the need for a customer to know what number is the correct number to call or to be transferred multiple times. 311 provides residents with a simple, easy to remember point of contact for non-emergency, municipal inquiries.

*Pros*

- easy convenient number for customers to remember
- 311 redirects non-emergency calls away from 911 to the appropriate contact point
- many calls answered at first point of contact – less frustrating for customer
- all calls handled by a single team of co-ordinated team
- advanced telephony allows for advanced call reporting and statistics

*Cons*

- customer contact centres place calls in a queue and they are answered by the next available CSR. This can result in customer frustration from being placed on hold.
- higher start-up costs due to larger staffing and technology resource needs.

*Financial Estimates\**

<b>Implementation Costs (Year 1)</b>	<b>Operating Costs (Year 2+)</b>
--------------------------------------	----------------------------------

9 CSR FTEs (salary/benefits) (based on 1500 calls per month per FTE)	540,000	9 CSR FTEs (salary/benefits) (based on 1500 calls per month per FTE)	540,000
1 Supervisor/Co-ordinator FTE	77,700	1 Supervisor/Co-ordinator FTE	77,700
10 phones	5,000	technology (licensing/maintenance/telephony )	100,000
10 computers	11,000	supplies/training	5,000
10 workstations (desks/chairs)	25,000		
technology (CRM+IT+telephony+311)	750,000		
supplies/training	10,000		
<b>TOTAL Implementation</b>	<b>1,418,700</b>	<b>TOTAL Operating</b>	<b>722,700</b>

\* Financial estimates are a fair representation of municipal experiences and not necessarily the actual costs the City would incur.

To ensure that the City continues to deliver the best telephone service, ongoing monitoring of call statistics and telephone customer service will continue, to ensure where improvements can be made where possible.

## **CORPORATE STRATEGIC PLAN**

Enhancement of telephone customer services addresses Strategic Plan objective 5.1 of attaining the highest municipal customer service satisfaction rating of any comparable-sized Canadian community.

## **FINANCIAL IMPLICATIONS**

Financial estimates are included with each option above. Any monetary requirements would be pursued through regular budget planning processes.

## **DEPARTMENTAL CONSULTATION/CONCURRENCE**

The CAO and Service Excellence Strategy development team were consulted in the development of this report.

## **COMMUNICATIONS**

Once confirmed, the planning process and implementation will be communicated internally and to the general public in co-ordination with Corporate Communications.

## **ATTACHMENTS**

n/a

---

“original signed by Markham Wismer”

---

**Prepared By:**

Markham Wismer  
Supervisor, ServiceGuelph  
x 2489  
[markham.wismer@guelph.ca](mailto:markham.wismer@guelph.ca)

“original signed by Lois Giles”

---

**Recommended By:**

Lois A. Giles  
Director of Information  
Services/City Clerk  
x 2232  
[lois.giles@guelph.ca](mailto:lois.giles@guelph.ca)

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday June 9, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday June 9, 2009 in the Committee Meeting Room at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher (arrived at 3:15 p.m.), Hofland and Wettstein

Also Present: Councillors Bell and Farrelly

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Director of Human Resources; Ms. M. Neubauer, Director of Finance; Mr. B. Barr, Manager of Fleet & Equipment; Ms. B. Boisvert, Manager of Strategic Planning & Corporate Initiatives; Mr. M. Wismer, Supervisor, ServiceGuelph; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on May 12, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda:

- GOV-2009 A.7 – Committee Mandate and Charter – Land Ambulance Committee
- GOV 2009 A.8 – Options for Improving Telephone Customer Service

**Succession Management Proposed Approach**

The Director of Human Resources presented the proposed approach to Succession Management. He outlined the definition for succession management and the need for such a program. He provided information on the proposed program elements which would develop a policy/Succession Management Strategy and a competency model. He then outlined the key characteristics of a successful program and the need to link competencies with people practices.

**Land Ambulance – Committee Mandate and Charter**

Counc. Piper  
Chief S. Armstrong

2. Moved by Councillor Burcher  
Seconded by Councillor Beard  
THAT the report of the Director of Information Services/Clerk with respect to the proposed mandate and charter of the Land Ambulance Committee be received as amended, and that the mandate and charter be forwarded to the Land Ambulance Committee.

Carried

**Options for Improving Telephone Customer Service**

REPORT

3. Moved by Councillor Burcher  
Seconded by Councillor Wettstein  
THAT staff be directed to bring forward a proposal in the 2010 budget for City of Guelph "live answer" with a focus on those calls requiring a higher level of assistance, and preparation of short and long term range plans in keeping with the customer service strategy.

Carried

**In Camera**

4. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:  
• personal matters about an identifiable individual.

Carried

The remainder of the meeting was held in camera.

The meeting adjourned at 5:00 p.m.

.....  
Chairperson

# committee AGENDA



TO **Governance Committee**

DATE July 22, 2009

LOCATION Committee Meeting Room (Room 112)

TIME 3:00 p.m.

## **disclosure of pecuniary interest**

**confirmation of minutes** – June 9, 2009

## **CONSENT AGENDA**

- a) Reports from Administrative Staff**
- b) Items for Direction of Council**

Items to be extracted from the Governance Committee Consent Agenda.

Resolution to adopt the Governance Committee Consent Agenda.

**"THAT** *the balance of the Governance Committee Consent Agenda be adopted.*"

## **PRESENTATIONS / DELEGATIONS**

- a) Corporate Communications Plan: purpose and development process to date (Consent Report GOV-2009 A.9):
  - Tara Sprigg, Manager of Corporate Communications
  - MacMillan Marketing Group

## **IN-CAMERA**

"THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about an identifiable individual."

## **Other business**

- Notice of Motions
- Municipal Council Education Program



---

**Next meeting** - September 14, 2009

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday June 9, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday June 9, 2009 in the Committee Meeting Room at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher (arrived at 3:15 p.m.), Hofland and Wettstein

Also Present: Councillors Bell and Farrelly

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Director of Human Resources; Ms. M. Neubauer, Director of Finance; Mr. B. Barr, Manager of Fleet & Equipment; Ms. B. Boisvert, Manager of Strategic Planning & Corporate Initiatives; Mr. M. Wismer, Supervisor, ServiceGuelph; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on May 12, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda:

- GOV-2009 A.7 – Committee Mandate and Charter – Land Ambulance Committee
- GOV 2009 A.8 – Options for Improving Telephone Customer Service

**Succession Management Proposed Approach**

The Director of Human Resources presented the proposed approach to Succession Management. He outlined the definition for succession management and the need for such a program. He provided information on the proposed program elements which would develop a policy/Succession Management Strategy and a competency model. He then outlined the key characteristics of a successful program and the need to link competencies with people practices.

**Land Ambulance – Committee Mandate and Charter**

Counc. Piper  
Chief S. Armstrong

2. Moved by Councillor Burcher  
Seconded by Councillor Beard  
THAT the report of the Director of Information Services/Clerk with respect to the proposed mandate and charter of the Land Ambulance Committee be received as amended, and that the mandate and charter be forwarded to the Land Ambulance Committee.

Carried

**Options for Improving Telephone Customer Service**

REPORT

3. Moved by Councillor Burcher  
Seconded by Councillor Wettstein  
THAT staff be directed to bring forward a proposal in the 2010 budget for City of Guelph "live answer" with a focus on those calls requiring a higher level of assistance, and preparation of short and long term range plans in keeping with the customer service strategy.

Carried

**In Camera**

4. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT the Governance Committee now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:  
• personal matters about an identifiable individual.

Carried

The remainder of the meeting was held in camera.

The meeting adjourned at 5:00 p.m.

.....  
Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**July 22, 2009**

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-2009 A.9) <b>CORPORATE COMMUNICATIONS PLAN: PURPOSE AND DEVELOPMENT PROCESS TO DATE</b></p> <p>THAT the Committee report titled, <i>Corporate Communications Plan: purpose and process to date</i>, be received.</p>	Receive
<p>GOV-2009 A.10) <b>PROCEDURAL MOTIONS</b></p> <p>THAT the votes on all motions be recorded in the minutes of Council meetings, and that By-law (1996)-15200, as amended, be further amended by deleting the requirement to pass the following procedural motions:</p> <ul style="list-style-type: none"><li>• Motion to hear delegations;</li><li>• Motion for Council to go into Committee of the Whole to consider reports and correspondence;</li><li>• Motion for the Committee to rise with leave to sit again;</li><li>• Motion for the action taken in Committee of the Whole to be confirmed by Council.</li></ul>	Approve
<p>GOV-2009 A.11) <b>CLOSED MEETINGS</b></p> <p>THAT the report of the Director of Information Services/City Clerk with respect to closed meetings under the Municipal Act, be received.</p>	Receive

GOV-2009 A.12) **GOVERNANCE COMMITTEE QUARTERLY REPORT**

Receive

THAT the Governance Committee's second quarterly report for 2009 be received for information.

GOV-2009 A.13) **GUIDING PRINCIPLES FOR CITIZEN APPOINTMENTS TO SPECIAL PURPOSE BODIES**

Approve

THAT the following draft documents relating to special purpose bodies included in the report of the Director of Information Services dated July 13, 2009 be received:

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies/Boards Commissions/Committees (ABC's) Resident Appointments-Guiding principles;

AND THAT the drafts be circulated for comment and that any comments received be considered in the preparation of a final report to come forward to the Governance Committee in September, 2009.

GOV-2009 A.14) **COUNCIL STRATEGIC PLAN PROGRESS REPORTING**

Approve

THAT staff be directed to investigate, implement and evaluate new options for quarterly reporting of performance and results linked to Council's community-driven Strategic Plan.

**B Items for Direction of Committee**

attach.

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Information Services  
DATE July 22, 2009

**SUBJECT Corporate Communications Plan: purpose and  
development process to date**

REPORT NUMBER

## RECOMMENDATION

That the Committee report titled, *Corporate Communications Plan: purpose and process to date* be received.

## SUMMARY

This report is intended as an overview for Council of the *purpose* and *process* to date with respect to the City of Guelph's Corporate Communications Plan, which will be developed in 2009/2010.

## BACKGROUND

City Council has proven its commitment to a community-focused, responsive and accountable government with the adoption of its 2007 Strategic Plan. Critical to the City's success in achieving the goals and objectives of its Strategic Plan are effective, two-way communications that encourage public involvement for the purposes of government decision-making, and professional, consistent, open communications between the City and its stakeholders.

Feedback from stakeholders reinforces the need for the City of Guelph to have a coordinated, strategic communications plan in place. In fact, this theme emerged so strongly through the recent People Practices Strategy (PPS) development process, that the City adopted the development of a Corporate Communications Plan as one of the PPS objectives in support of business and service excellence.

Whereas, historically, many organizations have thought of communications merely as the conveyance of information, truly successful organizations know that ongoing, direct and timely dialogue with their publics is central to their success. Nowadays, the old, one-way model of "communicating" with stakeholders – a process whereby organizations send messages to audiences – is outdated because its effects are limited. As such, staff expects that themes related to public engagement will factor into the Corporate Communications Plan.

Development of a Corporate Communications Plan has been identified as a project

---

of priority for the Information Services department for 2009.

## **REPORT**

### **Why have a Corporate Communications Plan?**

The City of Guelph requires a corporate framework – a Corporate Communications Plan – to guide the organization’s efforts in building awareness of City services and initiatives, foster participation and compliance in City programs, and encourage public participation in the municipal process. At the same time, the Plan is intended to foster effective relationships with the City’s key stakeholders; ensure City communications are well coordinated, effectively managed and responsive to the information needs of the public, employees and Council; and guide effective public consultation.

### **Process for Plan development**

The City’s Corporate Communications team will develop the Corporate Communications Plan using in-house expertise, and based on input from the public, staff and other stakeholders. The public consultation process that will inform the Plan is being facilitated by communications agency, MacMillan Marketing Group.

The Plan will be developed using the R.A.C.E. (Research, Analysis, Communication, Evaluation) formula – the widely-accepted management approach to communications planning. This approach is endorsed by the Canadian Public Relations Society, the Public Relations Society of America and the International Association of Business Communicators.

The following is an overview of the development process:

### **Research**

The purpose of this phase is twofold: it will tell the City *where it is now*, and it will provide a benchmark against which to measure program impact.

A robust public consultation process will form a crucial part of the research phase of this work and will include:

- City of Guelph staff focus groups
- Leadership team consultation
- City Council input
- One-on-one stakeholder interviews
- General public/stakeholder focus groups to test analyses
- City of Guelph staff focus groups to test analyses

Public consultation will be supplemented with best practices research and other secondary research including findings from the following recent corporate initiatives:

- 2009 Service Excellence Strategy findings
- 2008 Citizen Satisfaction Survey
- 2008 People Practices Strategy development process

- 
- 2007 brand development process
  - 2007 Strategic Planning process

### **Analysis**

The analysis will allow staff to turn findings into *intelligence* that will then form the basis of the City's strategic communications approach.

### **Communications**

This step of the development process involves building the Corporate Communications Plan from the ground up. The Plan will start with the City's mission, and will be developed with the City's Strategic Plan as its framework.

### **Evaluation**

This step, to follow and occur during Plan implementation, will help the City monitor program implementation and assess program impact.

## **CORPORATE STRATEGIC PLAN**

A strategic Corporate Communications Plan will help the City of Guelph achieve every one of its strategic directions. The roles of communications in government, after all, is to inform constituents about the activities of the government agency, encourage participation in government programs, (such as voting or waste sorting) and foster citizen support for established policies and programs (for example, reducing greenhouse gas emissions and energy reduction.) A well-informed Corporate Communications Plan will help the City of Guelph fulfill these roles, thereby helping it to achieve its Strategic Plan objectives.

## **FINANCIAL IMPLICATIONS**

The cost of conducting the public consultation process for this corporate initiative is \$15,000, which has been budgeted for as part of Information Services' 2009 budget.

Where new costs arise to fulfill the goals of the Corporate Communications Plan (implementation), appropriate submissions as part of the annual budget development process will be made.

## **DEPARTMENTAL CONSULTATION/CONCURRENCE**

Staff plans to consult with City staff from across the organization, leadership, and City Council to generate input that will inform the Corporate Communications Plan.

"original signed by Tara Sprigg"

"original signed by Lois Giles"

---

### **Prepared By:**

Tara Sprigg  
Manager, Corporate Communications  
519-822-1260 x 2610  
tara.sprigg@guelph.ca

---

### **Recommended By:**

Lois Giles  
Director, Information Services /  
City Clerk  
519-822-1260 x 2232  
lois.giles@guelph.ca



# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Information Services

DATE July 22, 2009

**SUBJECT Procedural Motions**

REPORT NUMBER

## RECOMMENDATION

THAT the votes on all motions be recorded in the minutes of Council meetings, and that By-law (1996)-15200, as amended, be further amended by deleting the requirement to pass the following procedural motions:

- Motion to hear delegations.
- Motion for Council to go into Committee of the Whole to consider reports and correspondence.
- Motion for the Committee to rise with leave to sit again.
- Motion for the action taken in Committee of the Whole to be confirmed by Council.

## BACKGROUND

For many years, Council has passed a number of procedural motions at various points during their meetings. These motions date back to a time when meetings were much more formal in nature, they are never debated, and always pass.

At the last meeting of the Governance Committee, staff were directed to report back to the Committee with recommendations on voting with respect to the order of the City Council Agendas.

## REPORT

Historically, recorded votes only occurred when specifically requested by a member of Council. With the move to electronic voting in the Chambers, only the votes on non-procedural motions are recorded. In order to make voting practices consistent, and to streamline procedures at our meetings, it is recommended that the votes on all motions at Council meetings be recorded, and that the requirement to pass the following procedural motions be eliminated from the procedural by-law:

- Motion to hear delegations. (Note: All other rules relating to delegations would continue to apply.)
- Motion for Council to go into Committee of the Whole to consider reports and

---

correspondence.

- Motion for the Committee to rise with leave to sit again.
- Motion for the action taken in Committee of the Whole to be confirmed by Council.

## **CORPORATE STRATEGIC PLAN**

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

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

n/a

“original signed by Lois Giles”

---

### **Recommended By:**

Lois A. Giles,  
Director of Information Services/Clerk.  
(519) 822-1260, ext. 2232  
[Lois.giles@guelph.ca](mailto:Lois.giles@guelph.ca)

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Information Services

DATE July 22, 2009

**SUBJECT Closed Meetings**

REPORT NUMBER

## **RECOMMENDATION**

THAT the report of the Director of Information Services/City Clerk with respect to closed meetings under the Municipal Act be received.

## **BACKGROUND**

As a result of amendments to the Municipal Act in 2006, any person may now request that an investigation be undertaken of whether a municipality or local board has complied with the provisions of the Act relating to a meeting or part of a meeting that was closed to the public (*see attached S. 239 of the Municipal Act*). Municipalities are required to appoint a meeting investigator for this purpose, and the Committee will recall that the City has appointed Local Authority Services Ltd. to meet this requirement of the Municipal Act. Local Authority Services Ltd. (LAS) was created in 1992 by the Association of Municipalities of Ontario (AMO) and is a wholly owned subsidiary company of AMO. Staff have reviewed a number of recent investigations and recommendations relating to the practices of municipalities with respect to closed meetings.

## **REPORT**

Two common elements of these recent investigations deal with the resolutions to close meetings to the public, and the availability of information to the public regarding the nature of topics being considered at closed meetings. Simply put, closed meeting resolutions, agendas and minutes should contain sufficient detail to identify the subjects being considered so as to maximize the information available to the public without undermining the reason why the meeting is closed to the public. By making this information available, the City is adhering to the principles of accountability and transparency, and the public can be assured that Council only holds closed meetings when the subject matters are in compliance with the legislation.

Effective with Council and Standing Committee meetings in September, the agendas for closed meetings will be published on the City's web site. The resolution to hold a closed meeting will reflect not only the statutory authority for holding the closed meeting, but the general nature of the topics to be considered. The resolution must

---

be passed at an open Council meeting. The minutes will reflect both the statutory authority and the general nature of the topics to be considered, and the votes taken by Council. It is recognized that some matters to be considered at closed meetings will require a greater degree of confidentiality, particularly in matters of solicitor/client privilege.

A sample resolution, agenda and minutes are attached for the Committee's information.

### **CORPORATE STRATEGIC PLAN**

Goal 5 - A community focused responsive and accountable government.

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

Senior Management Team

### **COMMUNICATIONS**

Agendas for all Council and Standing Committee meetings that are closed to the public will be published on the City's website.

### **ATTACHMENTS**

Sample Agenda, Minutes and Resolution, S. 239 Municipal Act

"original signed by Lois Giles"

"original signed by Lois Payne"

---

#### **Prepared By:**

Lois A. Giles,  
Director of Information Services/Clerk.  
Solicitor.  
(519) 822-1260 ext. 2232  
lois.giles@guelph.ca

---

#### **Recommended By:**

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

---

**239. (1) Except as provided in this section, all meetings shall be open to the public.** 2001, c. 25, s. 239 (1).

**Exceptions**

(2) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

- (a) the security of the property of the municipality or local board;
- (b) personal matters about an identifiable individual, including municipal or local board employees;
- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act. 2001, c. 25, s. 239 (2).

**Other criteria**

(3) A meeting shall be closed to the public if the subject matter relates to the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act* if the council, board, commission or other body is the head of an institution for the purposes of that Act. 2001, c. 25, s. 239 (3).

**Educational or training sessions**

(3.1) A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

- 1. The meeting is held for the purpose of educating or training the members.
- 2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee. 2006, c. 32, Sched. A, s. 103 (1).

**Resolution**

(4) Before holding a meeting or part of a meeting that is to be closed to the public, a municipality or local board or committee of either of them shall state by resolution,  
(a) the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting; or  
(b) in the case of a meeting under subsection (3.1), the fact of the holding of the closed meeting, the general nature of its subject-matter and that it is to be closed under that subsection. 2001, c. 25, s. 239 (4); 2006, c. 32, Sched. A, s. 103 (2).

**Open meeting**

(5) Subject to subsection (6), a meeting shall not be closed to the public during the taking of a vote. 2001, c. 25, s. 239 (5).

**Exception**

- (6) Despite section 244, a meeting may be closed to the public during a vote if,  
(a) subsection (2) or (3) permits or requires the meeting to be closed to the public; and  
(b) the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the municipality, local board or committee of either of them or persons retained by or under a contract with the municipality or local board. 2001, c. 25, s. 239 (6).

**Record of meeting**

(7) A municipality or local board or a committee of either of them shall record without note or comment all resolutions, decisions and other proceedings at a meeting of the body, whether it is closed to the public or not. 2006, c. 32, Sched. A, s. 103 (3).

**Same**

- 
- (8) The record required by subsection (7) shall be made by,
- (a) the clerk, in the case of a meeting of council; or
  - (b) the appropriate officer, in the case of a meeting of a local board or committee. 2006, c. 32, Sched. A, s. 103 (3).

**Record may be disclosed**

(9) Clause 6 (1) (b) of the *Municipal Freedom of Information and Protection of Privacy Act* does not apply to a record of a meeting closed under subsection (3.1). 2006, c. 32, Sched. A, s. 103 (3).

**Investigation**

**239.1** A person may request that an investigation of whether a municipality or local board has complied with section 239 or a procedure by-law under subsection 238 (2) in respect of a meeting or part of a meeting that was closed to the public be undertaken,

- (a) by an investigator referred to in subsection 239.2 (1); or
- (b) by the Ombudsman appointed under the *Ombudsman Act*, if the municipality has not appointed an investigator referred to in subsection 239.2 (1). 2006, c. 32, Sched. A, s. 104.

**Investigator**

**239.2 (1)** Without limiting sections 9, 10 and 11, those sections authorize the municipality to appoint an investigator who has the function to investigate in an independent manner, on a complaint made to him or her by any person, whether the municipality or a local board has complied with section 239 or a procedure by-law under subsection 238 (2) in respect of a meeting or part of a meeting that was closed to the public, and to report on the investigation. 2006, c. 32, Sched. A, s. 104.

**Powers and duties**

(2) Subject to this section, in carrying out his or her functions under subsection (1), the investigator may exercise such powers and shall perform such duties as may be assigned to him or her by the municipality. 2006, c. 32, Sched. A, s. 104.

**Matters to which municipality is to have regard**

(3) In appointing an investigator and in assigning powers and duties to him or her, the municipality shall have regard to, among other matters, the importance of the matters listed in subsection (5). 2006, c. 32, Sched. A, s. 104.

**Same, investigator**

(4) In carrying out his or her functions under subsection (1), the investigator shall have regard to, among other matters, the importance of the matters listed in subsection (5). 2006, c. 32, Sched. A, s. 104.

**Same**

- (5) The matters referred to in subsections (3) and (4) are,
- (a) the investigator's independence and impartiality;
  - (b) confidentiality with respect to the investigator's activities; and
  - (c) the credibility of the investigator's investigative process. 2006, c. 32, Sched. A, s. 104.

**Delegation**

(6) An investigator may delegate in writing to any person, other than a member of council, any of the investigator's powers and duties under this Part. 2006, c. 32, Sched. A, s. 104.

**Same**

(7) An investigator may continue to exercise the delegated powers and duties, despite the delegation. 2006, c. 32, Sched. A, s. 104.

**Status**

(8) An investigator is not required to be a municipal employee. 2006, c. 32, Sched. A, s. 104.

**Application**

(9) Subsection 223.13 (6) and sections 223.14 to 223.18 apply with necessary modifications with respect to the exercise of functions described in this section. 2006, c. 32,

---

Sched. A, s. 104.

**Report and recommendations**

[\(10\)](#) If, after making an investigation, the investigator is of the opinion that the meeting or part of the meeting that was the subject-matter of the investigation appears to have been closed to the public contrary to section 239 or to a procedure by-law under subsection 238 (2), the investigator shall report his or her opinion and the reasons for it to the municipality or local board, as the case may be, and may make such recommendations as he or she thinks fit. 2006, c. 32, Sched. A, s. 104.

**Publication of reports**

[\(11\)](#) The municipality or local board shall ensure that reports received under subsection (10) by the municipality or local board, as the case may be, are made available to the public. 2006, c. 32, Sched. A, s. 104.

---

# Sample Closed Meeting Agenda

GUELPH CITY COUNCIL – CLOSED MEETING AGENDA

yy/mm/dd– 5:30 p.m.

## ITEMS FOR DIRECTION

1. **Well Site Security**  
S. 239 (2) (a) Security of the Property of the Municipality
2. **CAO Performance Appraisal**  
**Citizen Appointment to Economic Development Advisory Committee**  
S. 239 (2) (b) Personal matters about identifiable individuals
3. **Proposed Acquisition of Land for Victoria Road Reconstruction**  
S. 239 (2) (c) Proposed or Pending Acquisition or Disposition of Land
4. **IATSE Negotiations**  
**CUPE Negotiations**  
S. 239 (2) (d) *Labour Relations or Employee Negotiations*
5. **New City Hall Litigation**  
S. 239 (2) (e) Litigation or Potential Litigation
6. **Privileged Advice from the City Solicitor**  
S. 239 (2) (f) Solicitor/Client Privilege
7. **Council Leadership Development**  
S. 239 (3.1) Education & Training



---

# Sample Closed Meeting Minutes

## **Committee Room**

yy/mm/dd 5:30 p.m.

### **A meeting of Guelph City Council.**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury and Wettstein

Absent: None.

1. Moved by Councillor "A"  
Seconded by Councillor "B"

THAT the Council of the City of Guelph now hold a meeting that is closed to the public with respect to:

#### **Well Site Security**

S. 239 (2) (a) Security of the Property of the Municipality

#### **CAO Performance Appraisal**

#### **Citizen Appointment to Economic Development Advisory Committee**

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

#### **Proposed Acquisition of Land for Victoria Road Reconstruction**

S. 239 (2) (c) Proposed or Pending Acquisition or Disposition of Land

#### **IATSE Negotiations**

#### **CUPE Negotiations**

S. 239 (2) (d) *Labour Relations or Employee Negotiations*

#### **New City Hall Litigation**

S. 239 (2) (e) Litigation or Potential Litigation

#### **Privileged Advice from the City Solicitor**

S. 239 (2) (f) Solicitor/Client Privilege

#### **Council Leadership Development**

S. 239 (3.1) Education & Training

Carried

The meeting adjourned at 5:31 o'clock p.m.

.....  
Mayor

.....  
Clerk

Committee Room  
yy/mm/dd 5:32 p.m.

**A closed meeting of Guelph City Council.**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Burcher, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury and Wettstein

Absent: None.

**DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT**

There were no declarations.

**Security of the Property of the City**

Staff briefed Council on measures relating to Well Site Security.

**Personal Matters about Identifiable Individuals**

Council continued its consideration with respect to the CAO's Performance Appraisal.

1. Moved by Councillor "A"  
Seconded by Councillor "B"  
THAT Mr. A. Brown and Ms. B. Green be appointed to the Economic Development Advisory Committee.

Carried.

**Proposed or Pending Acquisition or Disposition of Land**

2. Moved by Councillor "A"  
Seconded by Councillor "B"  
THAT staff be given direction with respect to the proposed acquisition of land for the Victoria Road Reconstruction project.

Carried.

Sample Closed Meeting Minutes

**Labour Relations or Employee Negotiations**

The Director of Human Resources provided Council with an update with respect to negotiations with IATSE, and CUPE.

**Litigation or Potential Litigation**

Staff provided an update with respect to the New City Hall litigation.

**Solicitor/Client Privilege**

Council received privileged advice from the City Solicitor.

**Education & Training**

Council continued its education and training, with respect to Leadership Development.

**The meeting adjourned at 6:30 o'clock p.m.**

.....  
Mayor

.....  
Clerk

TO **Guelph City Council**

SERVICE AREA Corporate Administration  
DATE

**SUBJECT Governance Committee Quarterly Report**  
REPORT NUMBER

This report represents the Governance Committee's second quarterly report for 2009.

### **Mandate and Charters**

- Governance Committee Mandate and Charter approved by Council
- Mandate and Charter developed for the Land Ambulance Committee; to be forwarded to the Land Ambulance Committee (September) for final recommendation to Council
- Mandate and Charter developed for the Audit Committee; Council approval pending

### **Governance Policies**

- Policy regarding the attendance of members of Council at municipal government events was recommended and approved by Council

### **Council Time Commitments**

- Committee has requested staff to bring back a process to enable a review Council time commitments

### **Council Effectiveness**

- Governance survey developed and implemented; actions to be considered by Committee at a future meeting and recommended to Council
- Committee has requested staff review voting procedures with respect to the order of the City Council agendas
- Recommended to Council (approved) that a training and development needs analysis be conducted by Human Resources in order to identify the skills and knowledge, or competencies, required by councilors to perform their roles and responsibilities effectively; and that a councilor training and development plan be developed, and the necessary funding be submitted for consideration as part of the 2010 budget process

### **Strategic Planning/Priority Setting**

- 
- Priority Review sessions planned and confirmed with Council; successful preliminary session held
  - Strategic Planning Guidelines recommended and approved by Council

**CAO Performance Appraisal**


- Completed

**CAO Objectives 2009/2010**

- Committee has met with the CAO
- Objectives will be brought to Council for approval in July

**Reporting**

- First quarterly report completed and submitted to Council for review



Recommended By:  
Karen Farbridge, Mayor

# COMMITTEE REPORT



**TO** **Governance and Economic Development Committee**

**SERVICE AREA** **Information Services**

**DATE** July 13, 2009

**SUBJECT** **Guiding principles for Resident Appointments to Special Purpose Bodies**

**REPORT NUMBER**

## **RECOMMENDATION**

That the following draft documents relating to special purpose bodies included in the report of the Director of Information Services dated July 13, 2009 be received:

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies/Boards Commissions/Committees (ABC's) Resident Appointments- Guiding principles

And that the drafts be circulated for comment and that any comments received be considered in the preparation of a final report to come forward to the Governance Committee in September, 2009.

## **BACKGROUND**

Staff were directed to review the appointment and interview procedures with respect to resident appointments to advisory committees and ABC's. In addition the Emergency Services Community Services and Operations Committee referred information to staff with respect to inclusiveness in resident appointments to ABC's.

In addition Council passed a resolution on November 24, 2008 as follows:

THAT a consistent template be established for developing terms of reference for Council-established Advisory Committees, and that the Terms of Reference be clearly defined and written in advance of any appointments to Committee, including affiliation with the appropriate standing committee.

THAT the terms of appointments to Advisory Committees be concurrent with the term of Council, and reviewed prior to the conclusion of each Council term.

THAT the mandates and terms of Advisory Committees be reviewed prior to the end of each term of Council.

## **REPORT**

In preparation for making recommendations regarding the resident appointment

---

process various municipal policies and procedures were reviewed including the following: Barrie, Brantford, Burlington, Cambridge, Kingston, Oakville, Ottawa, Toronto, and Waterloo. These policies and procedures were reviewed in order to determine best practices for Guelph.

The staff liaisons for all ABC's were contacted to solicit their thoughts regarding the process regarding resident appointments. Responses were received from the following:

Responses were received from the following:

Accessibility Advisory Committee  
Committee of Adjustment  
Downtown Board of Management  
Guelph Hydro Inc. Board  
Guelph Museums Board  
Guelph Police Services Board  
Guelph Public Library Board  
Heritage Guelph  
Locomotive 6167 Committee  
MacDonald Stewart Art Centre Board

In general comments can be summarized as follows:

- \*Staff input should be included in the selection process
- \*There should be a provision for tenure to extend beyond 10 years
- \*Support for the one year initial term and for staggered terms
- \*Should identify and advertise required skill sets
- \*There should be more outreach for inclusiveness
- \*Interview guidelines should be included

These initial comments have all been addressed in the draft documents.

The community at large has also been considered in development of the policy and guiding principles. Statistics Canada 2006 data gives us some insight into the city's diverse composition as it relates to ethnic origin, visible minorities and the primary language spoken at home. The data indicates that of the total population of 114,940 people, approximately 18,190 have English as a second language.

The City's process for resident appointments to advisory committees has always been open to all individuals who meet the eligibility requirements for candidates pursuant to the Municipal Elections Act. This means they must be Canadian citizens. In order to be more inclusive of all residents of Guelph, it is being recommended that the eligibility be broadened to include all residents. Unless otherwise legislated, it is proposed that anyone who resides or own property in the City of Guelph and is 18 years of age or more should be eligible for appointment.

In the interest of encouraging a wider spectrum of applicants to apply advisory committees, we have also consulted with the Volunteer Centre of Guelph/Wellington whose diverse membership base has outreach to many diverse communities within the City. Their membership includes 110 non profit organizations and 15 employers

---

who encourage and promote volunteer opportunities. They are partnered with such groups as Immigrant Services Guelph-Wellington, The Co-operators, the Guelph Inclusiveness Alliance, the Shelldale centre, Onward Willow, the United Way, Wellington Dufferin Guelph Public Health, and Family and Children's Services, as examples. The City is a member of the Volunteer Centre through Community Services. In their most recent annual report, they noted that they had 4.76 million web site hits in their most recent fiscal year.

Once they have received a copy of the City's recruitment ad, they can conduct a 4 pronged distribution plan: 1- post them on their website, 2- send out with their Friday bulletins ("weekly recruitment ads"), 3-electronic email broadcasts as required, 4- weekly broadcasts on local radio stations. They have also offered to provide customized work to assist in outreach if we are considering candidates with special skills or specific demographics. We are looking at opportunities to use their contacts as a method of widely disseminating information for advisory committee resident vacancies.

Writings from expert agencies, such as the Maytree Foundation have also been consulted as well as information gathered from one of their sessions entitled "Diversity Matters: How to Diversify your Board Membership". The Maytree foundation "works with civil society organizations, with employers, and with institutions to make them more effective in building strong and prosperous communities."

Special Purpose bodies are comprised of Advisory Committees, and Agencies Boards, Commissions/Committees (ABC's). ABC's are usually established through legislation and have responsibility for the management and administration of certain public services. Advisory committees are established at Council's discretion and provide a means of regular, on-going community input with respect to particular issues and policies. They report to a specific Standing Committee and have a relationship with a specific City Department.

The volume of advisory committees has significantly increased, which directly impacts the capacity of the governance system overall. The number of meetings currently being held restricts Council's capacity to deal with new and emerging issues. Subsequently, effective with the 2010-14 term of Council, members of Council will no longer be appointed to advisory committees. This avoids placing councillors in the position of being not only the givers and the recipients of advice, but the decision makers as well. It also allows Councillors to focus on its governance role.

For a similar reason that may find Councillors in a situation where the priorities of being the chair of an ABC may not be aligned with their role as a member of Council, it is recommended that unless specified by Council resolution, no member of Council may serve as the Chair of an ABC.

Staff are recommending that the attached draft documents be circulated for comment and that any comments received be considered in the preparation of a final report to come forward to the Governance Committee in September, 2009.



---

## **CORPORATE STRATEGIC PLAN**

This recommendation supports strategic objective 5: A community –focused, responsive and accountable government; specifically, 5.2 a consultative and collaborative approach to community decision making.

## **FINANCIAL IMPLICATIONS**

Not applicable.

## **DEPARTMENTAL CONSULTATION**

Consultation with staff liaison representatives of City Advisory Committees.

## **COMMUNICATIONS**

Communications with representatives of the ABC's, Guelph Wellington Volunteer Centre and the Maytree Foundation.

## **ATTACHMENTS**

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies/Boards Commissions/Committees (ABC's) Resident Appointments- Guiding principles

"original signed by Tina Agnello"

"original signed by Tina Agnello"

---

### **Prepared By:**

Tina Agnello  
Deputy Clerk  
(519) 822 1260 Ex. 2811  
tina.agnello@guelph.ca

---

### **Recommended By:**

Lois Giles  
Director of Information Services/  
City Clerk  
(519) 822 1260 Ex. 2322  
lois.giles@guelph.ca

<b>Information Services/Clerks</b>	
<i>Subject:</i>	<b>Advisory Committees Policy</b>
<i>Section:</i>	Information Services
<i>Revision Date:</i>	
<i>Approval Date:</i>	

**INDEX:**

- 1) Definitions**
- 2) Introduction**
- 3) Purpose**
- 4) Creation, Amendment or Dissolution**
- 5) Committee Administration**

*Appendix A: Template for Terms of Reference*

*Appendix B: Nominating Panel Interview Guide*

**1) DEFINITIONS**

*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this policy resident also includes and person who owns property in the City of Guelph.

*Advisory Committee* means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Some advisory Committees may be "Ad Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

*Agencies, Boards, Commissions/Committees (ABC's)* are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

*Nominating Panel* means the Standing Committee under whose jurisdiction the Advisory committee reports to Council or a sub- group chosen from amongst its membership for the purpose of recommending appointees to Council. This may include reviewing applications and holding interviews.

*Special Purpose Bodies* means Advisory Committees or Agencies, Boards / Committees (ABC's).

## **2) INTRODUCTION**

Advisory committees report to a specific Standing Committee and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic to give representation to such interests. They report on a regular basis to the Standing Committee.

These committees can be responsible for making recommendations to Council or the Standing Committees on matters relating to specific subject areas, while in other cases, the committees are aligned with a corporate service area. The advantages of Advisory committees are numerous, and can be briefly summarized as follows:

- Because Advisory committee members aren't directly involved in a service area, they feel free to raise critical questions that may prompt Guelph City Council and staff to re-evaluate traditional outlooks on certain issues.
- Being people with substantial experience themselves, they contribute fresh ideas that often work well.
- Ease the meeting workload of Standing Committees and Council.
- Provide for improved community outreach within their mandated areas.

Effective with the 2010-14 term of Council, members of Council will no longer be appointed to Advisory committees. This avoids placing councillors in the position of being not only the givers and the recipients of advice, but the decision makers as well. The advantages of no longer having councillors serve on Advisory committees include:

- Will not add to the already very heavy workload for councillors.
- Council's focus remains with its important governance role.

The volume of Advisory committees directly impacts the capacity of the governance system overall. The number of meetings currently being held restricts Council's our capacity to deal with new and emerging issues. Before creating new Advisory committees, serious consideration must be given to availability of resources and time in Council's legislative calendar.

## **3) PURPOSE**

The purpose of these guiding principles is to support the creation, amendment, dissolution of Advisory committees, and the framework for Advisory committees authorized by Council and associated with the City.

The City of Guelph acknowledges the value of Advisory committees and the advice they provide to Council. The creation, amendment, dissolution and administration of Advisory committees shall be conducted in a fair and equitable manner and in accordance with applicable legislation or Council-approved procedures.

The principles serve as a guide for Council Members and City staff involved in the process to ensure consistency, integrity, and fairness in administering the process

and provides information about how the City's process works for those who are interested in applying.

#### **4) CREATION, AMENDMENT OR DISSOLUTION OF ADVISORY COMMITTEES**

##### **Procedure for creation of a new committee**

- a) When the creation of an Advisory committee is being considered, Council shall take the following into consideration:
  - i. Is the existence of this Advisory committee required by legislation and regulation (Federal/Provincial/Municipal);
  - ii. Is this Advisory committee's mandate relevant;
  - iii. Is this Advisory committee's mandate achievable;
  - iv. Is this Advisory committee's mandate unique;
  - v. Is this Advisory committee's mandate aligned with the corporate strategic plan and/or the priorities plan;
  - vi. Is there another Advisory committee in existence that could deal with the matter;
  - vii) Is the issue of sufficient public Interest, community support or feedback.

The appropriate department shall prepare a staff report which shall include the following:

- a) Link to the City's Strategic Plan, Council Priorities and Departmental work plans.
- b) Financial considerations;
- c) Availability of staff resources;
- d) Impact on other Departments and users;
- e) Proposed Terms of Reference using the Council approved template **(Appendix A)**.

After Council has approved the creation of a new Advisory Committee and its terms of reference, the Clerk's division will facilitate the appointment process, in accordance with guiding principles for appointments to Advisory Committees.

##### **Changes to Terms of Reference**

Changes to Terms of Reference of an Advisory Committee requires the approval of Council.

The following factors may be considered by Council when amending an Advisory committee's term of reference:

- a) Measurement of progress towards original mandate;
- b) Lack of material purpose, function or public interest;
- c) New priorities established by Council;
- d) Changes to legislation;
- e) Advisory committee sunset clause.

Staff will report to the appropriate standing committee on the need to amend the terms of reference for an Advisory Committee, and shall include such information as:

- a) Indication of which factor led to the amendment;
- b) Supporting information;
- c) cause/effect;
- d) cost analysis, and;
- e) resources required.

### **Dissolution of an Advisory Committee**

Dissolution of an Advisory committee may be triggered by one of the following:

- a) Expiration of term;
- b) Completion of task or mandate;
- c) Resolution of issues;
- d) Legislative requirement no longer exists;
- e) Merger with another Advisory committee;
- f) Following a review process by Council.

Regardless of an Advisory committee sunset clause, all Advisory committees created by Council will formally be dissolved by Council resolution.

The following steps will be taken following the dissolution of an Advisory committee:

- a) Advisory committee will be designated as inactive;
- b) Thank you letters on behalf of Council will be sent to Advisory committee members;
- c) Relevant staff members will be informed.

## **5) ADVISORY COMMITTEE ADMINISTRATION**

### **Roles**

*Role of Standing Committee Members:*

- To act as Nominating Panel for recommendation of appointments to Council;
- To review applications and conduct interviews as required (with the use of the Interview Guide: **Appendix B**);
- To receive advice and information from the Advisory committee.

*Role of Advisory Committee Members:*

- To provide needed skill/knowledge areas;
- To provide desired representation of interests in the community.

*Role of Advisory committee Chair:*

- To facilitate and chair the Advisory committee meetings;
- To speak as the official representative of the Advisory committee on Advisory committee approved statements.

### *Role of Staff*

A staff liaison required to support a Advisory committee will be assigned by the Director of the relevant Department or by the Chief Administrative Officer:

- To submit an annual report to the Standing Committee and Council
- To submit a staff review of the mandate and terms of the Advisory committee prior to the end of each Council term
- To provide special skills and expertise required to be listed in the notice for vacancy in the selection of Advisory committee members
- To act as a resource in the selection and interview process, including a briefing.
- To prepare reports to bring Advisory committee decisions forward to Council on behalf of the Advisory committee
- To provide orientation at the first meeting of the Advisory committee and when there is a turnover of a majority of members
- To provide clerical, administrative and/or technical support to the Advisory committee as required including the preparation and distribution of minutes and agendas
- To communicate the Corporate Strategic Plan, Advisory committee related policies and information items, departmental goals and objectives as required
- To provide guidance regarding timelines, workplan initiatives
- To incorporate formal Advisory committee comments and resolutions into Staff Reports where appropriate or where Advisory committee advice has been sought

Staff are not formal members of Advisory committees and have no voting privileges.

Advisory Committees do not have the authority to commit City resources or direct the work of staff.

### **Rules of Procedure**

The Rules of Procedure for Advisory committees shall be same as Council as set out in the City of Guelph Procedural By-Law.

### **Frequency of Meetings**

The meeting frequency will be dictated in the Council approved Terms of Reference.

### **Quorum**

A quorum of half plus one of the total members of an Advisory committee is required for an Advisory committee meeting.

### **First Meeting**

At the first meeting of an Advisory committee term the Advisory committee will elect a Chair and Vice-Chair. The Vice-Chair will act in the stead of the Chair, when required, due to the Chair's absence or resignation mid-term. Unless otherwise specified in the Council approved Terms of Reference, the Chair and Vice-Chair will be resident representatives.

Following the election of the chair and vice chair, the staff liaison shall provide an orientation and training session to clarify goals and objectives.

Upon the request of an Advisory committee member, meetings may be scheduled so that they do not conflict with major cultural holidays.

Meetings are to be held in accessible locations.

### **Agenda and Minutes**

Advisory committees may meet to discuss matter pertinent to their Council approved Terms of Reference or as referred to the Advisory committee by Council. The Agenda will be developed in conjunction with the staff liaison and Chair of the Advisory committee.

Advisory Committee Agendas and Minutes shall be distributed to the Advisory Committee by the staff liaison and posted on the City website.

Agendas, Minutes and relevant discussion items shall be distributed to all Advisory committee members in advance of the meeting.

### **Closed Meetings**

All meetings are open to the public unless closed by resolution of the Advisory committee in accordance with the *Municipal Act, 2001* as amended.

### **Reporting to Council**

Advisory Committees exist to serve in an advisory capacity to Council. Advisory committee members should not present themselves as spokespersons on behalf of the City.

Advisory Committees will submit an annual report to the standing committee and Council.

The annual report will include:

- 1) An overview of the activities of the Advisory committee during the previous year.
- 2) Where applicable, activities planned for the next year in keeping with the Advisory committee's mandate.
- 3) Where applicable, measurement of progress towards mandate.

The staff liaison shall submit a staff review of the mandate and terms of the Advisory committee prior to the end of each Council term.

Council upon receiving the annual reports and term reports may provide direction to the Advisory committee, determine if amendments to the Terms of Reference are required or determining if the Advisory Committee should be dissolved.

**Recommendation to Council Re: Forfeited position**

If a resident misses more than three consecutive meetings without a resolution of the Advisory committee allowing such, the appointee will be deemed to have forfeited their Advisory committee position subject to an opportunity for the member to address the Advisory committee in writing regarding their absenteeism. The staff liaison will advise the standing committee as such with a recommendation to the Advisory committee. Council reserves the right to make the final decision regarding ending appointments.

**Budget**

Funding for Advisory committees will be established in the Council-approved Terms of Reference and included in the affiliated department's budget.



TEMPLATE FOR TERMS OF REFERENCE

<b>Advisory committee Name:</b>		<b>Type: (see definitions)</b>	
Standing committee to which it reports:			
Sub Committees:			
Date of Formation:		Sunset Date:	
Staff liaison Position:		Department Linkage:	
Applicable Legislation/By-Law:			
Total # of Members	Public:		Other (specify):
Staff resources:			
Meeting Frequency:			
Budget::		Top Expenditures:	
<b>Describe how this ties into the City of Guelph Strategic Plan and Priorities Plan</b>			
	Attractive/Well-functioning/Sustainable City		Vibrant/valued Arts Culture & Heritage Identity
	Healthy & Safe Community		Community-focused/responsive/accountable Govn't
	Diverse & Prosperous Economy		Leader in conservation/resource protection/enhancement
Explain:			
Relationship to Council Priorities:			
Frequency of Reporting:			
Mandate:			
Goals/Objectives:			
Special Skills required for members:			

Budget:



# Nominating Panel

## INTERVIEW GUIDE

Candidate :	
Position :	
Interviewer :	
Date :	

**Opening Criteria:**

- Provide Committee mandate/goals/objectives
- Provide Committee time commitments i.e., date and time of meetings, number of meetings
- Provide introduction and outline format of interview(s)

**Potential Questions:**

**1. Interest**

- What about this particular opportunity most interests you?

---

---

---

**2. Experience**

- What one or two things from your prior experience and/or education do you see as being the most relevant and valuable to succeed in this position?

---

---

---

**3. Skills – (General) Liaison, Communication, Negotiation, Decision Making**

- Give examples of strategies you have used to communicate effectively with people who have different points of view
- Please give us an example of when you have thought outside the box, what were the associated challenges?
- How do you go about making important decisions?

---

---

---

**4. Skills (specific to the position)**

- What skills do you bring to the table?
- Please explain your skills related to ..... ( details to be provided by staff liaison)

---

---

---

---

**5. Problem Solving & Conflict**

- Give an example of a difficult interaction or conflict you have had and how you dealt with it.
  - Describe a creative solution that you have developed to solve a problem.
  - How would you define a good working atmosphere?
- 
- 
- 

**6. Potential pecuniary interest**

- Are you, your partner or children:
    - currently doing business with, or working as a consultant for the agency or the City,
    - have any interest direct or indirect, in outstanding litigation involving the City
- 
- 
- 

**7. Meeting commitment**

- Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)
- 
- 
- 

**8. Meeting Commitment**

- Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)
- 
- 
- 

**Closing:**

- Solicit questions or additional comments from the candidate
- Ask any follow up questions
- Provide candidate with a timeline to conclude interviews and make a selection decision

**Interview Synopsis:**

---

---

---

---

---

<b>Information Services/Clerks</b>	
<i>Subject:</i>	<b>Advisory Committee Resident Appointments- Guiding Principles</b>
<i>Section:</i>	Information Services
<i>Revision Date:</i>	
<i>Approval Date:</i>	

**INDEX:**

- 1) Definitions**
- 2) Introduction**
- 3) Purpose**
- 4) Appointment of Resident Members**

*Appendix A: Nominating Panel Interview Guide*  
*Appendix B1 & B2: Templates for Applications*

**1) DEFINITIONS**

*Advisory Committee* means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Advisory Committees may be "AD Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

*Agencies, Boards, Commissions/Committees (ABC's)* are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

*Nominating Panel* makes recommendations of candidates for appointment to Council. This may include reviewing applications and holding interviews.

*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this guiding principle resident also includes and person who owns property in the City of Guelph.

*Special Purpose Bodies* means either Advisory Committees or Agencies, Boards / Committees (ABC's).

## **2) INTRODUCTION**

Advisory committees are special purpose bodies established at Council's discretion and provide a means of regular, on-going community input with respect to particular issues and policies. Advisory committees report to a specific Standing Committee and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic. Some advisory committees have an on-going function, while others are created to deal with a specific issue and are established for a limited period of time.

## **3) PURPOSE**

The purpose of these guiding principles is to support the appointments of residents to committees authorized by Council.

The City of Guelph acknowledges the value of committees and the advice they provide to Council. It provides a guide for Council Members and City staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

### **Appointment Strategy**

A commitment to community participation and community service is considered an integral part of the City's decision making process. Part of that commitment can be fulfilled by recruiting and selecting Guelph residents who will provide high calibre direction as members of City committees.

The benefits of having Resident Appointees to advisory committees are to:

- (i) provide a variety of perspectives, reflecting the diversity of the community;
- (ii) represent stakeholder groups;
- (iii) bring specific skills and expertise that contribute to good governance;
- (iv) represent specific groups of service users; and
- (v) bring external funding, sponsorship, volunteers, or profile to the service.

The objective is that committee members collectively cover the range of required qualifications, with individual members bringing a variety of perspectives, interests, or skills.

It is also recognized that the City is best served by committees that reflect the geographic distribution and diversity of the community that they serve.

### **Open, fair and equitable process**

These guiding principles provide a framework aimed at ensuring that the appointment is open, fair and equitable and that the most suitable candidates are selected and appointed as members of City committees.

- "Open" means that clear expectations for each position are identified, and

communicated to all associated with the selection process.

- “Fairness” means that there is public recruitment for positions and a commitment to evaluating applicants on merit.
- Equity means that practices are consistent with achieving participation that affirms the diversity of our society. Guelph’s commitment to a discrimination-free environment includes the responsibility to remove barriers to the recruitment, selection, and retention of members of all segments of society, including women, youth (ages 18 to 30), aboriginal people, people with disabilities, and racial minorities.

### **Variations from these Guiding principles**

Variation from these guiding principles should only occur in unusual circumstances and such variation requires the approval of Council.

### **Applicability**

These guiding principles apply only to the appointment of Residents to Advisory Committees.

## **4) APPOINTMENT OF RESIDENT MEMBERS**

The Council resolution appointing committee members shall state the name of the appointee, the committee, the term of appointment.

### **Eligibility and Qualifications**

Persons selected for an appointment must be Residents of at least 18 years of age (unless otherwise specified and approved in the terms of reference).

To remain on the Committee, appointees are required to maintain their eligibility and qualifications throughout their term of their appointment.

City staff are not eligible to apply for committee appointments. They may attend as resource and participate in discussions at meetings without being members. They shall not have voting rights on the Advisory committee.

### **Potential Conflicts**

Applicants should consider whether they have a real or perceived conflict of interest with the Advisory Committee, including any direct or indirect pecuniary interest with the City.

Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the nominating panel may assess potential conflicts in its determination of whether the applicant should be considered further.

### **Single appointments**

To encourage the broadest degree of resident involvement, Council shall not appoint any individual to serve concurrently on more than one Advisory Committee or ABC. Council may appoint an individual to serve on an additional committee if it is created for a specific and limited purpose and has a finite term.

### **Advisory Committee specific qualifications**

In addition to general eligibility requirements, the specific skills and experience for membership on each Advisory Committee shall be established.

It is recognised that the needs of the City are best met when candidates are matched to the Advisory Committees' individual requirements. Upon the recommendation of the staff liaison, the Standing committee under whose jurisdiction the Advisory Committee reports shall approve qualifications relevant to the responsibilities of the Advisory Committee and make appointments that ensure that the members collectively cover the range of skills and experience required to effectively make decisions.

Resident members are not expected to have the same knowledge as staff .They are expected to add a perspective beyond the staff view.

The following guidelines may be considered in establishing the qualifications:

- (a) the ability to perform the duties of the Advisory Committee, including any necessary competencies;
- (b) clear, yet flexible, defining areas of specialization where required, experience, or community service; and
- (c) skills and knowledge requirements for the positions should not be more specialized than necessary.

### **Term of appointment**

Unless otherwise legislated or mandated, the term of appointment is generally one year on the initial appointment and three, two or one years thereafter in order to coincide with the term of the Council that appoints the members.

### **Staggered Terms**

The full recruitment process is performed only at the beginning of each term of Council and each year thereafter. Unless otherwise legislated or mandated, terms will be staggered within the term of Council, in order to maintain continuity of knowledge base so that all resident appointments do not expire simultaneously during the term of appointment. Gradual turnover can be achieved by the Standing Committee ensuring that there is a balance of new members and returning incumbents recommended for each term.

### **Continuation Past End of Council Term**

Despite the term of appointment, all residents are appointed at the pleasure of Council and Council retains the right to replace any appointed member at any time and for any reason.

### **Limits on Length of Service**

Acknowledging the value of experience and the need for continuity, incumbents who are eligible and willing to seek reappointment, may apply for a subsequent term.

The City recognizes the importance of engaging as many residents as possible and infusing new ideas and perspectives from time to time. An effort should be made



to achieve a balance between new members and those with experience serving on the Advisory Committee. Unless otherwise provided for in legislation, the limit on length of service for any resident is 10 consecutive years on the same Advisory Committee. Exceptions are noted as follows:

- (a) When an insufficient number of applications have been received.
- (b) If a particular area of expertise is required and there are no other eligible and qualified candidates.
- (c) If the Advisory Committee would suffer from a lack of continuity if all or the majority of members are replaced at once.
- (d) To allow an appointee to serve out their term on the board of a municipal association related to the mandate of the advisory committee.

Any recommendation to reappoint an incumbent who has reached his or her sunset date shall identify these special circumstances and recommend a waiver of the limit on length of service.

#### **Limits on Service as Chair**

Unless otherwise legislated, resident appointments shall be limited to serve as chairs of the advisory committee to a maximum of 4 successive years.

#### **Standing Committee as Nominating Panel**

The Standing Committee under whose jurisdiction the Advisory Committee reports to Council will serve as the nominating Panel to Council. The standing committee may choose a group from amongst its membership for the purpose of holding interviews. The staff Liaison will act as a staff resource in the appointment process, including the provision of a briefing to the nominating panel, upon request.

The standing committee will choose the successful candidates from amongst the applications or will meet to choose a short-list and determine if interviews are required. In special circumstances, the standing Committee has the right to invite others to join the recruitment process or appoint a separate recruiting panel for the purpose of the recruitment and short-listing process. The Nominating panel is encouraged to use the "Nominating Guide" attached as **Appendix A**. The decision to recommend appointments to Council shall be made by members of the standing committee only. Council will consider the recommendations and appoint members.

All applications received by the established deadline will be forwarded to the Nominating Committee which will be responsible for reviewing the applications and recommending appointments. The applicant review process will be completed in camera as the process involves reviewing personal information of the applicants.

The City Clerk will notify all applicants, in writing, of Council's decision and retain all applications on file for a maximum of twelve (12) months from the date of the Council decision.

## **Stakeholders as Nominating Panels**

Where the terms of reference indicate that the interests of stakeholders are to be represented on a Advisory Committee or to obtain special expertise from a professional or technical organization persons may be nominated by specific interest groups. In that case, the designated special interest/stakeholder group, or professional/technical organization is invited to nominate candidates. The nominations shall be forwarded to Council for approval.

## **Notice of Vacancy**

There are three specific occasions when recruitment occurs.

1. Immediately after a Civic Election
2. Annually in the third quarter of the year
3. As vacancies occur throughout the year

For vacancies that occur immediately after a civic election or annual in the third quarter of the year, the notice of vacancy shall occur in the following manner:

- \* Two Notices of vacancy are to be placed one week apart in the City pages
- \* Posting on the City website (also available in large print format)
- \* Posting at Public City Facilities
- \* Announcement by the Mayor at televised Council meeting (timelines permitting)
- \* Communicating vacancies to the Volunteer Centre of Guelph
- \* Posting in City mail outs or newsletters (timelines permitting)
- \* Email distribution lists to any individuals or groups requested to be notified

For vacancies that occur throughout the year\* the vacancy will be filled in the last quarter of each year. In the event of urgency for an appointment (e.g. lack of quorum) the appointment may be made from the list of previous candidates.

\*A mid-term vacancy may occur on:

- a) The date a member resigns;;
- b) The date a member no longer meets the eligibility requirements
- c) The date a member is removed by Council;
- d) The date a member is deceased or incapacitated.

## **Notice Contents**

The notice should describe the position broadly enough to elicit a wide response from qualified applicants and outline the eligibility criteria and key qualifications for the position.

Where applicable, the notice should direct potential applicants to the City's web site for more detailed information on the Advisory Committee.

The notice shall contain the name of the Advisory Committee, approximate number of meetings per year, usual meeting date/time, a brief description of the Advisory Committee and any specific skills or expertise required. It shall specify the process for submitting applications, specify a deadline date for receipt of applications, and advise that late applications may not be considered.

All advertisements shall state that the City encourages applications from diverse communities.

### **Application Process**

Application forms shall be made available at ServiceGuelph, in City Hall and in electronic form on the City's web site, along with the Notice of Vacancy. Applications are to be available in large format.

Applicants may submit their completed application forms electronically.

With the exception of those applying to be members of the Accessibility Advisory Committee, all applicants must fully complete the standard application form **(Appendix B1)** which may be downloaded from the City website or obtained from ServiceGuelph. As there are legislative requirements regarding the membership composition of the Accessibility Advisory Committee, those applying to be members must complete a form specific to that Advisory Committee **(Appendix B2)**

#### Incumbents

Incumbents who are eligible and willing to seek reappointment to a Advisory Committee must reapply in the same manner as other applicants.

#### Multiple Applications

Applicants applying for more than one ABC or advisory committee may submit the names of multiple Advisory Committees which they wish to serve on one application form.

### **Communication following appointments**

When Council makes an appointment, the City Clerk shall immediately advise all applicants of the status of their applications, thanking all candidates for their interest. All applications shall be acknowledged after Council has made the appointments.



# Nominating Panel INTERVIEW GUIDE

Candidate :	
Position :	
Interviewer :	
Date :	

**Opening Criteria:**

- Provide Committee mandate/goals/objectives
- Provide Committee time commitments i.e., date and time of meetings, number of meetings
- Provide introduction and outline format of interview(s)

**Potential Questions:**

**1. Interest**

- What about this particular opportunity most interests you?

---

---

---

**2. Experience**

- What one or two things from your prior experience and/or education do you see as being the most relevant and valuable to succeed in this position?

---

---

---

**3. Skills – (General) Liaison, Communication, Negotiation, Decision Making**

- Give examples of strategies you have used to communicate effectively with people who have different points of view
- Please give us an example of when you have thought outside the box, what were the associated challenges?
- How do you go about making important decisions?

---

---

---

---

**4. Skills** (specific to the position)

- What skills do you bring to the table?
  - Please explain your skills related to ..... ( details to be provided by staff liaison)
- 
- 
- 

**5. Problem Solving & Conflict**

- Give an example of a difficult interaction or conflict you have had and how you dealt with it.
  - Describe a creative solution that you have developed to solve a problem.
  - How would you define a good working atmosphere?
- 
- 
- 

**6. Potential pecuniary interest**

- Are you, your partner or children:
    - currently doing business with, or working as a consultant for the agency or the City,
    - have any interest direct or indirect, in outstanding litigation involving the City
- 
- 
- 

**7. Meeting commitment**

- Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)
- 
- 
- 

**Closing:**

- Solicit questions or additional comments from the candidate
- Ask any follow up questions
- Provide candidate with a timeline to conclude interviews and make a selection decision

**Interview Synopsis:**

---

---

---

---

---

---

---



**APPLICATION TO COUNCIL  
FOR CONSIDERATION OF APPOINTMENT  
TO ADVISORY COMMITTEES/BOARDS**

*Please note: If you are applying for the Accessibility Advisory Committee, a different application must be used. Available at ServiceGuelph in City Hall or on our website: [guelph.ca](http://guelph.ca)*

<b>Name:</b>						
<b>Address:</b>						
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; padding: 5px;"><b>*Home Tel:</b></td> <td style="width: 50%; padding: 5px;"><b>Fax:</b></td> </tr> <tr> <td style="padding: 5px;"><b>*Business Tel:</b></td> <td style="padding: 5px;"><b>Email:</b></td> </tr> <tr> <td colspan="2" style="padding: 5px;"><b>* Please note if the Phone numbers are TTY</b></td> </tr> </table>	<b>*Home Tel:</b>	<b>Fax:</b>	<b>*Business Tel:</b>	<b>Email:</b>	<b>* Please note if the Phone numbers are TTY</b>	
<b>*Home Tel:</b>	<b>Fax:</b>					
<b>*Business Tel:</b>	<b>Email:</b>					
<b>* Please note if the Phone numbers are TTY</b>						
<b>Advisory Committee(s) or Board(s) To Which You Are Seeking Appointment</b> <b>(Please list order of preference in the event you are only considered for one appointment:</b> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>						
<b>Are you currently a city appointee on any other city committee/board?</b> <b>If so, please list the name and the date of term expiry.</b>						
<b>Please list the reasons for seeking appointment to this Committee and other Information you feel may be helpful in considering your application.</b>						

<p><b>Please list the skills/qualifications/knowledge you would bring to the committee position.</b></p>
<p><b>Please list prior any past or current community involvement or experience with the City or external:</b></p>
<p><b>City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Ten (10) Years. Indicate Below If You Have Served On The Committee Before And If So, For How Many Years.</b></p> <p>Have You Served On This Committee Before? Yes ____ No ____ Number Of Years _____</p>
<p><b>Please attach any additional information</b></p>

**Signature:**

**Date:**

**Please return your completed application to the attention of:**

**City Clerks Office  
City Of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1  
or: fax to: 519-837-5603  
or: email to [clerks@guelph.ca](mailto:clerks@guelph.ca)**

In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over.

If you would require assistance to complete this form or would like additional information, please contact the City Clerk's Office at phone: (519) 837-5603; fax: (519) 763-1269

Applications are due by 4:30 p.m. on the closing date.

Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPA. Personal information on this form will be used to assess the candidates

qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.

Appendix B.2

# APPLICATION TO CITY COUNCIL FOR APPOINTMENT TO GUELPH ACCESSIBILITY ADVISORY COMMITTEE (AAC)



<b>Name:</b>	
<b>Address:</b>	
<b>*Home Tel:</b>	<b>Fax:</b>
<b>*Business Tel:</b>	<b>Email:</b>
<b>*Please note if the Phone Numbers are TTY</b>	
<b>Note: The Ontarians with Disabilities Act requires that at least 50% of an Accessibility Advisory Committee be persons with disabilities. This information will be kept confidential.</b>	
<input type="checkbox"/> <input type="checkbox"/> I am a person with a disability	
<input type="checkbox"/> <input type="checkbox"/> I am a care-giver for a person with a disability	
<input type="checkbox"/> <input type="checkbox"/> I am familiar with issues facing persons with disabilities	
<input type="checkbox"/> <input type="checkbox"/> None of the above, but I am interested in being a member of the committee	
Are you currently a city appointee on any other City committee/board? If so, please list the name and the date of term expiry.	





**City Clerks Office, City Of Guelph**  
**1 Carden Street Guelph, ON N1H 3A1**  
or: fax to: 519-837-5603  
or: email to [clerks@guelph.ca](mailto:clerks@guelph.ca)

**In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over**

***If you would like help to complete this form or would like additional information please contact the City Clerk's Office at phone: (519) 837-5603; fax: (519) 763-1269***  
***Applications are due by 4:30 p.m. on the closing date.***

Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.

<b>Information Services/Clerks</b>	
<i>Subject:</i>	<b>Agencies/Boards Commissions/Committees (ABC's) Resident Appointments-Guiding principles</b>
<i>Section:</i>	Information Services
<i>Revision Date:</i>	
<i>Approval Date:</i>	

**INDEX:**

- 1) Definitions**
- 2) Introduction**
- 3) Purpose**
- 4) Appointment of Resident Members**

*Appendix A: Template for Applications*  
*Appendix B: Nominating Panel Interview Guide*

**1) DEFINITIONS**

*Advisory Committee* means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Some advisory Committees may be "AD Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

*Agencies, Boards, Commissions/Committees (ABC's)* are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

*Nominating Panel* makes recommendations of candidates for appointment to Council. This may include reviewing applications and holding interviews.

*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this guiding principle resident also includes and person who owns property in the City of Guelph.

Special Purpose Bodies means Advisory Committees or Agencies, Boards / Committees (ABC's).

## **2) INTRODUCTION**

Agencies, boards and commissions/committees (ABC's) are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

## **3) PURPOSE**

The purpose of these guiding principles is to support the appointments of residents to ABC's authorized by Council and associated with the City.

The City of Guelph acknowledges the value of resident participation on ABC's and the advice they provide them. It provides a guide for Council Members and City staff involved in the appointment process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

### **Appointment Strategy**

A commitment to community participation and community service is considered an integral part of the decision making process. Part of that commitment can be fulfilled by recruiting and selecting Guelph residents who will provide high calibre direction as members of ABC's.

The benefits of having resident appointees on agencies, boards and commissions are to:

- (i) represent the city's interests on the ABC;
- (ii) provide a variety of perspectives, reflecting the diversity of the community;
- (iii) bring specific skills and expertise that contribute to good decision making;
- (iv) represent specific groups of service users; and
- (v) bring external funding, sponsorship, volunteers, or profile to the service.

### **Open, fair and equitable process**

These guiding principles provide a framework aimed at ensuring that the appointment process is open, fair and equitable and that the most suitable candidates are selected and appointed as members of the ABC's.

- "Open" means that clear expectations for each position are identified, and communicated to all associated with the selection process.
- "Fairness" means that there is public recruitment for positions and a commitment to evaluating applicants on merit.
- Equity means that practices are consistent with achieving participation that affirms the diversity of our society. Guelph's commitment to a discrimination-free environment includes the responsibility to remove barriers to the recruitment, selection, and retention of members of all

segments of society, including women, youth (ages 18 to 30), aboriginal people, people with disabilities, and racial minorities.

### **Variations from these Guiding principles**

Variation from these guiding principles should only occur in unusual circumstances and such variation requires the approval of Council.

### **Applicability**

These guiding principles apply only to the appointment of Residents to ABC's.

## **4) APPOINTMENT OF RESIDENT MEMBERS to ABC's**

The Council resolution appointing residents to ABC's shall state the name of the appointee and the ABC, the term of appointment and the fact that they are appointed at the pleasure of Council.

### **Eligibility and Qualifications**

Unless otherwise regulated or legislated, persons selected for an appointment must be Guelph residents of at least 18 years of age.

To remain on the ABC, appointees are required to maintain their eligibility and qualifications throughout their term of their appointment.

Where required by law for specific boards, residents must also be Canadian citizens. Under current legislation, Canadian citizenship is required to serve on the Guelph Public Library Board.

City staff are not eligible to apply for ABC appointments. They may attend as resource and participate in discussions at meetings without being members. They shall not have voting rights on the ABC.

### **Potential Conflicts**

Applicants should consider whether they have a real or perceived conflict of interest with the ABC, including any direct or indirect pecuniary interest.

Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the nominating panel may assess potential conflicts in its determination of whether the applicant should be considered further.

### **Single appointments**

To encourage the broadest degree of resident involvement, Council shall not appoint any individual to serve concurrently on more than one Advisory Committee or ABC. Council may appoint an individual to serve on an additional ABC if it is created for a specific and limited purpose and has a finite term.

### **ABC Specific qualifications**

In addition to general eligibility requirements, the specific skills and experience for membership on each ABC may be identified by the ABC.

It is recognised that the needs of the City and the ABC's are best met when candidates are matched to the ABC's individual requirements. Upon the recommendation of the staff liaison or ABC representative, the Standing committee through which the ABC reports shall approve qualifications relevant to the responsibilities of the ABC and make appointments that ensure that the members collectively cover the range of skills and experience required to effectively make decisions.

Resident members are not expected to have the same knowledge as staff .They are expected to add a perspective beyond the staff view.

The following guidelines may be considered in establishing the qualifications:

- (a) the ability to perform the duties of the ABC, including any necessary competencies;
- (b) clear, yet flexible, defining areas of specialization where required, experience, or community service; and
- (c) skills and knowledge requirements for the positions should not be more specialized than necessary.

### **Term of appointment**

Unless otherwise legislated the term of appointment is generally one year on the initial appointment and three, two or one years thereafter in order to coincide with the term of the Council that appoints the members.

### **Staggered Terms**

The full recruitment process is performed only at the beginning of each term of Council and each year thereafter. Unless otherwise legislated, terms will be staggered within the term of Council, in order to maintain continuity of knowledge base so that all resident appointments do not expire in knowledge base or at the beginning of a new board term for corporations. Gradual turnover can be achieved by the Standing Committee ensuring that there is a balance of new members and returning incumbents recommended for each term.

### **Continuation Past End of Council Term**

Despite the term of appointment, all residents are appointed at the pleasure of Council and Council retains the right to replace any appointed member at any time and for any reason.

### **Limits on Length of Service**

Acknowledging the value of experience and the need for continuity, incumbents who are eligible and willing to seek reappointment, may apply for a subsequent term.

The City recognizes the importance of engaging as many residents as possible and infusing new ideas and perspectives from time to time. An effort should be made to achieve a balance between new members and those with experience serving on the ABC. Unless otherwise legislated, the limit on length of service for any resident is 10 consecutive years on the same ABC. Exceptions are noted as follows:

- (a) When an insufficient number of applications have been received.
- (b) If a particular area of expertise is required and there are no other eligible and qualified candidates.
- (c) If the ABC would suffer from a lack of continuity if all or the majority of members are replaced at once.
- (d) To allow an appointee to serve out their term on the board of a municipal association related to the mandate of the Advisory committee.

Unless otherwise legislated, any recommendation to reappoint an incumbent who has reached his or her sunset date shall identify these special circumstances and recommend a waiver of the limit on length of service.

### **Limits on Service as Chair**

Unless otherwise legislated, resident appointments shall be limited to serve as chairs of the ABC to a maximum of 4 successive years.

### **Standing Committee as Nominating Panel**

In many cases, the Standing Committee recommending the appointment to Council will serve as the nominating panel to Council. The standing committee may choose a group from amongst its membership for the purpose of holding interviews. . The Nominating panel is encouraged to use the "Nominating Guide" attached as **Appendix A**. The staff Liaison will act as a staff resource in the appointment process, including the provision of a briefing to the nominating panel, upon request. In this case the staff liaison may be a staff of the ABC who liaises with the City regarding the City's appointments.

The standing committee will choose the successful candidates from amongst the applications or will meet to choose a short-list and determine if interviews are required. In special circumstances, the standing Committee has the right to invite others to join the recruitment process or appoint a separate recruiting panel for the purpose of the recruitment and short-listing process. The decision to recommend appointments to Council shall be made by members of the standing committee only. Council will consider the recommendations and appoint members.

All applications received by the established deadline will be forwarded to the Nominating Panel which will be responsible for reviewing the applications and recommending appointments. The applicant review process will be completed in camera as the process involves reviewing personal information of the applicants.

The City Clerk will notify all applicants, in writing, of Council's decision and retain all applications on file for a maximum of twelve (12) months from the date of the Council decision.

### **Stakeholders and ABC's as Nominating Panels**

Stakeholders

Where the terms of reference indicate that the interests of stakeholders are to be

represented on a ABC or to obtain special expertise from a professional or technical organization one or more positions may be nominated by specific interest groups. In that case, the designated special interest/stakeholder group, or professional/technical organization is invited to nominate members. The nominations shall be forwarded to Council for approval.

#### ABC's

In a few instances, and as may be noted in the composition of the ABC in the terms of reference, nominations for appointments are made by the ABC itself. Applications are received by the City Clerk and forwarded to the ABC for nomination. Currently the following ABC's nominate the resident appointees for Council approval:

Board of Commissioners of Guelph General Hospital  
Board of Trustees of The Elliott Community  
Downtown Board of Management  
Board of Directors of Guelph Hydro Inc.  
Guelph Junction Railway Company Directors

Where a stakeholder or an ABC is the nominating panel, the applications will be forwarded to the representative or staff liaison of the ABC, after which the ABC will nominate a candidate(s) for Council to consider as appointee(s) to the ABC.

#### **Notice of Vacancy**

There are three specific occasions when recruitment occurs.

1. Immediately after a Civic Election
2. Annually in the third quarter of the year
3. As vacancies occur throughout the year

For vacancies that occur immediately after a civic election or annual in the third quarter of the year, the notice of vacancy shall occur in the following manner:

- \* Two Notices of vacancy are to be placed one week apart in the City pages
- \* Posting on the City website (also available in large print format)
- \* Posting at Public City Facilities
- \* Announcement by the Mayor at televised Council meeting (timelines permitting)
- \* Communicating vacancies to the Volunteer Centre of Guelph
- \* Posting in City mail outs or newsletters (timelines permitting)
- \* Email distribution lists to any individuals or groups requested to be notified

For vacancies that occur throughout the year\* the vacancy will be filled in the last quarter of each year. In the event of urgency for an appointment (e.g. lack of quorum) the appointment may be made from the list of previous candidates.

\*A mid-term vacancy may occur on:

- a) The date a member resigns;;
- b) The date a member no longer meets the eligibility requirements
- c) The date a member is removed by Council;
- d) The date a member is deceased or incapacitated.



### **Notice Contents**

The notice should describe the position broadly enough to elicit a wide response from qualified applicants and outline the eligibility criteria and key qualifications for the position.

Where applicable, the notice should direct potential applicants to the ABC's web site for more detailed information on the ABC.

The notice shall contain the name of the ABC, approximate number of meetings per year, usual meeting date/time, a brief description of the ABC and any specific skills or expertise required. It shall specify the process for submitting applications, specify a deadline date for receipt of applications, and advise that late applications may not be considered.

All advertisements shall state that the City encourages applications from diverse communities.

### **Application Process**

Application forms shall be made available at ServiceGuelph, in City Hall and in electronic form on the City's web site, along with the Notice of Vacancy. Applications are to be available in large format.

Applicants may submit their completed application forms electronically.

All applicants must fully complete the standard application form (**Appendix B**) which may be downloaded from the City website or obtained from ServiceGuelph.

#### Incumbents

Incumbents who are eligible and willing to seek reappointment to a ABC must reapply in the same manner as other applicants.

#### Multiple Applications

Applicants applying for more than one ABC or Advisory committee may submit the names of multiple committees which they wish to serve on one application form.

### **Communication following appointments**

When Council makes an appointment, the City Clerk shall immediately advise all applicants of the status of their applications, thanking all candidates for their interest. All applications shall be acknowledged after Council has made the appointments.



**APPLICATION TO COUNCIL  
FOR CONSIDERATION OF APPOINTMENT  
TO ADVISORY COMMITTEES/BOARDS**

*Please note: If you are applying for the Accessibility Advisory Committee, a different application must be used. Available at ServiceGuelph in City Hall or on our website: [guelph.ca](http://guelph.ca)*

<b>Name:</b>	
<b>Address:</b>	
<b>Home Tel:</b>	<b>Fax:</b>
<b>Business Tel:</b>	<b>Email:</b>
<b>Committee(s) or Board(s) To Which You Are Seeking Appointment (Please list order of preference in the event you are only considered for one appointment:</b>	
1.	
2.	
3.	
<b>Are you currently a city appointee on any other city committee/board? If so, please name and provide date of term expiry.</b>	
<b>Please list the reasons for seeking appointment to this Committee and other pertinent Information you may deem helpful in considering your application.</b>	
<b>Please list the skills or qualifications you would bring to the committee position</b>	

<p><b>Please list prior community involvement or experience within the City or external:</b></p>          
<p><b>City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Ten (10) Years. Indicate Below If You Have Served On The Committee Before And If So, For How Many Years.</b></p> <p><b>Have You Served On This Committee Before? Yes ___ No ___ Number Of Years _____</b></p>
<p><b>Please attach any additional information</b></p>

**Signature:**

**Date:**

**Please return your completed application to the attention of:**

**City Clerks Office  
City Of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1  
or: fax to: 519-837-5603  
or: email to [clerks@guelph.ca](mailto:clerks@guelph.ca)**

In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over.

If you would require assistance to complete this form or would like additional information, please contact the City Clerk's Office at phone: (519) 837-5603; fax: (519) 763-1269

Applications are due by 4:30 p.m. on the closing date.

Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.



# Nominating Panel INTERVIEW GUIDE

Candidate :	
Position :	
Interviewer :	
Date :	

**Opening Criteria:**

- Provide Committee mandate/goals/objectives
- Provide Committee time commitments i.e., date and time of meetings, number of meetings
- Provide introduction and outline format of interview(s)

**Potential Questions:**

**1. Interest**

- What about this particular opportunity most interests you?

---

---

---

**2. Experience**

- What one or two things from your prior experience and/or education do you see as being the most relevant and valuable to succeed in this position?

---

---

---

**3. Skills – (General) Liaison, Communication, Negotiation, Decision Making**

- Give examples of strategies you have used to communicate effectively with people who have different points of view
- Please give us an example of when you have thought outside the box, what were the associated challenges?
- How do you go about making important decisions?

---

---

---

**4. Skills** (specific to the position)

- What skills do you bring to the table?
- Please explain your skills related to ..... (details to be provided by staff liaison)

---

---

---

**5. Problem Solving & Conflict**

- Give an example of a difficult interaction or conflict you have had and how you dealt with it.
- Describe a creative solution that you have developed to solve a problem.
- How would you define a good working atmosphere?

---

---

---

**6. Potential pecuniary interest**

- Are you, your partner or children:
  - currently doing business with, or working as a consultant for the agency or the City,
  - have any interest direct or indirect, in outstanding litigation involving the City

---

---

---

**7. Meeting commitment**

- Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)

---

---

---

**Closing:**

- Solicit questions or additional comments from the candidate
- Ask any follow up questions
- Provide candidate with a timeline to conclude interviews and make a selection decision

**Interview Synopsis:**

---

---

---

---

---

---

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration  
DATE July 13, 2009

**SUBJECT Revised - Council Strategic Plan Progress Reporting**

REPORT NUMBER

## RECOMMENDATION

THAT staff be directed to investigate, implement and evaluate new options for quarterly reporting of performance and results linked to Council's community-driven Strategic Plan.

## REPORT

The Strategic Plan Guidelines that were presented and approved by Council in the first quarter of 2009 suggest that reporting on the results of strategic plan priority initiatives should take place on a quarterly basis. More regular reporting will further communication efforts and help foster greater awareness and understanding of progress achieves amongst residents and stakeholders. Improved frequency and quality of performance information also works towards continually increasing levels of accountability and transparency.

There are a number of identified cost-effective options which staff can further investigate, implement and evaluate to broaden community awareness of the quarterly reports:

- [guelph.ca](http://guelph.ca) – reports can be featured on [guelph.ca](http://guelph.ca) from a prominent location on the main web page, for example, from one of the four thumbnail features or the main banner. With approximately 8000 visits to [guelph.ca](http://guelph.ca), awareness of the report should increase.
- [Media releases](#) – staff can issue a press release following each update to announce availability of the report.
- [Format adjustments](#) – staff can create more user-friendly, interesting and accessible reports that highlight stories, related metrics and more visual information.
- [Web 2.0 technologies](#) – staff can explore new opportunities to leverage Twitter, Facebook or related e-options.
- [City News pages](#) – staff can explore featuring brief highlights in the City News pages, directing residents to [guelph.ca](http://guelph.ca) for more detail.

In accordance with the Strategic Plan Guidelines, a comprehensive report

---

highlighting achievements from all four quarters will be developed annually. The first submission, the Making a Difference Report, was distributed to approximately 45,000 households in 2009. Staff are planning a second report for 2010 that will similarly highlight performance information from the previous year.

**CORPORATE STRATEGIC PLAN**

This initiative relates to Strategic Plan objective 5.6 – organizational excellence in planning and management.

**FINANCIAL IMPLICATIONS**

Resources required for 2010 will be subject to the regular budget deliberation process.

**DEPARTMENTAL CONSULTATION**

This document has been reviewed by the Senior Management Team.

**COMMUNICATIONS**

n/a

“original signed by Brenda Boisvert”

---

**Prepared By:**

Brenda Boisvert

Manager, Strategic Planning and  
Corporate Initiatives

“original signed by Tara Sprigg”

---

**Recommended By:**

Tara Sprigg  
Manager, Corporate  
Communications

“original signed by Tina Agnello for”

---

**Recommended By:**

Lois Giles  
Director, Information Services

**The Corporation of the City of Guelph  
Governance Committee  
Wednesday July 22, 2009, 9:00 a.m.**

A meeting of the Governance Committee was held on Wednesday July 22, 2009 in the Committee Room (Room 112) at 9:00 a.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein (arrived at 10 a.m.)

Staff Present: Ms. M. Neubauer, Director of Finance; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Ms. B. Boisvert, Manager of Strategic Planning & Corporate Initiatives; Ms. T. Sprigg, Manager of Corporate Communications; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT the minutes of the Governance Committee meeting held on June 9, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda:

- GOV-2009 A.9 – Corporate Communications Plan: Purpose and Development Process to Date
- GOV-2009 A.11 – Closed Meetings
- GOV-2009 A.13 – Guiding Principles for Citizen Appointments to Special Purpose Bodies

2. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the balance of the Governance Committee July 22, 2009 Consent Agenda, as identified below, be adopted:

a) **Procedural Motions**

REPORT

THAT the votes on all motions be recorded in the minutes of Council meetings, and that By-law (1996)-15200, as amended, be further amended by deleting the requirement to pass the following procedural motions:

- Motion to hear delegations;
- Motion for Council to go into Committee of the Whole to consider reports and correspondence;
- Motion for the Committee to rise with leave to sit again;



- Motion for the action taken in Committee of the Whole to be confirmed by Council.

b) **Governance Committee Quarterly Report**

Mayor Farbridge

THAT the Governance Committee's second quarterly report for 2009 be received for information.

c) **Council Strategic Plan Progress Reporting**

Ms. B. Boisvert

THAT staff be directed to investigate, implement and evaluate new options for quarterly reporting of performance and results linked to Council's community-driven Strategic Plan.

Carried

**Corporate Communications Plan: Purpose and Development Process To Date**

The Manager of Corporate Communications provided information on the development of a corporate communications plan.

Doug MacMillan of MacMillan Marketing Group provided information on meetings to take place with various stakeholders and community groups to determine the best way to reach the various audiences in the City.

Stacey McCarthy of MacMillan Marketing Group outlined the public consultation process which will take place over the next few months with the result being presented to City Council.

3. Moved by Councillor Hofland  
Seconded by Councillor Burcher

Mrs. L.A. Giles  
Ms. T. Sprigg

THAT the Committee report titled, *Corporate Communications Plan: purpose and process to date*, be received.

Carried

**Closed Meetings**

4. Moved by Councillor Burcher  
Seconded by Councillor Beard

Mrs. L.A. Giles

THAT the report of the Director of Information Services/City Clerk with respect to closed meetings under the Municipal Act, be received.

Carried

**Guiding Principles for Citizen Appointments to Special Purpose Bodies**

Mrs. L.A. Giles

5. Moved by Councillor Beard  
Seconded by Councillor Burcher

THAT the following draft documents relating to special purpose bodies included in the report of the Director of Information Services dated July 13, 2009 be received:

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies/Boards Commissions/Committees (ABC's) Resident Appointments-Guiding principles;

AND THAT the drafts be circulated for comment and that any comments received be considered in the preparation of a final report to come forward to the Governance Committee in September, 2009.

Carried

**Other Business**

Mrs. L.A. Giles

6. Moved by Councillor Burcher  
Seconded by Councillor Hofland

THAT the Procedural By-law be amended to restrict notice of motions being referred to Standing Committees only.

Carried

The Committee suggested that the Municipal Council Education Program be considered in conjunction with the council training report being prepared.

The Committee discussed the addition of last minute items to the Standing Committee agendas and felt that a policy should be prepared.

The meeting adjourned at 10:20 p.m.

.....  
Chairperson

# committee AGENDA



TO **Governance Committee**

DATE September 14, 2009

LOCATION Meeting Room C (Room 137)

TIME 3:00 p.m.

## disclosure of pecuniary interest

## confirmation of minutes

July 22, 2009

## 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-2009 A.15 <b>Guiding Principles for Resident Appointments to Special Purpose Bodies</b>			
GOV-2009 A.16 <b>Integrity Commissioner</b>			
GOV-2009 C-1 <b>Governance Survey – May 2009 Consolidated Report &amp; Summary of Results</b>			

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.

## Other business

## Next meeting

---

october 13, 2009

**The Corporation of the City of Guelph  
Governance Committee  
Wednesday July 22, 2009, 9:00 a.m.**

A meeting of the Governance Committee was held on Wednesday July 22, 2009 in the Committee Room (Room 112) at 9:00 a.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein (arrived at 10 a.m.)

Staff Present: Ms. M. Neubauer, Director of Finance; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Ms. B. Boisvert, Manager of Strategic Planning & Corporate Initiatives; Ms. T. Sprigg, Manager of Corporate Communications; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT the minutes of the Governance Committee meeting held on June 9, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda:

- GOV-2009 A.9 – Corporate Communications Plan: Purpose and Development Process to Date
- GOV-2009 A.11 – Closed Meetings
- GOV-2009 A.13 – Guiding Principles for Citizen Appointments to Special Purpose Bodies

2. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the balance of the Governance Committee July 22, 2009 Consent Agenda, as identified below, be adopted:

a) **Procedural Motions**

REPORT

THAT the votes on all motions be recorded in the minutes of Council meetings, and that By-law (1996)-15200, as amended, be further amended by deleting the requirement to pass the following procedural motions:

- Motion to hear delegations;
- Motion for Council to go into Committee of the Whole to consider reports and correspondence;

July 22, 2009

- Motion for the Committee to rise with leave to sit again;  
**Governance Committee** Page No. 2

- Motion for the action taken in Committee of the Whole to be confirmed by Council.

b) **Governance Committee Quarterly Report**

Mayor Farbridge

THAT the Governance Committee's second quarterly report for 2009 be received for information.

c) **Council Strategic Plan Progress Reporting**

Ms. B. Boisvert

THAT staff be directed to investigate, implement and evaluate new options for quarterly reporting of performance and results linked to Council's community-driven Strategic Plan.

Carried

**Corporate Communications Plan: Purpose and Development Process To Date**

The Manager of Corporate Communications provided information on the development of a corporate communications plan.

Doug MacMillan of MacMillan Marketing Group provided information on meetings to take place with various stakeholders and community groups to determine the best way to reach the various audiences in the City.

Stacey McCarthy of MacMillan Marketing Group outlined the public consultation process which will take place over the next few months with the result being presented to City Council.

3. Moved by Councillor Hofland  
Seconded by Councillor Burcher

Mrs. L.A. Giles  
Ms. T. Sprigg

THAT the Committee report titled, *Corporate Communications Plan: purpose and process to date*, be received.

Carried

**Closed Meetings**

4. Moved by Councillor Burcher  
Seconded by Councillor Beard

Mrs. L.A. Giles

THAT the report of the Director of Information Services/City Clerk with respect to closed meetings under the Municipal Act, be received.

Carried

**Guiding Principles for Citizen Appointments to Special Purpose Bodies**

Mrs. L.A. Giles

5. Moved by Councillor Beard  
Seconded by Councillor Burcher

THAT the following draft documents relating to special purpose bodies included in the report of the Director of Information Services dated July 13, 2009 be received:

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies/Boards Commissions/Committees (ABC's) Resident Appointments-Guiding principles;

AND THAT the drafts be circulated for comment and that any comments received be considered in the preparation of a final report to come forward to the Governance Committee in September, 2009.

Carried

**Other Business**

Mrs. L.A. Giles

6. Moved by Councillor Burcher  
Seconded by Councillor Hofland

THAT the Procedural By-law be amended to restrict notice of motions being referred to Standing Committees only.

Carried

The Committee suggested that the Municipal Council Education Program be considered in conjunction with the council training report being prepared.

The Committee discussed the addition of last minute items to the Standing Committee agendas and felt that a policy should be prepared.

The meeting adjourned at 10:20 p.m.

.....  
Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**September 14, 2009**

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-2009 A.15) <b>GUIDING PRINCIPLES FOR RESIDENT APPOINTMENTS TO SPECIAL PURPOSE BODIES</b></p> <p>THAT the following draft documents relating to special purpose bodies included in the report of the Director of Information Services dated September 14, 2009 be approved:</p> <ul style="list-style-type: none"><li>• Advisory Committees Policy</li><li>• Advisory Committee Resident Appointments – Guiding Principles</li><li>• Agencies, Boards and Commissions/Committees (ABC's) Resident Appointments-Guiding Principles</li></ul>	Approve
<p>GOV-2009 A.16) <b>Integrity Commissioner</b></p> <p>THAT staff prepare a budget package for contracting the services of an Integrity Commissioner for consideration during the 2010 operating budget deliberations.</p>	Approve
<b>B Items for Direction of Committee</b>	
<b>C Items for Information</b>	
<p>GOV-2009 C.1) <b>GOVERNANCE SURVEY – MAY 2009 CONSOLIDATED REPORT AND SUMMARY OF RESULTS</b></p>	

attach.



# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Information Services  
DATE September 14, 2009

**SUBJECT Guiding principles for Resident Appointments to Special Purpose Bodies**

REPORT NUMBER

## RECOMMENDATION

That the following draft documents relating to special purpose bodies included in the report of the Director of Information Services dated September 14, 2009 be approved:

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies, Boards and Commissions/Committees (ABC's) Resident Appointments-Guiding principles

## BACKGROUND

In order to develop policies for Guelph's special purpose bodies, Information was gathered from various sources.

Existing municipal policies and procedures were reviewed in order to determine best practices for Guelph.

The staff liaisons for all ABC's were contacted to solicit their thoughts regarding the process regarding resident appointments.

The community at large has also been considered in development of the policy and guiding principles. Statistics Canada 2006 data indicates that of the total population of 114,940 people, approximately 18,190 have English as a second language.

The Volunteer Centre of Guelph/Wellington whose diverse membership base has outreach to many diverse communities within the City was consulted. Their membership includes 110 non profit organizations and 15 employers who encourage and promote volunteer opportunities such Immigrant Services Guelph-Wellington, the Guelph Inclusiveness Alliance, the Shelldale centre, and Onward Willow.

---

Information from expert agencies, such as the Maytree Foundation was also referenced. The Maytree foundation “works with civil society organizations, with employers, and with institutions to make them more effective in building strong and prosperous communities.”

The benefits of broadening our search criteria to encourage a more diverse composition on our special purpose bodies are many. Diversity can create an atmosphere that prompts diverse thinking, question assumptions and guide reasoning. It gives a voice to segments of society that may not otherwise be represented. It satisfies social needs, and produces outcomes such as a sense of belonging, compliance with rules and regulations, and trust in government (summarized from Maytree Foundation publication- “Diversity Matters”).

On July 13 a report came before the Governance committee which included three policies related to resident appointments to special purpose bodies. The Governance committee resolved that the drafts be circulated for comment and that any comments received be considered in the preparation of a final report to come forward to the Governance Committee in September, 2009.

## **REPORT**

The policies were circulated to all the staff liaison and contact people of the city’s advisory committees, the City’s ABC’s, and the Guelph Wellington Volunteer Centre. Many responded that they had reviewed the policies and had no further comments. As a result of some questions a few minor housekeeping changes were made.

## **CORPORATE STRATEGIC PLAN**

This recommendation supports strategic objective 5: A community –focused, responsive and accountable government; specifically, 5.2 a consultative and collaborative approach to community decision making.

## **FINANCIAL IMPLICATIONS**

Not applicable.

## **DEPARTMENTAL CONSULTATION**

Consultation with staff liaison representatives of City Advisory Committees.

## **COMMUNICATIONS**

Communications with representatives of the ABC’s and the Guelph Wellington Volunteer Centre.

---

## **ATTACHMENTS**

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies/Boards Commissions/Committees (ABC's) Resident Appointments- Guiding principles

---

### **Prepared By:**

Tina Agnello  
Deputy Clerk  
(519) 822 1260 Ex. 2811  
tina.agnello@guelph.ca

---

### **Recommended By:**

Lois Giles  
Director of Information Services/  
City Clerk  
(519) 822 1260 Ex. 2322  
lois.giles@guelph.ca

---

## Information Services/Clerks

<i>Subject:</i>	<b>Advisory Committees Policy</b>
<i>Section:</i>	Information Services
<i>Revision Date:</i>	
<i>Approval Date:</i>	

### INDEX:

- 1) Definitions**
- 2) Introduction**
- 3) Purpose**
- 4) Creation, Amendment or Dissolution**
- 5) Committee Administration**

*Appendix A: Template for Terms of Reference*

*Appendix B: Nominating Panel Interview Guide*

### **1) DEFINITIONS**

*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this policy resident also includes and person who owns property in the City of Guelph.

*Advisory Committee* means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Some advisory Committees may be "Ad Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

*Agencies, Boards, Commissions/Committees (ABC's)* are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

*Nominating Panel* means the Standing Committee under whose jurisdiction the Advisory committee reports to Council or a sub- group chosen from amongst its membership for the purpose of recommending appointees to Council. This may include reviewing applications and holding interviews.

*Special Purpose Bodies* means Advisory Committees or Agencies, Boards / Committees (ABC's).

---

Sunset Clause means a clause in the terms of reference which states that the committee has a limited term of office because it has been established for a special purpose and once the mandate of the committee is completed, the committee ceases to exist. This may include an expiration of term of the Committee based on the completion of task or mandate or the resolution of issues for which it was formed.

## **2) INTRODUCTION**

Advisory committees report to a specific Standing Committee and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic to give representation to such interests. They report on a regular basis to the Standing Committee.

These committees can be responsible for making recommendations to Council or the Standing Committees on matters relating to specific subject areas, while in other cases, the committees are aligned with a corporate service area. The advantages of Advisory committees are numerous, and can be briefly summarized as follows:

- Because Advisory committee members aren't directly involved in a service area, they feel free to raise critical questions that may prompt Guelph City Council and staff to re-evaluate traditional outlooks on certain issues.
- Being people with substantial experience themselves, they contribute fresh ideas that often work well.
- Ease the meeting workload of Standing Committees and Council.
- Provide for improved community outreach within their mandated areas.

Effective with the 2010-14 term of Council, members of Council will no longer be appointed to Advisory committees. This avoids placing councillors in the position of being not only the givers and the recipients of advice, but the decision makers as well. The advantages of no longer having councillors serve on Advisory committees include:

- Will not add to the already very heavy workload for councillors.
- Council's focus remains with its important governance role.

The volume of Advisory committees directly impacts the capacity of the governance system overall. The number of meetings currently being held restricts Council's our capacity to deal with new and emerging issues. Before creating new Advisory committees, serious consideration must be given to availability of resources and time in Council's legislative calendar.

## **3) PURPOSE**

The purpose of these guiding principles is to support the creation, amendment, dissolution of Advisory committees, and the framework for Advisory committees authorized by Council and associated with the City.

---

The City of Guelph acknowledges the value of Advisory committees and the advice they provide to Council. The creation, amendment, dissolution and administration of Advisory committees shall be conducted in a fair and equitable manner and in accordance with applicable legislation or Council-approved procedures.

The principles serve as a guide for Council Members and City staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

#### **4) CREATION, AMENDMENT OR DISSOLUTION OF ADVISORY COMMITTEES**

##### **Procedure for creation of a new committee**

- a) When the creation of an Advisory committee is being considered, Council shall take the following into consideration:
  - i. Is the existence of this Advisory committee required by legislation and regulation (Federal/Provincial/Municipal);
  - ii. Is this Advisory committee's mandate relevant;
  - iii. Is this Advisory committee's mandate achievable;
  - iv. Is this Advisory committee's mandate unique;
  - v. Is this Advisory committee's mandate aligned with the corporate strategic plan and/or the priorities plan;
  - vi. Is there another Advisory committee in existence that could deal with the matter;
  - vii) Is the issue of sufficient public Interest, community support or feedback.

The appropriate department shall prepare a staff report which shall include the following:

- a) Link to the City's Strategic Plan, Council Priorities and Departmental work plans.
- b) Financial considerations;
- c) Availability of staff resources;
- d) Impact on other Departments and users;
- e) Proposed Terms of Reference using the Council approved template **(Appendix A)**.

After Council has approved the creation of a new Advisory Committee and its terms of reference, the Clerk's division will facilitate the appointment process, in accordance with guiding principles for appointments to Advisory Committees.

##### **Changes to Terms of Reference**

Changes to Terms of Reference of an Advisory Committee requires the approval of Council.

The following factors may be considered by Council when amending an Advisory

---

committee's term of reference:

- a) Measurement of progress towards original mandate;
- b) Lack of material purpose, function or public interest;
- c) New priorities established by Council;
- d) Changes to legislation;
- e) Advisory committee sunset clause.

Staff will report to the appropriate standing committee on the need to amend the terms of reference for an Advisory Committee, and shall include such information as:

- a) Indication of which factor led to the amendment;
- b) Supporting information;
- c) cause/effect;
- d) cost analysis, and;
- e) resources required.

### **Dissolution of an Advisory Committee**

Dissolution of an Advisory committee may be triggered by one of the following:

- a) Expiration of term;
- b) Completion of task or mandate;
- c) Resolution of issues;
- d) Legislative requirement no longer exists;
- e) Merger with another Advisory committee;
- f) Following a review process by Council.

Regardless of an Advisory committee sunset clause, all Advisory committees created by Council will formally be dissolved by Council resolution.

The following steps will be taken following the dissolution of an Advisory committee:

- a) Advisory committee will be designated as inactive;
- b) Thank you letters on behalf of Council will be sent to Advisory committee members;
- c) Relevant staff members will be informed.

## **5) ADVISORY COMMITTEE ADMINISTRATION**

### **Roles**

#### *Role of Standing Committee Members:*

- To act as Nominating Panel for recommendation of appointments to Council;
- To review applications and conduct interviews as required (with the use of the Interview Guide: **Appendix B**);
- To receive advice and information from the Advisory committee.

#### *Role of Advisory Committee Members:*

- To provide needed skill/knowledge areas;

- 
- To provide desired representation of interests in the community.

*Role of Advisory committee Chair:*

- To facilitate and chair the Advisory committee meetings;
- To speak as the official representative of the Advisory committee on Advisory committee approved statements.

*Role of Staff*

A staff liaison required to support a Advisory committee will be assigned by the Director of the relevant Department or by the Chief Administrative Officer:

- To submit an annual report to the Standing Committee and Council
- To submit a staff review of the mandate and terms of the Advisory committee prior to the end of each Council term
- To provide special skills and expertise required to be listed in the notice for vacancy in the selection of Advisory committee members
- To act as a resource in the selection and interview process, including a briefing.
- To prepare reports to bring Advisory committee decisions forward to Council on behalf of the Advisory committee
- To provide orientation at the first meeting of the Advisory committee and when there is a turnover of a majority of members
- To provide clerical, administrative and/or technical support to the Advisory committee as required including the preparation and distribution of minutes and agendas
- To communicate the Corporate Strategic Plan, Advisory committee related policies and information items, departmental goals and objectives as required
- To provide guidance regarding timelines, workplan initiatives
- To incorporate formal Advisory committee comments and resolutions into Staff Reports where appropriate or where Advisory committee advice has been sought

Staff are not formal members of Advisory committees and have no voting privileges.

Advisory Committees do not have the authority to commit City resources or direct the work of staff.

**Rules of Procedure**

The Rules of Procedure for Advisory committees shall be same as Council as set out in the City of Guelph Procedural By-Law.

**Frequency of Meetings**

The meeting frequency will be dictated in the Council approved Terms of Reference.

**Quorum**

A quorum of half plus one of the total members of an Advisory committee is required for an Advisory committee meeting.



---

### **First Meeting**

At the first meeting of an Advisory committee term the Advisory committee will elect a Chair and Vice-Chair. The Vice-Chair will act in the stead of the Chair, when required, due to the Chair's absence or resignation mid-term. Unless otherwise specified in the Council approved Terms of Reference, the Chair and Vice-Chair will be resident representatives.

Following the election of the chair and vice chair, the staff liaison shall provide an orientation and training session to clarify goals and objectives.

Upon the request of an Advisory committee member, meetings may be scheduled so that they do not conflict with major cultural holidays.

Meetings are to be held in accessible locations.

### **Agenda and Minutes**

Advisory committees may meet to discuss matter pertinent to their Council approved Terms of Reference or as referred to the Advisory committee by Council. The Agenda will be developed in conjunction with the staff liaison and Chair of the Advisory committee.

Advisory Committee Agendas and Minutes shall be distributed to the Advisory Committee by the staff liaison and posted on the City website.

Agendas, Minutes and relevant discussion items shall be distributed to all Advisory committee members in advance of the meeting.

### **Closed Meetings**

All meetings are open to the public unless closed by resolution of the Advisory committee in accordance with the *Municipal Act, 2001* as amended.

### **Reporting to Council**

Advisory Committees exist to serve in an advisory capacity to Council. Advisory committee members should not present themselves as spokespersons on behalf of the City.

Advisory Committees will submit an annual report to the standing committee and Council.

The annual report will include:

- 1) An overview of the activities of the Advisory committee during the previous year.
- 2) Where applicable, activities planned for the next year in keeping with the Advisory committee's mandate.
- 3) Where applicable, measurement of progress towards mandate.

The staff liaison shall submit a staff review of the mandate and terms of the Advisory committee prior to the end of each Council term.

---

Council upon receiving the annual reports and term reports may provide direction to the Advisory committee, determine if amendments to the Terms of Reference are required or determining if the Advisory Committee should be dissolved.

**Recommendation to Council Re: Forfeited position**

If a resident misses more than three consecutive meetings without a resolution of the Advisory committee allowing such, the appointee will be deemed to have forfeited their Advisory committee position subject to an opportunity for the member to address the Advisory committee in writing regarding their absenteeism. The staff liaison will advise the standing committee as such with a recommendation to the Advisory committee. Council reserves the right to make the final decision regarding ending appointments.

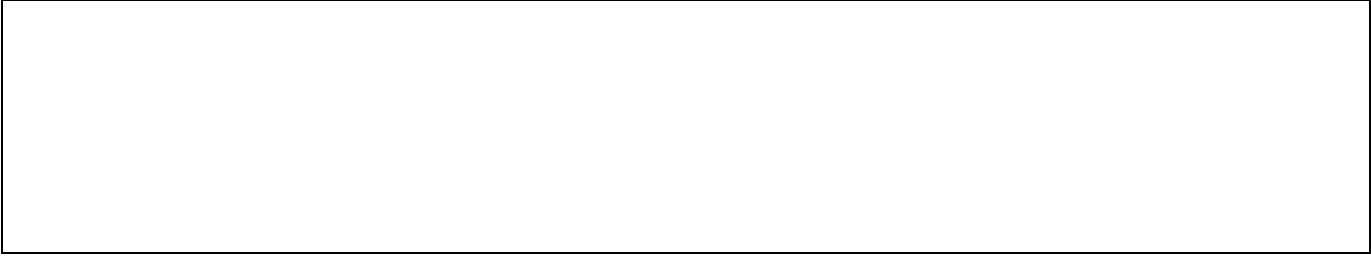
**Budget**

Funding for Advisory committees will be established in the Council-approved Terms of Reference and included in the affiliated department's budget.

TEMPLATE FOR TERMS OF REFERENCE

<b>Advisory committee Name:</b>		<b>Type: (see definitions)</b>	
Standing committee to which it reports:			
Sub Committees:			
Date of Formation:		Sunset Date:	
Staff liaison Position:		Department Linkage:	
Applicable Legislation/By-Law:			
Total # of Members	Public:		Other (specify):
Staff resources:			
Meeting Frequency:			
Budget::		Top Expenditures:	
<b>Describe how this ties into the City of Guelph Strategic Plan and Priorities Plan</b>			
	Attractive/Well-functioning/Sustainable City		Vibrant/valued Arts Culture & Heritage Identity
	Healthy & Safe Community		Community-focused/responsive/accountable Govn't
	Diverse & Prosperous Economy		Leader in conservation/resource protection/enhancement
Explain:			
Relationship to Council Priorities:			
Frequency of Reporting:			
Mandate:			
Goals/Objectives:			
Special Skills required for members:			
Budget:			

---





# Nominating Panel INTERVIEW GUIDE

Candidate :	
Position :	
Interviewer :	
Date :	

**Opening Criteria:**

- Provide Committee mandate/goals/objectives
- Provide Committee time commitments i.e., date and time of meetings, number of meetings
- Provide introduction and outline format of interview(s)

**Potential Questions:**

**1. Interest**

- What about this committee (or Agency/Board/Commission) most interests you?

---

---

---

**2. Experience**

- What in your past experience and education relates to the work of this committee?

---

---

---

**3. Skills – (General) Liaison, Communication, Negotiation, Decision Making**

- Give examples of strategies you have used to communicate effectively with people who have different points of view
- Please give us an example of when you have thought outside the box, what were the associated challenges?
- How do you go about making important decisions?

---

---

---

**4. Skills (specific to the position)**

- What skills do you bring to the table?
- Please explain your skills related to ..... ( details to be provided by staff liaison)

---

---

---

---

---

---

**5. Problem Solving & Conflict**

- Give an example of a difficult interaction or conflict you have had and how you dealt with it.
  - Describe a creative solution that you have developed to solve a problem.
  - How would you define a good working atmosphere?
- 
- 
- 

**6. Potential conflict of interest**

- Are you, your partner or children:
    - currently doing business with, or working as a consultant for the agency or the City?
    - have any conflict of interest direct or indirect, in outstanding litigation involving the City?
- 
- 
- 

**7. Meeting commitment**

- Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)
- 
- 
- 

**8. Meeting Commitment**

- Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)
- 
- 
- 

**Closing:**

- Solicit questions or additional comments from the candidate
- Ask any follow up questions
- Provide candidate with a timeline to conclude interviews and make a selection decision

**Interview Synopsis:**

---

---

---

---

---

---

---

---

---

---

---

## Information Services/Clerks

<i>Subject:</i>	<b>Advisory Committee Resident Appointments-Guiding Principles</b>
<i>Section:</i>	Information Services
<i>Revision Date:</i>	
<i>Approval Date:</i>	

### INDEX:

- 1) **Definitions**
- 2) **Introduction**
- 3) **Purpose**
- 4) **Appointment of Resident Members**

*Appendix A: Nominating Panel Interview Guide*  
*Appendix B1 & B2: Templates for Applications*

### 1) DEFINITIONS

*Advisory Committee* means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Advisory Committees may be "AD Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

*Agencies, Boards, Commissions/Committees (ABC's)* are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

*Nominating Panel* makes recommendations of candidates for appointment to Council. This may include reviewing applications and holding interviews.

*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this guiding principle resident also includes and person who owns property in the City of Guelph.

*Special Purpose Bodies* means either Advisory Committees or Agencies, Boards / Committees (ABC's).

---

## 2) INTRODUCTION

Advisory committees are special purpose bodies established at Council's discretion and provide a means of regular, on-going community input with respect to particular issues and policies. Advisory committees report to a specific Standing Committee and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic. Some advisory committees have an on-going function, while others are created to deal with a specific issue and are established for a limited period of time.

## 3) PURPOSE

The purpose of these guiding principles is to support the appointments of residents to committees authorized by Council.

The City of Guelph acknowledges the value of committees and the advice they provide to Council. It provides a guide for Council Members and City staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

### **Appointment Strategy**

A commitment to community participation and community service is considered an integral part of the City's decision making process. Part of that commitment can be fulfilled by recruiting and selecting Guelph residents who will provide high calibre direction as members of City committees.

The benefits of having Resident Appointees to advisory committees are to:

- (i) provide a variety of perspectives, reflecting the diversity of the community;
- (ii) represent stakeholder groups;
- (iii) bring specific skills and expertise that contribute to good governance;
- (iv) represent specific groups of service users; and
- (v) bring external funding, sponsorship, volunteers, or profile to the service.

The objective is that committee members collectively cover the range of required qualifications, with individual members bringing a variety of perspectives, interests, or skills.

It is also recognized that the City is best served by committees that reflect the geographic distribution and diversity of the community that they serve.

### **Open, fair and equitable process**

These guiding principles provide a framework aimed at ensuring that the appointment is open, fair and equitable and that the most suitable candidates are selected and appointed as members of City committees.

- "Open" means that clear expectations for each position are identified, and



---

communicated to all associated with the selection process.

- “Fairness” means that there is public recruitment for positions and a commitment to evaluating applicants on merit.
- Equity means that practices are consistent with achieving participation that affirms the diversity of our society. Guelph’s commitment to a discrimination-free environment includes the responsibility to remove barriers to the recruitment, selection, and retention of members of all segments of society, including women, youth (ages 18 to 30), aboriginal people, people with disabilities, and racial minorities.

### **Variations from these Guiding principles**

Variation from these guiding principles should only occur in unusual circumstances and such variation requires the approval of Council.

### **Applicability**

These guiding principles apply only to the appointment of Residents to Advisory Committees.

## **4) APPOINTMENT OF RESIDENT MEMBERS**

The Council resolution appointing committee members shall state the name of the appointee, the committee, the term of appointment.

### **Eligibility and Qualifications**

Persons selected for an appointment must be Residents of at least 18 years of age (unless otherwise specified and approved in the terms of reference).

To remain on the Committee, appointees are required to maintain their eligibility and qualifications throughout their term of their appointment.

City staff are not eligible to apply for committee appointments. They may attend as resource and participate in discussions at meetings without being members. They shall not have voting rights on the Advisory committee.

### **Potential Conflicts**

Applicants should consider whether they have a real or perceived conflict of interest with the Advisory Committee, including any direct or indirect pecuniary interest with the City.

Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the nominating panel may assess potential conflicts in its determination of whether the applicant should be considered further.

### **Single appointments**

To encourage the broadest degree of resident involvement, Council shall not appoint any individual to serve concurrently on more than one Advisory Committee or ABC. Council may appoint an individual to serve on an additional committee if it is created for a specific and limited purpose and has a finite term.

---

### **Advisory Committee specific qualifications**

In addition to general eligibility requirements, the specific skills and experience for membership on each Advisory Committee shall be established.

It is recognised that the needs of the City are best met when candidates are matched to the Advisory Committees' individual requirements. Upon the recommendation of the staff liaison, the Standing committee under whose jurisdiction the Advisory Committee reports shall approve qualifications relevant to the responsibilities of the Advisory Committee and make appointments that ensure that the members collectively cover the range of skills and experience required to effectively make decisions.

Resident members are not expected to have the same knowledge as staff .They are expected to add a perspective beyond the staff view.

The following guidelines may be considered in establishing the qualifications:

- (a) the ability to perform the duties of the Advisory Committee, including any necessary competencies;
- (b) clear, yet flexible, defining areas of specialization where required, experience, or community service; and
- (c) skills and knowledge requirements for the positions should not be more specialized than necessary.

### **Term of appointment**

Unless otherwise legislated or mandated, the term of appointment is generally one year on the initial appointment and three, two or one years thereafter in order to coincide with the term of the Council that appoints the members.

### **Staggered Terms**

The full recruitment process is performed only at the beginning of each term of Council and each year thereafter. Unless otherwise legislated or mandated, terms will be staggered within the term of Council, in order to maintain continuity of knowledge base so that all resident appointments do not expire simultaneously during the term of appointment. Gradual turnover can be achieved by the Standing Committee ensuring that there is a balance of new members and returning incumbents recommended for each term.

### **Continuation Past End of Council Term**

Despite the term of appointment, all residents are appointed at the pleasure of Council and Council retains the right to replace any appointed member at any time and for any reason.

### **Limits on Length of Service**

Acknowledging the value of experience and the need for continuity, incumbents who are eligible and willing to seek reappointment, may apply for a subsequent term.

The City recognizes the importance of engaging as many residents as possible and

---

infusing new ideas and perspectives from time to time. An effort should be made to achieve a balance between new members and those with experience serving on the Advisory Committee. Unless otherwise provided for in legislation, the limit on length of service for any resident is 10 consecutive years on the same Advisory Committee. Exceptions are noted as follows:

- (a) When an insufficient number of applications have been received.
- (b) If a particular area of expertise is required and there are no other eligible and qualified candidates.
- (c) If the Advisory Committee would suffer from a lack of continuity if all or the majority of members are replaced at once.
- (d) To allow an appointee to serve out their term on the board of a municipal association related to the mandate of the advisory committee.

Any recommendation to reappoint an incumbent who has reached his or her sunset date shall identify these special circumstances and recommend a waiver of the limit on length of service.

#### **Limits on Service as Chair**

Unless otherwise legislated, resident appointments shall be limited to serve as chairs of the advisory committee to a maximum of 4 successive years.

#### **Standing Committee as Nominating Panel**

The Standing Committee under whose jurisdiction the Advisory Committee reports to Council will serve as the nominating Panel to Council. The standing committee may choose a group from amongst its membership for the purpose of holding interviews. The staff Liaison will act as a staff resource in the appointment process, including the provision of a briefing to the nominating panel, upon request.

The standing committee will choose the successful candidates from amongst the applications or will meet to choose a short-list and determine if interviews are required. In special circumstances, the standing Committee has the right to invite others to join the recruitment process or appoint a separate recruiting panel for the purpose of the recruitment and short-listing process. The Nominating panel is encouraged to use the "Nominating Guide" attached as **Appendix A**. The decision to recommend appointments to Council shall be made by members of the standing committee only. Council will consider the recommendations and appoint members.

All applications received by the established deadline will be forwarded to the Nominating Committee which will be responsible for reviewing the applications and recommending appointments. The applicant review process will be completed in camera as the process involves reviewing personal information of the applicants.

The City Clerk will notify all applicants, in writing, of Council's decision and retain all applications on file for a maximum of twelve (12) months from the date of the Council decision.

---

## **Stakeholders as Nominating Panels**

Where the terms of reference indicate that the interests of stakeholders are to be represented on a Advisory Committee or to obtain special expertise from a professional or technical organization persons may be nominated by specific interest groups. In that case, the designated special interest/stakeholder group, or professional/technical organization is invited to nominate candidates. The nominations shall be forwarded to Council for approval.

## **Notice of Vacancy**

There are three specific occasions when recruitment occurs.

1. Immediately after a Civic Election
2. Annually in the third quarter of the year
3. As vacancies occur throughout the year

For vacancies that occur immediately after a civic election or annual in the third quarter of the year, the notice of vacancy shall occur in the following manner:

- \* Two Notices of vacancy are to be placed one week apart in the City pages
- \* Posting on the City website (also available in large print format)
- \* Posting at Public City Facilities
- \* Announcement by the Mayor at televised Council meeting (timelines permitting)
- \* Communicating vacancies to the Volunteer Centre of Guelph
- \* Posting in City mail outs or newsletters (timelines permitting)
- \* Email distribution lists to any individuals or groups requested to be notified

For vacancies that occur throughout the year\* the vacancy will be filled in the last quarter of each year. In the event of urgency for an appointment (e.g. lack of quorum) the appointment may be made from the list of previous candidates.

\*A mid-term vacancy may occur on:

- a) The date a member resigns;;
- b) The date a member no longer meets the eligibility requirements
- c) The date a member is removed by Council;
- d) The date a member is deceased or incapacitated.

## **Notice Contents**

The notice should describe the position broadly enough to elicit a wide response from qualified applicants and outline the eligibility criteria and key qualifications for the position.

Where applicable, the notice should direct potential applicants to the City's web site for more detailed information on the Advisory Committee.

The notice shall contain the name of the Advisory Committee, approximate number of meetings per year, usual meeting date/time, a brief description of the Advisory Committee and any specific skills or expertise required. It shall specify the process for submitting applications, specify a deadline date for receipt of applications, and

---

advise that late applications may not be considered.

All advertisements shall state that the City encourages applications from diverse communities.

### **Application Process**

Application forms shall be made available at ServiceGuelph, in City Hall and in electronic form on the City's web site, along with the Notice of Vacancy. Applications are to be available in large format.

Applicants may submit their completed application forms electronically.

With the exception of those applying to be members of the Accessibility Advisory Committee, all applicants must fully complete the standard application form **(Appendix B1)** which may be downloaded from the City website or obtained from ServiceGuelph. As there are legislative requirements regarding the membership composition of the Accessibility Advisory Committee, those applying to be members must complete a form specific to that Advisory Committee **(Appendix B2)**

### **Incumbents**

Incumbents who are eligible and willing to seek reappointment to a Advisory Committee must reapply in the same manner as other applicants.

### **Multiple Applications**

Applicants applying for more than one ABC or advisory committee may submit the names of multiple Advisory Committees which they wish to serve on one application form.

### **Communication following appointments**

When Council makes an appointment, the City Clerk shall immediately advise all applicants of the status of their applications, thanking all candidates for their interest. All applications shall be acknowledged after Council has made the appointments.



# Nominating Panel INTERVIEW GUIDE

Candidate :	
Position :	
Interviewer :	
Date :	

**Opening Criteria:**

- Provide Committee mandate/goals/objectives
- Provide Committee time commitments i.e., date and time of meetings, number of meetings
- Provide introduction and outline format of interview(s)

**Potential Questions:**

**1. Interest**

- What about this committee (or Agency/Board/Commission) most interests you?

---

---

---

**2. Experience**

- What in your past experience and education relates to the work of this committee?

---

---

---

**3. Skills** – (General) Liaison, Communication, Negotiation, Decision Making

- Give examples of strategies you have used to communicate effectively with people who have different points of view
- Please give us an example of when you have thought outside the box, what were the associated challenges?
- How do you go about making important decisions?

---

---

---

**4. Skills** (specific to the position)

- What skills do you bring to the table?
- Please explain your skills related to ..... ( details to be provided by staff liaison)

---

---

---

---

---

---

**5. Problem Solving & Conflict**

- Give an example of a difficult interaction or conflict you have had and how you dealt with it.
  - Describe a creative solution that you have developed to solve a problem.
  - How would you define a good working atmosphere?
- 
- 
- 

**6. Potential conflict of interest**

- Are you, your partner or children:
    - currently doing business with, or working as a consultant for the agency or the City?
    - have any conflict of interest direct or indirect, in outstanding litigation involving the City?
- 
- 
- 

**7. Meeting commitment**

- Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)
- 
- 
- 

**Closing:**

- Solicit questions or additional comments from the candidate
- Ask any follow up questions
- Provide candidate with a timeline to conclude interviews and make a selection decision

**Interview Synopsis:**

---

---

---

---

---

---

---

---



**APPLICATION TO COUNCIL  
FOR CONSIDERATION OF APPOINTMENT  
TO ADVISORY COMMITTEES/BOARDS**

*Please note: If you are applying for the Accessibility Advisory Committee, a different application must be used. Available at ServiceGuelph in City Hall or on our website: [guelph.ca](http://guelph.ca)*

<b>Name:</b>				
<b>Address:</b>				
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; padding: 5px;"><b>*Home Tel:</b></td> <td style="width: 50%; padding: 5px;"><b>Fax:</b></td> </tr> <tr> <td style="padding: 5px;"><b>*Business Tel:</b></td> <td style="padding: 5px;"><b>Email:</b></td> </tr> </table>	<b>*Home Tel:</b>	<b>Fax:</b>	<b>*Business Tel:</b>	<b>Email:</b>
<b>*Home Tel:</b>	<b>Fax:</b>			
<b>*Business Tel:</b>	<b>Email:</b>			
<b>* Please note if the Phone numbers are TTY</b>				
<b>Advisory Committee(s) or Board(s) To Which You Are Seeking Appointment</b> Please list order of preference: <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>				
<b>Are you currently a city appointee on any other city committee/board?</b> If so, please list the name and the date of term expiry.				
<b>Please list the reasons for seeking appointment to this (these) Committee(s) and other Information you feel may be helpful in considering your application.</b>				
<b>Please list the skills/qualifications/knowledge you would bring to the committee position.</b>				



---

**Please list prior any past or current community involvement or experience with the City or external:**

**City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Ten (10) Years. Indicate Below If You Have Served On The Committee Before And If So, For How Many Years.**

**Have You Served On This Committee Before? Yes \_\_\_ No \_\_\_ Number Of Years \_\_\_\_\_**

**Please attach any additional information**

**Signature:**

**Date:**

**Please return your completed application to the attention of:**

**City Clerks Office  
City Of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1  
or: fax to: 519-837-5603  
or: email to [clerks@guelph.ca](mailto:clerks@guelph.ca)**

In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over.

If you would require assistance to complete this form or would like additional information, please contact the City Clerk's Office at phone: (519) 837-5603; fax: (519) 763-1269

Applications are due by 4:30 p.m. on the closing date.

Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.

Appendix B.2

# APPLICATION TO CITY COUNCIL FOR APPOINTMENT TO GUELPH ACCESSIBILITY ADVISORY COMMITTEE (AAC)



<b>Name:</b>	
<b>Address:</b>	
<b>*Home Tel:</b>	<b>Fax:</b>
<b>*Business Tel:</b>	<b>Email:</b>
<b>*Please note if the Phone Numbers are TTY</b>	
<b>Note: The Ontarians with Disabilities Act requires that at least 50% of an Accessibility Advisory Committee be persons with disabilities. This information will be kept confidential.</b>	
<input type="checkbox"/> I am a person with a disability	
<input type="checkbox"/> I am a care-giver for a person with a disability	
<input type="checkbox"/> I am familiar with issues facing persons with disabilities	
<input type="checkbox"/> None of the above, but I am interested in being a member of the committee	
Are you currently a city appointee on any other City committee/board? If so, please list the name and the date of term expiry.	
Please list the reasons for seeking appointment to this Committee and other Information you feel may be helpful in considering your application.	

Please list the skills/qualifications/knowledge that you would bring to the committee position.

**COMMITTEE & COMMUNITY EXPERIENCE**

List any past or current involvement with Community Advisory Committees and Boards beginning with the most recent first.

**COMMITTEE/ORGANIZATION**                      **FROM**                      **TO**

A.

B.

C.

May we contact any of the above named organizations for reference purposes?

Yes \_\_\_ No \_\_\_

Comment: \_\_\_\_\_

**City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Ten (10) Years.**

**Have Served On The Committee Before?    Yes                      No**

**If yes, Number of Years \_\_\_\_\_**

**Please attach any additional information**

**Signature:**

**Date:**

**Please return your completed application to the attention of:**

**City Clerks Office, City Of Guelph**

**1 Carden Street Guelph, ON N1H 3A1**

**or: fax to: 519-837-5603**

**or: email to [clerks@guelph.ca](mailto:clerks@guelph.ca)**

**In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over**

***If you would like help to complete this form or would like additional information please contact the City Clerk's Office at phone: (519) 837-5603;***

---

**fax: (519) 763-1269**

***Applications are due by 4:30 p.m. on the closing date.***

Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.

<b>Information Services/Clerks</b>	
<i>Subject:</i>	<b>Agencies, Boards, Commissions/Committees (ABC's) Resident Appointments-Guiding principles</b>
<i>Section:</i>	Information Services
<i>Revision Date:</i>	
<i>Approval Date:</i>	

**INDEX:**

- 1) Definitions**
- 2) Introduction**
- 3) Purpose**
- 4) Appointment of Resident Members**

*Appendix A: Template for Applications*  
*Appendix B: Nominating Panel Interview Guide*

**1) DEFINITIONS**

*Advisory Committee* means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Some advisory Committees may be "AD Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

*Agencies, Boards, Commissions/Committees (ABC's)* are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

*Nominating Panel* makes recommendations of candidates for appointment to Council. This may include reviewing applications and holding interviews.

*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this guiding principle resident also includes and person who owns property in the City of Guelph.

Special Purpose Bodies means Advisory Committees or Agencies, Boards /

---

Committees (ABC's).

## **2) INTRODUCTION**

Agencies, boards and commissions/committees (ABC's) are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

## **3) PURPOSE**

The purpose of these guiding principles is to support the appointments of residents to ABC's authorized by Council and associated with the City.

The City of Guelph acknowledges the value of resident participation on ABC's and the advice they provide them. It provides a guide for Council Members and City staff involved in the appointment process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

### **Appointment Strategy**

A commitment to community participation and community service is considered an integral part of the decision making process. Part of that commitment can be fulfilled by recruiting and selecting Guelph residents who will provide high calibre direction as members of ABC's.

The benefits of having resident appointees on agencies, boards and commissions are to:

- (i) represent the city's interests on the ABC;
- (ii) provide a variety of perspectives, reflecting the diversity of the community;
- (iii) bring specific skills and expertise that contribute to good decision making;
- (iv) represent specific groups of service users; and
- (v) bring external funding, sponsorship, volunteers, or profile to the service.

### **Open, fair and equitable process**

These guiding principles provide a framework aimed at ensuring that the appointment process is open, fair and equitable and that the most suitable candidates are selected and appointed as members of the ABC's.

- "Open" means that clear expectations for each position are identified, and communicated to all associated with the selection process.
- "Fairness" means that there is public recruitment for positions and a commitment to evaluating applicants on merit.
- Equity means that practices are consistent with achieving participation that affirms the diversity of our society. Guelph's commitment to a discrimination-free environment includes the responsibility to remove barriers to the

---

recruitment, selection, and retention of members of all segments of society, including women, youth (ages 18 to 30), aboriginal people, people with disabilities, and racial minorities.

### **Variations from these Guiding principles**

Variation from these guiding principles should only occur in unusual circumstances and such variation requires the approval of Council.

### **Applicability**

These guiding principles apply only to the appointment of Residents to ABC's.

## **4) APPOINTMENT OF RESIDENT MEMBERS to ABC's**

The Council resolution appointing residents to ABC's shall state the name of the appointee and the ABC, the term of appointment and the fact that they are appointed at the pleasure of Council.

### **Eligibility and Qualifications**

Unless otherwise regulated or legislated, persons selected for an appointment must be Guelph residents of at least 18 years of age.

To remain on the ABC, appointees are required to maintain their eligibility and qualifications throughout their term of their appointment.

Where required by law for specific boards, residents must also be Canadian citizens. Under current legislation, Canadian citizenship is required to serve on the Guelph Public Library Board.

City staff are not eligible to apply for ABC appointments. They may attend as resource and participate in discussions at meetings without being members. They shall not have voting rights on the ABC.

### **Potential Conflicts**

Applicants should consider whether they have a real or perceived conflict of interest with the ABC, including any direct or indirect pecuniary interest.

Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the nominating panel may assess potential conflicts in its determination of whether the applicant should be considered further.

### **Single appointments**

To encourage the broadest degree of resident involvement, Council shall not appoint any individual to serve concurrently on more than one Advisory Committee or ABC. Council may appoint an individual to serve on an additional ABC if it is created for a specific and limited purpose and has a finite term.

### **ABC Specific qualifications**

In addition to general eligibility requirements, the specific skills and experience for

---

membership on each ABC may be identified by the ABC.

It is recognised that the needs of the City and the ABC's are best met when candidates are matched to the ABC's individual requirements. Upon the recommendation of the staff liaison or ABC representative, the Standing committee through which the ABC reports shall approve qualifications relevant to the responsibilities of the ABC and make appointments that ensure that the members collectively cover the range of skills and experience required to effectively make decisions.

Resident members are not expected to have the same knowledge as staff .They are expected to add a perspective beyond the staff view.

The following guidelines may be considered in establishing the qualifications:

- (a) the ability to perform the duties of the ABC, including any necessary competencies;
- (b) clear, yet flexible, defining areas of specialization where required, experience, or community service; and
- (c) skills and knowledge requirements for the positions should not be more specialized than necessary.

### **Term of appointment**

Unless otherwise legislated the term of appointment is generally one year on the initial appointment and three, two or one years thereafter in order to coincide with the term of the Council that appoints the members.

### **Staggered Terms**

The full recruitment process is performed only at the beginning of each term of Council and each year thereafter. Unless otherwise legislated, terms will be staggered within the term of Council, in order to maintain continuity of knowledge base so that all resident appointments do not expire in knowledge base or at the beginning of a new board term for corporations. Gradual turnover can be achieved by the Standing Committee ensuring that there is a balance of new members and returning incumbents recommended for each term.

### **Continuation Past End of Council Term**

Despite the term of appointment, all residents are appointed at the pleasure of Council and Council retains the right to replace any appointed member at any time and for any reason.

### **Limits on Length of Service**

Acknowledging the value of experience and the need for continuity, incumbents who are eligible and willing to seek reappointment, may apply for a subsequent term.

The City recognizes the importance of engaging as many residents as possible and infusing new ideas and perspectives from time to time. An effort should be made to achieve a balance between new members and those with experience serving on the ABC. Unless otherwise legislated, the limit on length of service for any resident is 10 consecutive years on the same ABC. Exceptions are noted as follows:



- 
- (a) When an insufficient number of applications have been received.
  - (b) If a particular area of expertise is required and there are no other eligible and qualified candidates.
  - (c) If the ABC would suffer from a lack of continuity if all or the majority of members are replaced at once.
  - (d) To allow an appointee to serve out their term on the board of a municipal association related to the mandate of the Advisory committee.

Unless otherwise legislated, any recommendation to reappoint an incumbent who has reached his or her sunset date shall identify these special circumstances and recommend a waiver of the limit on length of service.

### **Limits on Service as Chair**

Unless otherwise legislated, resident appointments shall be limited to serve as chairs of the ABC to a maximum of 4 successive years.

### **Standing Committee as Nominating Panel**

In many cases, the Standing Committee recommending the appointment to Council will serve as the nominating panel to Council. The standing committee may choose a group from amongst its membership for the purpose of holding interviews. . The Nominating panel is encouraged to use the "Nominating Guide" attached as **Appendix A**. The staff Liaison will act as a staff resource in the appointment process, including the provision of a briefing to the nominating panel, upon request. In this case the staff liaison may be a staff of the ABC who liaises with the City regarding the City's appointments.

The standing committee will choose the successful candidates from amongst the applications or will meet to choose a short-list and determine if interviews are required. In special circumstances, the standing Committee has the right to invite others to join the recruitment process or appoint a separate recruiting panel for the purpose of the recruitment and short-listing process. The decision to recommend appointments to Council shall be made by members of the standing committee only. Council will consider the recommendations and appoint members.

All applications received by the established deadline will be forwarded to the Nominating Panel which will be responsible for reviewing the applications and recommending appointments. The applicant review process will be completed in camera as the process involves reviewing personal information of the applicants.

The City Clerk will notify all applicants, in writing, of Council's decision and retain all applications on file for a maximum of twelve (12) months from the date of the Council decision.

### **Stakeholders and ABC's as Nominating Panels**

---

## Stakeholders

Where the terms of reference indicate that the interests of stakeholders are to be represented on a ABC or to obtain special expertise from a professional or technical organization one or more positions may be nominated by specific interest groups. In that case, the designated special interest/stakeholder group, or professional/technical organization is invited to nominate members. The nominations shall be forwarded to Council for approval.

## ABC's

In a few instances, and as may be noted in the composition of the ABC in the terms of reference, nominations for appointments are made by the ABC itself. Applications are received by the City Clerk and forwarded to the ABC for nomination. Currently the following ABC's nominate the resident appointees for Council approval:

Board of Commissioners of Guelph General Hospital  
Board of Directors of Guelph Hydro Inc.  
Board of Trustees of the Elliott Community  
Downtown Guelph Business Association  
Guelph Junction Railway Company Directors  
Macdonald Stewart Art Centre Board of Trustees

Where a stakeholder or an ABC is the nominating panel, the applications will be forwarded to the representative or staff liaison of the ABC, after which the ABC will nominate a candidate(s) for Council to consider as appointee(s) to the ABC.

## Notice of Vacancy

There are three specific occasions when recruitment occurs.

4. Immediately after a Civic Election
5. Annually in the third quarter of the year
6. As vacancies occur throughout the year

For vacancies that occur immediately after a civic election or annual in the third quarter of the year, the notice of vacancy shall occur in the following manner:

- \* Two Notices of vacancy are to be placed one week apart in the City pages
- \* Posting on the City website (also available in large print format)
- \* Posting at Public City Facilities
- \* Announcement by the Mayor at televised Council meeting (timelines permitting)
- \* Communicating vacancies to the Volunteer Centre of Guelph
- \* Posting in City mail outs or newsletters (timelines permitting)
- \* Email distribution lists to any individuals or groups requested to be notified

For vacancies that occur throughout the year\* the vacancy will be filled in the last quarter of each year. In the event of urgency for an appointment (e.g. lack of quorum) the appointment may be made from the list of previous candidates.

- \*A mid-term vacancy may occur on:
- e) The date a member resigns;;

- 
- f) The date a member no longer meets the eligibility requirements
  - g) The date a member is removed by Council;
  - h) The date a member is deceased or incapacitated.

### **Notice Contents**

The notice should describe the position broadly enough to elicit a wide response from qualified applicants and outline the eligibility criteria and key qualifications for the position.

Where applicable, the notice should direct potential applicants to the ABC's web site for more detailed information on the ABC.

The notice shall contain the name of the ABC, approximate number of meetings per year, usual meeting date/time, a brief description of the ABC and any specific skills or expertise required. It shall specify the process for submitting applications, specify a deadline date for receipt of applications, and advise that late applications may not be considered.

All advertisements shall state that the City encourages applications from diverse communities.

### **Application Process**

Application forms shall be made available at ServiceGuelph, in City Hall and in electronic form on the City's web site, along with the Notice of Vacancy. Applications are to be available in large format.

Applicants may submit their completed application forms electronically.

All applicants must fully complete the standard application form **(Appendix B)** which may be downloaded from the City website or obtained from ServiceGuelph.

#### **Incumbents**

Incumbents who are eligible and willing to seek reappointment to a ABC must reapply in the same manner as other applicants.

#### **Multiple Applications**

Applicants applying for more than one ABC or Advisory committee may submit the names of multiple committees which they wish to serve on one application form.

### **Communication following appointments**

When Council makes an appointment, the City Clerk shall immediately advise all applicants of the status of their applications, thanking all candidates for their interest. All applications shall be acknowledged after Council has made the appointments.



**APPLICATION TO COUNCIL  
FOR CONSIDERATION OF APPOINTMENT  
TO ADVISORY COMMITTEES/BOARDS**

*Please note: If you are applying for the Accessibility Advisory Committee, a different application must be used. Available at ServiceGuelph in City Hall or on our website: [guelph.ca](http://guelph.ca)*

<b>Name:</b>	
<b>Address:</b>	
<b>Home Tel:</b>	<b>Fax:</b>
<b>Business Tel:</b>	<b>Email:</b>
<b>Committee(s) or Board(s) To Which You Are Seeking Appointment</b> Please list order of preference:	
1.	
2.	
3.	
<b>Are you currently a city appointee on any other city committee/board?</b> If so, please name and provide date of term expiry.	
<b>Please list the reasons for seeking appointment to this (these) Committee(s) and other pertinent information you may deem helpful in considering your application.</b>	
<b>Please list the skills or qualifications you would bring to the committee position</b>	

---

**Please list prior community involvement or experience within the City or external:**

**City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Ten (10) Years. Indicate Below If You Have Served On The Committee Before And If So, For How Many Years.**

**Have You Served On This Committee Before? Yes \_\_\_ No \_\_\_ Number Of Years \_\_\_\_\_**

**Please attach any additional information**

**Signature:**

**Date:**

**Please return your completed application to the attention of:**

**City Clerks Office  
City Of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1  
or: fax to: 519-837-5603  
or: email to [clerks@guelph.ca](mailto:clerks@guelph.ca)**

In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over.

If you would require assistance to complete this form or would like additional information, please contact the City Clerk's Office at phone: (519) 837-5603; fax: (519) 763-1269

Applications are due by 4:30 p.m. on the closing date.

Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.



# Nominating Panel INTERVIEW GUIDE

Candidate :	
Position :	
Interviewer :	
Date :	

**Opening Criteria:**

- Provide Committee mandate/goals/objectives
- Provide Committee time commitments i.e., date and time of meetings, number of meetings
- Provide introduction and outline format of interview(s)

**Potential Questions:**

**1. Interest**

- What about this committee (or Agency/Board/Commission) most interests you?

---

---

---

**2. Experience**

- What in your past experience and education relates to the work of this committee?

---

---

---

**3. Skills** – (General) Liaison, Communication, Negotiation, Decision Making

- Give examples of strategies you have used to communicate effectively with people who have different points of view
- Please give us an example of when you have thought outside the box, what were the associated challenges?
- How do you go about making important decisions?

---

---

---

**4. Skills** (specific to the position)

- What skills do you bring to the table?
- Please explain your skills related to ..... (details to be provided by staff liaison)

---

---

---

---

**5. Problem Solving & Conflict**

- Give an example of a difficult interaction or conflict you have had and how you dealt with it.
  - Describe a creative solution that you have developed to solve a problem.
  - How would you define a good working atmosphere?
- 
- 
- 

**6. Potential conflict of interest**

- Are you, your partner or children:
    - currently doing business with, or working as a consultant for the agency or the City?
    - have any conflict of interest direct or indirect, in outstanding litigation involving the City?
- 
- 
- 

**7. Meeting commitment**

- Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)
- 
- 
- 

**Closing:**

- Solicit questions or additional comments from the candidate
- Ask any follow up questions
- Provide candidate with a timeline to conclude interviews and make a selection decision

**Interview Synopsis:**

---

---

---

---

---

---

---

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Information Services

DATE September 14, 2009

**SUBJECT Integrity Commissioner**

REPORT NUMBER

## RECOMMENDATION

THAT staff prepare a budget package for contracting the services of an Integrity Commissioner for consideration during the 2010 operating budget deliberations.

## BACKGROUND

Among the Municipal Act's various accountability and transparency provisions is the discretionary power of a municipal council to appoint an Integrity Commissioner. This position would report to council and is responsible for performing in an independent manner the functions assigned by the municipality regarding the application of the code of conduct for members of council and the code of conduct for members of local boards. In addition, an Integrity Commissioner may be assigned functions related to the application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and local boards. All reports from the Integrity Commissioner with respect to the investigation of complaints are required to be made public, and may include recommendations for penalties to be imposed.

In 2008, Council determined that it would not take any action to appoint an Integrity Commissioner, as well as the other discretionary positions provided for in the Municipal Act (*Ombudsman, Auditor General, Lobbyist Registrar*). Council did agree to review the need for these discretionary appointments prior to the end of the current term of Council.

In 2008, Council adopted a Code of Conduct, and requested that staff develop a process for responding to a complaint that a contravention of the Code of Conduct may have occurred. A procedure was drafted, however the Governance Committee referred the matter back to staff to include provisions relating to the use of an external independent resource to investigate complaints.

## REPORT

In light of the Committee's interest in having independent investigations of complaints of contraventions of the Code of Conduct, staff have contacted other municipalities for information on how they conduct their investigations. From the



---

information that is available to us, the municipalities appear to take three different approaches:

- Appoint an Integrity Commissioner and make provision for procedures for investigations under the Code of Conduct.
- Assign responsibility to a member of senior management and/or the head of council to conduct investigations under the Code of Conduct.
- Make no provision for investigations.

Staff have not found examples of where a municipality has simply used an independent investigator to conduct investigations without appointing that person as an Integrity Commissioner. This may be due to the fact that an independent investigator would not have the powers that are available to an Integrity Commissioner under the legislation, including:

- right of free access to all records of a municipality, a Council or a local board that the Commissioner believes is necessary to investigate an inquiry; and
- ability to elect to exercise the powers of a commission under Parts I and II of the *Public Inquiries Act*, such as the power to summon witnesses, power to administer oaths and require evidence under oath.

In most cases, the individuals appointed by Ontario municipalities have a background in law, either through its practice, or through law enforcement. Recent recruitments for Integrity Commissioners call for candidates to have broad knowledge in the areas of current municipal law, municipal conflict of interest matters, and other administrative law, as well as expertise in investigative techniques and conducting inquiries.

Budgets vary widely depending on whether the position is considered to be full time, and whether the position is also required to provide advice or education to members of Council. At the high end, Toronto budgets approximately \$200,000 annually for the Office of the Integrity Commissioner to cover salary, benefits and clerical support. In addition to conducting investigations, Toronto requires their Integrity Commissioner to:

- Provide written and oral advice to individual members of Council and local boards on:
  - the Code of Conduct and other by-laws, policies and protocols governing ethical behaviour;
  - the Municipal Conflict of Interest Act; and
  - City statutes, by-laws, policies and protocols regulating conduct.
- To provide outreach programs to members of Council, their staff, members of local boards, and City staff on issues of ethics and integrity including relevant statutes, codes of conduct, City by-laws, policies, protocols and office procedures.

On a lesser scale, the City of Kitchener has recently appointed a lawyer specializing

---

in ethics as its Integrity Commissioner to conduct investigations only. This individual is on retainer to the City at a cost of \$2,000 per year with additional costs to be charged at the rate of \$150/hr plus expenses on an as-needed hourly or daily basis for conducting investigations.

The experience of the municipalities contacted in the investigation of complaints since 2007 has varied:

Municipality	# of Formal Complaints
Hamilton	2
Kitchener	0
Oakville	0
Toronto	17
Vaughan	2
Windsor	7

During discussions with other municipalities contacted, staff were advised that the number of appointed Integrity Commissioners in Ontario has actually gone down in the past year. This may be partially due to the low number of complaints that have been filed.

If it is the wish of Council that the complaint process be handled independently, it is recommended that as part of the 2010 budget deliberations, a package be prepared for contracting the services of an Integrity Commissioner to conduct investigations of contraventions of the Code of Conduct.

### **CORPORATE STRATEGIC PLAN**

This recommendation supports Goal 5 of the Strategic Plan to have a community-focused, responsive and accountable government.

### **FINANCIAL IMPLICATIONS**

\$6,800 - 2010 Operating Budget (if approved)

### **DEPARTMENTAL CONSULTATION**

Corporate Services

### **ATTACHMENTS**

S. 223.2 and 223.3 of the Municipal Act

---

### **Recommended By:**

Lois A. Giles,  
Director of Information Services/Clerk.  
(519) 822-1260, x 2232  
[lois.giles@guelph.ca](mailto:lois.giles@guelph.ca)



---

**Code of conduct**

**223.2** (1) Without limiting sections 9, 10 and 11, those sections authorize the municipality to establish codes of conduct for members of the council of the municipality and of local boards of the municipality. 2006, c. 32, Sched. A, s. 98.

**No offence**

(2) A by-law cannot provide that a member who contravenes a code of conduct is guilty of an offence. 2006, c. 32, Sched. A, s. 98.

**Integrity Commissioner**

**223.3** (1) Without limiting sections 9, 10 and 11, those sections authorize the municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to,

- (a) the application of the code of conduct for members of council and the code of conduct for members of local boards or of either of them;
- (b) the application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards or of either of them; or
- (c) both of clauses (a) and (b). 2006, c. 32, Sched. A, s. 98.

**Powers and duties**

(2) Subject to this Part, in carrying out the responsibilities described in subsection (1), the Commissioner may exercise such powers and shall perform such duties as may be assigned to him or her by the municipality. 2006, c. 32, Sched. A, s. 98.

**Delegation**

(3) The Commissioner may delegate in writing to any person, other than a member of council, any of the Commissioner's powers and duties under this Part. 2006, c. 32, Sched. A, s. 98.

**Same**

(4) The Commissioner may continue to exercise the delegated powers and duties, despite the delegation. 2006, c. 32, Sched. A, s. 98.

**Status**

(5) The Commissioner is not required to be a municipal employee. 2006, c. 32, Sched. A, s. 98.

**Inquiry by Commissioner**

**223.4** (1) This section applies if the Commissioner conducts an inquiry under this Part,

- (a) in respect of a request made by council, a member of council or a member of the public about whether a member of council or of a local board has contravened the code of conduct applicable to the member; or
- (b) in respect of a request made by a local board or a member of a local board about whether a member of the local board has contravened the code of conduct applicable to the member. 2006, c. 32, Sched. A, s. 98.

**Powers on inquiry**

(2) The Commissioner may elect to exercise the powers of a commission under Parts I and II of the *Public Inquiries Act*, in which case those Parts apply to the inquiry as if it were an inquiry under that Act. 2006, c. 32, Sched. A, s. 98.

**Information**

(3) The municipality and its local boards shall give the Commissioner such

---

information as the Commissioner believes to be necessary for an inquiry. 2006, c. 32, Sched. A, s. 98.

**Same**

(4) The Commissioner is entitled to have free access to all books, accounts, financial records, electronic data processing records, reports, files and all other papers, things or property belonging to or used by the municipality or a local board that the Commissioner believes to be necessary for an inquiry. 2006, c. 32, Sched. A, s. 98.

**Penalties**

(5) The municipality may impose either of the following penalties on a member of council or of a local board if the Commissioner reports to the municipality that, in his or her opinion, the member has contravened the code of conduct:

1. A reprimand.
2. Suspension of the remuneration paid to the member in respect of his or her services as a member of council or of the local board, as the case may be, for a period of up to 90 days. 2006, c. 32, Sched. A, s. 98.

**Same**

(6) The local board may impose either of the penalties described in subsection (5) on its member if the Commissioner reports to the board that, in his or her opinion, the member has contravened the code of conduct, and if the municipality has not imposed a penalty on the member under subsection (5) in respect of the same contravention. 2006, c. 32, Sched. A, s. 98.

**Duty of confidentiality**

**223.5** (1) The Commissioner and every person acting under the instructions of the Commissioner shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of his or her duties under this Part. 2006, c. 32, Sched. A, s. 98.

**Exception**

(2) Despite subsection (1), information may be disclosed in a criminal proceeding as required by law or otherwise in accordance with this Part. 2006, c. 32, Sched. A, s. 98.

**Section prevails**

(3) This section prevails over the *Municipal Freedom of Information and Protection of Privacy Act*. 2006, c. 32, Sched. A, s. 98.

**Report to council**

**223.6** (1) If the Commissioner provides a periodic report to the municipality on his or her activities, the Commissioner may summarize advice he or she has given but shall not disclose confidential information that could identify a person concerned. 2006, c. 32, Sched. A, s. 98.

**Report about conduct**

(2) If the Commissioner reports to the municipality or to a local board his or her opinion about whether a member of council or of the local board has contravened the applicable code of conduct, the Commissioner may disclose in the report such matters as in the Commissioner's opinion are necessary for the purposes of the report. 2006, c. 32, Sched. A, s. 98.

**Publication of reports**

(3) The municipality and each local board shall ensure that reports received from the Commissioner by the municipality or by the board, as the case may be, are made available to the public. 2006, c. 32, Sched. A, s. 98.

**Testimony**

**223.7** Neither the Commissioner nor any person acting under the instructions of the

---

Commissioner is a competent or compellable witness in a civil proceeding in connection with anything done under this Part. 2006, c. 32, Sched. A, s. 98.

**Reference to appropriate authorities**

**223.8** If the Commissioner, when conducting an inquiry, determines that there are reasonable grounds to believe that there has been a contravention of any other Act or of the *Criminal Code* (Canada), the Commissioner shall immediately refer the matter to the appropriate authorities and suspend the inquiry until any resulting police investigation and charge have been finally disposed of, and shall report the suspension to council. 2006, c. 32, Sched. A, s. 98.

---

1.

## Governance Survey – May 2009

### Consolidated Report and Summary of Results

---

#### Background

Effective governance is a critical component of overall organizational performance. It ensures objectives are realized, resources are well managed, and the interests of residents and stakeholders are protected and reflected in key decisions.

In an effort to assess the current direction of governance practices at the City of Guelph, Councillors completed a confidential survey of 51 questions during the month of May that ranged in scope from strategic planning and service reviews to interaction with Senior staff and the utilization of Council and Committee meeting time. Areas of excellence and priority areas for consideration were identified for further discussion and the development of an action plan. The findings are listed below in no specific order of importance. The survey questions and current findings will be used as a baseline measure from which to chart future achievements in the area of Council governance effectiveness.

#### Results - Areas of Excellence

##### *Strategic Planning and Management*

- Respondents reported with confidence that the Strategic Plan is being utilized effectively as a decision making tool and that a good balance exists between organizational stability and strategic innovation. There is also 92% agreement that Council approves strategic directions and objectives along with the operating and financial plans to achieve them. With certainty, respondents believe that the Vision, Mission and Mandate will be addressed with each new term of office and that an approved process is in place for strategic planning. It was also reported that respondents believe Council is doing a good job of directing staff in the implementation of policies, regulations agreements and guidelines and that Council is able to function independently of management with a consistent focus on the long-term interests of the corporation.

##### *Relationship with Senior Staff*

- Survey results reveal that 83% of respondents believe that Council is taking a strong and proactive role in developing a good relationship with the CAO and Senior Management Team. Respondents agreed that Council is provided with accurate and timely information on significant issues related to City operations and there is a high degree of confidence (92%) that the CAO understands the expectations and responsibilities of his position.
- While a small number of respondents (17%) disagree that Council provides appropriate advice and counsel, 75% of respondents are in agreement that Council allows senior management enough room to manage effectively without undue involvement in daily operational management.



### *Council and Committee Meetings*

- 83% of respondents believe that effective rules of engagement are observed in Council meetings. Over 80% of respondents agree that Council holds an appropriate number of meetings and that both the regular Council and Standing Committee meetings are of an appropriate length.
- That Council members participate in discussions that are open and comprehensive was well agreed to by 75% of respondents; 75% also agreed that Councillors comply with requirements outlined in by-laws, policies and the established Code of Conduct.
- Nearly 60% of respondents believe that Council meeting content and agendas are sufficiently focused on significant matters of concern to Council and 75% believe Council meeting content and agendas use Councillor's time productively and allow the right amount of time for agenda items. There is also significant agreement that the meeting content and agendas comply with provisions of the Municipal Act and significant, but not full agreement, that adequate and appropriate information/material is sent to Councillors in advance allowing enough time for adequate preparation.
- With respect to Council and Committee meetings being appropriately chaired, the data indicates 75% agreement and 67% agreement respectively.
- Nearly 60% of respondents believe there is sufficient time at Council meetings for dialogue, questions and discussion regarding governance and management of the corporation with the CAO and SMT; one third are neutral on this topic. With respect to Committee meetings, a slightly higher percentage (67%) believe that sufficient time is available for discussion and dialogue with senior staff.

## **Results – Priority Areas for Consideration**

### *Service Reviews*

- Almost half of all respondents (42%) disagreed with the statement that Council reviews key programs and services to ensure the right level of service is delivered to the right recipients at the right funding level and on a sustainable basis.

### *Communication with Residents and Stakeholders*

- While 58% of respondents agreed that Council has taken steps to ensure adequate communication with stakeholders and the public, the remainder indicated neutrality on the subject potentially indicating an interest in improvement.

### *Performance Monitoring and Reporting*

- 67% of respondents agreed that Council regularly articulates the value and progress of the Corporation to residents and stakeholders. Only 58% agreed that Council regularly monitors the performance of the Corporation suggesting merit in further discussion regarding the adequacy and perceived effectiveness of current performance monitoring and reporting efforts.

### *Council Governance Role*

- While the data reveals significant agreement that effective processes are in place for orienting new Councillors, only 42% of respondents believe that members understand their role and responsibilities well and actively participate when they first begin their duties.
- Half of respondents were neutral in their belief that Council has effectively implemented governance processes to fulfill its responsibility for oversight and control. There is also disagreement among a small number respondents (17%) with the statement that Councillors understand the difference between their governance responsibilities and delegated management responsibility of the CAO and senior management. These findings suggest a potential need to further address the issue of governance, define the related processes and clarify the governance role of Council in relation to the SMT and organization.

### *Self Evaluation and Continuous Improvement*

- Only 50% of respondents believe that Council has developed effective processes for evaluating and where necessary, improving its own performance. One third of respondents do not agree that appropriate assessment processes are currently in place.

### *Practices, Procedures and Processes*

- While 67% of respondents believe current Council practices, procedures and processes ensure accountability to key stakeholders, only half of respondents believe that Council practices, procedures and processes ensure meaningful participation by Councillors and the timely resolution of issues.
- One third of respondents asserted that when considering an issue, Council members' comments are not appropriate in length. Only 42% agreed that when considering an issue the member comments are focused on key issues.

### *Senior Management Succession Planning*

- Less than 50% of respondents agree that an adequate SMT succession plan is developed and maintained to ensure that the right leadership requirements are solidly in place for the future.

### *Advice/Opinions*

- One third of respondents disagree that the opinions and input of individual Councillors are satisfactorily encouraged and equally valued at the present time, however, nearly 60% report agreement.

### *Conflict resolution*

- The data indicates that nearly 70% of those who responded believe that Council's capacity to govern effectively is not impaired by conflict between members. Nearly one third of respondents, however, disagreed with the statement that Council has a conflict resolution process in place when issues are unable to be resolved.

## Summary

In all organizations, public, private and not for profit, strong governance practices are positively correlated to increased levels of organizational effectiveness. As a means for isolating governance areas for improvement and further discussion as well as planning future enhancements, it is hoped that this survey will prove to be a useful and valued tool. Currently, the top areas of excellence identified from respondents are strategic planning, the proactive role that Council has taken to establish a collaborative and positive relationship with senior staff and the effectiveness of Council and Committee meetings. The areas for consideration as priority matters for action include service reviews; external communications; performance monitoring and reporting; understanding the Council governance role; self evaluation; practices, procedures and processes; and senior management succession planning.

**The Corporation of the City of Guelph  
Governance Committee  
Monday September 14, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Monday September 14, 2009 in the Meeting Room C (Room 137) at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein

Also Present: Councillors Bell and Farrelly

Staff Present: Ms. B. Boisvert, Manager of Strategic Planning & Corporate Initiatives; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on July 22, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

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

- GOV-2009 A.15 – Guiding Principles for Resident Appointments to Special Purpose Bodies
- GOV-2009 A.16 – Integrity Commissioner
- GOV-2009 C.1 – Governance Survey – May 2009 Consolidated Report & Summary of Results

**Guiding Principles for Resident Appointments to Special Purpose Bodies**

2. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the following draft documents, as amended, related to special purpose bodies included in the report of the Director of Information Services dated September 14, 2009 be approved:

- Advisory Committees Policy
- Advisory Committee Resident Appointments – Guiding Principles
- Agencies, Boards and Commissions/Committees (ABC's) Resident Appointments – Guiding Principles

Carried

REPORT

REPORT

3. Moved by Councillor Hofland  
Seconded by Councillor Beard  
THAT the policy with respect to the maximum number of years a resident may serve on any particular special purpose body be amended to a maximum number of 8 years.

Carried

**Integrity Commissioner**

REPORT

4. Moved by Councillor Hofland  
Seconded by Councillor Wettstein  
THAT staff prepare a budget package for contracting the services of an Integrity Commissioner for consideration during the 2010 operating budget deliberations.

Carried

**Governance Survey – May 2009 Consolidated Report and Summary of Results**

Ms. B. Boisvert

5. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT the consolidated report and summary of the results of the May 2009 governance survey be referred back to staff to report back on any ongoing or new initiatives that address any gaps found in the survey.

Carried

The meeting adjourned at 3:45 p.m.

.....

Chairperson

# committee AGENDA



TO **Governance Committee**

DATE Tuesday October 13, 2009

LOCATION Committee Room (Room 112)

TIME 3 p.m.

## disclosure of pecuniary interest

**confirmation of minutes** – September 14, 2009

## PRESENTATIONS (Items with no accompanying report)

### 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-A.17 Notices of Motion			
GOV-A.18 Governance Survey – Opportunities for Improvement			
GOV-A.19 Governance Manual – First Draft			
GOV-A.20 Council Remuneration			
gov-a.21 Assessing Councillor Time Requirements / Assessment Councillor Time Requirements - Mayor			
GOV-A.22 Citizen Committee			

---

GOV-B.1 Region of Waterloo International Airport – Aeronautical Noise Management Committee – request for appointment			
--	--	--	--

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.

**Other business**

**Next meeting** – November 9, 2009

**The Corporation of the City of Guelph  
Governance Committee  
Monday September 14, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Monday September 14, 2009 in the Meeting Room C (Room 137) at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein

Also Present: Councillors Bell and Farrelly

Staff Present: Ms. B. Boisvert, Manager of Strategic Planning & Corporate Initiatives; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on July 22, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

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

- GOV-2009 A.15 – Guiding Principles for Resident Appointments to Special Purpose Bodies
- GOV-2009 A.16 – Integrity Commissioner
- GOV-2009 C.1 – Governance Survey – May 2009 Consolidated Report & Summary of Results

**Guiding Principles for Resident Appointments to Special Purpose Bodies**

2. Moved by Councillor Hofland  
Seconded by Councillor Beard

REPORT

THAT the following draft documents, as amended, related to special purpose bodies included in the report of the Director of Information Services dated September 14, 2009 be approved:

- Advisory Committees Policy
- Advisory Committee Resident Appointments – Guiding Principles
- Agencies, Boards and Commissions/Committees (ABC's) Resident Appointments – Guiding Principles

Carried



REPORT

3. Moved by Councillor Hofland  
Seconded by Councillor Beard  
THAT the policy with respect to the maximum number of years a resident may serve on any particular special purpose body be amended to a maximum number of 8 years.

Carried

**Integrity Commissioner**

REPORT

4. Moved by Councillor Hofland  
Seconded by Councillor Wettstein  
THAT staff prepare a budget package for contracting the services of an Integrity Commissioner for consideration during the 2010 operating budget deliberations.

Carried

**Governance Survey – May 2009 Consolidated Report and Summary of Results**

Ms. B. Boisvert

5. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT the consolidated report and summary of the results of the May 2009 governance survey be referred back to staff to report back on any ongoing or new initiatives that address any gaps found in the survey.

Carried

The meeting adjourned at 3:45 p.m.

.....  
Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**October 13, 2009**

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>
GOV-2009 A.17) <b>NOTICES OF MOTION</b>  THAT the procedural by-law be amended to provide that all notices of motion submitted to Council be in the form of a referral to a standing committee for a recommendation to Council.	Approve
GOV-2009 A.18) <b>COUNCIL GOVERNANCE SURVEY – OPPORTUNITIES FOR IMPROVEMENT</b>  THAT the Governance Committee receive, review and provide direction to staff on suggested opportunities for continuous improvement derived from a staff assessment of the 2009 Council governance survey results.	Approve
GOV-2009 A.19) <b>GOVERNANCE MANUAL – FIRST DRAFT</b>  See attached.	

GOV-2009 A.20) **COUNCIL REMUNERATION**

Approve

THAT a Citizen Committee be established to review and make recommendations to Council respecting Council remuneration for the 2011-2014 council term;

AND THAT the City Clerk be authorized and directed to advertise for citizen volunteers as per the City's policy on Citizen Appointments;

AND THAT Human Resources be directed to engage the services of an external consultant to support the work of the Citizen Committee;

AND THAT the Terms of Reference, attached as Appendix "A" to Report HR-09-06, be adopted to guide the work of the Citizen's Committee.

GOV-2009 A.21) **ASSESSING COUNCILLOR TIME REQUIREMENTS / ASSESSING COUNCILLOR TIME REQUIREMENTS – MAYOR**

See attached.

GOV-2009 A.22) **CITIZEN COMMITTEE**

**B Items for Direction of Committee**

GOV-2009 B.1 **REGION OF WATERLOO INTERNATIONAL AIRPORT – AERONAUTICAL NOISE MANAGEMENT COMMITTEE – REQUEST FOR APPOINTMENT**

See attached correspondence from the Regional of Waterloo International Airport – Aeronautical Noise Management Committee request for a City appointment, as referred by Council September 28, 2009.

attach.

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Information Services

DATE October 13, 2009

**SUBJECT Notices of Motion**

REPORT NUMBER

## **RECOMMENDATION**

THAT the procedural by-law be amended to provide that all notices of motion submitted to Council be in the form of a referral to a standing committee for a recommendation to Council.

## **BACKGROUND**

At the July 22nd meeting of the Governance Committee, the Committee asked staff to report back on an amendment to the procedural by-law that would restrict notices of motion being referred to Standing Committees only.

## **REPORT**

According to Bourinot's Rules of Order, a notice of motion is a statement of intention made by a member which requires no seconder and is not at that time debatable. Specifically, *"the purpose of giving notice is to permit the members of an organization to consider and prepare for the question or questions that will be placed before them for consideration. This facilitates discussion and contributes to efficient and satisfactory resolution of the matter."* Motions are then included in a future agenda, and for the most part, do not include background information on the question to be considered. As Committee is aware, some notices have on occasion resulted in considerable discussion and debate at Council meetings.

In order to ensure that Council has ample opportunity to make an informed decision on a matter for which a notice of motion has been given, provision can be made in the procedural by-law to require all such motions to be in the form of a referral to a standing committee for a recommendation to Council.

## **CORPORATE STRATEGIC PLAN**

This report supports goal 5.3 of the City's Strategic Plan to have an open, accountable and transparent conduct of municipal business.

## **FINANCIAL IMPLICATIONS**

n/a

---

**DEPARTMENTAL CONSULTATION**

n/a

**COMMUNICATIONS**

n/a

**ATTACHMENTS**

“original signed by Lois Giles”

---

**Prepared By:**

Lois A. Giles,  
Director of Information Services/Clerk.  
519-822-1260 x 2232  
lois.giles@guelph.ca

# COMMITTEE REPORT



**TO** **Governance Committee Members**  
**SERVICE AREA** Information Services and Corporate Administration  
**DATE**  
**SUBJECT** **Council Governance Survey – Opportunities for Improvement**  
**REPORT NUMBER**

**RECOMMENDATION**

That the Governance Committee receive, review and provide direction to staff on suggested opportunities for continuous improvement derived from a staff assessment of the 2009 Council governance survey results.

**BACKGROUND**

In May 2009, 12 of 13 Council members voluntarily completed a survey designed to provide insight and information on a variety of governance related issues. Conducting the survey enabled a baseline measure to be set from which future improvements can be tracked. A detailed summary of the results was completed and is attached as Appendix A. The summary highlights areas of excellence as well as priority areas for consideration. Further examination and analysis of the results highlights a number of potential opportunities for improvement that can be considered.

**REPORT**

The following chart lists the areas of focus and related options for enhancing governance effectiveness that have been identified from an analysis of the Council survey results:

Focus Areas	Opportunities for Improvement
1. Focusing Council and Committee agenda content	1.1 Consider holding special workshops on matters of significant concern that arise. 1.2 Institute a procedural practice that notices of motion go forward as referrals to Standing Committees to ensure the most efficient use of Council time.
2. Ensuring timely receipt of information	2.1 Consider a new procedural practice whereby information not previewed or sent with meeting agendas will only be added at the consent of the meeting Chair.

3. Chairing of Committee meetings	3.1 Include specialized training for the chairing of meetings in the Council orientation process.
4. Discussing corporate governance and management with the Senior Management Team (SMT)	4.1 Convene a special meeting at the beginning of each new term of office to discuss corporate governance management and issues with the SMT. 4.2 Ensure that Governance Manuals for each Councillor clearly defines the roles and responsibilities of Council and staff. 4.3 Include detailed governance information in the Council orientation training.
5. Conducting regular Service Reviews	5.1 Identify potential Service Review projects to be considered by the SMT at the annual priority review sessions that precede budget deliberations.
6. Communicating effectively with residents and stakeholders	6.1 Review recommendations for improvement developed through the Corporate Communications Strategy. 6.2 Review the revised format and marketing strategy for quarterly Council priority status reports. 6.3 Provide regular recommendations to staff based on observed opportunities for improvement and feedback from the community.
7. Enhancing performance monitoring and reporting	7.1 Establish key performance indicators that demonstrate progress on strategic plan goals.
8. Clarifying the Council governance role	8.1 Ensure that Council governance roles and responsibilities are clearly defined in the Council orientation process.
9. Evaluation and continuous improvement	9.1 Approve utilization of the governance survey tool at least twice during a Council term of office to track improvements and identify areas for improvement.
10. Effective participation and issue resolution	10.1 Ensure the ongoing review of Council's procedural by-laws to ensure continued effectiveness 10.2 Use the Council orientation process as an opportunity to review the rules of debate at Council meetings and effective meeting procedures.
11. Senior management succession planning	11.1 Review and consider the forthcoming draft succession plan developed by staff for Council approval.
12. Providing for equal participation	12.1 Ensure that all members of Council have an equal opportunity to provide individual input. Committee Chairs can play a strong role in this direction.

---

13. Resolving conflict	13.1 Include conflict resolution training in the Council orientation training plan for each new term of office.
------------------------	---

### **CORPORATE STRATEGIC PLAN**

Efforts to improve organization effectiveness are directly linked to goal 5.6 of the Strategic Plan which calls for excellence in management and planning.

### **FINANCIAL IMPLICATIONS**

n/a

### **DEPARTMENTAL CONSULTATION**

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

### **COMMUNICATIONS**

n/a

### **ATTACHMENTS**

Appendix A – Governance Survey – May 2009: Consolidated Report and Summary of Results

“original signed by Brenda Boisvert”

“original signed by Lois Giles”

---

#### **Prepared By:**

Brenda Boisvert,

Manager, Strategic Planning and  
Corporate Initiatives

---

#### **Recommended By:**

Lois Giles, Director of  
Information Services



---

## Governance Survey – May 2009

### Consolidated Report and Summary of Results

---

#### Background

Effective governance is a critical component of overall organizational performance. It ensures objectives are realized, resources are well managed, and the interests of residents and stakeholders are protected and reflected in key decisions.

In an effort to assess the current direction of governance practices at the City of Guelph, 12 of 13 Councillors completed a confidential survey of 51 questions during the month of May that ranged in scope from strategic planning and service reviews to interaction with Senior staff and the utilization of Council and Committee meeting time. Areas of excellence and priority areas for consideration were identified for further discussion and the development of an action plan. The findings are listed below in no specific order of importance. The survey questions and current findings will be used as a baseline measure from which to chart future achievements in the area of Council governance effectiveness.

#### Results - Areas of Excellence

##### *Strategic Planning and Management*

- Respondents reported with confidence that the Strategic Plan is being utilized effectively as a decision making tool and that a good balance exists between organizational stability and strategic innovation. There is also 92% agreement that Council approves strategic directions and objectives along with the operating and financial plans to achieve them. With certainty, respondents believe that the Vision, Mission and Mandate will be addressed with each new term of office and that an approved process is in place for strategic planning. It was also reported that respondents believe Council is doing a good job of directing staff in the implementation of policies, regulations agreements and guidelines and that Council is able to function independently of management with a consistent focus on the long-term interests of the corporation.

##### *Relationship with Senior Staff*

- Survey results reveal that 83% of respondents believe that Council is taking a strong and proactive role in developing a good relationship with the CAO and Senior Management Team. Respondents agreed that Council is provided with accurate and timely information on significant issues related to City operations and there is a high degree of confidence (92%) that the CAO understands the expectations and responsibilities of his position.
- While a small number of respondents (17%) disagree that Council provides appropriate advice and counsel, 75% of respondents are in agreement that Council allows senior management enough room to manage effectively without undue involvement in daily operational management.

---

### *Council and Committee Meetings*

- 83% of respondents believe that effective rules of engagement are observed in Council meetings. Over 80% of respondents agree that Council holds an appropriate number of meetings and that both the regular Council and Standing Committee meetings are of an appropriate length.
- That Council members participate in discussions that are open and comprehensive was well agreed to by 75% of respondents; 75% also agreed that Councillors comply with requirements outlined in by-laws, policies and the established Code of Conduct.
- Nearly 60% of respondents believe that Council meeting content and agendas are sufficiently focused on significant matters of concern to Council and 75% believe Council meeting content and agendas use Councillor's time productively and allow the right amount of time for agenda items. There is also significant agreement that the meeting content and agendas comply with provisions of the Municipal Act and significant, but not full agreement, that adequate and appropriate information/material is sent to Councillors in advance allowing enough time for adequate preparation.
- With respect to Council and Committee meetings being appropriately chaired, the data indicates 75% agreement and 67% agreement respectively.
- Nearly 60% of respondents believe there is sufficient time at Council meetings for dialogue, questions and discussion regarding governance and management of the corporation with the CAO and SMT; one third are neutral on this topic. With respect to Committee meetings, a slightly higher percentage (67%) believe that sufficient time is available for discussion and dialogue with senior staff.

## **Results – Priority Areas for Consideration**

### *Service Reviews*

- Almost half of all respondents (42%) disagreed with the statement that Council reviews key programs and services to ensure the right level of service is delivered to the right recipients at the right funding level and on a sustainable basis.

### *Communication with Residents and Stakeholders*

- While 58% of respondents agreed that Council has taken steps to ensure adequate communication with stakeholders and the public, the remainder indicated neutrality on the subject potentially indicating an interest in improvement.

### *Performance Monitoring and Reporting*

- 67% of respondents agreed that Council regularly articulates the value and progress of the Corporation to residents and stakeholders. Only 58% agreed that Council regularly monitors the performance of the Corporation suggesting merit in further discussion regarding the adequacy and perceived effectiveness of current performance monitoring and reporting efforts.

---

### *Council Governance Role*

- While the data reveals significant agreement that effective processes are in place for orienting new Councillors, only 42% of respondents believe that members understand their role and responsibilities well and actively participate when they first begin their duties.
- Half of respondents were neutral in their belief that Council has effectively implemented governance processes to fulfill its responsibility for oversight and control. There is also disagreement among a small number respondents (17%) with the statement that Councillors understand the difference between their governance responsibilities and delegated management responsibility of the CAO and senior management. These findings suggest a potential need to further address the issue of governance, define the related processes and clarify the governance role of Council in relation to the SMT and organization.

### *Self Evaluation and Continuous Improvement*

- Only 50% of respondents believe that Council has developed effective processes for evaluating and where necessary, improving its own performance. One third of respondents do not agree that appropriate assessment processes are currently in place.

### *Practices, Procedures and Processes*

- While 67% of respondents believe current Council practices, procedures and processes ensure accountability to key stakeholders, only half of respondents believe that Council practices, procedures and processes ensure meaningful participation by Councillors and the timely resolution of issues.
- One third of respondents asserted that when considering an issue, Council members' comments are not appropriate in length. Only 42% agreed that when considering an issue the member comments are focused on key issues.

### *Senior Management Succession Planning*

- Less than 50% of respondents agree that an adequate SMT succession plan is developed and maintained to ensure that the right leadership requirements are solidly in place for the future.

### *Advice/Opinions*

- One third of respondents disagree that the opinions and input of individual Councillors are satisfactorily encouraged and equally valued at the present time, however, nearly 60% report agreement.

### *Conflict resolution*

- The data indicates that nearly 70% of those who responded believe that Council's capacity to govern effectively is not impaired by conflict between members. Nearly one third of respondents, however, disagreed with the statement that Council has a conflict resolution process in place when issues are unable to be resolved.

---

## Summary

In all organizations, public, private and not for profit, strong governance practices are positively correlated to increased levels of organizational effectiveness. As a means for isolating governance areas for improvement and further discussion as well as planning future enhancements, it is hoped that this survey will prove to be a useful and valued tool. Currently, the top areas of excellence identified from respondents are strategic planning, the proactive role that Council has taken to establish a collaborative and positive relationship with senior staff and the effectiveness of Council and Committee meetings. The areas for consideration as priority matters for action include service reviews; external communications; performance monitoring and reporting; understanding the Council governance role; self evaluation; practices, procedures and processes; and senior management succession planning.

# **CONTENTS**

## **PART A INTRODUCTION AND BACKGROUND**

- A-1**      **What is Governance**
- A-2**      **The Governance Manual**

## **PART B PRINCIPLES OF GOVERNANCE**

- B-1**      **Strategic Governance**

## **PART C GUELPH'S GOVERNANCE STRUCTURE**

- C-1**      **Council Structure**
- C-2**      **Full Time vs. Part Time**
- C-3**      **Council's Standing Committees**
- C-4**      **Audit Committee**
- C-5**      **Community Development and Environmental Services  
Committee**
- C-6**      **Emergency Services, Community Services & Operations  
Committee**
- C-7**      **Finance, Administration & Corporate Services Committee**
- C-8**      **Governance Committee**
- C-9**      **Land Ambulance Committee**

**PART D  
SPECIAL PURPOSE BODIES  
I**

- D-1      Advisory Committees**
- D-2      Agencies, Boards, Commissions/Committees (ABC's)**

**PART E  
ROLES AND RELATIONSHIPS  
I**

- E-1      Role of the Mayor**
- E-2      Role of City Council**
- E-3      Mayor and Councillors Relationship**
- E-4      Role of the Chief Administrative Officer**
- E-5      Role of the Senior Management Team**
- E-6      Council and Senior Management Team Relationship**
- E-7      New Project/Initiative Protocol**

**PART F  
ACCOUNTABILITY, TRANSPARENCY AND VALUES**

- F-1      Code of Conduct**
- F-2      Mandatory Policies**
- F-3      Meeting Investigator**
- F-4      Guiding Principles for Public Involvement**
- F-5      Municipal Conflict of Interest Act**
- F-6      Values**

## **PART G GOVERNANCE PROCESSES I**

- G-1 Regular Business Meetings of Council**
- G-2 Planning Meetings of Council**
- G-3 Closed Meetings of Council**
- G-4 Special Meetings of Council**
- G-5 Municipal Act Quorum Requirements**
- G-6 Municipal Act Voting Requirements**
- G-7 City Rules Governing Procedures at Meetings**
- G-8 Preview Process**
- G-9 Standing Committee Meetings**
- G-10 Secretariat Services**

## **PART H DELEGATION OF AUTHORITY**

- D-1 Delegation of Authority to Emergency Governance Committee**

## **PART I STRATEGY IN GOVERNANCE**

- I-1 Guelph's Strategic Plan**

## **PART J OVERSIGHT AND MONITORING**

- J-1 Financial Reporting**
- J-2 Service Reviews**
- J-3 Risk Management**

## **PART K MEASUREMENT AND PERFORMANCE**

- K-1 City Council Performance**
- K-2 Chief Administrative Officer Performance**
- K-3 Key Performance Indicators**

## **PART L PROFESSIONAL DEVELOPMENT I**

- L-1 Participation in Events of Interest to Local Government**
- L-2 Professional Development**

## **PART M APPENDICES**

- 1 Audit Committee Mandate and Charter**
- 2 CDES Committee Mandate and Charter**
- 3 ECO Committee Mandate and Charter**
- 4 FACS Committee Mandate and Charter**
- 5 Governance Committee Mandate and Charter**
- 6 Land Ambulance Committee Mandate and Charter**
- 7 Advisory Committee Terms of Reference Template**
- 8 Chief Administrative Officer**
  - i. By-law**
  - ii. Employment Policy**
  - iii. Procedure for Hiring**
  - iv. Position Mandate**
  - v. Position Profile**
  - vi. Employment Agreement Template**



**vii. Delegation of Duties**

<b>9</b>	<b>Expectations for Working Together</b>
<b>10</b>	<b>Code of Conduct</b>
<b>11</b>	<b>Public Notice Policy</b>
<b>12</b>	<b>Accountability and Transparency Policy</b>
<b>13</b>	<b>Delegation of Authority Policy</b>
<b>14</b>	<b>Meeting Investigation By-law</b>
<b>15</b>	<b>Guiding Principles for Public Involvement</b>
<b>16</b>	<b>Municipal Conflict of Interest Act</b>
<b>17</b>	<b>City of Guelph Procedural By-law</b>
<b>18</b>	<b>Guelph's Strategic Plan</b>
<b>19</b>	<b>Strategic Planning Guidelines</b>
<b>20</b>	<b>Service Review Framework</b>
<b>21</b>	<b>Councillor Attendance at Municipal Government Events Policy</b>

## **PART A - Introduction and Background**

### **A-1 – What is Governance?**

The **Institute On Governance**<sup>1</sup> defines governance as “*the process whereby societies or organizations make their important decisions, determine who has voice, who is engaged in the process, and how account is rendered.*”

Good governance creates a strong future for an organization by continuously steering towards its vision while at the same time ensuring that all of its activities are aligned with its strategic goals. At its core, governance is about leadership. On a more functional level, governance can further be defined as a set of processes, customs, policies, and laws involved in the administration or control of a corporation, including the relationships among the many stakeholders involved and the vision and strategic objectives for which the corporation is governed. In order to be effective, the City’s governance processes must be:

<b>Focused</b>	Responsibilities and duties are outlined in bylaws, policies, or similar documents.
<b>Results-Oriented</b>	The City’s success in achieving its strategic vision will be measured on accomplishment of our stated objectives.
<b>Skills Based</b>	Governance participants at all levels need to have or acquire specific skills to fulfill their governance responsibilities.
<b>Consultative</b>	Greater reliance is placed on consultation with various stakeholder groups.
<b>Accountable</b>	Processes promote ethical and responsible decision making.
<b>Structurally Effective</b>	Through the use of standing committees, advisory committees, delegations of authority, etc., the necessary structure for our decision making processes is in place.
<b>Operationally Efficient</b>	Effective agenda and meeting procedures are in place to facilitate the decision making process, and the Council itself conducts regular assessments of its effectiveness.
<b>Reflective of the Partnership with Senior Management</b>	Senior management consists of skilled management professionals and are treated as partners in governance.

<sup>1</sup> *The Institute On Governance (IOG) is a Canadian non-profit think tank founded in 1990 to promote better governance for public benefit.*

## ***A-2 The Governance Manual***

This governance manual was developed to ensure that members of Council, City staff and the community at large have an understanding of Guelph's governance model and processes, and how we will achieve good governance by:

- Having a framework to assist Council in identifying and maintaining good governance practices; and
- Setting out the roles and responsibilities of all involved in governance processes; and
- Identifying the principles and processes to ensure that duties and obligations are discharged in a way that maximizes results; and
- Providing members of the community with a basic understanding of how City Council governs and how they themselves can participate in its governance.

## **PART B –Principles of Governance**

### ***B-1 Strategic Governance***

Strategic Governance is considered to encompass the processes by which our organization is managed at a strategic level. Inherent in these processes are the concepts of leadership, authority, accountability, transparency and stewardship. The fundamental principles of good governance are:

#### **Strategic Direction**

The City adopts strategic policy directions that will ensure the best outcomes for the community. Our decision making processes are supported by plans and policies that assist in understanding and balancing competing priorities across cultural, economic, environmental, and fiscal dimensions.

#### **Knowledge and Capability**

The City operates in a complex legislative, regulatory environment. Increasing, community expectations, changing technology, and professional standards are such that the capacity and capability of Council members to lead in this challenging environment will dictate the need for more frequent and targeted professional development opportunities.

#### **Fiscal, Regulatory and Administrative Framework**

Sound fiscal and administrative frameworks are fundamental to the efficient and effective management of the City's resources. Risk is managed using a planned and systematic approach to identifying, evaluating and responding to risks and providing assurance that responses are effective.

#### **Accountability and Transparency**

Accountability, transparency and openness are standards of good government that enhance public trust. They are achieved through the City adopting measures ensuring, to the best of its ability, that all activities and services are undertaken utilizing a process that is open and accessible to its community stakeholders.

**Ethics**

In order to promote public confidence and bear close public scrutiny, those involved in the City's governance processes must conduct themselves with integrity, conscientiousness and diligence, recognizing a fundamental commitment to the well being of the community.

## PART C – Guelph’s Governance Structure

### ***C-1 Council Structure***

The structure of a municipal council is referred to as “composition” in the Municipal Act and the legislation stipulates how a council is to be structured, including the method of election. A council must be composed of a minimum of five members, one of whom is the head of council, and is elected by general vote. The balance of the members can be elected by general vote or wards or by any combination of general vote and wards.

Guelph is governed by a Mayor and 12 Councillors. The Mayor and Councillors are elected for a four-year term. Other than the school boards, which are independent of Council, there are no other elected boards or commissions in the City.

From 1929 until 1988, voters in Guelph elected the Mayor and Councillors under an at large system. The “at large system” meant that all voters were able to vote for every candidate running for a seat as a Councillor. In early 1988, a group of residents urged the City to change from the current at large system to a ward system for electing councillors. City Council felt it was important to obtain the opinion of the general public, and in November 1988, placed a question on the ballot in the municipal election. 55.43% of the vote returned favoured a change to a ward system. As a result, City Council agreed to implement a ward system of 6 wards with 2 Councillors elected per ward. Since the 1991 municipal election, Guelph Councillors have been elected by wards.

In 2006, a question on the ballot in the municipal election, asked voters if they were in favour of retaining the current ward system as the method of electing City councillors. Over 80% of ballots were cast in support of retaining the current system.

### ***C-2 Full Time vs. Part Time***

The Municipal Act is silent on whether councillors are full or part time. A review was conducted in 2008 of 31 Ontario municipalities with populations over 60,000. Included in the analysis were statistics on population, method of election, number of councillors, full/part time status, ratio of elected representatives to population, etc.

Analysis of the information showed that only 8 Ontario municipalities consider their councillors to be full-time. The smallest of these municipalities is Burlington (pop. 151,000), and the largest is Toronto (pop. 2,651,000).

Of these 8 municipalities, 3 are single tier and 5 are lower tier. All or a portion of the full-time councillors in the lower tier municipalities serve in a dual capacity on both the local and regional councils.

Where municipalities have deemed their councillors to be full time, the threshold appears to be when the ratio of elected representatives to population exceeds 22,000 per member. In Ontario, this ranges from a low of 22,599 in Richmond Hill, to a high of 60,777 in Mississauga. There are several municipalities with part-time councillors that do exceed this threshold. As well, there are several municipalities that are very close to approaching this threshold. Currently the ratio of elected representatives to population in Guelph is 9,833 per member.

### ***C-3 Council's Standing Committees***

Council uses standing committees as part of its decision-making process, in order to:

- review, report and make recommendations to Guelph City Council on matters within their functional areas of responsibility,
- provide a structured but less formal environment than a Council meeting for the development of recommendations relating to policy, legislation and service delivery, including interaction with the public and other key stakeholders.

The standing committees expedite the work of council, since the committees deal with the detailed work of an issue, and present final recommendations for the consideration of council. The meetings of standing committees are much less formal than Council meetings, and this informal atmosphere allows for greater interaction between councillors and staff, as well as the public.

The chair of the Governance Committee is the Mayor. The Chair of the Land Ambulance Committee alternates between the City and the County on an annual basis. Each of the other standing committees selects its Chair from among its appointed councillors.

Council's Standing Committees are:

- Audit Committee
- Community Development & Environmental Services Committee
- Emergency Services, Community Services and Operations Committee
- Finance, Administration & Corporate Services Committee
- Governance Committee
- Land Ambulance Committee (Joint City/County)

### ***C-4 Audit Committee***

The Audit Committee is composed of four councillors and the Mayor. The Committee is generally responsible to oversee and advise Council on matters of financial accountability and internal control, including:

- External Audit
- Financial Statements
- Auditor Performance and Review
- Compliance
- Risk Management and Internal Control
- Reporting
- Adequacy of City Resources

The Mandate and Charter for the Audit Committee can be found at Appendix #

### ***C-5 Community Development and Environmental Services Committee (CDES)***

The Community Development and Environmental Services Committee will be composed of four councillors and the Mayor. The following functional areas will report through this committee:

- Community Design & Development Services
- Environmental Services
- Economic Development

The Mandate and Charter for the Community Development and Environmental Services Committee can be found at Appendix #

### ***C-6 Emergency Services, Community Services & Operations Committee (ECO)***

The Emergency Services, Community Services & Operations Committee will be composed of four councillors and the Mayor. The following functional areas will report through this committee:

- Emergency Services
  - Community Services
  - Operations

The Mandate and Charter for the Emergency Services, Community Services



& Operations Committee can be found at Appendix #

### ***C-7 Finance, Administration & Corporate Services Committee (FACS)***

The Finance, Administration & Corporate Services Committee will be composed of four councillors and the Mayor. The following functional areas will report through this committee:

- Corporate Services
- Finance
- Human Resources
- Information Services

In addition, the Finance, Administration & Corporate Services Committee is appointed by Council to hear appeals under the City's Business Licensing By-law.

The Mandate and Charter for the Finance, Administration & Corporate Services Committee can be found at Appendix #

### ***C-8 Governance Committee***

The Governance Committee is composed of the Chairs of the Audit, CDES, ECO, and FACS Committees and the Mayor. The Committee is generally responsible 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;
- relations with, performance and progress of the CAO and SMT; and
- Council performance through orientation, evaluation, compensation, learning and professional development.

The Mandate and Charter for the Governance Committee can be found at Appendix #

### ***C-9 Land Ambulance Committee***

The Land Ambulance Committee is a standing committee of City Council with representation from both the City of Guelph and the County of Wellington. The City is the designated service provider for land ambulance service in both Guelph and Wellington County. The Committee is composed of three City councillors, the Mayor, three County councillors and the Warden. The Committee is generally responsible for ensuring that appropriate policies, principles and procedures are established to:

- Ensure that land ambulance services are provided as effectively and efficiently as possible within the City of Guelph and County of Wellington, in line with the basic principles established by the Province of Ontario, which include:
  - a. Accessibility
  - b. Integration
  - c. Seamlessness
  - d. Accountability
  - e. Responsiveness
- To deal with policy and significant operational matters, and make recommendations to Guelph City Council on same.
- To receive updates and presentations on financial matters, including variance reports, operating and capital budgets:

The Mandate and Charter for the Land Ambulance Committee can be found at Appendix #

## **D – Special Purpose Bodies**

### ***D-1 Advisory Committees***

Advisory committees are established at Council's discretion and provide a means of regular, on-going community input with respect to particular issues and policies. Advisory committees report to a specific Standing Committee and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic to give representation to such interests. They report on a regular basis to the Standing Committee. Some advisory committees have an on-going function, while others are created to deal with a specific issue and are established for a limited period of time.

These committees can be responsible for making recommendations to Council or the Standing Committees on matters relating to specific subject areas, while in other cases, the committees are aligned with a corporate service area. The advantages of advisory committees are numerous, and can be briefly summarized as follows:

- Because advisory committee members aren't directly involved in a service area, they feel free to raise critical questions that may prompt Guelph City Council and staff to re-evaluate traditional outlooks on certain issues.
- Being people with substantial experience themselves, they contribute fresh ideas that often work well.
- Ease the meeting workload of Standing Committees and Council.
- Provide for improved community outreach within their mandated areas.

Effective with the 2010-14 term of Council, members of Council will no longer be appointed to advisory committees. This avoids placing councillors in the position of being not only the givers and the recipients of advice, but the decision makers as well. The advantages of no longer having councillors serve advisory committees include:

- Will not add to the already very heavy workload for councillors.
- Council's focus remains with its important governance role.

The volume of advisory committees has significantly increased, which directly impacts the capacity of the governance system overall. In other words, the number of meetings currently being held restricts our capacity to deal with new and emerging issues. Before creating new advisory committees, serious consideration must be given to availability of resources

and time in Council's legislative calendar.

The meetings of advisory committees are to be open to the public in accordance with the provisions of the Municipal Act.

The terms of appointments to Advisory Committees should be concurrent with the term of Council, and reviewed prior to the conclusion of each Council term. In addition, the mandates and terms of Advisory Committees should be reviewed prior to the end of each term of Council. The current advisory committees are:

<b>Name of Committee</b>	<b>Mandatory/ Discretionary</b>	<b>Reporting Relationship</b>	<b>Departmental Affiliation</b>	<b>Duration</b>
Accessibility Advisory Committee	Mandatory	FACS	Corporate Svcs.	On-Going
Community Energy Plan Task Force	Discretionary	CDES	Environmental Svcs.	On-Going
Downtown Coordinating Committee	Discretionary	CDES	Economic Dev't.	On-Going
Environmental Advisory Committee	Discretionary	CDES	CDDS	On-Going
Economic Development Advisory Committee	Discretionary	CDES	Economic Dev't.	On-Going
Guelph Cycling Transportation Advisory Committee	Discretionary	CDES	CDDS	On-Going
Guelph Sports Hall of Fame Board of Directors	Discretionary	ECO	Community Svcs.	On-Going
Guelph Twinning Committee	Discretionary	CDES	Economic Dev't.	On-Going
Heritage Guelph	Discretionary	CDES	CDDS	On-Going
Local Growth Management Strategy	Discretionary	CDES	CDDS	Limited & Task Specific
Locomotive 6167 Advisory Committee	Discretionary	ECO	Operations	On-Going
Municipal Property & Building Naming Committee	Discretionary			Limited & Task Specific
Physician Recruitment and Retention Committee	Discretionary	CDES	Economic Dev't.	Limited & Task Specific
Recreation & Parks Master Plan/South End Comm. Centre Advisory Committee	Discretionary	ECO	Community Svcs.	Limited & Task Specific
River Systems Advisory Committee	Discretionary	CDES	CDDS	Limited & Task Specific
Transit Ad-Hoc Committee	Discretionary	ECO	Community Svcs.	On-Going
Transit Growth Strategy Advisory Committee	Discretionary	ECO	CDDS	Limited & Task Specific

## ***D-2 – Advisory Committee Terms of Reference***

A consistent template has been established for developing terms of reference for Council-established Advisory Committees (see Appendix "7"). Terms of Reference are to be clearly defined and written in advance of any appointments being made. The terms of reference should outline the composition, duration and reporting mechanism to the appropriate standing committee. These terms should clearly indicate that the committee is to be an advisory body only. The committee's relationship to staff is to be clear, wherein the committee has no authority to direct staff. Senior management are to be provided an opportunity to include comments to standing committees on advisory committee recommendations.

The terms of appointments to Advisory Committees should be concurrent with the term of Council, and reviewed prior to the conclusion of each Council term. In addition, the mandates and terms of Advisory Committees should be reviewed prior to the end of each term of Council.

The meetings of advisory committees are to be open to the public in accordance with the provisions of the Municipal Act.

### ***D-3 - Agencies, Boards, Commissions/Committees (ABC's)***

Agencies, boards and commissions/committees (ABC's) are usually established through legislation that mandates the composition whether it is elected members or citizen members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

<b>Board or Committee Name</b>	<b>Statutory Authority</b>	<b>Council Appointees</b>	<b>Citizen Appointees</b>
Board of Commissioners of Guelph General Hospital –this Board governs the affairs of the Guelph General Hospital with regard to its Vision, Mission, Values, strategic planning, financial management, quality management, facilities planning, human resource planning, community relations and governance practices.	Private Legislation	1	6 by City 2 by Wellington Cty. 6 by GGH
Board of Directors of Family and Children's Services –This Board provides help and support services for families to ensure that children are protected from physical and emotional abuse or neglect.	Child & Family Services Act	1	n/a
Board of Trustees of The Elliott Community –this Board is responsible for the management of a charitable, non-profit seniors' residence offering a continuum of residential and nursing services.	Private Legislation	1	9
Committee of Adjustment –this committee hears applications under Section 45 of the Planning Act for minor variances and change/extension of legal non-conforming uses under the zoning by-law, and under Section 50/52 (consents) of the Planning Act for severances.	Planning Act	n/a	7
Downtown Board of Management - this board provides business promotion and improvement functions in order to revitalize and maintain a dynamic Downtown neighbourhood and to promote the area as a business or shopping destination.	Municipal Act	2	12
Eastview Public Liaison Committee –this committee reviews and provides recommendations with respect to annual operational and monitoring reports and other pertinent information.	Environmental Protection Act	2	3 by City 3 by Guelph-Eramosa 2 by Developers

Grand River Conservation –this board is a watershed management agency through which 38 municipalities work cooperatively to improve water quality, reduce flood damages, maintain a reliable water supply, facilitate watershed planning, protect natural areas and biodiversity, and provide environmental education and recreational opportunities within the watershed of the Grand River.	Conservation Authorities Act	2	0
Guelph Cemetery Commission –this commission is a not-for-profit organization that manages and maintains the Woodlawn Memorial Park Cemetery.	Private Legislation	0	2 by City 2 by Guelph-Eramosa 2 by Church of England
Board of Directors of Guelph Hydro Inc. –Guelph Hydro Inc. is a holding company with two subsidiaries - Guelph Hydro Electric Systems Inc. (regulated local electricity distribution) and Ecotricity Inc. (generation, energy conservation and sustainability). The City is the sole shareholder of the corporation, and pursuant to a Shareholder Declaration, the GHI board is responsible for the overall stewardship of the corporation, with emphasis on strategic planning, risk mitigation, succession planning, communications policies, and the integrity of the corporation’s internal control and information systems.	Ontario Business Corporations Act	1	8
Guelph Junction Railway Company Directors –The City is the sole shareholder of this corporation, and pursuant to a Shareholder Declaration, this Board manages the business affairs of the Railway which operates the rail line between Guelph and Guelph Junction near Campbellville.	Private Legislation	3 Councillors + Mayor	4
Guelph Museums Board of Management –this board is responsible for the general management, regulation and work of the Guelph Museums.	Municipal Act	1	9
Guelph Non-Profit Housing Corporation Board of Directors –this board provides and operates affordable rental housing within the community.	Social Housing Reform Act	1	6
Guelph Police Services Board –this board is responsible for the provision of adequate and effective police services in the municipality, including overseeing the budget, setting policy and other administrative tasks relating to the Guelph Police Service.	Police Services Act	2	1
Guelph Public Library Board –the board is responsible for the management and control of the Guelph Public Library.	Public Libraries Act	1	5 by City 2 by UGDSB 1 by WDCSB



MacDonald Stewart Art Centre Board of Trustees –the Centre is a non-profit charitable organization with four official sponsors – the City, the University of Guelph, the County of Wellington and the Upper Grand District School Board. This board manages and controls the affairs of the Centre.	Private Legislation	1	2
Property Standards/Fence Viewers Committee –the Committee hears appeals against orders issued under the Property Standards By-law, and arbitrates disputes with respect to the construction, repair or maintenance of a boundary line fence.	Planning Act / Line Fences Act	0	5
River Run Centre Board of Directors –this board acts in an advisory capacity on the maintenance, operation, programming, management, promotion of and fundraising for the Centre.	Municipal Act	1	14
Board of Trustees of St. Joseph’s Health Care Centre – this Board manages this health care facility which provides long-term care, complex continuing care, rehabilitation and other important health services.	Public Hospitals Act	1	0
Wellington Dufferin Guelph Health Unit - this tri-party board (City, Wellington County, Dufferin County) provides public health programs and services targeted at prevention of disease, health promotion and health protection.	Health Protection & Promotion Act	1 Councillor + Mayor	1 by City 4 by Province 3 by Wellington County 2 by Dufferin County

## **E – ROLES AND RELATIONSHIPS**

### ***E-1 Mayor and Councillors Relationship***

An effective relationship between the mayor and the councillors will help to promote the successful delivery of council's strategic priorities in an atmosphere of accountability and transparency. The relationship needs to be based on mutual respect and understanding of the different roles. Some important aspects of the relationship are:

- The mayor is the leader of the council and this role should be respected by all councillors.
- The mayor acts as chief spokesperson for major initiatives involving the City.
- The mayor should facilitate an inclusive approach to decision-making and involvement in council activities in general.
- The mayor can assist councillors to get their issues considered by the council.
- The mayor should take some responsibility for councillors' training and development and should work with the CAO to ensure that Councillors receive necessary training opportunities.
- The mayor is able to help councillors and should assist in facilitating the resolution of any disputes between councillors.

### ***E-2 Role of the Mayor***

The Municipal Act provides that it is the role of the Mayor –

- to act as chief executive officer of the municipality;
- to preside over council meetings so that its business can be carried out efficiently and effectively;
- to provide leadership to the council;
- to provide information and recommendations to the council with respect to the role of council in ensuring that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council and in ensuring the accountability and transparency of the operations of the municipality, including the activities of the senior management;
- to represent the municipality at official functions; and
- to carry out the duties of the head of council under this or any other Act.

### ***E-3 Role of City Council***

The Municipal Act provides that it is the role of Council –

- to represent the public and to consider the well-being and interests of the municipality;
- to develop and evaluate the policies and programs of the municipality;
- to determine which services the municipality provides;
- to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- to maintain the financial integrity of the municipality; and
- to carry out the duties of council under this or any other Act.

### ***E-4 Role of Council as a Whole***

Council makes its decisions as a whole, and individual members have no authority to act or make decisions for or on behalf of the Council.

### ***E-5 Role of the Chief Administrative Officer***

A primary function of Council is to ensure the effective management of the affairs of the Corporation of the City of Guelph for the purpose of ensuring the efficient and effective operation of the municipality. Guelph's model of administration follows the Municipal Act in the establishment of a Chief Administrative Officer (CAO) position as the head of the administrative arm of city government. The CAO is responsible to Council to administer the business affairs of the City in accordance with the policies and plans established and approved by Council.

The hiring of the CAO is one of the key responsibilities of Council. The CAO is the only position that Council is directly responsible for hiring. Hiring of the statutory positions of City Clerk and City Treasurer has been delegated to the CAO. A number of policies and by-laws govern the Council's role with respect to the CAO, including recruitment, terms of employment, tenure, compensation, performance appraisal, etc. (*See Appendix 8*)

### ***E-6 Role Differential between Council and the Senior Management Team***

While Councils are elected to oversee strategy, policy and governance, members of the Senior Management Team are hired for their specific

expertise and skills to give advice to Council, implement Council policy and administer daily operations. To govern effectively, this role differential must exist and be well understood by both groups. There should however, be a sophisticated approach as to how this differential works.

At the beginning of each Council term, significant time should be spent in clarifying the roles of Council and the Senior Management Team, and in acknowledging the legitimate interest each entity has in the other. This can also be achieved through appropriate training programs that will assist each party in fulfilling their roles effectively.

The Senior Management Team requires a clear understanding of Council's role as an elected body in a political environment. It must be acknowledged that political and community pressures are part of the local government environment and are legitimate factors that need to be taken into account when considering the development of advice to Council on matters of policy and service delivery. One of the key functions of the Senior Management Team is to assist Council in meeting its accountability requirements to its constituency in accordance with legislative requirements.

City Council must also have a clear understanding that it is the role of the Senior Management Team to:

- administer the City's day to day operations;
- ensure that the policies and decisions of Council are implemented in a timely and efficient manner; and
- provide advice and recommendations to Council based on their professional knowledge and experience.

This division of roles has two main benefits. First, it removes the need for Council members to become involved in a large number of routine operational issues and administrative matters, enabling them to concentrate on determining the strategic directions for the community and addressing major issues which will impact on the community. Secondly, it results in essential but routine matters being dealt with efficiently and promptly within approved policies, programs and procedures without the necessity of having those matters dealt with through a formal political process.

While both Council and the Senior Management Team have their own roles, each will also have a legitimate interest in the roles of the other. For example, the CAO is responsible for the establishment of management structures, but Council will have an interest in the management structure and whether the structure is achieving the Council's goals. Therefore it is imperative that the CAO will always consult with Council before making significant changes to the management structure. Similarly, while policy and strategy are elected representative roles, the Senior Management Team

should be consulted and offer advice when policy or strategy is being contemplated by Council.

### ***E-7 Council/Staff Protocol***

In order to support a highly effective working relationship between staff and City Council, a protocol that sets out the working ground rules is essential for all. Given that staff and the elected representatives are all individuals with different personalities and styles, the protocol for this working relationship has to allow for some flexibility. The protocol is not intended to replace other formal governance policies and procedures, such as the code of conduct, delegation of authority, accountability and transparency, etc, as well as other corporate policies and procedures including health and safety.

A formal relationship exists between City staff and members of Council. This will ensure that all members of staff and Council are treated equitably without favouritism. A chain of command exists to deal with issues of significance. Council members are encouraged to discuss clarification of reports and related information directly with the Director and/or author of the report. Issues, additions, changes and/or challenges to the content of any report are to be addressed through senior staff at the Director level in order to ensure an appropriate departmental response. Senior staff may suggest direct consultation with other staff members and/or continue open communication through the senior staff channel. All staff should feel comfortable responding appropriately to straightforward Council requests, advising their supervisors of the inquiry. Any staff response to a request for information from a member of Council between Committee deliberations and the Council meeting at which a decision is to be made on a specific issue, should be answered in writing and circulated to all Council members.

Open lines of communication are essential. It is expected that Council members will:

- Request staff input prior to making important policy decisions and convey feedback to staff;
- Discuss issues with staff and advise staff of questions prior to committee and Council meetings, whenever possible;
- Request advice from the City Clerk about the appropriate wording of motions, amendments, and formal directions to staff in accordance with the procedural by-law; and
- Consult with staff prior to making commitments to constituents.

It is expected that staff will:

- Ensure that Council is apprised of any issues that may impact upon their decision making process;
- Present a departmental or corporate perspective, in writing, at Council or in person at committee;
- In answer to questions, where a departmental position may not be available, staff may clarify that their comments reflect their professional opinion, and are not necessarily representative of a departmental or corporate position;
- Notify Council in a timely fashion of changes to legislation and any unintended or unexpected impacts of policy decisions through written reports or presentations;
- Through senior staff at the manager, director or CAO level, convey feedback to Council members who may not be aware of existing policy or other workload demands and related issues.

In 2000, City Council formally adopted a document entitled "Expectations of Working Together". This document recognizes the benefits of Council and the Senior Management Team working together, and speaks to the values that are to be reflected in the work of Council and staff. *(See Appendix 9)*

### ***E-8 New Project/Initiative Protocol***

Time is valuable. Priorities and timelines should be respected, and changes to anticipated timelines should be well communicated. When staff are asked to complete a task, the timeline should always be clarified. Recognizing that priorities may need to shift at the Council level, discussion should take place if re-prioritization is necessary in order to accommodate a new project or initiative that is not identified in Council's priorities.

The City's annual planning cycle includes the following components:

- Departmental Work Plan Preparation– January/February
- Strategic Priorities– April/May
- Budget Planning - July/August/September
- Budget Deliberations and Approval – October/November/December

These steps are balanced throughout the year to allow for a natural progression that ensures that established priorities are re-assessed in light of any new and emerging issues. Once a budget is approved, City departments will then proceed to develop work plans to accomplish the currently identified priorities. In the spring, Council will review identified priorities for the upcoming year, and determine if any adjustments to priorities are necessary to accommodate a new project or initiative. Staff will then proceed to prepare budgets for the coming year based on

Council's established priorities. Through the budget approval process, Council will align appropriate resources and funding to the priority projects and initiatives. These budget decisions then form the basis of the on-going cycle for the upcoming year.

In recognition of the limitations placed on City resources (budget, time, identified priorities, day to day operational requirements, etc.), it is imperative that requests requiring a detailed inquiry into potential new projects or initiatives are directed to the appropriate step in the City's planning cycle. A new project or initiative would be defined as a request where the effort required to respond will result in the need to reallocate one or more resources that are currently committed to either an operational function or a formally identified strategic priority. By referring new projects and initiatives to the strategic planning process, Council can deliberate them, and balance their importance against established priorities and the availability of resources to achieve the desired outcomes.

While individual members of council will have their own personal views on what constitutes a priority project for the City, it is the formally adopted Council priorities that will determine how resources are to be aligned. Once Council's priorities are formally established during the annual planning cycle, new requests would be identified and brought forward to the whole of Council for formal consideration and direction. The ideal timing for this to occur is the strategic priority process. In this way, the whole of Council determines whether a previously unidentified project or initiative will take precedence over and use resources committed to an established priority project. Strategic priority deliberations are open to the public, and having new projects or initiatives introduced at this time, supports the concepts of accountability and transparency.

### ***Questions to Ask Ourselves***

- *Have we clearly defined the respective roles and responsibilities of Council, the Senior Management Team and the various special purpose bodies?*
- *Is our approach to each of our respective main functions clearly set out and understood by Council, the Senior Management Team and the various special purpose bodies?*
- *Does Council fairly and effectively evaluate new projects and initiatives against its established priorities and the workload capacity of staff?*

## **F – Accountability, Transparency and Values**

Accountability and transparency are standards of good governance that enhance public trust. They are achieved through the City adopting measures ensuring, to the best of its ability, that all activities and services are undertaken utilizing a process that is open and accessible to its community stakeholders. The Province of Ontario made changes to the Municipal Act in 2007 to ensure that local councils are accountable to the public and that the processes for making decisions are transparent. These provisions included:

- Integrity provisions which speak to the ability of council to appoint certain integrity officers and to create a council code of conduct;
- Transparency of government provisions which deal with the requirements for open meetings; and
- Policy development provisions which detail the obligations of the municipality to develop policies in certain areas.

Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour. Values are critical in supporting a culture that is focused on talent, commitment and success in achieving organizational objectives and providing excellent service to the citizens of Guelph.

### ***F-1 Code of Conduct***

A written Code of Conduct helps to ensure that the members of Council, advisory committees, and local boards of the municipality (as defined in the *Municipal Act*), share a common basis for acceptable conduct. This code is designed to provide a reference guide and a supplement to the legislative parameters within which the members must operate. These standards should serve to enhance public confidence that Guelph's elected and appointed representatives operate from a base of integrity, justice and courtesy. The key principles that underline the Code of Conduct are as follows:

- all members shall serve and be seen to serve their constituents in a conscientious and diligent manner;
- members should be committed to performing their functions with integrity and to avoiding the improper use of the influence of their office, and conflicts of interest, both real and apparent;
- members are expected to perform their duties in office in a manner that promotes public confidence and will bear close public scrutiny;
- members shall seek to serve the public interest by upholding both the letter and the spirit of the laws and policies established by the Federal Parliament, Ontario Legislature, and the City Council.

Municipal Council Members hold positions of privilege. Therefore, they must



discharge their duties in a manner that recognizes a fundamental commitment to the well being of the community and regard for the integrity of the Corporation. The purpose of the Code of Conduct is to:

- Protect the public interest.
- Encourage high ethical standards among members of Guelph City Council and local boards.
- Provide a universal understanding of the fundamental rights, privileges, and obligations of members of Guelph City Council and local boards.
- Provide a means for members of Guelph City Council and local boards to obtain information on some contemplated conduct in circumstances where they are uncertain as to the ethical appropriateness of that conduct.

The Code of Conduct contains provisions relating to gifts and benefits, confidentiality, use of city property, work of a political nature, conduct respecting current and prospective employment, business relations, influence on staff, and improper use of influence.

## ***F-2 Mandatory Policies***

The Municipal Act requires that all municipalities adopt policies relating to:

- Sale and Disposition of Land – The purpose of this policy is to provide consistent procedures for the sale and disposition of real property interests, and to establish appropriate standards of diligence for the sale and disposition of real property interests. *(See Appendix 11)*
- Hiring of Employees - The purpose of this policy is to ensure that employment decisions concerning existing or potential City employees are free from any real or perceived improper influence based on family relationship and to maintain public confidence in the integrity of the City’s hiring and employment practices. *(See Appendix 12)*
- Procurement of Goods and Services – Adopted as a by-law, this document provides for the fair, transparent and accountable processes for the purchase of goods and services by the City. *(See Appendix 13)*
- Notice To The Public - This policy sets out the measures the City will take in providing public notice for matters where notice requirements are not otherwise prescribed by legislation. *(See Appendix 14)*
- Accountability And Transparency – This policy sets out the manner in which the City will ensure that it is accountable to the public for its actions, and the manner in which we will ensure that our actions are transparent to the public. *(See Appendix 15)*
- Delegation Of Authority – This policy sets out the scope of the powers

and duties which Council may delegate its legislative and administrative authority, and establishes principles governing such delegations. (See Appendix 16)

### ***F-3 Meeting Investigator***

Guelph City Council has appointed the Association of Municipalities of Ontario Local Authority Services Ltd. (LAS) as the City's Investigator pursuant to S. 239 of the Municipal Act with respect to closed meetings. Local Authority Services Ltd. (LAS) was created in 1992 by the Association of Municipalities of Ontario (AMO) and is a wholly owned subsidiary company of AMO. (See Appendix )

### ***F-4 Guiding Principles for Public Involvement***

The City has adopted guiding principles for public involvement. These principles ensure that participation in the City's decision making processes will be:

- 
- Inclusive not Exclusive
  - Voluntary
  - Purpose Driven
  - Respectful of Diverse Interests
  - Adaptable as Required

(see appendix #)

### ***F-5 Municipal Conflict of Interest Act***

The Municipal Conflict of Interest Act is intended to prevent an individual from receiving financial benefit (either directly or indirectly), as a result of their position on a municipal Council or local board. Basically, it is the duty of each member to identify possible pecuniary (or financial) interests in any matter being considered, and to refrain from:

- discussing or voting on the matter,
- influencing the voting at any time.

At meetings, members are to declare any direct or indirect interests, including the general nature of the interest. If a member declares an interest at a meeting that is closed to the public, the member must retire from the meeting during consideration of the matter. The Municipal Conflict of Interest Act can be found at Appendix #

### ***F-6 Values***

In January of 2008, City Council formally adopted the City's Corporate Values of:

### **Integrity**

**To be:**

- *Accountable*
- *Professional*
- *Honest*
- *Understanding*
- *Owners of Issues*
- *Transparent*
- *Committed*
- *Trustworthy*
- *Ethical*

### **Excellence**

**To be:**

- *Innovative*
- *Leaders*
- *Strategic*
- *Efficient*
- *Fiscally Responsible*
- *Responsive*
- *Adaptable*
- *Customer Service Focused*
- *Effective Communicators*
- *Team Focused*
- *Committed to public service*

### **Wellness**

**We will:**

- *Recognize each other's contributions*
- *Encourage development*
- *Seek life balance (Health/Well Being)*
- *Interact respectfully*
- *Commit to a safe environment*
- *Support each other*
- *Take pride in what we do*
- *Be enthusiastic*
- *Have Fun*

#### *Questions to Ask Ourselves*

- *Who are we accountable to and for what?*
- *How well does each of these accountability relationships work?*
- *What is our policy on how the City should consult the public and our service users?*
- *Who are the institutional stakeholders with whom we need to have good relationships?*
- *How do we develop and maintain relationships with other organisations and levels of government?*
- *Do we demonstrate commitment to our values in our behaviour and actions?*
- *How well are our values reflected in our approach to decision making?*

## **G - Governance Processes**

### ***G-1 Regular Business Meetings of Council***

Council's regular business meetings are generally held on the 4<sup>th</sup> Monday of each month (except August). Where the 4<sup>th</sup> Monday falls on a holiday, the meeting will be held the next day. The agendas for the regular business meetings of Council consist of:

- Declaration of Pecuniary Interest
- Confirmation of Council Minutes
- Presentations
- Delegations
- Consent Reports of the Standing Committees
- Consent Agenda
- Special Resolutions
- By-laws
- Questions and Announcements
- Notice of Motions
- Adjournment

### ***G-2 Planning Meetings of Council***

Council meets on the 1<sup>st</sup> Monday of each month (except August) to deal with matters under the Planning Act. Where the 1<sup>st</sup> Monday falls on a holiday, the meeting will be held the next day. The agendas for the planning meetings consist of:

- Hearing of Applications under the Planning Act (Zone Changes, Official Plan Amendments, Plans of Subdivision)
- Planning Consent Decisions (for matters where previous public hearings have been held)

### ***G-3 Closed Meetings***

Under the Municipal Act, all meetings (of both Council and Standing Committees) are required to be open to the public. A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

- the security of the property of the municipality or local board;
- personal matters about an identifiable individual, including municipal or local board employees;
- a proposed or pending acquisition or disposition of land by the

- municipality or local board;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act

A meeting may also be closed to the public if the following conditions are **both** satisfied:

- The meeting is held for the purpose of educating or training the members.
- At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Before holding a meeting or part of a meeting that is to be closed to the public, a committee shall state by resolution the fact that a closed meeting is to be held and the general nature of the matter to be considered at the closed meeting.

The Municipal Act also provides that municipalities are subject to investigation as to whether they have complied with the closed meeting provisions of the legislation. City Council has appointed AMO/LAS as the independent investigator to investigate a complaint that a meeting was closed to the public contrary to the provisions of the Municipal Act.

#### ***G-4 Special Meetings***

From time to time, Council will hold special meetings. These meetings often are used to provide briefings to Council on complex issues, to consider matters that have attracted a high amount of public interest, and to solicit feedback as part of the decision making process on a given matter.

#### ***G-5 Municipal Act Quorum Requirements***

The Municipal Act provides that a majority of the whole of the Council is required in order to form a quorum for a meeting. For Guelph City Council, the quorum is seven (7) members. For the standing committees, the quorum is three (3) members.

## ***G-6 Municipal Act Voting Requirements***

The Municipal Act sets out the rules relating to voting at Council meetings. Specifically, these rules are:

- No vote can be taken by ballot or by any other method of secret voting.
- A tie vote is deemed to be lost.
- A failure to vote is deemed to be a negative vote.
- How each member has voted will be recorded upon request.
- Voting is not permitted at closed meetings unless the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents or persons retained by or under a contract with the municipality.

## ***G-7 City Rules Governing Procedures at Meetings***

The Municipal Act requires every municipality to pass a procedural by-law for governing the calling, place and proceedings of meetings. This includes both Council and Standing Committee meetings. The City's Procedural By-law (1996)-15200, as amended, sets out the rules to be observed in all proceedings of the Council for the order and dispatch of business. (See Appendix #20) These rules also apply wherever possible with the necessary modifications, for all committees of Council. Provisions of the by-law include:

- Scheduling of meetings
- Order of business and agenda content
- Public notice
- Delegation Procedures
- Rules for conduct and debate
- Motions
- Reconsideration of decisions

## ***G-8 Preview Process for Agendas***

The draft reports and agendas for all meetings are previewed by the Mayor, committee chair and senior management prior to printing and distribution. The agenda material is previewed on the Thursday one week prior to distribution for regular business items. For items under the Planning Act, reports are previewed on the Thursday two weeks prior to distribution.

## ***G-9 Standing Committee Meetings***

The Standing Committees establish their meeting schedule. Currently, the majority of these meetings are held on the 2<sup>nd</sup> and 3<sup>rd</sup> Mondays of the

month, with the exception of Land Ambulance Committee which meets on the 2<sup>nd</sup> Wednesday.

Items are placed on committee agendas in the following ways:

- through referrals from Council;
- through requests to staff from the committee;
- through requests from the chair;
- through routine referrals by the Clerk pursuant to the procedural by-law;
- through reports from staff that fall under the area of responsibility of the committee;
- through requests to be delegations on matters on the committee's agenda.

The City Clerk's Office will print and distribute agenda material to Council and the Standing Committees on the Thursday of the week preceding the meeting.

When the Chair of a standing committee cancels a scheduled meeting, or calls a special meeting, the City Clerk is to give members at least 48 hours notice of the calling or cancellation of such meetings.

## **G-10      *Secretariat Services***

The City Clerk's Office provides secretariat services to Council and the standing committees. This includes,

- Printing and distribution of agendas
- Recording and preparation of minutes
- Scheduling of meetings
- Ordering meals where required

### ***Questions to Ask Ourselves***

- *How well do our meetings work?*
- *What could we do to make them more productive and conduct our business more effectively?*
- *Do we take professional advice to inform and support our decision making when it is sensible and appropriate to do so?*
- *How well do we explain the reasons for our decisions to all those who might be affected by them?*
- *Are we complying with the provisions of the Municipal Act and our Procedural By-law with respect to our meetings?*

## **H - Delegation of Authority**

Guelph City Council, as a duly elected municipal government is directly accountable to its constituents for its legislative decision making, policies, and administrative functions. Council's decisions are generally expressed by by-law or resolution of Council carried by a majority vote. The efficient management of the municipal corporation and the need to respond to issues in a timely fashion require Council to entrust certain powers and duties to committees and staff while concurrently maintaining accountability, which can be effectively accomplished through the delegation of legislative and administrative functions. Council authority will be delegated within the context set out in the Act and will respect the applicable restrictions outlined in the Act.

The *Municipal Act, 2001* (the Act) requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's legislative and administrative authority. The purpose of this policy is to set out the scope of the powers and duties by which Council may delegate its legislative and administrative authority and to establish principles governing such delegation. This policy has been developed in accordance with the Act in order to comply with its other applicable sections, including section 270. This policy applies to all committees of Council, departments and staff.

The Delegation of Authority Policy can be found at Appendix 16.

### ***H-1 Delegation of Authority to Emergency Governance Committee***

Emergencies can give rise to extraordinary situations, where the decision-making capability of a municipality can be compromised or where normal protocols may be impossible to meet. One of the methods by which Council has ensured that measures are in place to allow its routine decision making processes to continue, is the establishment of an Emergency Governance Committee to act in place of the Council in a declared emergency where at least seven members of Council are incapacitated through death, injury or illness and are unable to exercise their powers due to the inability to meet quorum. Using the delegation of authority tools in the Municipal Act, Council has delegated its normal administrative, legislative and quasi-judicial powers to an Emergency Governance Committee to be exercised only for the duration of the emergency. The Committee would wherever practicable, conduct its meetings in accordance with the procedural by-law, providing that the quorum for the constitution of a valid meeting of the Committee shall be four.



The Emergency Governance Committee is comprised of a minimum of four and a maximum of six members of Council and is delegated authority by Council to exercise its normal legislative, quasi-judicial and administrative powers, subject to the limitations in the Municipal Act, with such delegated authority to only be exercised:

- for the duration of an emergency which has been declared by the Mayor or his/her designate, in accordance with the City's Emergency Response Plan; and
- at such times when at least seven members of Council are incapacitated through death, illness or injury, and are not able to attend a properly scheduled meeting of Council.
- for Council's normal decision making processes, and not for the management or co-ordination of emergency response activities.

### ***Questions to Ask Ourselves***

- *Have we formally agreed on the types of administrative powers that are delegated and those that are reserved solely for Council?*
- *Is this set out in a clear and up-to-date statement?*
- *How effective is this as a guide to action for Council and senior management?*

# **I – Strategy in Governance**

## ***I-1 Guelph's Strategic Plan***

As a key element in enhancing overall organizational effectiveness, Strategic Plans are guiding documents that provide a high level vision and action plan for the community. Strategic Plans are also considered a core management and planning tool that reflects current community interests and aspirations. There are many benefits that arise from a developing a Strategic Plan. Such plans:

- ✓ set a common direction and focus in the face of competing interests;
- ✓ identify and formalize what needs to be accomplished, when and by whom;
- ✓ guide resource allocation;
- ✓ create a framework to link other Master Plans and initiatives;
- ✓ increase accountability and focused direction on what is most important to the community;
- ✓ act as a communication tool regarding what is hoped to be achieved; and
- ✓ are a means of measuring progress, tracking and reporting results in significant detail.

Council has also approved guidelines for the development of a community-driven Strategic Plan using lessons learned from past experiences and currently recognized municipal best practice information.

The City's current Strategic Plan can be found at Appendix #21. The Strategic Planning Guidelines can be found at Appendix #22.

### ***Questions to Ask Ourselves***

- ***Does the strategic plan fully recognize the trends affecting our city, the problems it faces, and the opportunities ahead?***
- ***Have appropriate action plans and processes been developed to help us achieve our strategic goals and objectives?***
- ***Have appropriate processes been developed to monitor and report on progress made towards achievement of our strategic goals and objectives?***

## **J - Oversight and Monitoring**

Good governance means focusing on the organization's purpose and on outcomes for citizens and users.

Council's oversight and monitoring role is an integral part of the governance process. To carry out its oversight and monitoring role, Council requires adequate financial reports, and the ability to read and interpret the information contained in those reports. In addition to financial oversight and monitoring, Council also monitors the provision of City services to ensure they are meeting identified community needs and performance standards, as well as being compliant with all applicable legislated requirements. The Council also has a role in ensuring that the City's activities are in line with and leading to attainment of our strategic goals and objectives. The benefits of carrying out these oversight and monitoring functions, are:

- achievement of strategic goals and objectives;
- effective use of resources;
- accountability;
- responsiveness to community needs; and
- early identification of potential compliance issues.

### ***J-1 Financial Reporting***

To be populated.

### ***J-2 Service Reviews***

Reviews should be conducted annually to ensure that services provided by the City are required by the community, delivered at an appropriate level, and by the most cost effective means possible. Such reviews should accurately portray the effectiveness and efficiency of the City, including both financial and non-financial performance. Both forward-looking and retrospective measures of performance should be included. In 2007, Council adopted a four year service review cycle for aspects of major programs and services, as well as a review framework which allows for process flexibility while ensuring accountability.

The Service Review Cycle and Framework can be found at Appendix #

### ***J-3 Risk Management***

**To be populated.**

**Questions to Ask Ourselves:**

- *Is the information we receive robust and objective?*
- *How could the information we receive be improved to help enhance our monitoring and oversight function?*
- *To what extent does the information that we have about the quality of service for users help us to make rigorous decisions about improving quality?*
- *Do we regularly seek out comprehensive information on users' views of quality?*
- *To what extent does the information that we have on costs and performance help us to make rigorous decisions about improving value for money?*
- *How well do we understand how the value we provide compares with that of other municipalities?*
- *How effective is the Corporation's risk management system?*
- *How do we review whether this system is working effectively?*
- *Do we develop an action plan to correct any deficiencies in the systems, and If so, do we report on these action plans?*

## **K – Measurement and Performance**

### ***K-1 City Council Performance***

As previously stated, it is Council's role to establish strategic goals and objectives, and to oversee their accomplishment. In order to know whether progress is being made towards these goals, there needs to be a way to evaluate Council's performance - both individually and collectively. Ideally, Council should determine whether its actions support and carry out the objectives of the long-range strategic plan, which serves as the blueprint for building the City's future. Council should annually assess its performance, particularly in the following areas:

- planning;
- policy formation;
- meeting effectiveness;
- individual members' satisfaction with Council performance;
- overall operation of the Council; and
- progress toward and achievement of goals and objectives.

### ***K-2 Chief Administrative Officer Performance***

Council is responsible and accountable for setting policy and strategy. The Chief Administrative Officer (CAO) is responsible for administering the business affairs of the City in accordance with the policies and strategic objectives established and approved by Council. By having a regular and proactive performance evaluation of the CAO, Council is fulfilling its governance role in ensuring that the City is effectively and efficiently working towards achieving its strategic objectives. In addition to the measuring of progress towards strategic objectives, the CAO performance appraisal process offers other benefits, including performance accountability, stronger links between performance and rewards, support for CAO development, ongoing succession planning, and a strong Council/CAO relationship.

The Procedure for the Chief Administrative Officer Performance Appraisal can be found at Appendix #23.

### ***K-3 Key Performance Indicators***

Key performance indicators and measures should be developed and approved by Council in consultation with senior management. These indicators should be quantifiable measurements, that reflect the City's strategic goals and objectives, and that are key to our success. Clearly

defined indicators give everyone in our organization a clear picture of what is important, and of what they need to make happen, and will be used to evaluate our progress towards our vision and long-term goals.

***Questions to Ask Ourselves:***

- ***How clear are we about what we are trying to achieve as an organization?***
- ***Does our agenda focus on the City's established priorities?***
- ***Do we always have this at the front of our minds when we are planning or making decisions?***
- ***How well are we doing in achieving our intended outcomes?***
- ***Do we put into practice action plans for improving our performance as a governing body?***

## **L - Professional Development**

Good governance means developing the capacity and capability of Council to be effective.

### ***L-1 Participation in Events of Interest to Local Government***

There are great benefits to be gained from attending events of interest to local government. These events contribute to the continuous learning and development of participants, better equipping them to deal with the wide range and depth of governance issues facing municipalities. They also provide a forum to exchange ideas, best practices, and expertise on local government related issues. Participants often benefit from learning about new approaches and the experiences of other municipalities that have had success in dealing with a particular issue. This can avoid the often lengthy process involved in attempting to solve a problem in isolation, which can take longer and produce less effective results. There are numerous events of municipal interest that occur each year, including –

- municipal association conferences (2-5 days including travel)
  - Federation of Canadian Municipalities
  - Association of Ontario Municipalities
- local government organization conferences (2-5 days including travel)
  - ICLEI-Local Governments for Sustainability
- special interest conferences (2-5 days including travel)
  - climate change
  - sustainable communities
  - making cities liveable
- one day events (1-2 days including travel)
  - AMO sponsored events
  - FCM sponsored events
  - Ministry of Municipal Affairs & Housing sponsored events
- educational opportunities
  - AMO sponsored events
  - AMCTO (Municipal Administration Program, Municipal Finance, Parliamentary Procedures, Municipal Law, Municipal Planning, etc.)
  - Ministry of Municipal Affairs & Housing sponsored events

In order to allow improved opportunities for councillors to attend these various types of events, each councillor is allocated an equal share of the approved budget for attendance at events to cover the cost of registrations, travel, meals and accommodations, etc. Council has also approved a policy relating to eligible expenses for participating in these events. The policy can be found at Appendix #

## ***L-2 Professional Development***

In addition to opportunities to participate in events of interest to local government, it is essential that the City have a well-planned, structured and continuing training and professional development program that enables councillors to continue to develop relevant skills and knowledge over time. This is important given the varying responsibilities of the role, the dynamic nature of the legislative and policy framework within which local government operates, the many competing priorities and high community expectations. Benefits of a professional development program include:

- needs-based training and professional development for councillors will assist them in functioning well in their role and to make informed and effective decisions;
- presents an opportunity for councillors to learn new skills, knowledge and gain experience;
- presents an opportunity to provide structured updates on changes to key legislation and policies as well as briefings to councillors on key issues.

One of the four pillars of the City's People Practices Strategy is to be a learning organization. The learning organization can best be described as one that fosters learning as a way of life, that encourages creativity and that actively and visibly promotes and invests in the on-going skill and knowledge development of its employees, tied to the organization's goals. While the elected members of City Council are not deemed to be employees, the same principles should apply.

Professional development for members of Council should be seen as an investment in enhancing the effectiveness of the council's performance. Similar to the Council's policy on attendance at local government events which funds and encourages participation in such opportunities, there should also be provision for relevant training and professional development activities, that are adequately funded and offered on a yearly basis.

Although basic foundation training for newly elected officials has historically been provided by the Association of Municipalities of Ontario, these programs are typically designed to give elected officials an over-view of municipal government operations and governing legislation. While this is valuable information, there is an acknowledged need for additional training and development in other areas. And while periodic conferences, seminars and workshops on a variety of relevant topics are offered by various local government organizations, no coordinated effort to establish a dedicated, comprehensive and ongoing educational program for elected officials exists in Ontario.



In addition to the topics that are offered by local government organizations, the City currently offers training opportunities for staff in a number of the above areas which could be made available to Council. Some of the above topics are available through the City's on-line training resources, including additional modules from the Leadership Orientation Program. Any gaps that are not covered by opportunities currently available through the City and local government organizations, would have to be alternatively sourced.

In 2009, a training and development needs analysis was conducted by Human Resources in order to identify the specific skills and knowledge, or competencies, required by councillors to perform their roles and responsibilities effectively. A councillor training and development plan will be developed, and the necessary funding submitted for consideration as part of the 2010 budget process.

### ***Questions to Ask Ourselves***

- *What skills do members of Council need to do their jobs effectively?*
- *How effective are we at developing our skills and updating our knowledge?*

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Human Resources

DATE October 13, 2009

**SUBJECT Council Remuneration**

REPORT NUMBER HR-09-06

## RECOMMENDATION

That a Citizen Committee be established to review and make recommendations to Council respecting Council remuneration for the 2011-2014 council term.

That the City Clerk be authorized and directed to advertise for citizen volunteers as per the City's existing policy on Citizen Appointments.

That Human Resources be directed to engage the services of an external consultant to support the work of the Citizen Committee.

That the Terms of Reference, attached as Appendix "A" to Report HR-09-06, be adopted to guide the work of the Citizen's Committee.

## BACKGROUND

The current Council approved policy for Council remuneration, as recorded at the July 17, 2006 Council meeting states that:

"Effective December 1, 2006...Maintain the current policy of conducting a formal market review for Council every four years during the last year of Council's term of office with automatic annual increases tied to the salary scale adjustments made for the City's management staff in non-election years."

In addition, Council members were provided with Life Insurance and Health and Dental Benefits effective December 1, 2006. OMERS pension enrollment and benefits were not provided at that time.

Regular review of the Council remuneration is a recommended practice, to ensure equitable compensation based on market data of comparable municipalities, and to appropriately reflect traditional measures to evaluate 'roles' within an organization. These measures include skill, effort, responsibility, authority, decision-making.

It is also prudent to ensure that comparisons between municipalities in determining market salaries reflect an appropriate and timely evaluation and comparison of

---

demands on elected officials time i.e. Council/Committee duties, community responsibilities, membership on Agencies/Boards/Commissions etc. The City Clerk will be conducting a survey of Council members to obtain this information.

## **REPORT**

As per the Council approved policy, a formal review of Council remuneration is to take place during the last year of Council's term of office.

Citizen Review Committees are commonly used by municipalities as a means to recommend and establish Council remuneration. These Committees are provided support by an external consultant and advice from the Compensation area of Human Resources.

The advantages of a Citizen Committee are that it would ensure independence and objectivity and may be viewed as arms length, independent and in closer alignment with public opinion, therefore, more likely to receive greater acceptance. This approach also supports transparency in public decision-making.

The costs incurred would be staff time spent assisting the Committee, and the cost of a consultant to facilitate the Committee and provide expert assistance. Consulting support would include the facilitation, documentation and presentation of survey results and preparation of a report to Council on the Committee's recommendations for compensation.

### Alternatives

#### Option 1 - Comparator Group

Using a comparator group of municipalities is the basis for establishing the City's non-union salary schedule. Data is collected by the City and peer reviewed (i.e. analysed by a Consultant) who supports the recommendation of the comparator municipalities as well as the methodology.

The compensation policy is intended to reflect market competitiveness, internal equity and to target base salaries at a 'percentile' of the comparator group.

A similar approach for elected officials would see a comparison made to the same comparator group of municipalities used to determine market salary information for the City's non-union staff.

Costs would be primarily staff time engaged in surveying the comparator group and analyzing data. This option does not provide for community input and is not recommended.

#### Option 2 - Engaging Services of a Consultant

---

This option is not used extensively; however, there are benefits to using a Consultant with in-depth knowledge of municipal governments across both Ontario and Canada. A Consultant with established contacts is a useful and expeditious resource in identifying comparable rates in the public sector. Conversely, the services of a Consultant may be viewed by taxpayers as less objective if not combined with an independent Citizens' Committee.

This option therefore is not being recommended.

### **CORPORATE STRATEGIC PLAN**

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

Objective 5.3: Open, accountable and transparent conduct of municipal business

### **FINANCIAL IMPLICATIONS**

Staff time associated with supporting the Citizen Committee and the costs associated with the retention of a consultant to conduct a survey/undertake the research and provide data analysis. Costs are anticipated to be approximately \$5,000 and can be funded within the Human Resources Department budget.

### **DEPARTMENTAL CONSULTATION**

### **COMMUNICATIONS**

Upon approval of this report, the City Clerk would commence the process to recruit Citizen volunteers.

### **ATTACHMENTS**

Appendix A – Proposed Terms of Reference – Citizen Review Committee

“original signed by Mark Amorosi”

---

#### **Prepared and Recommended By:**

Mark Amorosi

Director, Human Resources Department

X2281

mark.amorosi@guelph.ca

**CITY OF GUELPH**  
**REVIEW OF COUNCILLORS' REMUNERATION**

**TERMS OF REFERENCE**

**PURPOSE:**

To appoint a Citizens' Committee to review and establish Elected Officials remuneration.

**ACCOUNTABILITIES:**

Supported by an External Consultant, the Committee will provide recommendations on base compensation for Elected Officials.

In developing its recommendations, the Committee will recognize that benefits currently provided to Elected Officials constitute an integral part of the overall compensation package.

**FUNCTIONS:**

- Reflect on fiscal and corporate objectives as outlined in the Compensation report for non-union staff.
- Review the matter of compensation as it relates to public office.
- Enable compensation adjustments are supported by market data and comparable municipalities in terms of scope, size and nature of work.
- Review data and proposals submitted by External Consultant
- Oversee preparation and presentation of a final report and recommendations to Council for its approval

**MEMBERSHIP:**

The Committee will consist of 5 members selected from the community, based on expressions of interest solicited by placing an advertisement in Guelph's local newspaper. The Chair of the Committee will be chosen by the members at its first meeting.

Members of the Committee will undertake to attend each meeting as required and the Committee will remain in force until Council approves recommendations on these matters, or such time as the Committee is formally disbanded.

In the event a member is unable or unwilling to continue to serve, a replacement will be appointed by the City Clerk from the expressions of interest previously received. The members of the Committee, including the Chair, shall serve in a volunteer capacity only with no remuneration other than for reasonable expenses incurred by attending meetings.

**TIMEFRAME:**

The Committee will be established by November 30<sup>th</sup>, 2009 and will make its recommendations in respect of compensation for elected officials by February 22, 2010.

**FINANCIAL AND ADMINISTRATIVE:**

The budget for the External Consultant, reimbursement of Committee Member expenses and any other incidental expenses arising from the operation of the Committee within the mandate outlined above, will be funded from the Human Resources Department.

### Assessing Councillor Time Requirements

The table below sets out a number of activities that regularly necessitate the focused attention and participation of Council members. Please review the items and provide an estimate of the average number of hours spent on each item. Feel free to choose how you will report your time - weekly, monthly or annually – according to the various activities and which is most appropriate for you. If there are any items not captured, they can be added at the end of the chart under 'other'. It is important to note that time spent in regular Council meetings will be calculated by the Clerks area. Results of the assessment will be reported back to Council members for further discussion.

Topic	Activity	Hours Spent		
		Week	Month	Year
<b>Meetings of Council and Standing Committees</b>	Preparing for planning Council meetings?			
	Preparing for standing committee meetings as a member of that committee?			
	Preparing for standing committees meetings as a non-member of those committees?			
<b>Chairing Committee Meetings</b>	Consulting with staff, committee members, other agencies, the public, etc. on matters related to the committee's agenda?			
<b>Meetings of Council appointed boards and committees</b> (includes sub-committees of boards and committees)	Attending meetings of boards and committees?			
	Preparing for meetings of boards and committees (includes reading agenda material, site visits, calls to authors of reports, etc.)?			
<b>Community activities that are not City sponsored</b> (includes volunteering, planning of community events, fundraising, etc.)	Participating in community activities?			
<b>Constituency work</b> (includes calls, meetings, advocacy, social events, etc.)	Taking calls from constituents?			
	Meeting with constituents?			
	Attending meetings regarding neighbourhood or community issues?			

	Doing follow-up (e.g. calls, meetings, e-mails, etc.) on behalf of constituents?			
	Attending community social events to which you've been invited?			
<b>Community engagement</b> (blogs, ward meetings, newsletters, etc.)	Using a blog to provide community information and receive feedback?			
	Preparing for and holding ward meetings?			
	Preparing for and issuing a newsletter?			
<b>Representing the City</b> (includes bringing greetings, cutting ribbons, flag raisings, award ceremonies, etc.)	Officially representing the City at various events?			
<b>Attending Corporate Events</b>	Attending corporate events (including recognition events, project kick-off meetings; retirements, holiday celebrations, etc.)?			
<b>Special Projects</b>	Preparing for Budget Meetings			
	Strategic Planning - reviewing priorities and annual reports, updates, etc.			
<b>Training and Development</b>	Assessing and identifying learning and development needs?			
	Researching appropriate training opportunities to meet identified needs?			
	Attending educational seminars or workshops on matters of municipal interest?			
<b>Attendance at conferences</b> (includes travel, attendance, networking, etc.)	Participating in conferences?			
<b>Municipal Association Activities</b> (AMO or FCM)	Attending meetings of the board or committee of a municipal association?			
	Preparing for meetings of the board or committee of a municipal association?			
<b>Media Relations</b>	Responding to inquiries from the media?			



<b>Other (please indicate)</b>				
--------------------------------	--	--	--	--

### Assessing Councillor Time Requirements - Mayor

The table below sets out a number of activities that regularly necessitate the focused attention and participation of Council members. Please review the items and provide an estimate of the average number of hours spent on each item. Feel free to choose how you will report your time - weekly, monthly or annually – according to the various activities and which is most appropriate for you. If there are any items not captured, they can be added at the end of the chart under 'other'. It is important to note that time spent in regular Council meetings will be calculated by the Clerks area. Results of the assessment will be reported back to Council members for further discussion.

Topic	Activity	Hours Spent		
		Week	Month	Year
<b>Meetings of Council and Standing Committees</b>	Preparing for planning Council meetings?			
	Preparing for standing committee meetings as a member of that committee?			
	Preparing for standing committees meetings as a non-member of those committees?			
<b>Chairing Committee Meetings</b>	Consulting with staff, committee members, other agencies, the public, etc. on matters related to the committee's agenda?			
<b>Meetings of Council appointed boards and committees</b> (includes sub-committees of boards and committees)	Attending meetings of boards and committees?			
	Preparing for meetings of boards and committees (includes reading agenda material, site visits, calls to authors of reports, etc.)?			
<b>Community activities that are not City sponsored</b> (includes volunteering, planning of community events, fundraising, etc.)	Participating in community activities?			
<b>Constituency work</b> (includes calls, meetings, advocacy, social events, etc.)	Taking calls from constituents?			
	Meeting with constituents?			
	Attending meetings regarding neighbourhood or community issues?			

	Doing follow-up (e.g. calls, meetings, e-mails, etc.) on behalf of constituents?			
	Attending community social events to which you've been invited?			
<b>Community engagement</b> (blogs, ward meetings, newsletters, etc.)	Using a blog to provide community information and receive feedback?			
	Preparing for and holding ward meetings?			
	Preparing for and issuing a newsletter?			
<b>Representing the City</b> (includes bringing greetings, cutting ribbons, flag raisings, award ceremonies, etc.)	Officially representing the City at various events?			
<b>Attending Corporate Events</b>	Attending corporate events (including recognition events, project kick-off meetings; retirements, holiday celebrations, etc.)?			
<b>Special Projects</b>	Preparing for Budget Meetings			
	Strategic Planning - reviewing priorities and annual reports, updates, etc.			
<b>Training and Development</b>	Assessing and identifying learning and development needs?			
	Researching appropriate training opportunities to meet identified needs?			
	Attending educational seminars or workshops on matters of municipal interest?			
<b>Attendance at conferences</b> (includes travel, attendance, networking, etc.)	Participating in conferences?			
<b>Municipal Association Activities</b> (AMO or FCM)	Attending meetings of the board or committee of a municipal association?			
	Preparing for meetings of the board or committee of a municipal association?			
<b>Media Relations</b>	Responding to inquiries from the media?			

<b>Other (please indicate)</b>				
--------------------------------	--	--	--	--



Region of Waterloo  
INTERNATIONAL  
**AIRPORT**

September 28, 2009  
Consent B-1  
AIRPORT ADMINISTRATION

1-4881 Fountain Street North  
Breslau ON Canada N0B 1M0  
Telephone: 519-648-2256  
Toll free: 1-866-648-2256  
Fax: 519-648-3540  
www.waterlooairport.ca

August 6, 2009

Tina Agnello  
Deputy City Clerk  
City of Guelph  
City Hall  
1 Carden Street  
Guelph, ON, N1H 3A1

RECEIVED  
AUG 11 2009  
CITY CLERK'S OFFICE

RE: Aeronautical Noise Management Committee (ANMC) - Residential and Municipal Appointment

Dear: Tina,

The Aeronautical Noise Management Committee for the Region of Waterloo International Airport has been without any representation from the City of Guelph since 2008. The last representing members were Tom Smith (Resident) who moved out of city limits in 2008 and Bill McAdams (Municipal Representative) who completed his membership in 2003.

As the airport grows we are receiving a number of concerns and issues from your constituents in the Guelph Area. Your letter of June 11, 2008 (copy enclosed), stated that the City of Guelph was revising procedures for appointments of Boards and Commissions, has this review been completed and if so will you be appointing new members to the Aeronautical Noise Management Committee?

We appreciate your attention to this matter. If you have any further questions please do not hesitate to contact myself at 519.648.2256 ext 8511 or Dalila Figueiredo at ext 8506.

Yours sincerely

Kevin B. Campbell, C.R.S.S., C.M.  
Manager, Operations

Region of Waterloo  
International Airport

JUN 16 2008

RECEIVED

June 11, 2008



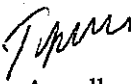
Mr. Kevin Campbell  
Region of Waterloo International Airport,  
4881 Fountain St. N., P.O. Box 160,  
Breslau ON N0B 1M0

Dear Mr. Campbell:

We are in receipt of your request to appoint a new residential member to the Aeronautical Noise Management Residential Committee. We are currently in the process of revising our procedures for appointment to Boards and Commissions.

As such, we are would not be recommending any new member appointments until completion of our review. We will advise you in due course.

Yours truly,

  
Tina Agnello,  
Deputy City Clerk

\*ms

**City Hall**  
1 Carden St  
Guelph, ON  
Canada  
N1H 3A1

T 519-822-1260  
TTY 519-826-9771

guelph.ca

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday October 13, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday October 13, 2009 in the Committee Meeting Room (Room 112) at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Hofland and Wettstein

Absent: Councillor Burcher

Also Present: Councillors Bell and Farrelly

Staff Present: Mr. M. Amorosi, Director of Human Resources; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councilor Beard

THAT the minutes of the Governance Committee meeting held on September 14, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

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

- GOV-2009 A.17 – Notices of Motion
- GOV-2009 A.19 – Governance Manual – First Draft
- GOV-2009 A.20 – Council Remuneration
- GOV-2009 B.1 – Regional of Waterloo International Airport – Aeronautical Noise Management Committee – request for appointment

2. Moved by Councillor Wettstein  
Seconded by Councillor Beard

THAT the balance of the Governance Committee October 13, 2009 Consent Agenda, as identified below, be adopted:

a) **Governance Survey – Opportunities for Improvement**

Ms. B. Boisvert

THAT the Governance Committee receive, review and provide direction to staff on suggested opportunities for continuous improvement derived from a staff assessment of the 2009 Council governance survey results.

Carried

**Notices of Motion**

REPORT

- 3. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the procedural by-law be amended to provide that all notices of motion submitted to Council be in the form of a referral to a standing committee for a recommendation to Council.

Carried

**Governance Manual – First Draft**

The Committee discussed the first draft of the Governance Manual.

**Council Remuneration**

REPORT

- 4. Moved by Councillor Wettstein  
Seconded by Councillor Hofland

THAT a Citizen Committee be established to review and make recommendations to Council respecting Council remuneration for the 2011-2014 council term;

AND THAT the City Clerk be authorized and directed to advertise for citizen volunteers as per the City’s policy on Citizen Appointments;

AND THAT the composition of the Citizen’s Committee include individuals with a background in human resources and compensation experience;

AND THAT the Terms of Reference, attached as Appendix “A” to Report HR-09-06, be adopted to guide the work of the Citizen’s Committee.

Carried

**Region of Waterloo International Airport – Aeronautical Noise Management Committee – request for a city appointment**

REPORT

- 5. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT no action be taken on the request of the Region of Waterloo International Airport for a city appointment to the Aeronautical Noise Management Committee.

Carried

The meeting adjourned at 4:10 p.m.

.....  
Chairperson



# committee AGENDA



TO **Governance Committee**

DATE December 7, 2009

LOCATION Committee Meeting Room (Room 112)

TIME 3 p.m.

## **disclosure of pecuniary interest**

**confirmation of minutes** – October 13, 2009

## **PRESENTATIONS** (Items will no accompanying report)

a)

## **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.*

<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
GOV-21 Delegation of Authority			
GOV-22 Comparator Municipalities			
GOV-23 Sustainable Guelph – Our Commitment			

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.

## **Other business**

## **CLOSED MEETING**

THAT the Governance Committee now hold a meeting that is closed to the public

---

with respect to:

**Citizen Appointments to a Committee**

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

**Next meeting** – January 11, 2010

**The Corporation of the City of Guelph  
Governance Committee  
Tuesday October 13, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday October 13, 2009 in the Committee Meeting Room (Room 112) at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Hofland and Wettstein

Absent: Councillor Burcher

Also Present: Councillors Bell and Farrelly

Staff Present: Mr. M. Amorosi, Director of Human Resources; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councilor Beard

THAT the minutes of the Governance Committee meeting held on September 14, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

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

- GOV-2009 A.17 – Notices of Motion
- GOV-2009 A.19 – Governance Manual – First Draft
- GOV-2009 A.20 – Council Remuneration
- GOV-2009 B.1 – Regional of Waterloo International Airport – Aeronautical Noise Management Committee – request for appointment

2. Moved by Councillor Wettstein  
Seconded by Councillor Beard

THAT the balance of the Governance Committee October 13, 2009 Consent Agenda, as identified below, be adopted:

a) **Governance Survey – Opportunities for Improvement**

Ms. B. Boisvert

THAT the Governance Committee receive, review and provide direction to staff on suggested opportunities for continuous improvement derived from a staff assessment of the 2009 Council governance survey results.

October 13, 2009

**Governance Committee**

Carried

Page No. 2

**Notices of Motion**

REPORT

3. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the procedural by-law be amended to provide that all notices of motion submitted to Council be in the form of a referral to a standing committee for a recommendation to Council.

Carried

**Governance Manual – First Draft**

The Committee discussed the first draft of the Governance Manual.

**Council Remuneration**

REPORT

4. Moved by Councillor Wettstein  
Seconded by Councillor Hofland

THAT a Citizen Committee be established to review and make recommendations to Council respecting Council remuneration for the 2011-2014 council term;

AND THAT the City Clerk be authorized and directed to advertise for citizen volunteers as per the City's policy on Citizen Appointments;

AND THAT the composition of the Citizen's Committee include individuals with a background in human resources and compensation experience;

AND THAT the Terms of Reference, attached as Appendix "A" to Report HR-09-06, be adopted to guide the work of the Citizen's Committee.

Carried

**Region of Waterloo International Airport – Aeronautical Noise Management Committee – request for a city appointment**

REPORT

5. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT no action be taken on the request of the Region of Waterloo International Airport for a city appointment to the Aeronautical Noise Management Committee.

Carried

The meeting adjourned at 4:10 p.m.

.....

Chairperson

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**December 7, 2009**

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-2009 A.21) <b>DELEGATION OF AUTHORITY</b></p> <p>THAT pursuant to Section 23(1) of the Municipal Act, Council delegate by by-law its authority for approval of the following matters, as set out in Schedules “A” to “M” attached to the report of the Director of Information Services/Clerk, dated December 7<sup>th</sup>, 2009.</p>	Approve
<p>GOV-2009 A.22) <b>COMPARATOR MUNICIPALITIES</b></p> <p>THAT when producing comparative statistics, only municipalities from the attached Schedule “2” be used, and that when only selected municipalities from this list are to be used, a full explanation be provided as to why others have been excluded.</p>	Approve
<p>GOV-2009 A.23) <b>SUSTAINABLE GUELPH – OUR COMMITMENT</b></p> <p>THAT Council endorse the sustainability statement “Sustainable Guelph – Our Commitment” developed by community partners and designed to foster city-wide economic, social, and environmental sustainability at all levels in the community.</p>	Approve

**B Items for Direction of Committee**

attach.

# COMMITTEE REPORT



**TO** **Governance Committee**

SERVICE AREA Information Services  
DATE December 7, 2009

**SUBJECT** **Delegation of Authority**  
REPORT NUMBER

## RECOMMENDATION

THAT pursuant to Section 23(1) of the Municipal Act, Council delegate by by-law its authority for approval of the following matters, as set out in Schedules "A" to "M" attached to the report of the Director of Information Services/Clerk, dated December 7<sup>th</sup>, 2009.

## BACKGROUND

Prior to Bill 130, the *Municipal Act, 2001* contained few provisions that expressly addressed the extent to which a council could delegate its authority to other bodies or persons. Revisions to the Municipal Act in 2006 broadened the ability of municipal councils to delegate authority to committees, staff, and others subject to certain restrictions. The Act prohibits councils from delegating the following matters:

- the adoption or amendment of the budget;
- the setting of taxes, user fees, tax rates and ratios;
- the power to appoint or remove statutory officers;
- the power to incorporate municipal corporations;
- the power to adopt or amend its Official Plan; or
- the approval of Community Design Plans or a zoning by-law.

## REPORT

The three types of powers that can be delegated are administrative, legislative and quasi-judicial. In general terms, administrative powers deal with rather mechanical activities that are usually necessary to carry out the municipality's role; legislative powers deal with creating laws; and quasi-judicial powers deal with deciding disputes. The law relating to delegating these three types of powers differs somewhat, and it is not always clear as to which one or more of these three categories a specific power may fall.

Council can determine whether or not it wishes to retain the power it is delegating so that both it and the delegate can exercise the power or whether it intends to provide that only the delegate can exercise the delegated power, leaving the delegate as the only entity capable of exercising the power).



---

A delegation can be made subject to such conditions and limits as Council considers appropriate, and Council can outline the procedures that the delegate is required to follow and specific measures for accountability and transparency of the delegate's actions. The power can be delegated subject to any limits on the power and to any procedural requirements, including conditions, approvals and appeals which apply to the power. Council has the ability to revoke a delegation without notice.

In 2007, City Council adopted a policy on delegation of authority, which is considered to be an over-riding policy statement with underlying components contributing to the principles of accountability and transparency. In effect, the policy was intended to become a living document that would expand as new components were developed, or as existing components were updated. The policy applies specific rules such as:

- how delegation of authority will occur;
- how the City will ensure that it is accountable to the public for its actions; and
- how the City will ensure that its actions are transparent to the public.

This report is intended to deal with the delegation of routine administrative and legislative powers, are of a minor nature, and which would contribute to the efficient management of the City while still adhering to the principles of accountability and transparency.

Areas of delegation include authority to approve:

- the execution of various types of routine administrative agreements;
- community festivals and special occasion permits;
- special events

A standard format has been developed for each delegation of authority, providing for any conditions, limitations, and reporting requirements.

### **CORPORATE STRATEGIC PLAN**

Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.

### **FINANCIAL IMPLICATIONS**

n/a

### **DEPARTMENTAL CONSULTATION**

Senior management of all departments were consulted in the development of this report.

### **COMMUNICATIONS**

---

n/a

**ATTACHMENTS**

Schedules A – M

“original signed by”

---

**Prepared By:**

Lois A. Giles,  
Director of Information Services/Clerk.  
(519) 822-1260 x 2232  
lois.giles@guelph.ca

**SCHEDULE "A"**  
**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF**  
**GRANT AGREEMENTS**

<b>Power to be Delegated</b>	Authority to approve the execution of agreements by the Mayor and Clerk, with the Government of Ontario, the Government of Canada, or an agency of the Government of Ontario or the Government of Canada with respect to funding commitments for City initiatives. The delegation also applies equally to any amendment or termination of such agreements.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph.</li><li>○ Meets the need to respond to issues in a timely fashion.</li><li>○ Maintains accountability through conditions, limitations and reporting requirements.</li><li>○ Minor in nature.</li><li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li></ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"><li>○ Chief Administrative Officer (CAO)</li><li>○ Director of Community Design &amp; Development Services</li><li>○ Director of Community Services</li><li>○ Director of Corporate Services/City Solicitor</li><li>○ Director of Emergency Services</li><li>○ Director of Environmental Services</li><li>○ Director of Finance</li><li>○ Director of Information Services/City Clerk</li><li>○ Director of Operations</li><li>○ A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in the capacity of the delegate in the delegate's absence.</li></ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"><li>○ The grant must relate to a City activity, program or initiative, funded through a current year's operating or capital budget which has been approved by Council; or</li><li>○ The grant was identified as a funding source at the time of approval by Council.</li><li>○ Agreements are to be reviewed by Legal Services.</li></ul>
<b>Review or Appeal Reporting Requirements</b>	Not applicable.  Annual information report on agreements executed during the year pursuant to this delegation of authority.

**SCHEDULE "B"**  
**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF  
SOFTWARE LICENSING AGREEMENTS**

<b>Power to be Delegated</b>	Authority to approve the execution of software licensing agreements by the Mayor and Clerk. The delegation also applies equally to any amendment or termination of such agreements.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph.</li><li>○ Meets the need to respond to issues in a timely fashion.</li><li>○ Maintains accountability through conditions, limitations and reporting requirements.</li><li>○ Minor in nature.</li><li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li></ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"><li>○ Chief Administrative Officer (CAO)</li><li>○ Director of Community Design &amp; Development Services</li><li>○ Director of Community Services</li><li>○ Director of Corporate Services/City Solicitor</li><li>○ Director of Emergency Services</li><li>○ Director of Environmental Services</li><li>○ Director of Finance</li><li>○ Director of Human Resources</li><li>○ Director of Information Services/City Clerk</li><li>○ Director of Operations</li><li>○ A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in the capacity of the delegate in the delegate's absence.</li></ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"><li>○ The software product to be licensed is funded through a current year's operating or capital budget which has been approved by Council.</li><li>○ Agreements are to be reviewed by Legal Services.</li></ul>
<b>Review or Appeal</b>	Not applicable.
<b>Reporting Requirements</b>	Annual information report on agreements executed during the year pursuant to this delegation of authority.

**SCHEDULE "C"**  
**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF  
DATA ACQUISITION AGREEMENTS**

<b>Power to be Delegated</b>	Authority to approve the execution of data acquisition agreements by the Mayor and Clerk. The delegation also applies equally to any amendment or termination of such agreements.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"> <li>○ Contributes to the efficient management of the City of Guelph.</li> <li>○ Meets the need to respond to issues in a timely fashion.</li> <li>○ Maintains accountability through conditions, limitations and reporting requirements.</li> <li>○ Minor in nature.</li> <li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li> </ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"> <li>○ Chief Administrative Officer (CAO)</li> <li>○ Director of Community Design &amp; Development Services</li> <li>○ Director of Community Services</li> <li>○ Director of Corporate Services/City Solicitor</li> <li>○ Director of Emergency Services</li> <li>○ Director of Environmental Services</li> <li>○ Director of Finance</li> <li>○ Director of Human Resources</li> <li>○ Director of Information Services/City Clerk</li> <li>○ Director of Operations</li> <li>○ A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in the capacity of the delegate in the delegate's absence.</li> </ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"> <li>○ The data to be acquired is necessary to support a City program or initiative that is funded through a current year's operating or capital budget which has been approved by Council.</li> <li>○ Agreements are to be reviewed by Legal Services.</li> </ul>
<b>Review or Appeal</b>	Not applicable.
<b>Reporting Requirements</b>	Annual information report on agreements executed during the year pursuant to this delegation of authority.

**SCHEDULE "D"**  
**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF**  
**CONFIDENTIALITY OF DATA AGREEMENTS**

<b>Power to be Delegated</b>	Authority to approve the execution of confidentiality of data agreements by the Mayor and Clerk. The delegation also applies equally to any amendment or termination of such agreements.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph.</li><li>○ Meets the need to respond to issues in a timely fashion.</li><li>○ Maintains accountability through conditions, limitations and reporting requirements.</li><li>○ Minor in nature.</li><li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li></ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"><li>○ Chief Administrative Officer (CAO)</li><li>○ Director of Community Design &amp; Development Services</li><li>○ Director of Community Services</li><li>○ Director of Corporate Services/City Solicitor</li><li>○ Director of Emergency Services</li><li>○ Director of Environmental Services</li><li>○ Director of Finance</li><li>○ Director of Human Resources</li><li>○ Director of Information Services/City Clerk</li><li>○ Director of Operations</li><li>○ A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in the capacity of the delegate in the delegate's absence.</li></ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"><li>○ Agreements are to be reviewed by Legal Services.</li></ul>
<b>Review or Appeal</b>	Not applicable.
<b>Reporting Requirements</b>	Annual information report on agreements executed during the year pursuant to this delegation of authority.

**SCHEDULE "E"**  
**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION**  
**OF AGREEMENTS PURSUANT TO AN APPROVAL UNDER THE**  
**PLANNING ACT**

<b>Power to be Delegated</b>	<p>Authority to approve the execution by the Mayor and Clerk of agreements pursuant to an approval by Council or the Committee of Adjustment under the Planning Act, including:</p> <ul style="list-style-type: none"> <li>○ S. 37 increased density</li> <li>○ S. 40 parking</li> <li>○ S. 41 site plan approvals</li> <li>○ S. 45 minor variances</li> <li>○ S. 51 subdivisions, including condominiums</li> <li>○ S. 53 consents</li> </ul>
<b>Reasons in Support of Delegation</b>	<p>The delegation also applies equally to any amendment or termination of such agreements.</p> <ul style="list-style-type: none"> <li>○ Contributes to the efficient management of the City of Guelph.</li> <li>○ Meets the need to respond to issues in a timely fashion.</li> <li>○ Maintains accountability through conditions, limitations and reporting requirements.</li> <li>○ Minor in nature.</li> <li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li> </ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"> <li>○ Director of Community Design &amp; Development Services</li> <li>○ A person who is appointed by the CAO or selected from time to time by the Director of Community Design &amp; Development Services to act in the capacity of the delegate in the delegate's absence.</li> </ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"> <li>○ Agreements are to impose conditions which formed part of the approval by City Council or the Committee of Adjustment under the Planning Act.</li> <li>○ Where applicable, timing of a development has been approved by Council in the Development Priorities Plan.</li> <li>○ Agreements are to be reviewed by Legal Services.</li> </ul>
<b>Review or Appeal Reporting Requirements</b>	<p>Not applicable.</p> <p>Annual information report on agreements executed during the year pursuant to this delegation of authority.</p>

**SCHEDULE "F"**  
**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION  
OF AGREEMENTS FOR PARKING ENFORCEMENT ON PRIVATE  
PROPERTY**

<b>Power to be Delegated</b>	Authority to approve the execution by the Mayor and Clerk of agreements for parking enforcement on private property. The delegation also applies equally to any amendment or termination of such agreements.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph.</li><li>○ Meets the need to respond to issues in a timely fashion.</li><li>○ Maintains accountability through conditions, limitations and reporting requirements.</li><li>○ Minor in nature.</li><li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li></ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"><li>○ Director of Operations</li><li>○ A person who is appointed by the CAO or selected from time to time by the Director of Operations to act in the capacity of the delegate in the delegate's absence.</li></ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"><li>○ Agreements are in response to a request by a private property owner for the owner's agent to enforce parking regulations on the property in accordance with the parking by-laws in effect in the City.</li><li>○ Form of agreement has been reviewed by Legal Services.</li></ul>
<b>Review or Appeal</b>	Not applicable.
<b>Reporting Requirements</b>	Annual information report on agreements executed during the year pursuant to this delegation of authority.



**SCHEDULE "G"**  
**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION  
OF AGREEMENTS FOR FIRE DISPATCH SERVICES**

<b>Power to be Delegated</b>	Authority to approve the execution by the Mayor and Clerk of agreements for the provision of fire dispatch services by the City to municipalities within the County of Wellington. The delegation also applies equally to any amendment or termination of such agreements.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph.</li><li>○ Meets the need to respond to issues in a timely fashion.</li><li>○ Maintains accountability through conditions, limitations and reporting requirements.</li><li>○ Minor in nature.</li><li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li></ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"><li>○ Director of Emergency Services</li><li>○ A person who is appointed by the CAO or selected from time to time by the Director of Emergency Services to act in the capacity of the delegate in the delegate's absence.</li></ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"><li>○ Fees for such services are approved as part of the annual operating budget by Council.</li><li>○ Form of agreement has been reviewed by Legal Services.</li></ul>
<b>Review or Appeal</b>	Not applicable.
<b>Reporting Requirements</b>	Annual information report on agreements executed during the year pursuant to this delegation of authority.

**SCHEDULE "H"**  
**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION**  
**OF AGREEMENTS WITH TELEPHONE SERVICE PROVIDERS**  
**FOR 9-1-1 SERVICE**

<b>Power to be Delegated</b>	Authority to approve the execution by the Mayor and Clerk of agreements with telephone service providers for 9-1-1 service. The delegation also applies equally to any amendment or termination of such agreements.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph.</li><li>○ Meets the need to respond to issues in a timely fashion.</li><li>○ Maintains accountability through conditions, limitations and reporting requirements.</li><li>○ Minor in nature.</li><li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li></ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"><li>○ Director of Emergency Services</li><li>○ A person who is appointed by the CAO or selected from time to time by the Director of Emergency Services to act in the capacity of the delegate in the delegate's absence.</li></ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"><li>○ Form of agreement has been reviewed by Legal Services.</li></ul>
<b>Review or Appeal</b>	Not applicable.
<b>Reporting Requirements</b>	Annual information report on agreements executed during the year pursuant to this delegation of authority.

**SCHEDULE "I"**  
**DELEGATION OF AUTHORITY TO APPROVE TEMPORARY ROAD CLOSURES NECESSITATED BY CONSTRUCTION, ROUTINE OPERATIONS, REHABILITATION, MAINTENANCE AND REPAIRS**

<b>Power to be Delegated</b>	Authority to approve temporary road closures for construction, routine operations, rehabilitation, maintenance and repairs.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph.</li><li>○ Meets the need to respond to issues in a timely fashion.</li><li>○ Maintains accountability through conditions, limitations and reporting requirements.</li><li>○ Minor in nature.</li><li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li></ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"><li>○ Director of Operations</li><li>○ Director of Community Design &amp; Development Services</li><li>○ Director of Environmental Services</li><li>○ City Engineer</li><li>○ A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in the capacity of the delegate in the delegate's absence.</li></ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"><li>○ For scheduled temporary road closures, advance notice is to be given through appropriate signage, advertising, and/or City web site postings to provide reasonable advance notice of the temporary closure.</li><li>○ For un-scheduled operations such as emergency repairs that require the temporary closure of a road, appropriate signage shall be posted.</li><li>○ Delegates are to ensure that the closure has been coordinated with appropriate City Departments and outside agencies.</li><li>○ Closures should be of a term to minimize impact on the community.</li><li>○ Adequate steps are implemented to minimize impact on adjacent neighbourhoods.</li><li>○ All temporary road closures are to be consistent with the requirements set out in Book 7 of the Ontario Traffic Manual.</li></ul>
<b>Review of Decision</b>	<ul style="list-style-type: none"><li>○ N/A</li></ul>

**Reporting  
Requirements**

Annual information report for temporary road closures authorized pursuant to this delegation of authority.

**SCHEDULE "J"**  
**DELEGATION OF AUTHORITY TO APPROVE TEMPORARY ROAD CLOSURES FOR SPECIAL EVENTS**

<b>Power to be Delegated</b>	Authority to approve temporary road closures for special events. Events are a one-time, annual or infrequently occurring activity, that utilize a road or street, thus requiring a temporary road closure and event approval.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph.</li><li>○ Meets the need to respond to issues in a timely fashion.</li><li>○ Maintains accountability through conditions, limitations and reporting requirements.</li><li>○ Minor in nature.</li><li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li></ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"><li>○ Director of Community Services</li><li>○ Director of Operations</li><li>○ A person who is appointed by the CAO or selected from time to time by the Director of Community Services or the Director of Operations to act in the capacity of the delegate in the delegate's absence.</li></ul>
<b>Council to Retain Power Conditions and Limitations</b>	<p>No</p> <ul style="list-style-type: none"><li>○ Where the Director grants approval for the temporary closure of a road for a special event, the approval shall be subject to the applicants being responsible for:<ul style="list-style-type: none"><li>a) Damage to City property however caused, arising out of or during the use of the roadway.</li><li>b) Maintaining emergency access at all times to the satisfaction of the Director of Operations and/or the Director of Emergency Services.</li><li>c) Maintaining public liability and property damage insurance in a form acceptable to the Director of Operations.</li><li>d) All costs associated with set up and removal of signage, barricades, etc.</li><li>e) Such other conditions as may be required by the Director of Operations.</li></ul></li><li>○ Director to ensure that the closure has been coordinated with appropriate City Departments and outside agencies.</li><li>○ That the temporary traffic control measures will be designed to minimize the impact of the special event on the community and Municipal operations</li></ul>

**Review of Decision**

- Where the Director has not approved a request to permit a temporary road closure for a special event, the applicant may request that the decision be reviewed by Guelph City Council.
- A person who has reason to believe that they will be negatively impacted by an approved special event may request that the decision to approve be reviewed by Guelph City Council.

**Reporting Requirements**

Annual information report for each temporary road closure authorized pursuant to this delegation of authority.

**SCHEDULE "K"**  
**DELEGATION OF AUTHORITY TO APPROVE SPECIAL EVENTS**  
**IN CITY PARKS**

<b>Power to be Delegated</b>	Authority to approve the holding of special events in City Parks.
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"> <li>○ Contributes to the efficient management of the City of Guelph.</li> <li>○ Meets the need to respond to issues in a timely fashion.</li> <li>○ Maintains accountability through conditions, limitations and reporting requirements.</li> <li>○ Minor in nature.</li> <li>○ Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.</li> </ul>
<b>Delegate(s)</b>	<ul style="list-style-type: none"> <li>○ Director of Community Services</li> <li>○ Director of Operations</li> <li>○ A person who is appointed by the CAO or selected from time to time by the Director to act in the capacity of the delegate in the delegate's absence.</li> </ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"> <li>○ Where the Director grants approval for a special event in a City park, the approval shall be subject to the applicants being responsible for: <ul style="list-style-type: none"> <li>a) Any damage to City property however caused, arising out of or during the use of the park.</li> <li>b) Maintaining public liability and property damage insurance in a form acceptable to the Director of Operations.</li> <li>c) All costs associated with set up and removal of signage, barricades, etc.</li> <li>d) Such other conditions as may be required by the Director of Operations.</li> </ul> </li> <li>○ Director to ensure that the closure has been coordinated with appropriate City Departments and outside agencies.</li> </ul>
<b>Review of Decision</b>	<ul style="list-style-type: none"> <li>○ Where the Director has not approved a request to permit a special event in a City park, the applicant may request that the decision be reviewed by Guelph City Council.</li> <li>○ A person who has reason to believe that they will be negatively impacted by an approved special event may request that the decision to approve be reviewed by Guelph City Council.</li> </ul>

**Reporting Requirements** Annual information report for events held in parks pursuant to this delegation of authority.

**SCHEDULE "L"**  
**DELEGATION OF AUTHORITY TO APPROVE SPECIAL EVENTS  
IN CITY RECREATIONAL AND CULTURAL FACILITIES**

**Power to be Delegated** Authority to approve the holding of special events in City recreational cultural facilities.

**Reasons in Support of Delegation**

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.
- Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.

**Delegate(s)**

- Director of Community Services
- A person who is appointed by the CAO or selected from time to time by the Director of Community Services to act in the capacity of the delegate in the delegate's absence.

**Council to Retain Power** No

**Conditions and Limitations**

- Where the Director of Community Services grants approval for a special event in a City recreational or cultural facility, the approval shall be subject to the applicants being responsible for:
  - a) Any damage to City property however caused, arising out of or during the use of the facility.
  - b) Maintaining public liability and property damage insurance in a form acceptable to the Director of Operations.
  - c) All costs associated with set up and removal associated with the event.
  - d) Such other conditions as may be required by the Director of Community Services.
- Director of Community Services to ensure that the event has been coordinated with appropriate City Departments and outside agencies.

**Review of Decision**

- Where the Director of Community Services has not approved a request to permit a special event in a City recreational or cultural facility, the applicant may request that the decision be reviewed by Guelph City Council.



**Reporting Requirements** The Community Services Department to issue an annual information report for special event authorized pursuant to this delegation of authority.

**SCHEDULE "M"**  
**DELEGATION OF AUTHORITY TO APPROVE COMMUNITY FESTIVALS/SPECIAL OCCASION PERMITS**

**Power to be Delegated** Authority to approve Community Festivals as required by the Alcohol and Gaming Commission of Ontario to permit the sale and service of beverage alcohol at such events.

**Reasons in Support of Delegation**

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.
- Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.

**Delegate(s)**

- Director of Information Services/Clerk
- A person who is appointed by the CAO or selected from time to time by the Director of Information Services/Clerk Services to act in the capacity of the delegate in the delegate's absence.

**Council to Retain Power** No

**Conditions and Limitations**

- Applicants must be a registered charity or non-profit corporation, or association organized to promote charitable, educational, and religious or community objects as required by the AGCO.

**Review of Decision** N/A

**Reporting Requirements** Annual information report for community festivals authorized pursuant to this delegation of authority.

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Information Services  
DATE December 7, 2009

**SUBJECT Comparator Municipalities**  
REPORT NUMBER

## RECOMMENDATION

THAT when producing comparative statistics, only municipalities from the attached Schedule "2" be used, and that when only selected municipalities from this list are to be used, a full explanation be provided as to why others have been excluded.

## BACKGROUND

In October of 2009, staff were directed to prepare a standard list of municipalities the City of Guelph is to use for comparison purposes.

## REPORT

The City often produces statistics from other municipalities for comparison purposes to assist Council when it is considering such matters as tax rates, compensation, services, governance issues, etc. There are different comparison criteria the City uses:

- Proximity to Guelph
- Average Family Income
- Population
- Annual Expenditures
- Number of Employees
- Municipal Tier (single, lower, upper)
- Governance Structure
- Services Provided
- Presence of a Post-Secondary Educational Institution

It is important to note that it is not possible each time we provide comparator data, to provide information from every municipality on the recommended list.

In order to have relevant comparisons, it is sometimes necessary to look beyond a list of municipalities that are similar in size to Guelph. For example, limiting ourselves to municipalities of similar population, would yield only two comparator cities that are located within less than 100 kilometres. A comparison based on similar annual expenditures, would include a lower tier comparator municipality in

---

the GTA area with a much higher population than Guelph. It is also important to include municipalities against whom we are regularly competing in the job market for professional and technical staff. There will be occasions when a comparator may be chosen on the basis that it is precedent setting provincially, such as in summarizing negotiated settlements reached throughout the Province.

In summary, there will be times when it would be relevant to provide comparisons with municipalities that are dissimilar to Guelph. Conversely, it will also be relevant in some circumstances to limit a comparison to municipalities that are similar in size, population, tier, etc. Attached as Schedule #1, is a summary showing the mix of results depending upon the comparison criteria used, e.g. population, tier, service, proximity or expenditure.

Schedule #2 is a list of Ontario municipalities that range in size from 80,000 to 1.6 million. This list includes single, lower and upper tier municipalities with annual expenditures ranging from \$65 million to \$2.5 billion. It is recommended that when producing comparative statistics, only municipalities from this list be used, and that when only selected municipalities from this list are used, an explanation be provided as to why others on the list have been excluded.

Schedule #3 is the previously approved list of 18 comparator municipalities approved by Council to be used from compensation purposes for the CAO, Director level and Non-union staff. These municipalities are all included in the recommended list.

### **CORPORATE STRATEGIC PLAN**

Supports Goal 5 of the Strategic Plan of having a community-focused, responsive and accountable government.

### **FINANCIAL IMPLICATIONS**

Not applicable.

### **DEPARTMENTAL CONSULTATION**

Senior Management Team was consulted on this report.

### **COMMUNICATIONS**

Not applicable.

### **ATTACHMENTS**

- 1 – Comparisons by Criteria
- 2 – List of Recommended Comparator Municipalities
- 3 – Comparator Municipalities for Compensation Purposes

“original signed by Lois Giles”

“original signed by Mark Amorosi”

---

**Prepared By:**

Lois A. Giles

---

**Recommended By:**

Mark Amorosi

---

Director of Information Services/Clerk.  
(519) 822-1260 x 2232  
lois.giles@guelph.ca

Director of Human Resources  
(519) 822-1260 x 2281  
mark.amorosi@guelph.ca

---

**Schedule "1"**

**Cities 100,000 – 150,000 Population**

<b>City</b>	<b>Population</b>	<b>Expenditures per 2008 FIR</b>	<b>Tier</b>
Barrie	128,430	220,199,150 ('07)	Single
Cambridge	120,371	122,095,923	Lower
Chatham-Kent	108,177	284,492,491	Single
Guelph	114,943	305,439,686	Single
Kingston	117,207	352,018,807	Single
Oshawa	141,590	122,579,789	Lower
St. Catharines	131,989	152,241,996	Lower
Thunder Bay	109,140	458,527,820	Single
Whitby	111,184	90,736,100	Lower

**Single Tier Cities within 100 km Radius**

<b>City</b>	<b>Population</b>	<b>Expenditures per 2008 FIR</b>	<b>Tier</b>
Brantford	90,192	261,014,446	Single
Guelph	114,943	305,439,686	Single
Hamilton	504,559	1,370,444,935	Single
London	352,395	881,809,558	Single
Toronto	2,503,281	9,139,662,469	Single

**Cities with Expenditures between \$300M - \$400M**

<b>City</b>	<b>Population</b>	<b>Expenditures per 2008 FIR</b>	<b>Tier</b>
Guelph	114,943	305,439,686	Single
Brampton	433,806	371,399,859	Lower
Kingston	117,207	352,018,807	Single

**Water and Wastewater Service Provides within 100 km Radius**

<b>City</b>	<b>Population</b>	<b>Expenditures per 2008 FIR</b>	<b>Tier</b>
Brantford	90,192	261,014,446	Single
Guelph	114,943	305,439,686	Single
Halton Region	467,200	628,412,179	Upper
Hamilton	504,559	1,370,444,935	Single
London	352,395	881,809,558	Single
Niagara Region	435,126	816,036,647	Upper
Peel Region	1,159,405	1,459,102,810	Upper
Toronto	2,503,281	9,139,662,469	Single
Waterloo Region	507,000	678,051,159	Upper

---

York Region

872,976

1,328,805,571

Upper

**Schedule "2"**

Niagara Falls  
Wellington County  
Pickering  
Ajax  
Brantford  
Waterloo  
Chatham-Kent  
Thunder Bay  
Whitby  
Guelph  
Kingston  
Cambridge  
Barrie  
St. Catharines  
Oshawa  
Greater Sudbury  
Richmond Hill  
Burlington  
Oakville  
Kitchener  
Windsor  
Vaughan  
Markham  
London  
Brampton  
Halton Region  
Waterloo Region  
Hamilton  
Mississauga  
Ottawa  
Peel Region

---

## **Schedule "3"**

### **Comparator Group: CAO and Director Level Positions**

1. City of Barrie
2. City of Burlington
3. City of Brampton
4. City of Brantford
5. City of Cambridge
6. City of Chatham-Kent
7. City of Hamilton
8. City of Kingston
9. City of Kitchener
10. City of Mississauga
11. City of Oakville
12. City of Vaughan
13. City of Waterloo
14. Region of Waterloo
15. City of Greater Sudbury
16. Regional Municipality of Halton
17. Regional Municipality of Peel
18. Wellington County

# COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration  
DATE December 7, 2009

**SUBJECT Sustainable Guelph – Our Commitment**

REPORT NUMBER

## RECOMMENDATION

That Council endorse the sustainability statement "Sustainable Guelph – Our Commitment" developed by community partners and designed to foster city-wide economic, social, and environmental sustainability at all levels in the community.

## BACKGROUND and REPORT

In September of 2008, a Sustainability Forum Advisory Group made up of eight organizations, including representatives from the business sector, University of Guelph and Guelph Hydro, began preparations for a Sustainability Forum for over 100 business and community leaders. The forum was successful on many fronts and resulted in the creation of a sustainability statement based on input from participants. The statement outlines fundamental beliefs about the value of sustainability to both business and community prosperity as a whole; outlines the necessary directions to position the city for success and states that progress will be measured.

Another outcome of the first forum was recognition by the Advisory Group of the need for a coordinating force to consistently align efforts around community sustainability, further identify best practices, make connections between community leaders and assess current activities and gaps to be addressed. To support that direction, the group has successfully secured Trillium funding in the amount of \$86,300 to be received over a two year time period.

At present, plans are underway for the second Sustainability Forum to be held on January 6<sup>th</sup> at the Linamar Training Centre (Frank Hasenfratz Centre of Excellence in Manufacturing). The focus for the 2010 event will be moving from the value or 'why' it is important to move in sustainable directions to 'what' can be done to achieve greater levels of sustainability and how success can be gauged and tracked on a sector basis.

Achievements realized to date by this notable voluntary partnership are evidence of the many possibilities that can be realized through collaborative community efforts.



---

## **Sustainability Forum Advisory Group**

City of Guelph

Linamar Corporation

Guelph Chamber of  
Commerce

University of Guelph

The Co-operators

McNeil Consumer Health  
Care

Guelph Hydro

Meridian Credit Union

## **CORPORATE STRATEGIC PLAN**

This effort is directly linked to all goals in the Strategic Plan and most directly to objective 1.2 which calls for Municipal sustainability practices that become the benchmark against which other cities are measured’.

## **FINANCIAL IMPLICATIONS**

Shared financial and in-kind contributions from all contributing partners support this initiative. In 2009 the City provided a \$2000 contribution to this initiative. In 2010, the City of Guelph contribution will be in-kind.

## **DEPARTMENTAL CONSULTATION**

This report was reviewed by the Senior Management Team.

## **COMMUNICATIONS**

n/a

## **ATTACHMENTS**

Appendix A – Sustainable Guelph – Our Commitment

“original signed by Brenda Boisvert”

---

**Prepared By:**

Brenda Boisvert,  
Manager, Strategic Planning  
and Corporate Initiatives

“original signed by Kate Sullivan”

---

**Prepared By:**

Kate Sullivan  
Communications Assistant to the  
Mayor

“original signed by Hans Loewig”

---

**Recommended By:**

Hans Loewig, CAO



## Sustainable Guelph: Our Commitment

### We know...

It is in the best interest of our community to strive for economic, social, and environmental sustainability.

We won't always get it right the first time, and as we learn from our experiences, our approach to sustainability will change.

Different sectors approach sustainability differently.

### We believe...

#### **Collaboration, cooperation, and commitment are essential and possible.**

The whole community has a stake in sustainability. Citizens, businesses, governments, not-for-profit organizations, and educators must all work together with mutual trust, a shared sense of purpose, and a willingness to change.

#### **Sustainability is everyone's business and is good for business.**

Social, environmental and economic sustainability improves profitability, productivity, and competitiveness, and attracts talent and investment. We can't afford to be unsustainable.

#### **A more sustainable world is our legacy to future generations.**

The Earth's resources are finite and if we don't make changes now, life as we know it will not be the same for our children and grandchildren.

### We will...

#### **Position our community/organization to prosper.**

We will strive to provide good opportunities for our people by encouraging innovation, entrepreneurship, and diversification.

#### **Support the members of our community/organization.**

We will promote health, safety, wellness, inclusion, education and training.

#### **Use resources wisely and minimize waste.**

Our community [organization] will show leadership in energy and water conservation, waste reduction, the protection of natural areas and farmland, and the reduction of greenhouse gas emissions.

#### **Share what we know.**

As champions for sustainability in our community we will create networks to share our experiences and resources.

#### **Measure our progress.**

We will develop metrics that are relevant to our own business activities, and report on our contributions to these sustainability measures.



**The Corporation of the City of Guelph  
Governance Committee  
Monday December 7, 2009, 3:00 p.m.**

A meeting of the Governance Committee was held on Monday December 7, 2009 in the Committee Meeting Room at 3:00 p.m.

Present: Mayor Farbridge and Councillors Beard, Burcher, Hofland and Wettstein

Also Present: Councillor Bell

Staff Present: Mr. M. Amorosi, Director of Human Resources; Ms. M. Neubauer, Director of Finance; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the minutes of the Governance Committee meeting held on October 13, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

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

- GOV-2009 A.21 – Delegation of Authority
- GOV-2009 A.22 – Comparator Municipalities

2. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the balance of the Governance Committee December 7, 2009 Consent Agenda, as identified below be adopted:

a) **Sustainable Guelph – Our Commitment**

REPORT

THAT Council endorse the sustainability statement "Sustainable Guelph – Our Commitment" developed by community partners and designed to foster city-wide economic, social, and environmental sustainability at all levels in the community.

Carried

**Delegation of Authority**

REPORT

- 3. Moved by Councillor Hofland  
Seconded by Councillor Burcher

THAT pursuant to Section 23(1) of the Municipal Act, Council delegate by by-law its authority for approval of the following matters, as set out in Schedules "A" to "M" attached to the report of the Director of Information Services/Clerk, dated December 7<sup>th</sup>, 2009

- the execution of various types of routine administrative agreements;
- community festivals and special occasion permits;
- special events.

Carried

**Comparator Municipalities**

REPORT

- 4. Moved by Councillor Burcher  
Seconded by Councillor Wettstein

THAT when producing comparative statistics, only municipalities from the attached Schedule "2" be used, and that when only selected municipalities from this list are to be used, a full explanation be provided as to why others have been excluded.

Carried

- 5. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT the Governance Committee now hold a meeting that is closed to the public with respect to:

**Citizen Appointments to a Committee**

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

Carried

**Closed Meeting**

**Personal Matters about identifiable Individuals**

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

- 6. Moved by Councillor Hofland  
Seconded by Councillor Beard

THAT staff be given direction with respect to citizen appointments to a committee.

Carried

The meeting adjourned at 3:30 p.m.

.....  
Chairperson