

Standing Committee Terms of Reference

Introduction

Standing Committees of Council facilitate the decision-making process of Council. Committees work on behalf of Council to provide advice and make recommendations to Council. They are an important forum for policy debate and public input on issues within Council's area of responsibility. To capture the efficiency afforded by working in smaller groups, Council does not repeat the detailed discussion and analysis conducted by the Committee during Council sessions.

The Standing Committee structure was chosen by Council because it serves to gain efficiencies for Councillors as they work collaboratively to successfully manage and share the workload. A key advantage of the Standing Committee is the practical benefit of sharing the total Council workload across a smaller group of Councillors appointed by the whole of Council to serve in the role of Committee Members. Further, Standing Committees of Council provide an opportunity for a smaller group of Councillors to engage with staff and the public in in-depth discussion and analysis of policy issues and options in the Committees area of responsibility. It is implicit to this model of governance that those appointed Committee Members will be diligent in fulfilling their roles.

The primary disadvantage with the Standing Committee system is the diminished opportunity for all Councillors to have the same deep level of understanding of the discussions that resulted in a Committee's final recommendation to Council, if they are not present at the Standing Committee meeting.

All Councillors have an opportunity to provide written input (prior to the meeting) and/or verbal input (at the meeting) to the Standing Committee Chair for a Committee's consideration on a Committee's agenda.

Guiding Principles

1. All Committee work will be carried out in accordance with the City of Guelph Procedural By-law provisions of the Municipal Act, and other governing legislation and policies.
2. The 'Council's Code of Conduct will guide Committee efforts, promoting the highest ethical standards and professionalism while ensuring that the best interests of the community are met.
3. The Council-endorsed corporate values of wellness, integrity and excellence will also be observed.

4. The Council-endorsed 'Principle Based Governance model' is reflected in the Responsibilities and Duties defined below.
5. Committees will engage the public in their work by receiving public delegations at Committee and/or ensuring Management has appropriately engaged the community and stakeholders in the development of their recommendation to Committee.

Mandate

The Committee's mandate defines its core areas of management and responsibility, Standing Committees are established by the City's Procedural By-law for the purpose of ensuring that appropriate policies, principles, procedures and roles are established for the functional areas that comprise the scope of the Committee's responsibility.

Scope of Standing Committee Responsibilities

Council has established seven Standing Committees.

The scope of responsibilities for each Standing Committee is found in the following schedules:

Operating

Schedule 1 – Corporate Services

Schedule 2 – Infrastructure, Development and Enterprise

Schedule 3 – Public Services

Governance

Schedule 4 – Audit

Schedule 5 – Governance

Schedule 6- Nominating

Schedule 7 – Emergency Governance

Specific Committee Responsibilities

The following specific responsibilities apply to all Standing Committees. Refer to Schedules for additional responsibilities for specific Standing Committees.

Leadership & Stewardship

1. Establish priorities for Committee work scheduled annually.
2. Track outstanding Committee items.

3. Consider risk management issues when debating options and recommendations.

Empowerment & Accountability

1. Review Annual Reports on delegated authority for each service area.
2. Recommend to Council opportunities for delegation of authority.

Communication, Engagement & Transparency

1. Recommend improvements to information flows for each service area.
2. Maintain a rolling calendar of regular performance and accountability reports.

Service & Fairness

1. Ensure the Committee conducts its business consistent with Council's policies.
2. Consider Guelph's' commitment to sustainability in the areas of social, economic, cultural and environmental stewardship when developing recommendations.

Continuous Learning & Growth

1. Ensure members receive orientation on their service areas.
2. Recommend service reviews for the consideration of the Internal Auditor.

Composition and Term

1. The Committees will be comprised of four members of Guelph City Council and the Mayor.
2. The Governance Committee is comprised of the Chairs of Audit, Corporate Services, Public Services, and Infrastructure, Development and Enterprise Committees. The Mayor is the Chair of Governance.
3. City Council shall appoint the Chairs for Standing Committees of Audit, Corporate Services, Public Services, and Infrastructure, Development and Enterprise every two years.
4. Vice-Chairs shall be appointed by their respective Committee members.
5. Standing Committees shall consider rotating the appointment of the Standing Committee Vice-Chairs every two years.

Resources

The Chief Administrative Officer (CAO), the Deputy CAO's and other specialists may be called upon to conduct research, communications or any other Committee identified requirements.

As Council has delegated responsibility to the CAO for the administration of the affairs of the City, in accordance with decisions adopted by Council, under the

direction of the CAO staff has the responsibility and the authority to provide consultation, advice and recommendations to Council.

Operating Procedures

Meetings

- The frequency of Committee meetings shall be established at the beginning of the year, with the authority to convene additional meetings as may be necessary to exercise its responsibilities.

Meeting Agenda

- Items included on the Committee meeting agendas shall be the responsibility of the Deputy CAO of the Committee working in collaboration with the Chair and City Clerk.

Notice of Meetings

1. 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.
2. It is recognized that some items consistent with Section 239 in the Municipal Act may permit a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.

Meeting Minutes

- Meeting minutes will be recorded without note or comment in accordance with section 239 (7) of the Municipal Act. Minutes from the meeting will be included in a forthcoming agenda for confirmation by the respective Committee.

Committee Working Process

- All decisions that lead to the formulation of recommendations for Council consideration will take place at the Committee meetings only and not through electronic or other outside exchanges. All pertinent information will be shared with all Committee members in advance of meetings. This can include, but not be limited to, meeting minutes, any supplemental information, public input, media requests, etc.

Quorum

- A quorum shall be a majority of the whole committee (3).

Chair Votes

- The Chair shall vote on all motions.

Attendance at Meetings

- Committee members are expected to attend all Committee meetings to which they have been appointed. They are expected to advise the Chair and City Clerk, in a timely manner, if they are unable to attend a meeting. Committee members are expected to be punctual.

Reporting to Council

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

Procedural Rules

- Any rule not stated herein is deemed to be provided in the current Procedural By-law, as amended from time to time.

Roles of Stakeholders With Respect to Committee Meetings/Business

The following key stakeholders are recognized:

1. Committee Chair (applies to the Vice Chair when serving as Chair)
2. Committee Members
3. Visiting Councillors
4. Chief Administrative Officer
5. Deputy CAO
6. City Clerk
7. Public/Delegations

1. Committee Chair Role

Specific roles and responsibilities for the Committee Chair include:

Preparation

1. Call the meetings.
2. Work in collaboration with the Deputy CAO and City Clerk on the development of the agenda; including delegations; sequence; flow and timing; and to be apprised of any changes to the agenda prior to the meeting. Seek out the opinions of Ward Councillors relevant to specific Committee work.
3. In reviewing materials, ensure clarity on the discussion parameters for each report appearing on the agenda.

In Committee Meetings

1. Ensure Committee works within the assigned mandate.
2. Collaborate with the Service Area Executive Director, CAO (as required), Mayor and City Clerk to encourage efficient and effective conduct of Committee business and accomplish the work of each meeting agenda.

3. Exhibit the behavior expected of all Committee members.

Specific to agenda items:

4. Define discussion parameters and remind members of decision options that include *approve, defeat, amend, refer* or *defer a staff recommendation*.
5. Frame the issues, focus discussion and set the tone for the Committee's discussions: fostering a constructive culture for respectful dialogue between Councillors, community and staff.

Specific to decision-making:

6. Maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the Committee work proceeds smoothly according to the Committee's work plan.
7. Engage all Committee members in the decision-making process.
8. Ensure the Committee has sufficient information to make a decision.
9. Ensure that the Deputy CAO has been provided with the opportunity to clarify any matters of fact or seek professional advice.
10. Build consensus where possible.
11. Ensure the will of the Committee prevails.

Specific to engaging the public and stakeholders:

12. Ensure adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings.
13. Ensure delegations understand the process and are treated with respect.
14. Be respectful of all stakeholders' points of view.

After Committee Meetings

1. Speak on behalf of the Committee at the Council level.
2. Act as the primary spokesperson for any Committee-related inquiries in concert with the Deputy CAO or delegate, as per a communications plan.
3. Work closely with the Service Area Deputy CAO and the Executive Team, as required.
4. Maintain strong communications with committee members between meetings.

Vice Chairs

Vice Chairs will assume the role and responsibilities of the Chair when the Chair is unable to fulfill their role. For Operating Standing Committee Vice Chairs, this includes serving on the Governance Committee and the CAO Performance Appraisal Committee.

2. Committee Member Role

Specific roles and responsibilities for the Committee Members include:

Preparation

1. Read all agenda material and seek clarification from staff on any matters prior to meetings in order to make the most effective use of the Committee's time.
2. Have a broad awareness of the interrelationship of the City's strategic initiatives and its operations.
3. Understand the difference between the role of the Committee and the role of management.

In Committee Meetings

1. Attend meetings and participate fully in all Committee work.
2. Debate the issues in an open, honest and informed manner to assist the decision-making process.
3. Actively contribute to the development of Committee recommendations and directions.
4. Represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.
5. Respect the role of Committee Chair.
6. Respect the role of staff.
7. Have a willingness to respectfully challenge Management when necessary.

3. Visiting Councillor Role

Specific roles and responsibilities for Visiting Councillors include:

Preparation

1. Contact staff prior to Committee and Council meetings with questions.
2. Provide written input to the Chair in advance of the meeting on any committee agenda item. All members of Council, whether attending a Committee meeting or not, may provide written comment through the Chair.

In Committee Meetings

3. Add value to Committee work by offering verbally, to the Committee Chair, items of new information on items Committee extracted from the consent agenda, reinforcing the interests of constituents or presenting questions.
4. Make specific requests of the Committee Chair for additional information or analysis prior to recommendations coming before Council.
5. Respect the intent of the Standing Committee structure.
6. Do not directly engage with delegations, City Staff, or Committee debates, or voting on motions.

4. Chief Administrative Officer

The Chief Administrative Officer (CAO) may attend and speak at a meeting of any Standing Committees on an as needed basis.

5. Deputy CAO's Role

Specific roles and responsibilities for the Deputy CAOs include:

Preparation

1. Collaborate with the Committee Chair and City Clerk to develop the Committee mandate and charter. Review once a term or as required.
2. Work in collaboration with the Committee Chair and City Clerk on the development of the agenda; including delegations; sequence; flow and timing; to be apprised of any changes to the agenda prior to the meeting; and attend all Preview Meetings. Items on the final Committee meeting agendas shall be the responsibility of the Deputy CAO.
3. Ensure the timely submission of all agenda related materials to the City Clerk's Office by the prescribed submission deadlines.
4. At the request of the Committee Chair, draft an annual report from the Committee to Council
5. Maintain, in consultation with the Chair, a rolling planning calendar for the Committee.
6. In conjunction with the City Clerk, plan Committee agendas, collaborate with the Committee Chair in the finalization of all agendas and attend all preview meetings.
7. Approve staff reports for presentation to Committee.
8. Answer questions posed by Council members prior to Committee meetings.

In Committee Meetings

1. Attend open and closed Committee meetings.
2. Engage in Committee discussion and deliberation.
3. Engage in decision making at the direction of the Chair.
4. Offer opinion to Committee members in advance of, and during, Committee meetings.
5. Review written input from the public and consider verbal content from public delegations.
6. Ensure any correction of fact is provided to Committee.

After Committee Meetings

1. Ensure follow up on all matters related to the discussion and decisions of the Standing Committee and on all time specific requests for additional information required by Council prior to their final deliberation of reports.
2. Serve as the primary spokesperson for the Service Area unless responsibility has been delegated as per the information flow protocol.
3. Bring to the attention of the CAO any matters of conflict or contraventions that impact relevant and applicable by-laws, resolutions, policies or guidelines of City Council.

6. City Clerk's Role

Specific roles and responsibilities for the City Clerk include:

Preparation

1. In consultation with Committee Chair and Deputy CAO, develop Committee mandate and charter and review once a term or as required.
2. Oversee the process of appointing the Committee Chair and Committee members.
3. Manage the Committee agenda and process for Committees and ensure that meetings are held in accordance with Council- approved protocol and applicable legislation.
4. In conjunction with the Deputy CAO, plan committee agendas and support preview meetings.
5. Supervise staff in the preparation and distribution of agendas and agenda materials.

In Committee Meetings

1. Attend, or designate staff to attend, all meetings of Standing Committees.
2. Provide advice on legislative protocol and meeting procedures as requested by the Chair.
3. Supervise the issuance of notices, recording of minutes and resolutions and other meeting and documentary processes.

After Committee Meetings

4. Evaluate the effectiveness of Committee meetings and offer suggestions for improvement to the Chair and Executive Director.
5. Lead the development of policies and appropriate training on relevant municipal legislation and governance issues with the Executive Team, City Councillors and the Mayor's office.
6. Provide strategic advice with respect to the governance and legislative considerations that surround the implementation of other City policies.

7. Public/Delegations Role

Preparation

1. Register as a delegation to speak to the Committee with respect to a matter appearing on a meeting agenda.
2. Access Committee agendas and minutes from the City website.
3. Communicate with Councillors to make perspectives known and discuss issues and options.
4. Participate in community engagement processes related to their issue of interest.

In Committee Meetings

5. Attend Committee meetings

6. Adhere to procedural rules for delegations to Committees
7. Respect the role of the Committee Chair with responsibility for timely conduct of business and retaining meeting decorum

July 20, 2015

Additional Detail to Assist Stakeholders with Role and Responsibilities

The following two tables provide additional detail to assist stakeholders to understand how they should participate in Committee work and during Committee meetings.

Standing Committee RACI Chart

Activity	Responsible	Accountable	Consult	Inform
<i>Mandate and Charter</i>				
Develop	Clerk	Chair	DCAO/Chair	
Review and recommend	Cttee	Clerk		IS/ES
Approve	Council	Cttee		IS/ES
Review once a term or as required	Cttee	Chair	Clerk/DCAO	
Report to Council (annual)	DCAO	Chair		IS/ES
<i>Planning</i>				
Maintain rolling calendar	DCAO	Chair	Clerk	Cttee/IS/ES
Manage meeting forecast	Clerk	DCAO	Chair/DCAO	
Manage outstanding list of actions/motions	Chair/DCAO	Council	ET/CAO	
Agenda planning and preview	DCAO	Clerk	Chair	
<i>Meetings</i>				
Call meetings	Clerk	Chair	Cttee/ IS	IS/ES
Submit agenda material	DCAO	DCAO	Clerk	
Distribute agenda packages	DS	Clerk		IS/ES
Chair meetings	Chair	Council		
Participate in meetings	See Separate Document Guideline			
Draft minutes	DS	Clerk		
Approve minutes	Cttee	Clerk		IS/ES
Present committee consent report to Council	Chair	Cttee		IS/ES
Evaluate meeting effectiveness	Clerk	Chair	Cttee/DCAO	
<i>Leadership</i>				
Appoint Chair	Striking Cttee	Clerk		
Recommend committee members	Nominating	Mayor	Council	
Approve committee members	Council	Nominating		IS/ES
Provide leadership to the committee	Chair	Council		
Ensure mandate is fulfilled	Chair	Cttee	DCAO	
Annual report to Council	DCAO	Chair	Cttee	

CAO – Chief Administrative Officer Cttee - Committee

DCAO- Deputy CAO

DS - Designated staff

ES - External stakeholders

IS - Internal stakeholders

Standing Committee Participation of Stakeholders during Meetings

City of Guelph Council Standing Committee Guidelines on Participation During Committee Meetings					
Obligations and Expectations of Stakeholders Participating in Standing Committee Meetings					
Principles:					
1. Committees publish their annual work plan to encourage input from the public and Council colleagues. 2. Input is received in writing or in person during scheduled times in Committee meetings. 3. Committee meeting minutes capture the essence of discussions and analysis without attributing specific comments. 4. Commitment to fair, effective and efficient decision making practices.					
Activity	Chair	Committee Members	Visiting Councillors	Staff	Delegations/ Public
Receive background material, staff report	All Councillors receive Standing Committee agendas, staff reports and public correspondence			Create staff reports	May download from City website
Contact staff to ask questions prior to Committee meeting	Yes	Yes	Yes	Not Applicable	Yes
Attend entire Committee meeting:					
Open session	Yes	Yes	Yes	Yes	Yes in open session
Closed session	Yes	Yes	Yes	as required	No in closed
Engage in Committee discussion and deliberation. Engage in decision making.	Leads the Committee to stay focused on task and conclude	Yes Yes	No No	Yes. Yes as requested.	No No
Offer opinion to Committee through the Chair: in advance	Yes	Yes	Yes All Councillors	Yes	Yes
At meeting	Yes	Yes	Yes	Yes	Yes
Review written input	Yes	Yes	Yes	Yes	Yes
Listen to public delegations	Yes	Yes	Yes	Yes	Yes
Ask questions of delegations	Yes	Yes	No	No	No
Ask questions of visiting Councillors	Yes	Yes	No	No	No
Ask questions directly to staff	Yes	Yes	No	No	No
Pose questions and/or provide input to the Chair for the Committee's consideration	N/A	N/A	Yes	Yes	Yes
Request through the Chair for additional information prior to Council meeting	Not Applicable	Yes	Yes	Not Applicable	Yes

Schedule 1 – Corporate Services

Scope of Corporate Services Committee’s Responsibilities

The Corporate Services Committee’s scope of responsibilities includes:

- Corporate Services
 - Finance
 - Human Resources
 - City Clerk’s Office
 - Corporate Communications
 - Information Technology
 - Legal & Realty Services
 - Court Services

In addition, Members from the Committee are appointed by Council to hear appeals under the City’s Business Licensing By-law as the Appeals Committee.

The Corporate Services Committee has the following Quasi-Judicial/Adjudicative Committees Agency reporting to it:

1. Appeals Committee

Schedule 2 – Infrastructure, Development & Enterprise

Scope of Infrastructure, Development & Enterprise Committee’s Responsibilities

The Infrastructure, Development & Enterprise Committee’s scope of responsibilities includes:

- Engineering Services
- Planning Services
- Building Services
- Solid Waste Resources
- Wastewater Services
- Water Services
- Downtown Renewal
- Economic Development
- Community Energy

The Infrastructure, Development & Enterprise Committee has the following Advisory Committees reporting to it:

1. Downtown Advisory Committee
2. Economic Development Advisory Committee
3. Environmental Advisory Committee
4. Heritage Guelph
5. Municipal Property and Building Commemorative Naming Policy Committee
6. Organic Waste Processing Facility Public Liaison Committee
7. River Systems Advisory Committee
8. Water Conservation and Efficiency Public Advisory Committee

The Infrastructure, Development & Enterprise Committee has the following Agencies reporting to it:

1. Downtown Guelph Business Association
2. Grand River Conservation Authority

The Infrastructure, Development & Enterprise Committee has the following Quasi-Judicial/Adjudicative Committees Agencies reporting to it (*for citizen appointments only*):

1. Committee Of Adjustment
2. Property Standards/Fence Viewers Committee

Schedule 3 – Public Services

Scope of Public Services Committee’s Responsibilities

The Public Services Committee’s scope of responsibilities includes the following functional areas:

- Culture & Tourism
- Community Engagement
- Parks & Recreation
- Business Services
- Corporate Building Maintenance
- Emergency Services
- Guelph Transit
- Public Works
- By-law Compliance, Security & Licensing
- Service Performance & Development

The Public Services Committee has the following Advisory Committees and Boards reporting to it:

1. Accessibility Advisory Committee
2. Guelph Museums Advisory Committee
3. Public Art Advisory Committee
4. Tourism Strategy Advisory Committee
5. Youth Council
6. Community Wellbeing Grant Allocation Panel
7. Transit Advisory Committee

The Public Services Committee has the following Local Boards reporting to it:

1. Police Services Board
2. Sports Hall of Fame
3. Guelph Public Library Board
4. Wellington-Dufferin-Guelph Public Health Board
5. Board of Trustees of the Elliott
6. Macdonald Stewart Art Centre Board of Directors
7. Guelph Cemetery Commission

In addition, the Public Services Committee also acts as the Committee of Management for the Elliott.

Schedule 4: Audit Committee

Scope of Audit Committee's Responsibilities

The Audit Committee's scope of responsibilities includes:

- External Audit (Annual Audit)
- Annual Financial Statements
- Auditor Performance and Review
- Adequacy of the City's Resources
- City Financial and Control Systems
- Financial Literacy
- Internal Audit
- Compliance
- Risk Management and Internal Control
- Reporting Responsibilities

Specific Committee Responsibilities:

Leadership & Stewardship

External Audit

1. Review the external auditor's proposed audit scope and approach, including coordination of audit effort with City staff.
2. Review with management and the external auditors the result of the audit, including any difficulties encountered and all other matters required to be communicated to the Committee under Generally Accepted Auditing Standards.
3. Resolve any disagreements between management and the external auditors regarding financial reporting.
4. At the conclusion of the audit, consult with the external auditors, without the presence of management, regarding internal financial controls, compliance and the fullness and accuracy of the City's financial statements.
5. Ensure the timely presentation of the external auditor's annual audit report to Council.

Risk Management and Internal Control

6. Understand the scope of the external auditor's review of internal financial control over financial reporting and obtain reports on significant findings and recommendations, together with management's responses and the timing of the disposition of significant findings.
7. Through the use of a risk management framework, assess the financial risks to be managed by the City and any change in significant financial risks.
8. Consider the effectiveness of the City's internal control system for the safeguarding of assets, including information technology security and control, and the adequacy of policies and procedures.

9. Review management and program performance regarding efficiency, effectiveness and economy in the use of resources.
10. Reviewing the effectiveness of management reporting systems regarding administrative and program performance.

Other

11. Recommend to Council special investigations and funding as required. Institute and oversee special investigations as authorized by Council.
12. With Council approval, retain independent counsel, accountants, or others to advise the Committee or assist in the conduct of a review.

Empowerment & Accountability

Compliance

13. Obtain regular updates from management and others (legal counsel, external auditors) regarding compliance with laws and regulations having a material impact on the financial statements including:
 - a. Tax and financial reporting laws and regulations.
 - b. Legal withholding requirements.
 - c. Environmental protection laws and regulations.
14. Review by-laws and policies specifically regulating the conduct of members of council, staff and suppliers.
15. Review the findings of any examinations by regulatory agencies, and any auditor observations.
16. Discuss with the City Solicitor, any significant legal, compliance or regulatory matters that may have a material effect on the financial statements or the business of the City, or on the compliance policies of the City.
17. Review the results of management's investigation and follow-up for any instances of non-compliance.
18. Review the effectiveness of the systems established to ensure compliance.

Adequacy of the City's Resources

19. Review the nature of evolving businesses managed by the City, including those changes occasioned by business or process redesign or through updated legislated requirements.
20. As new businesses and ventures are embarked on by the City, gain comfort that all appropriate processes have been put in place to evaluate feasibility of the new business and to ensure proper resources, both human and financial, have been provided.

Communication, Engagement & Transparency

Reporting Responsibilities

21. Ensure the creation of an annual report to Council on progress achieved by the Committee and any concerns or issues that have been identified.
22. The report shall be prepared by the Committee Chair with input from staff and approved by the Committee.

23. Provide an open avenue of communication between the external auditor and City Council.

Accomplishment & Measurement

Financial Statements

24. Review significant accounting and reporting issues, including complex or unusual transactions, highly judgmental areas and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
25. Review the representation letter provided by management to the external auditor.
26. Prior to the presentation of the annual financial statements to Council, review the financial statements and consider whether they are complete, consistent with information known to Committee members and reflect appropriate accounting principles.
27. Recommend to Council the approval and distribution of the annual financial statements.

Auditor Performance and Review

28. Review and confirm the independence of the external auditor by obtaining statements from the auditor on relationships between the auditor and the City, including non-audit services, and discussing the relationships with the auditor.
29. Direct and review the performance evaluation process for the external auditor.
30. Recommend changes to the external auditor's compensation for Council approval.
31. Periodically determine whether a Request for Proposal should be issued to select an external auditing firm. As per the Ontario Municipal Act 2001 section 296 (3), the external auditor shall not be appointed for a term exceeding five (5) years.
32. Participate in the selection of an external auditing firm by reviewing the Request for Proposals and bids received, interviewing potential auditing firms and recommending the external auditor for final approval to Council.

Continuous Learning & Growth

Financial Literacy

33. Ongoing training and development is provided to enhance the financial literacy of the Committee members.

Schedule 5: Governance Committee

Scope of Governance Committee's Responsibilities

The Governance Committee's scope of responsibilities includes ensuring that appropriate policies, principles, procedures and roles are established to guide and enhance:

- Effective Corporate Governance
- Accountability and Transparency
- Strategic Planning Processes
- Committee and Council Effectiveness
- CAO Performance and Review
- Oversight of Governance Policies
- Succession Planning
- Council Compensation
- Council Performance Reporting

Specific Governance Committee Responsibilities:

Leadership & Stewardship

Strategic Planning

1. Review and recommend governance principles, policies and guidelines with respect to strategic planning for Council approval.
2. Ensure an effective strategic planning and priority setting process is implemented during each new term of Council and advise on necessary improvements.
3. Review and recommend an annual strategic planning work plan for Council approval.
4. Receive regular update reports on the status of priority initiatives to ensure appropriate progress.
5. Receive regular updates on Key Performance Indicators related to the Strategic Plan.

Enterprise Risk Management

6. Understand and address risks that threaten the achievement of the organization's objectives.
7. Assess risks in terms of likelihood and magnitude of impact.
8. Oversee the development of policies and appropriate response strategies to identify, prioritize, and respond to the risks (or opportunities).
9. Monitor progress on the effectiveness of policies and response strategies.

Empowerment & Accountability

Accountability and Transparency

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

Communication, Engagement & Transparency

Committee Performance Reporting

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

Accomplishment & Measurement

Effective Corporate Governance

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

CAO Performance and Review

22. Review and recommend governance principles, policies and procedures with respect to the recruitment, delegation of authority, compensation, succession planning and evaluation of the CAO.
23. Direct and discuss CAO succession planning efforts consistent with policy guidelines.
24. Oversee the recruitment process for a new CAO consistent with policy guidelines.
25. Oversee the performance evaluation process for the CAO consistent with policy guidelines.
26. Oversee the development of annual performance objectives for the CAO consistent with policy guidelines.

27. Direct and discuss CAO succession planning efforts consistent with policy guidelines.
28. Recommend changes to the CAO compensation for Council approval.

Council Compensation

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

Continuous Learning & Growth

Committee and Council Effectiveness

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

Schedule 6: Nominating Committee

Scope of Nominating Committee's Responsibilities

The Nominating Committee's scope of responsibilities include:

- Making recommendations on the appointment of Council members to Committees, local board and other public agencies.
- Review the qualifications of Council members applying to particular Committees, local boards and other public agencies, while also taking into consideration the individual preferences of Council member applicants.
- Responding to Committee, local board, or other public agency vacancies that may arise from time to time and, as soon as possible, make recommendations to Council for a replacement Councillor.

Schedule 7: Emergency Governances Committee

Scope of Emergency Governances Committee's Responsibilities

The Emergency Governances Committee's scope of responsibilities include:

- the exercise of Council's legislative, quasi-judicial and administrative powers, subject to the limitations of the *Municipal Act*, with such delegated authority to be exercised only:
 - 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;
 - at such time 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; and
 - for Council's normal decision making process and not for the management or co-ordination of emergency response activities.