

CITY COUNCIL AGENDA



DATE January 24, 2011 – 7 p.m.

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

**O Canada
Silent Prayer
Disclosure of Pecuniary Interest**

CONFIRMATION OF MINUTES (Councillor Burcher)

"THAT the minutes of the Council Meetings held December 7 and 20, 2010 and the minutes of the Council meeting held in Committee of the Whole on December 20, 2010 be confirmed as recorded and without being read."

CONSENT REPORTS/AGENDA – ITEMS TO BE EXTRACTED

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

Consent Reports/Agenda from:

Corporate Administration, Finance & Emergency Services Committee			
Item	City Presentation	Delegations	To be Extracted
CAFES-1 Finance Department Operational Review			
CAFES-2 City of Guelph Emergency Response Plan & Emergency Management Program			

Adoption of balance of Corporate Administration, Finance & Emergency Services Committee Consent Report - Councillor Hofland, Chair

Governance Committee			
Item	City Presentation	Delegations	To be Extracted
GOV-1 Report of the Returning Officer on the 2010 Municipal			

Election			
GOV-2 2010-2014 Strategic Planning – Proposed Revision Process			

Adoption of balance of Governance Committee Consent Report – Mayor Farbridge, Chair

Council Consent Agenda			
Item	City Presentation	Delegations	To be Extracted
A-1) Citizen Appointments to the Downtown Guelph Business Association Board of Directors			

Adoption of balance of the Council Consent Agenda – Councillor

ITEMS EXTRACTED FROM COMMITTEES OF COUNCIL REPORTS AND COUNCIL CONSENT AGENDA (Chairs to present the extracted items)

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.*

Reports from:

- Corporate Administration, Finance, & Emergency Services – Councillor Hofland
- Governance – Mayor Farbridge

SPECIAL RESOLUTIONS

BY-LAWS

Resolution – Adoption of By-laws (Councillor Dennis)

QUESTIONS

MAYOR’S ANNOUNCEMENTS

Please provide any announcements, to the Mayor in writing, by 12 noon on the day of the Council meeting.

NOTICE OF MOTION

ADJOURNMENT

Committee Room C
December 7, 2010

Council convened in an informal session at 5:30 p.m. for the purpose of receiving training on the Planning Act.

Present: Mayor Farbridge, Councillors Bell (arrived 5:45 p.m.), Burcher, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Dr. J. Laird, Executive Director of Planning, Engineering & Environmental Services; Mr. J. Riddell, General Manager of Planning & Building Services; Mr. S. Hannah, Manager of Development Planning; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; and Ms. T. Agnello, Deputy Clerk

The Manager of Development Planning outlined the following provincial documents that influence planning: Planning Act, Provincial Policy Statement and Places to Grow.

He provided information on the City's Official Plan and Zoning By-law and the process for amending the documents. He highlighted the planning process.

He provided information on other delegated planning responsibilities:

- Site Plan Approval
- Committee of Adjustment applications
- Standard condominium applications
- Part Lot Control exemption requests
- Demolition requests (except for residential).

The meeting recessed at 7:10 p.m.

The meeting reconvened at 7:20 p.m.

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; Dr. J. Laird, Executive Director of Planning, Engineering & Environmental Services; Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. M. Neubauer, Executive Director of Financial Services; Ms. A. Pappert, Executive Director of Community & Social Services; and Ms. T. Agnello, Deputy Clerk.

The Mayor introduced the Executive Team and provided an overview of the Chief Administrative Officer's responsibilities.

The Chief Administrative Officer provided an overview the organization functional model and the CAO office responsibilities.

Dr. Janet Laird, Executive Director of Planning, Engineering & Environmental Services provided an overview of the department's responsibilities.

Ann Pappert, Executive Director of Community & Social Services provided an overview of the department's responsibilities.

Mark Amorosi, Executive Director of Human Resources & Legal Services provided an overview of the department's responsibilities.

Derek McCaughan, Executive Director of Operations & Transit provided an overview of the department's responsibilities.

Margaret Neubauer, Executive Director of Financial Services, provided an overview of the department's responsibilities.

ADJOURNMENT

The meeting adjourned at 9:15 o'clock p.m.

Minutes read and confirmed December 20, 2010.

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Mayor

.....
Deputy Clerk

Committee Room B
December 20, 2010 6:15 p.m.

A meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. A. Pappert, Executive Director of Community & Social Services; Chief S. Armstrong, General Manager of Emergency Services/Fire Chief; Ms. M. Neubauer, Chief Financial Officer/ City Treasurer; Mr. G. Hunt, Manager of Labour Relations, Health & Safety/ Assistant Director of Human Resources; Mrs. L.A. Giles, General Manager of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

- 1. Moved by Councillor Findlay
Seconded by Councillor Burcher
THAT the Council of the City of Guelph now hold a meeting that is closed to the public with respect to:

Update re: Negotiations

S. 239 (2) (d) Labour relations or employee negotiations.

Carried

The meeting adjourned at 6:16 o'clock p.m.

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Mayor

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Clerk

Committee Room B
December 20, 2010 6:17 p.m.

A meeting of Guelph City Council closed to the public.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. A. Pappert, Executive Director of Community & Social Services; Chief S. Armstrong, General Manager of Emergency Services/Fire Chief; Ms. M. Neubauer, Chief Financial Officer/ City Treasurer; Mr. G. Hunt, Manager of Labour Relations, Health & Safety/ Assistant Director of Human Resources; Mrs. L.A. Giles, General Manager of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT

There were no declarations.

The Executive Director of Human Resources provided an update with respect to negotiations.

- 1. Moved by Councillor Piper
Seconded by Councillor Hofland
THAT staff be given direction with respect to negotiations.

Mr. M. Amorosi

Carried

The meeting adjourned at 6:45 o'clock p.m.

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Mayor

.....
Clerk

Council Chambers
December 20, 2010

Council reconvened in formal session at 7:00 p.m.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland,

Kovach, Laidlaw, Piper, Van Hellemond and
Wettstein

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. A. Pappert, Executive Director of Community & Social Services; Ms. M. Neubauer, Chief Financial Officer/ City Treasurer; Mr. M. Anders, General Manager of Community Connectivity and Transit; Mr. P. Cartwright, General Manager of Economic Development & Tourism; Mr. R. Henry, General Manager of Engineering Services/City Engineer; Mrs. L.A. Giles, General Manager of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT

There was no declaration of pecuniary interest.

PRESENTATIONS

The Mayor presented Ken Hammill, Audrey Jamal, Mark Rodford and Mark Goldberg, members of the Rink Rats with a memento in recognition of their fundraising efforts for the Market Square.

Rink Rats: Completion of Fundraising

1. Moved by Councillor Burcher
Seconded by Councillor Findlay
THAT Downtown Renewal report 10-03, dated December 20, 2010 be received;

Mr. I. Panabaker
Mr. H. Loewig

AND THAT Guelph City Council formally thank the Rink Rats for their successful efforts in raising \$2.1M for the construction of the Ice and Water Feature on Market Square;

AND THAT Guelph City Council recognize that the work of the Rink Rats is complete and that the group is now dissolved;

AND THAT Guelph City Council confirm that a naming competition for the Ice and Water Feature, as described in the November 23, 2009 Rink Rats report, is not to be pursued;

AND THAT staff is directed to manage the capital fundraising pledges and donor relationships developed by the Rink Rats;

AND THAT staff is directed to develop and bring back to Council a framework that would allow community partnerships to be established to support the operations and programming of Market Square.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

2. Moved by Councillor Bell

Seconded by Councillor Wettstein

THAT the minutes of the Council meetings held on November 22 and December 6, 2010 be confirmed as recorded and without being read;

AND THAT the minutes of the Council meeting held on December 13, 2010 be amended by correcting the recorded votes and replacing Clause 21 with the following:

“THAT Cory Chisholm and Sharon Van Manen be reappointed to the Accessibility Advisory Committee for a term ending November, 2013;

AND THAT Tom Goettler, Douglas Grove, Carin Headrick, Laurie Lanthier, Cathy McCormack, Jane McNamee, Paul Reeve, Mary Grad, Janice Pearce-Faubert, Julia Phillips, Jennifer Popkey Bergen and Tanya Davies be reappointed to the Accessibility Advisory Committee for a term ending November, 2014.”

AND THAT the minutes of the Council meeting held on December 13, 2010 and the minutes of the Council meeting held in Committee of the Whole on December 13, 2010 be confirmed as amended and without being read.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

CONSENT REPORTS AND AGENDAS

Councillor Kovach presented the Striking Committee First Consent Report.

- 3. Moved by Councillor Kovach
Seconded by Councillor Laidlaw

THAT the December 20, 2010 Striking Committee First Consent Report as identified below, be adopted:

a) Act in Place of the Mayor during an Emergency

Mrs. L.A. Giles

THAT Councillors Kovach, Laidlaw and Wettstein be appointed to Act in Place of the Mayor during an emergency for a four year term expiring November, 2014.

b) Audit Committee

Mayor Farbridge
Members of Council

THAT Councillors Furfaro, Kovach, Van Hellemond and Wettstein and Mayor Farbridge be appointed to the Audit Committee for a term expiring November, 2011;

AND THAT Councillor Wettstein be appointed Chair of the Audit Committee for a term expiring November, 2011.

c) Community & Social Services Committee

Mayor Farbridge
Members of Council

THAT Councillors Burcher, Dennis, Guthrie and Laidlaw and Mayor Farbridge be appointed to the Community & Social Services Committee for a term expiring November, 2011;

AND THAT Councillor Laidlaw be appointed Chair of the Community & Social Services Committee for a term expiring November, 2011.

d) Corporate Administration, Finance & Emergency Services Committee

Mayor Farbridge
Members of Council

THAT Councillors Dennis, Hofland, Kovach and Wettstein and Mayor Farbridge be appointed to the Corporate Administration, Finance & Emergency Services Committee for a term expiring November, 2011.

AND THAT Councillor Hofland be appointed Chair of the Corporate Administration, Finance & Emergency Services Committee for a term expiring November, 2011.

e) Planning, Engineering & Environmental Services Committee

Mayor Farbridge

THAT Councillors Bell, Burcher, Guthrie and Piper and

Members of Council

Mayor Farbridge be appointed to the Planning, Engineering & Environmental Services Committee for a term expiring November, 2011.

AND THAT Councillor Piper be appointed Chairperson of the Planning, Engineering & Environmental Services Committee for a term expiring November, 2011.

f) **Operations & Transit Committee**

Mayor Farbridge
Members of Council

THAT Councillors Bell, Findlay, Furfaro and Van Hellemond and Mayor Farbridge be appointed to the Operations & Transit Committee for a term expiring November, 2011.

AND THAT Councillor Findlay be appointed Chairperson of the Operations and Transit Committee for a term expiring November, 2011.

g) **Governance Committee**

Mayor Farbridge
Members of Council

THAT Councillors Hofland, Laidlaw, Piper and Findlay and Mayor Farbridge be appointed to the Governance Committee for a term expiring November, 2011;

AND THAT Mayor Farbridge be appointed Chairperson of the Governance Committee for a term expiring November, 2014.

h) **Guelph Hydro Inc.**

Jasmine Urisk

THAT Mayor Farbridge be appointed to the Board of Directors of Guelph Hydro Inc. for a four year term expiring November, 2014.

i) **Trustees of the Elliott**

Mr. T. Lee

THAT Councillor Findlay be appointed to the Board of Trustees of The Elliott for a three year term expiring November, 2013;

AND THAT Council appoint E.J. Stross, Jackie Kukla (Wojcicki), and John Schitka to the Board of Trustees of the Elliott Community for a term expiring November, 2013;

AND THAT Council appoint Stephanie Kibbee, Danny Pincivero, and Randall Wilson to the Board of Trustees of the Elliott Community for a term ending November, 2011.

j) **Guelph Police Services Board**

Ms. C. Parton THAT Mayor Farbridge and Councillor Kovach be appointed to the Guelph Police Services Board for a four year term expiring November, 2014;

AND THAT Council suspend the policy that prevents a member of Council from serving as the chair of a board or committee, other than committees which are composed solely of members of Guelph City Council

AND THAT Councillor Kovach be permitted to be Chair of the Guelph Police Services Board if appointed.

k) **Grand River Conservation Authority**

Ms. S. Southwell THAT Councillors Bell and Laidlaw be appointed to the Grand River Conservation Authority for a three year term expiring November, 2013.

l) **Guelph Public Library Board of Directors**

Ms. K. Pope THAT Councillor Findlay be appointed to the Guelph Public Library Board of Directors for a four year term expiring November, 2014;

AND THAT Jennifer Mackie, Maggie McFadzen, Alan Pickersgill and Bruce Weaver be reappointed to the Guelph Public Library Board for a term ending November, 2014.

m) **Downtown Guelph Business Association**

Ms. A. Jamal
Mrs. L.A. Giles THAT Councillor Furfaro and Councillor Dennis be appointed to the Downtown Guelph Business Association for a four year term expiring November, 2014;

AND THAT the request from the Downtown Guelph Business Association be approved and the composition of the Board be changed from 14 members to 12 members;

AND THAT Council appoint Lorenz Calcagno, Tony DiBattista, Caroline Harvey-Smith, Tom Lammer, Jean-Marie Nijs, and Barbara Turley-McIntyre to the Downtown Guelph Business Association for a term expiring November, 2014.

n) **MacDonald Stewart Art Centre Board of Trustees**

Ms. J. Nasby THAT Councillor Guthrie be appointed to the MacDonald Stewart Art Centre Board of Trustees for a four year term expiring November, 2014.

o) **Wellington-Dufferin-Guelph Health Unit**

Ms. C. Desmeules

THAT Councillors Burcher and Wettstein be appointed to the Wellington-Dufferin-Guelph Health Unit Board of Directors for a four year term expiring November, 2014.

p) **Guelph Junction Railway Company Board of Directors**

Mr. T. Sagaskie

THAT Councillors Furfaro, Guthrie, Piper and Van Hellemond be appointed to the Guelph Junction Railway Company Board of Directors for a four year term expiring November, 2014.

q) **Well Interference Committee**

Dr. J. Laird

THAT Councillors Hofland, Laidlaw and Piper be appointed to the Well Interference Committee for a four year term expiring November, 2014.

r) **Accessibility Advisory Committee**

Ms. L. Warren

THAT Cory Chisholm and Sharon Van Manen be reappointed to the Accessibility Advisory Committee for a term ending November, 2013;

AND THAT Tom Goettler, Douglas Grove, Carin Headrick, Laurie Lanthier, Cathy McCormack, Jane McNamee, Paul Reeve, Sharon Van Manen, Mary Grad, Janice Pearce-Faubert, Julia Phillips, Jennifer Popkey Bergen and Tanya Davies be reappointed to the Accessibility Advisory Committee for a term ending November, 2014.

s) **Committee of Adjustment**

Ms. K. Fairfull

THAT Peter Brimblecombe be reappointed to the Committee of Adjustment for a term expiring November, 2011;

AND THAT Jim Andrews, Bill Birdsell, Antoin Diamond, Ray Funnell, Donna Kelly and Lyle McNair be reappointed to the Committee of Adjustment for a term ending November, 2014.

t) **Economic Development Advisory Committee**

Mr. P. Cartwright

THAT Peter Kastner, Tom Matulis, Carol Tyler and Amadeo Ventura be reappointed to the Economic Development Advisory Committee for a term expiring November, 2014.

AND THAT Christine Eckert, Stephen Morris and Richard Puccini be appointed to the Economic Development

Advisory Committee for a term ending November, 2011.

u) **Environmental Advisory Committee**

Ms. J. McEachren

THAT Paul Smith be reappointed to the Environmental Advisory Committee for a term ending November, 2013;

AND THAT Michelle Gillen, Jennifer Suke, Jessica Tivy, Gordon Drewitt and Lesley McDonell be reappointed the Environmental Advisory Committee for a term expiring November, 2014.

v) **Guelph Cemetery Commission**

Mr. P. Taylor

THAT Terry Petrie and W. Hugh Spencer be reappointed to the Guelph Cemetery Commission for a term ending November, 2014.

w) **Guelph Museums Advisory Committee**

Ms. K. McCracken

THAT Rob Cassolato, Ann Guthrie, Jo Ann Hayter, Anne Holman, Kevin James, Rodger Tschanz and Susan Watson be reappointed to the Guelph Museums Advisory Committee for a term expiring November, 2014.

AND THAT Linda Kearns and Debra Nash-Chambers be appointed to the Guelph Museums Advisory Committee for a term ending November, 2011.

x) **Guelph Sports Hall of Fame Board of Directors**

Mr. R. Grau

THAT Andy Behnan, Will Lenssen, Sandra Pitts and Brian Tatarnic be reappointed to the Guelph Sports Hall of Fame Board of Directors for a term expiring November, 2014;

AND THAT John Lovelock be reappointed to the Guelph Sports Hall of Fame Board of Directors for a term expiring November, 2012.

AND THAT Council appoint Wayne Mizen, Larry Townsend and Lee Villar as the Kiwanis representatives to the Guelph Sports Hall of Fame Board of Directors for a term expiring November, 2014.

y) **Heritage Guelph**

Mr. S. Robinson

THAT Joel Bartlett, Martin Bosch, Christopher Campbell, Douglas R. Haines, Lorraine Pagnan, Susan Ratcliffe and Paul Ross be reappointed to Heritage Guelph for a term expiring November, 2014.

AND THAT Tony Berto, Russell Ott, Nate Valeriotte and Laura Waldie, Daphne Wainman-Wood be appointed to Heritage Guelph for a term expiring November, 2011.

z) **Locomotive 6167 Restoration Committee**

Mr. D. McCaughan THAT Paul Breadner and Fred Thoonen be reappointed to the Locomotive 6167 Restoration Committee for a term ending November, 2014;

AND THAT Bruce Lowe and George Renninger be reappointed to the Locomotive 6167 Restoration Committee for a term ending November, 2013.

aa) **Municipal Property & Building Commemorative Naming Policy Committee**

Mr. R. Barr-Templeton THAT Robin Bergart and Enrico Stradiotto be reappointed to the Municipal Property and Building Commemorative Naming Policy Committee for a term ending November, 2014.

bb) **Property Standards / Fence Viewer Committee**

Mr. R. Reynen THAT Robert Demille and Joshua Kramer be appointed to the Property Standards/Fence Viewer Committee for a term ending November, 2011;

AND THAT Michael Newark and Douglas Smith be reappointed to the Property Standards/Fence Viewer Committee for a term ending November, 2014.

cc) **River Systems Advisory Committee**

Ms. J. McEachren THAT David Beaton be reappointed to the River Systems Advisory Committee for a term expiring November, 2012;

AND THAT Karen Chisholme, Erin Harkins, Stan Kozak and Jeremy Shute be reappointed to the River Systems Advisory Committee for a term ending November, 2014.

AND THAT Sara Ashpole, Michelle Bowman, Nicole Lower and Eric Wilson be appointed to the River Systems Advisory Committee for a term ending November, 2011.

dd) **Water Conservation & Efficiency Public Advisory Committee**

Mr. W. Galliher THAT Lynn Chidwick, Mike Darmon, Peter Lambe, Paul McLennan, Patricia Quackenbush and Anastasisa Lintner be reappointed to the Water Conservation and Efficiency

Public Advisory Committee for a term expiring November, 2014.

ANDTHAT Evelyn Allen and Hugh Whiteley be appointed to the Water Conservation & Efficiency Public Advisory Committee for a term expiring November, 2011.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

Consent Agenda

The following items were extracted from the December 20, 2010 Consent Agenda to be voted on separately:

- A-1 2011 Council Meeting Schedule
- A-5 Royal Bank Credit Facility

4. Moved by Councillor Kovach
Seconded by Councillor Laidlaw

THAT the balance of the December 20, 2010 Council Consent Agenda as identified below, be adopted:

a) **2011 Budget Calendar**

Ms. M. Neubauer

THAT the 2011 Budget Calendar as outlined in Appendix 1 be approved.

b) **Amendment to Ambulance Station Lease at 34 Harvard Road, Guelph**

Mr. J. Stokes
Mr. M. Amorosi

THAT the Mayor and Clerk be authorized to execute a Lease Amending Agreement between the City and the owners in respect of the City's use of the property located at 34 Harvard Road, Guelph.

C Items for Information of Council

1) **Guelph Transit Terminal**

Mr. D. McCaughan
Dr. J. Laird

THAT the Information Report dated December 20, 2010 with respect to the Guelph Transit Terminal, be received for information.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

DELEGATIONS

Steven Petric was present and expressed concern with the re-opening of the Transit Hub. He advised that there has been a lot of community consultation and money already expended on this project.

Councillor Bell’s notice of motion with respect to the Transit Hub for which notice was given November 22, 2010.

5. Moved by Councillor Bell
Seconded by Councillor Furfaro
THAT Council reconsider the currently approved design for the transit hub facility in order to allow a determination of whether or not Carden Street can be re-opened to vehicular traffic.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Kovach and Van Hellemond (4)

VOTING AGAINST: Councillors Burcher, Dennis, Findlay, Guthrie, Hofland, Laidlaw, Piper, Wettstein and Mayor Farbridge (9)

Defeated

2011 Council Meeting Schedule

Mrs. L.A. Giles
6. Moved by Councillor Findlay
Seconded by Councillor Hofland
THAT the 2011 planning and regular meeting schedule for Council be approved as outlined on the calendar attached as Appendix 2.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: Councillor Kovach (1)

Carried

Royal Bank Credit Facility

Ms. M. Neubauer
7. Moved by Councillor Guthrie
Seconded by Councillor Burcher
THAT Council authorize the Mayor, City Clerk and Treasurer to execute an agreement with the Royal Bank to renew a \$10 million one year interest only loan to be drawn prior to December 31, 2010 and to be repaid or refinanced by December 31, 2011 in order to fund capital

expenditures net of land sale revenues related to the Hanlon Creek Business Park development.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

BY-LAWS

8. Moved by Councillor Burcher
Seconded by Councillor Wettstein
THAT By-laws Numbered (2010)-19131 to (2010)-19135, inclusive, are hereby passed.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)

VOTING AGAINST: (0)

Carried

MAYOR'S ANNOUNCEMENTS

In response to previous questions with respect to the CAO's duties relating to Full Time Employees, the Mayor advised that that issue will be on a future Governance Committee agenda.

The Mayor wished everyone a happy holiday season.

ADJOURNMENT

The meeting adjourned at 8:00 o'clock p.m.

Minutes read and confirmed January 24, 2010.

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Mayor

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Clerk

2011 Budget Schedule

Week	Event
JAN 3 - 14	Executive Team/Finance Review
JAN 17 - 21	Finance Finance Review/Preparation of Budget Package
JAN 24	Distribution of User Pay Budget Package to Council
JAN 31	Council Deliberation & Approval of User Pay Budgets (public delegations for User Pay) Tax Supported Operating and Capital Budget Overview (no decisions, no delegations) Distribution of Tax Supported Budget Packages to Council
FEB 14 & 15	Budget Presentations to Council - City Departments and Outside Boards
FEB 22	Public Delegation Night to Council
MAR 2 (MAR 3 if required)	Council Deliberation & Approval

2011 Council Meeting Schedule

January					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1 New Years Day
					2
3	4	5	6	7	8
					9
10	11	12	13	14	15
					16
17 Council Planning	18	19	20	21	22
					23
24 Council	25	26	27	28	29
					30
31					

February					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1	2	3	4	5
					6
7 Council Planning	8	9	10	11	12
					13
14	15	16	17	18	19
					20
21 Family Day	22	23	24	25	26
					27
28 Council					

March					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1	2	3	4	5
					6
7 Council Planning	8	9	10	11	12
					13
14	15	16	17	18	19
					20
21	22	23	24	25	26
					27
28 Council	29	30	31		

April					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2
					3
4 Council Planning	5	6	7	8	9
					10
11	12	13	14	15	16
					17
18	19	20	21	22 Good Friday	23
					24 Easter
25 Easter Monday	26 Council	27	28	29	30

May					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 Council Planning	3	4	5	6	7 8
9	10	11	12	13	14 15
16	17	18	19	20	21 22
23 Victoria Day	24 Council	25	26	27	28 29
30	31				

June					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
		1	2	3 FCM Annual Conference	4 / 5 FCM Annual Conference
6 FCM Annual Conference	7 Council Planning	8	9	10	11 12
13	14	15	16	17	18 19
20	21	22	23	24	25 26
27 Council	28	29	30		

July					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1 Canada Day	2 3
4 Council Planning	5	6	7	8	9 10
11	12	13	14	15	16 17
18	19	20	21	22	23 24
25 Council	26	27	28	29	30 31

August					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 John Galt Day / Civic Holiday	2	3	4	5	6 7
8	9	10	11	12	13 14
15	16	17	18	19	20 21 AMO Conference
22 AMO Annual Conference	23 AMO Annual Conference	24 AMO Annual Conference	25	26	27 28
29	30	31			

September					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3
					4
5 Labour Day	6 Council Planning	7	8	9	10
					11
12	13	14	15	16	17
					18
19	20	21	22	23	24
					25
26 Council	27	28	29	30	

October					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
					2
3 Council Planning	4	5	6	7	8
					9
10 Thanksgiving Day	11	12	13	14	15
					16
17	18	19	20	21	22
					23
24 Council	25	26	27	28	29
					30
31					

November					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday/ Sunday
	1	2	3	4	5
					6
7 Council Planning	8	9	10	11 Remembrance Day	12
					13
14	15	16	17	18	19
					20
21	22	23	24	25	26
					27
28 Council	29	30			

December					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday/ Sunday
			1	2	3
					4
5 Council Planning	6	7	8	9	10
					11
12	13	14	15	16	17
					18
19 Council	20	21	22	23	24
					25 Christmas Day
26 Boxing Day	27	28	29	30	31

**CONSENT REPORT OF THE
CORPORATE ADMINISTRATION, FINANCE
& EMERGENCY SERVICES COMMITTEE**

January 24, 2011

Her Worship the Mayor and
Councillors of the City of Guelph.

Your Corporate Administration, Finance & Emergency Services Committee beg leave to present their FIRST CONSENT REPORT as recommended at its meeting of January 18, 2011.

If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of the Finance, Administration & Corporate Services Committee will be approved in one resolution.

1) Finance Department Operational Review

THAT Report FIN-11-04 dated January 18, 2011 regarding the Finance Department Operational Review Study prepared by BMA Management Consulting Inc. be received for information purposes.

AND THAT the financial resources required to implement the recommendations of the operational review study be referred to the 2011 budget process.

AND THAT the Chief Financial Officer provide regular reports through the Corporate Administration, Finance and Emergency Services Committee and the Audit Committee regarding on-going progress in reviewing and implementing improvements to accounting processes without budgetary impact as identified in the BMA study.

2) City of Guelph Emergency Response Plan & Emergency Management Program

THAT Council adopt the 2011 Emergency Response Plan and Emergency Management Program by by-law.

All of which is respectfully submitted.

Councillor June Hofland, Chair
Corporate Administration & Emergency
Services Committee

Please bring the material that was distributed with the Agenda for the January 18, 2011 meeting.

COMMITTEE REPORT



TO **Corporate Administration, Finance and Emergency Services**

SERVICE AREA The Office of the CAO
DATE January 18, 2011

SUBJECT Finance Department Operational Review
REPORT NUMBER FIN-11-04

RECOMMENDATIONS

That Report FIN-11-04 dated January 18, 2011 regarding the Finance Department Operational Review Study prepared by BMA Management Consulting Inc. be received for information purposes.

THAT the financial resources required to implement the recommendations of the operational review study be referred to the 2011 budget process.

THAT the CFO provide regular reports through the CAFES and Audit Committees regarding on-going progress in reviewing and implementing improvements to accounting processes as identified in the BMA study.

SUMMARY

This report presents the independent review of the City's Finance Department conducted by BMA Consulting Inc., outlines the benefits associated with implementing the recommendations of the report and identifies the additional resources that will be required over the next two years. The Executive Summary attached to this report, outlines the study process, key findings, recommendations, benchmarking data and the proposed structure for the Finance Department.

BACKGROUND

In an information report dated July 5, 2010, the Finance and Audit Committees were advised that, with the assistance of BMA Consulting, the Finance Department was undertaking an operational review of its services to ensure that the department continued to provide services in an efficient and effective manner.

Key objectives of the study included clarification of functions, roles and responsibilities and a review of the department's structure, to ensure that resources are aligned with workloads and priorities, that the City's financial processes are synonymous with best practices and that they support an integrated approach to financial decision making. The study included comparative benchmark data using BMA's extensive databases and network of municipal contacts.

REPORT

Attached to this report is the executive summary of BMA's analysis, benchmarking data and a series of recommendations. The CFO has already commenced implementing improvements within the available funding envelope provided in the 2010 budget. Additional staffing and associated financial resources required to implement the remaining changes are detailed in the Financial Implications section of this report, and will be incorporated into the 2011 budget presentation.

If implemented, the recommendations contained in BMA's report offer the following benefits:

Improved Financial Planning and Policy

- ✓ Improved reporting framework to keep Council, citizens and senior management informed of financial health of corporation
- ✓ Ongoing financial support to departments including customized reports and analysis as well as proactive identification of issues
- ✓ The ability to maintain a multi-year Financial Plan and accompanying financial policies
- ✓ Availability of centralized policy development resources
- ✓ Dedicated resources available to maximize investment returns while adhering to investment policy
- ✓ A culture characterized by setting of strategic, meaningful & measureable goals

Enhanced Purchasing and Risk Management

- ✓ Enhanced accountability of all operating departments for risk management
- ✓ Creation of operational efficiencies through improved work processes and policies
- ✓ Potential reduction of costs related to liabilities and risk management
- ✓ Reduced liability and insurance costs
- ✓ Goods and services purchased with effective, open and fair purchasing policies and practices

Better Financial Reporting and Control

- ✓ Improved ability to manage financial controls and accountability
- ✓ Council and departments will receive timely and accurate financial and other information for sound decision making, and for facilitating early detection of problems
- ✓ Accounts receivable policies will be consistent across the Corporation

-
- ✓ Vendors will be paid in accordance with negotiated payment terms
 - ✓ Guidance and expertise will be available on all systems with a financial component
 - ✓ Ensuring the City is in compliance with accounting regulations and requirements
 - ✓ Better monitoring of utility revenues, reducing the risk of lost revenues

Tax Revenues

- ✓ Accurate and timely tax bills
- ✓ Maximized revenue through proactive assessment management
- ✓ More timely, effective and relevant communications with taxpayers
- ✓ Policies for collection and outstanding accounts to ensure fair and equitable treatment for all tax and ratepayers

CORPORATE STRATEGIC PLAN

Implementation of the recommendations contained in the BMA report is consistent with Strategic Plan Goal #5: A community-focused, responsive and accountable government

5.3 Open, accountable and transparent conduct of municipal business

5.6 Organizational excellence in planning, management, human resources and people practices

FINANCIAL IMPLICATIONS

Additional staff resource requirements are identified in the following areas:

- Two Financial analysts dedicated to specific departments for support
- Two Financial analysts to assist with investing, revenue analysis, receivables billing and collection and capital asset management
- Financial/computer systems analyst for training and optimizing use of accounting technology
- Risk management specialist
- Tax collector

The study also identified the need to establish an internal audit resource, reporting to the City's CAO. A separate report has been prepared for the Audit Committee, reviewing the various options the City might consider in establishing an internal audit function.

The annualized cost of the additional Finance resources is approximately \$750,000. While the need for additional support is urgent, recognizing budget constraints, and the need to manage the integration of new staff into the department a phased approach is being recommended, with a 2011 budget impact of \$468,000 and the balance impacting the 2012 budget.

The 2011 Finance compensation budget which is being submitted to Council for approval, including these additional resources, is \$3,063,000. Compensation represents more than 95% of the Finance budget expenditures.

Some of the additional \$468,000 in resources requested would be applied to provide water/wastewater services with budget, user pay rate model and business case support and to conduct a more thorough analysis of water/wastewater revenue billing and collection, which is administered by Guelph Hydro. As such there is a portion of the additional Finance wages recoverable from water/wastewater revenues.

The cost of establishing an internal audit function will depend on the level of service expected (number and scope of compliance and service reviews to be performed annually) and the service model (contracted, in-house or hybrid). Through a report to Audit Committee on January 25, 2011, staff recommends that the matter of establishing an internal audit function be referred to the Strategic Planning process. For the 2011 budget, consulting fees of \$25,000 are included for contracted internal audit advice.

In addition to staffing shortages, the BMA study identified opportunities for improvements in a number of processes, including cash management, accounts receivable, accounts payable, water/wastewater billing and other revenue processes. These processes are complex, with hundreds of users across the organization and a variety of differences in application for various service areas. Implementing changes to these systems requires in-depth review and may require changes in technology. Implementation will require staff time and changes in job responsibilities across departmental levels, as along with the development of new policies and procedures.

The reviews would involve mapping out existing systems, policies and procedures, and internal controls, and consultation with staff at the processing or transactional level. These types of in-depth reviews require expertise in auditing, technology and change management, to ensure appropriate controls are established and maintained. While the CFO and Manager of Financial Reporting will oversee these projects, some assistance will be required from the city's external auditors or audit consultants, and the reviews will need to be phased over the next two years.

DEPARTMENTAL CONSULTATION

BMA conducted interviews of approximately 80 City staff, including all of the Finance Department staff and the Executive Team, representatives from police and library, as well as management representing all of the service areas that Finance staff interacts with on a regular basis. The Mayor and Chairs of the Audit and Finance Committees were also interviewed.

The CAO and Executive Team met with BMA in September to review the preliminary findings of the study. Based on the risks associated with the shortage of staffing levels in key control Finance positions and recognizing the lead time required to

implement staffing changes and additions, the CAO authorized the CFO to commence with implementing the organizational changes required. Job descriptions and filling of vacancies have been undertaken, recognizing the gaps and priorities identified in the study.

Finance staff have been briefed on the results of the study.

COMMUNICATION

In accordance with the City of Guelph's guiding principles for communication, the City will rely on the most appropriate communications tools at our disposal to provide information about this topic that is timely, accurate, clear, accessible and responsive.

ATTACHMENTS

Appendix 'A' – Executive Summary, BMA Management Consulting Inc. Report

Original Signed by

Prepared and Recommended By:

Margaret Neubauer

CFO

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Finance Department Organization Review
Nov. 22, 2010

Executive Summary

Executive Summary

Study Objectives

The City of Guelph retained BMA Management Consulting Inc. (BMA) to undertake an operational review of the Finance Division. Key objectives of the study included:

- Clarification of functions, roles and responsibilities in the stewardship of the City's financial resources for the Treasurer, Finance staff, the CAO, SMT and Departments
- A review of the Finance organization structure and the appropriateness of staffing levels with comparative/benchmark data
- Recommendations to improve accountability and efficiency in the financial processes at the Division and Corporate level with a focus on ensuring that the City is providing services in the most efficient and effective manner; that strategies, services and resources are aligned and that the City is able to meet future demand for services. Specifically, the review focused on making suggestions on how to provide service to ensure:
 - Finance has the resources and can be relied upon to be responsive to needs of Departments/ Divisions and elected officials
 - Staff are providing added value in interpreting financial information for departments (not just compiling data)
 - Ease of access to quality data and timely reporting
 - The workload is fairly distributed and staff have the required skills to perform the tasks and know what is expected of them
 - The structure supports an integrated approach to financial decision making - (address competing departmental needs through the Long Term Financial Plan and associated policies)

Review Process

The review process included interviews with all staff in the Finance Division as well as a Finance staff survey to help identify opportunities for improvements. Interviews with all stakeholder departments were undertaken to discuss the interaction with Finance and to ensure that the recommendations ultimately made for Finance align with the service needs of the Departments. External benchmarking of staffing levels and practices in other similar municipalities and research and best practices was also undertaken as part of the review process.

Role of the Treasurer/CFO and Finance Division

Role clarity has a significant impact on organizational success. Uncertainty can dramatically affect both individual and organization performance. As such, there is a need to clarify the role of the Finance Division as well as the role of the Treasurer/CFO. This is particularly necessary given the lack of clarity which currently exists across the organization and the changing focus of municipal finance departments across Canada in response to economic conditions and legislative and regulatory reform. Providing important financial advice and analysis across the corporation that supports the City's strategic plan will require the CFO to spend time building and managing relationships with other departments.

It is recommended that to clarify the roles and responsibilities of the Finance Division in the delivery of service to the Operating Departments, a service level agreement (SLA) be developed and negotiated with each party. The objectives of the SLA are to describe the services and associated service levels that will be provided to the customer by the Finance Division; seek standardized and consistent delivery of services wherever possible; clarify the responsibilities of the Finance Division and the Operating Departments; provide for a process for resolving service issues between Finance and the Operating Departments and strengthen communications between Finance and the Operating Departments. The SLA should include:

- Defining business requirements
- Identifying and sharing priorities and constraints
- Informing each other of consequences if expectations are not met
- Defining mix and level of services
- Building and sustaining strong relationships by working collaboratively and providing constructive feedback
- Promoting effective and timely communication
- Developing a mutual understanding of risk, needs and priorities
- Committing to continuous improvement/innovation
- Continuously identifying emerging risks and issues
- Identifying and addressing service gaps, issues and problems
- Complying with Corporate administrative directives, practices, and professional standards

Financial Planning

The responsibility of Council under the Municipal Act is to maintain the financial integrity of the municipality. This requires financial information on a timely basis, long range financial plans and advice and strategy guidance. The Financial Planning business unit plays a critical role in supporting Council and the operating departments. This is an important area of the Finance Division that is significantly understaffed resulting in service delivery gaps and increased financial risks to the corporation.

The new corporate organization structure presents an opportunity to align financial resources to each department to ensure that departments are receiving adequate financial support to meet the City's strategic goals and objectives. It is recommended that this area's staffing requirements include dedicated resources to support the corporate organization structure, senior analyst positions that will be available to oversee the development of corporate financial projects, corporate financial policy development and budget process development and communications (external and internal) related to budgeting and fiscal management. The dedicated resources to support each of the business units would become the central point of contact for the Departments to resolve all finance related issues. Any issues that arise that cannot be resolved should be vetted through the Manager of Financial Planning.

To be effective, these resources should become familiar with the Operating Department's operations, programs and services. It is also important that these positions be initially physically located in the Finance office to develop the necessary analytical capabilities, training and work processes. These positions, however, should be continually working with the departments to better understand their respective businesses and operations. The proposed service levels agreements discussed earlier in the report should add clarity to the roles and responsibilities of these new positions to ensure that the departmental expectations are being met.

The development of additional financial policies, performance measurements, outcome-based budgets and multi-year budgets will be a focus of this business unit over the next several years once resources are in place.

Procurement and Risk Management

There are a number of opportunities to improve work processes, create efficiencies, improve customer service and strengthen the corporation's risk management strategy. By doing so, there is the potential to reduce the overall cost of service through the implementation of a proactive risk management program and lower processing costs.

The existing staff complement is very low compared with workloads and municipal benchmark municipalities and has not kept pace with increases in volumes of activity. The City would benefit from the addition of a dedicated risk management specialist, consistent with the practice across other municipalities which supports a proactive risk management approach. This new position will be responsible for the implementation of a risk management strategy and supporting program, the insurance portfolio and the administration of all claims. Also, with the addition of a risk management specialist, the Purchasing Manager and assistant will be able to spend more time focusing on purchasing related programs and services.

Financial Reporting and Accounting

There are opportunities within the Financial Reporting and Accounting area to streamline a number of work processes through the use of technologies that are already available but are under-resourced. For example:

- The department is trying to implement a new technology solution for tangible capital asset accounting. It is anticipated that the tangible capital asset system will require ongoing maintenance and system enhancements to ensure that the City is maximizing the use of information available to support lifecycle costing and sustainable asset management;
- There are opportunities to implement technology solutions to support the completion of the Financial Information Returns and create efficiencies in the operations as well as the timely and accurate completion of the financial statements;
- The City recently implemented RAC software which will benefit from resources to maintain and implement upgrades;
- Encumbrance accounting has yet to be implemented and this has been requested by all stakeholder departments; and
- There are currently no resources available to assist departments in running reports from the various financial systems or to develop customized templates and reports on behalf of the departments.

A number of Finance Departments have hired a systems analyst position(s) to address the ongoing needs of the corporation to support the financial systems. Given the number of financial systems currently used in Guelph and recently implemented and the need for system solutions that would improve the efficiency of the operation, it is recommended that a Financial Systems Analyst position be created. This position would assume full responsibility and accountability for the accuracy and timeliness of the financial information systems.

Taxation

Taxation is focused on the timely and effective collection of the City's tax revenues. Additional backup protocol is needed for key positions in the Taxation area to ensure that appropriate resources are assigned to proactively manage the City's assessment base. There is also a need for the City to update its revenue and collection policies and to define clearly the City's approach to assessment management. This is an area where additional revenues may be generated through proactive assessment management.

Internal Audit

The overall design of the internal audit system, including best practices, should be geared towards the specific priorities of the City; these should be set by Council and the CAO. To achieve necessary independence, best practices suggest the internal audit function should report directly to the most senior executive (i.e., the CAO) of the organization. The higher the level within the organization to which the auditor reports, the more effective the auditor is in selecting areas to audit and reporting the findings without fear of retaliation or peer pressure. As such, it is recommended that the internal audit function be moved to a direct reporting relationship to the CAO. In addition to adhering to best practices, this will allow the Finance Division to focus on their core services and will ensure that dedicated resources are maintained in the internal audit function. Upgrades to the internal audit function capabilities in terms of dedicated resources available as well as capacity building, will contribute to a more effective control environment.

Benchmarking

The following table provides a comparison of Guelph staffing levels against the other municipalities surveyed. As shown below, Guelph’s existing staff complement is the lowest in the survey. Further, Guelph has the highest levy and water/ww revenues/expenditures that are being supported by the lowest Finance staff across the survey. Staffing in each area is consistently low. The recommendations for staffing changes will bring City of Guelph in line with staffing levels in other municipalities and will address the gaps identified.

Municipality	Tier	2010 Lower Tier Levy (millions)	Water/WW Gross Expenditures Budget (millions)	2010 Estimated Stats Canada Population	Director & Admin.	Budgets, Financial Planning Staffing	Purch. (Excludes Stores)	Risk Mgmt	Financial Reporting, Accounting A/R A/P (Excludes Payroll)	Tax Collection # of Staff	Total (Excluding Internal Audit)
Barrie	1	\$ 149.60	\$ 33.90	137,555	2	7	8	1	9	9	35
Brantford	1	\$ 112.90	\$ 35.42	95,285	2	11	7		13	9.5	42
Chatham-Kent	1	\$ 118.10	\$ 30.70	109,858	2	6	2	1	19	8	38
Thunder Bay	1	\$ 142.20	\$ 29.50	110,984	3	2	6		11	9	31
Burlington	2	\$ 104.40	N/A	184,538	2	9	4	1	9	12	37
Kitchener	2	\$ 95.70	\$ 32.40	222,139	3	7	8		12	23	53
Oakville	2	\$ 125.80	N/A	185,632	3	7	9	1	15	11	46
Guelph (current)	1	\$ 161.95	\$ 38.60	123,099	2	6	4		10	7	29.0
Guelph (proposed)	1	\$ 161.95	\$ 38.60	123,099	2	11	4	1	10	8	36.0

Organization Structure

Current staffing levels and existing service delivery model presents a number of challenges and risks:

- Not meeting the Operating Department’s expectations in terms of responsive service
- Compromised opportunity to understand and support the Operating Departments
- Disconnects in the Operating and Capital Budgets
- Not able to complete financial statements on a timely basis
- Not capitalizing on available technologies to create efficiencies in work processes
- Not maximizing revenues (e.g. water/sewer account analysis, AR collections, user fee analysis, proactive assessment management, investment, cash management)
- Increasing potential risks and liabilities without a proactive insurance and risk management strategy and supporting resources
- Not able to undertake special projects and effectively analyze business cases
- Not following best practice research in the reporting relationship of Internal Audit to Finance

The proposed organization structure moves the Finance Division from a Department that has historically been focused on transactions to a more balanced approach which includes additional focus on strategic financial planning and risk management. The existing staff complement in Finance is 29 FTEs and the recommended staffing level is 36 FTEs.

Summary of Recommendations

Role of the Treasurer/CFO and Finance Division

- 1. That the Finance Division's roles of Service Delivery Agent, Financial Controls and Accountability, Partner and Strategist/Catalyst be clearly defined and endorsed by Senior Management Leadership and Council.*
- 2. That the roles, responsibilities and service levels be defined in a Service Level Agreement (SLA) which will be developed in consultation with the stakeholder departments. The purpose of this agreement is to create a mutual understanding of the services and service levels that will be provided by the Finance Division and the corresponding responsibilities of the Departments. This agreement will drive accountability; provide role clarity for the customer (stakeholder departments) and Finance employees; create consistency around how Finance employees interact with their customers and form the basis for a customer-centered, operationally excellent, service culture within Finance.*
- 3. That in recognition of the strategic and financial accountability requirements of the CFO, the CFO be an active participant in the Senior Management Leadership of the organization to provide ongoing financial leadership to the corporation. This will ensure that the CFO is able to proactively manage the financial direction of the corporation and will provide Senior Management Leadership with timely financial expertise, information to support decision-making and financial advice in accordance with approved financial policies.*
- 4. That all reports to Council which have financial implications be processed through the CFO to ensure that financial implications are validated, comprehensive and consistently disclosed.*
- 5. That the CFO be directly involved with any internal committees related to major capital projects.*

Financial Planning

1. That a plan be developed for ongoing monitoring and maintenance of the City's comprehensive long range financial plan. This document will consolidate information from multiple sources and will include:
 - An environmental scan of the City's financial condition and other forecasts such as growth and local economies
 - Revenue and expenditure forecasts
 - Capital forecasts for servicing growth as well as renewal of existing assets
 - Analysis of existing debt and debt capacity
 - Proposed financial strategies
 - Benchmarking to compare financial performance with similar characteristics and other best in class municipalities
 - Performance measurements
2. That Financial Planning play a leadership role in the development of performance measures and an outcome based budget. Performance measures should include efficiency, effectiveness and workload measures as well as targets and trends and should be aligned with the City's approved financial policies.
3. That a comprehensive review be conducted on all user fees to ensure they are based on approved policies and have identified the full cost of service.

Procurement and Risk Management

1. That the Procurement and Risk Management business unit work with all departments to develop a risk inventory and strategic risk management plan through an interdepartmental risk identification and review of protocols. This will enable the City to establish additional controls to help mitigate the identified risks.
2. That a risk analysis report be submitted to all departments and Council on a regular basis with respect to claims received, settled and outstanding.
3. That priority be given to updating the purchasing by-law with an overall objective of creating efficiencies. The purchasing by-law should be reviewed by an independent third party. Clear policies and adherence to protocols will prevent many operational issues from arising which will expedite the progress of planned projects.

4. *That Procurement and Risk Management establish protocol for updating and posting information to the intranet with respect to approved vendors.*
5. *That to maintain compliance with the policies, the Procurement and Risk Management business unit provide training as policies are amended and on an ongoing basis as problems arise.*

Financial Reporting and Accounting

1. *That General Accounts Receivable policies and procedures be established to achieve consistency and ensure efficiencies and that all collection of overdue accounts be centralized in the Finance Department.*
2. *That Collection and Billing policies be established for water/wastewater revenues.*
3. *That aged trial balances be distributed on a monthly basis to each of the Operating Departments pertaining to their respective operations.*
4. *That training be provided on a regular basis to all departmental users of the financial systems.*
5. *That detailed cash flow projections be prepared and updated on an ongoing basis.*
6. *That a financial system implementation plan be developed with priorities given to encumbrance accounting and other areas which will create efficiencies (e.g. financial information return preparation).*
7. *That responsibility for undertaking revenue and account analysis of the City's water/wastewater operations be assigned to Financial Reporting and Accounting and that Finance work in cooperation with Water/Wastewater operations to address any issues as they arise.*

Taxation

1. *That the City of Guelph be proactive and take all necessary steps to protect the fairness of the tax assessment system and optimize the City's tax yield.*
2. *That a comprehensive Taxation Billing and Collection Policy & Procedures be adopted. The policy should cover the following concepts:*
 - *A Statement of Rationale and Purpose*
 1. *provision of prompt and legal billing*
 2. *levy collection to meet fiscal requirements*
 3. *provision of efficient and courteous service to the constituency*
 4. *ensure uniform and legal application of collection procedures for all taxpayers*
 - *Definition of the Taxation Billing Process*
 1. *interim and final bill calculation*
 2. *legislated notice and form requirements*
 3. *due dates*
 4. *Special charges and/or arrears inclusion*

Internal Audit

1. *That the function of Internal Audit be transferred to the CAOs office with a direct administrative reporting relationship to the CAO administratively and a functional reporting relationship to the Audit Committee.*

Staffing Levels and Positions

1. That the following positions, staffing levels and organizational structure be implemented:

Treasurer/CFO Office

(2 FTE)

- Treasurer/CFO
- Administrative Assistant

Financial Planning

(11 FTE)

- Manager of Financial Planning/Deputy Treasurer
- 4 Departmental Analysts
- 3 Corporate Analysts
- 1 Capital Asset Analyst
- 2 Accounting Analysts

Taxation

(8 FTE)

- Manager of Taxation
- Tax Collector
- Senior Tax Analyst
- Assessment Review Officer
- Billing and Administration Clerk
- 3 Customer Service Clerks

Procurement and Risk Management

(5 FTE)

- Manager of Procurement and Risk Management
- Risk Management Specialist
- Purchasing Agent
- Buyer
- Purchasing Assistant

Financial Reporting and Accounting

(10 FTE)

- Manager of Financial Reporting and Accounting
- Senior Corporate Analyst
- Supervisor of Accounting
- Financial Systems Analyst
- Financial Analyst
- Account Analyst
- A/R
- 3 A/P Clerks

BMA Consulting Inc.
City of Guelph Finance Operational Review – January 18, 2011
Draft Implementation Plan

Task	Responsibility	Time Frame	Status
Finance Division's roles be clearly defined			
That Service Level Agreement (SLA) be developed with stakeholders departments			
The CFO be an active participant in the Senior management Leadership of the organization			
All reports to Council which have financial implications be processed through the CFO			
CFO be directly involved with any committees related to major capital projects			
Ongoing monitoring and maintenance of the City's comprehensive long range financial plan			
Financial Planning play a leadership role in the development of performance measures and an outcome based budget			
Comprehensive review on all user fees to ensure they are based on approved policies and have identified the full cost of service			

Work with all departments to develop a risk inventory and strategic risk management plan through an interdepartmental risk identification and review of protocols			
Updating the purchasing by-law with an overall objective of creating efficiencies			
Establish protocol for updating and posting information to the intranet with respect to approved vendors			
Procurement and Risk management business unit provide training as policies are amended and on an ongoing basis as problems arise			
General Accounts Receivable policies and procedures be established			
Collection and Billing policies be established for water/wastewater revenues			
Aged trial balances be distributed on a monthly basis to each of the Operating Departments			
Training be provided to all departmental users of the financial systems Detailed cash flow projections be prepared and updated on an ongoing basis			
Financial system implementation plan be developed with priorities given to encumbrance accounting and other areas which will create efficiencies			

Responsibility for undertaking revenue and account analysis of the City's water/wastewater operations be assigned to Financial Reporting and Accounting			
Be proactive and take all necessary steps to protect the fairness of the tax assessment system			
Comprehensive Taxation Billing and Collection Policy & Procedures be adopted			
The function of Internal Audit be transferred to the CAOs office			

City of Guelph

Operational and Organizational Review Findings and Proposed Organization Structure

January 18, 2010



Presentation

Study Objectives

Defining the Role of Finance

- Role of CFO, Statutory Framework
- Feedback from Departments
- Research – Evolving Role of Finance

Organizational Effectiveness

- Introduction
- General Feedback from Departments
- Review by Proposed Division



Guiding Principles

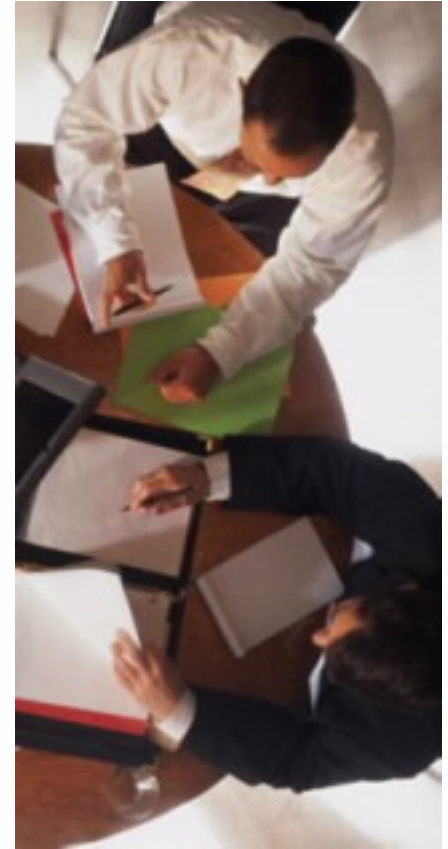
Finance has the resources and can be relied upon to be responsive to needs of departments and elected officials

Staff are providing added value in interpreting financial information for departments (not just compiling data)

Ease of access to quality data and timely reporting

Workloads are fairly distributed and staff have the required skills to perform the tasks and know what is expected of them

Organization structure supports an integrated approach to financial decision making



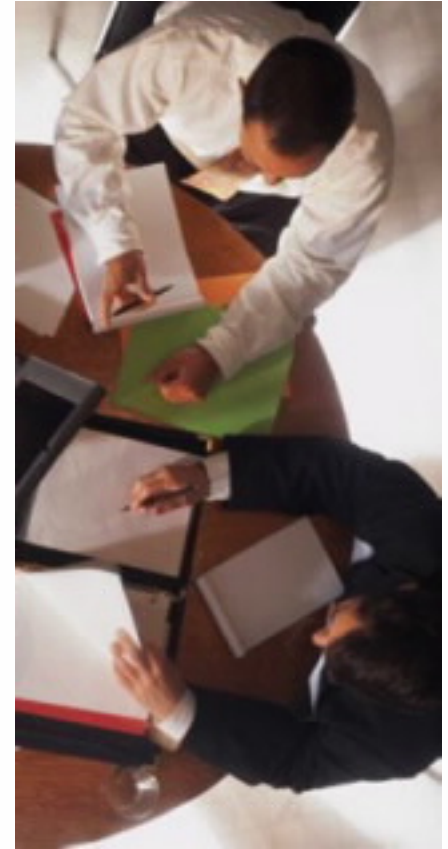
Study Objectives

Clarification of functions, roles and responsibilities in the stewardship of the City's financial resources for the Treasurer, Finance staff, the CAO, SMT and Departments

Review the Finance organization structure and the appropriateness of staffing levels with comparative/benchmark data

Assess current finance organization structure in light of Guelph's goals and service requirements

Make recommendations for improvement with respect to the guiding principles



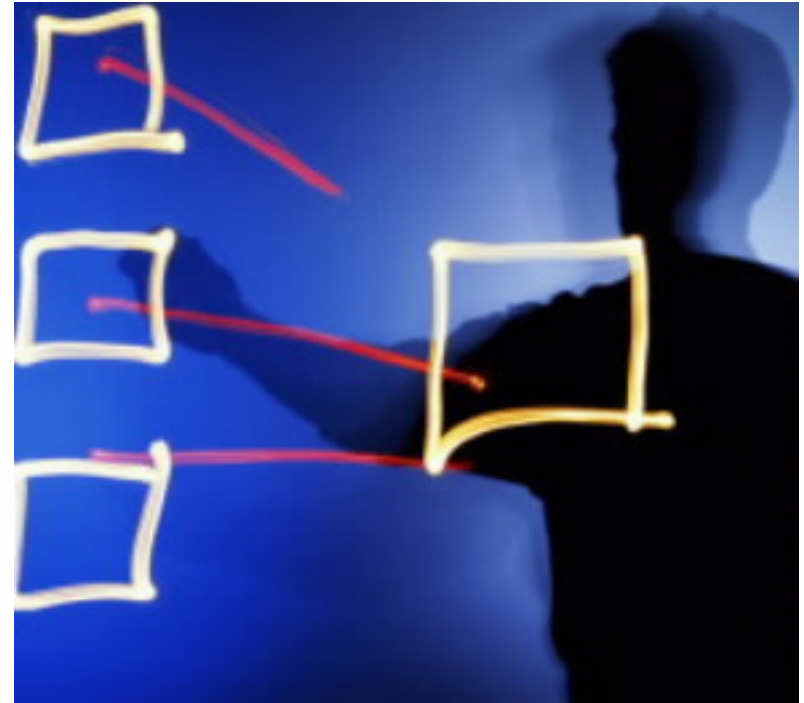
Extensive Consultation Process

One-on-one meeting with each Finance staff

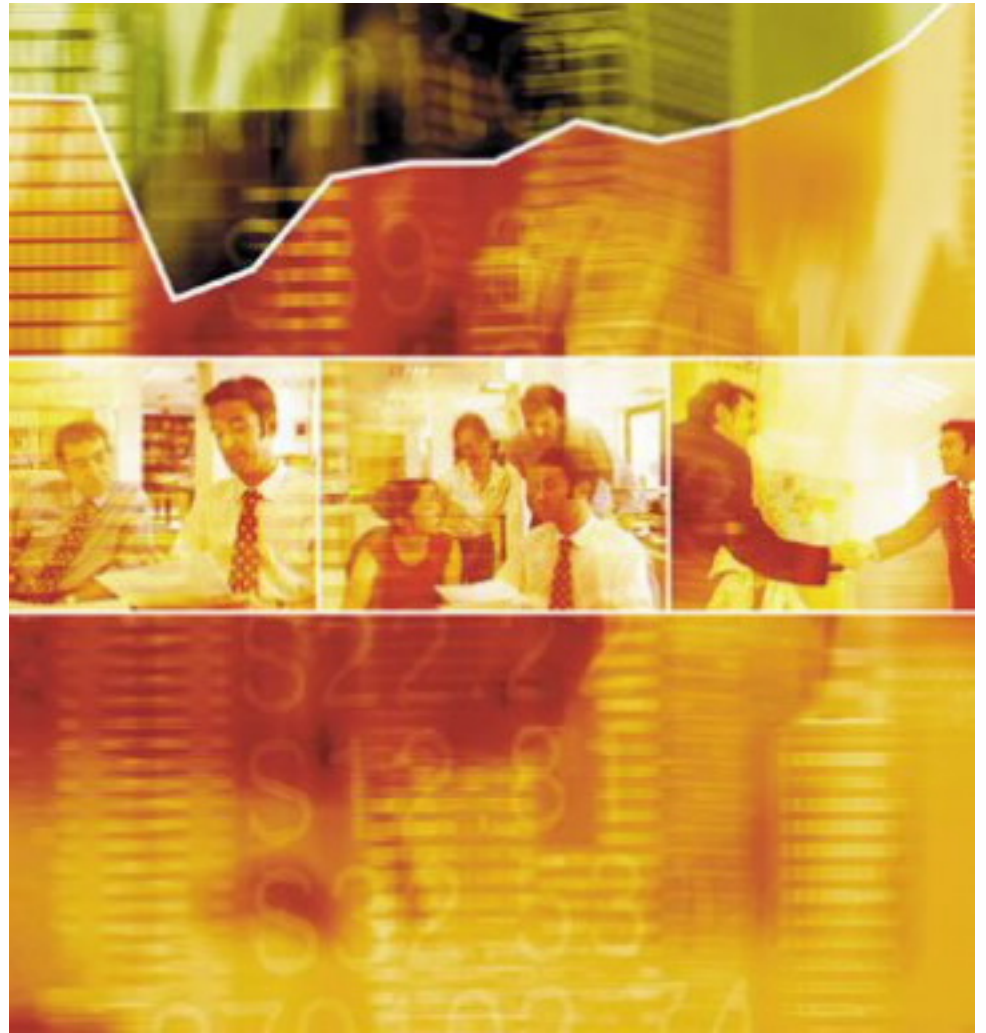
One-on-one interviews and focus group session with staff across the Corporation (80+ staff)

Finance Staff survey

External benchmarking



*Introduction – Defining
the Role of the Finance
Department*



Clarify the Evolving Role of Finance

Role clarity has a significant impact on organizational success

Uncertainty can affect both individual and organizational performance

As such there is a need to clarify the role of Finance

MFOA's 2009 recently released book entitled *Serving to Your Potential: Enhancing Strategic Influence in the Treasurer's Office* states,

- “The Treasurer must move beyond tactical backroom roles and expectations and move into the strategic roles of strategist and catalyst for improvement in the organization.”

Recent studies released by IBM Business Consulting Services and Accenture note that finance departments are going to play a greater strategic role in their organizations

Sophisticated financial insight capabilities are increasingly needed to address looming fiscal and operational challenges

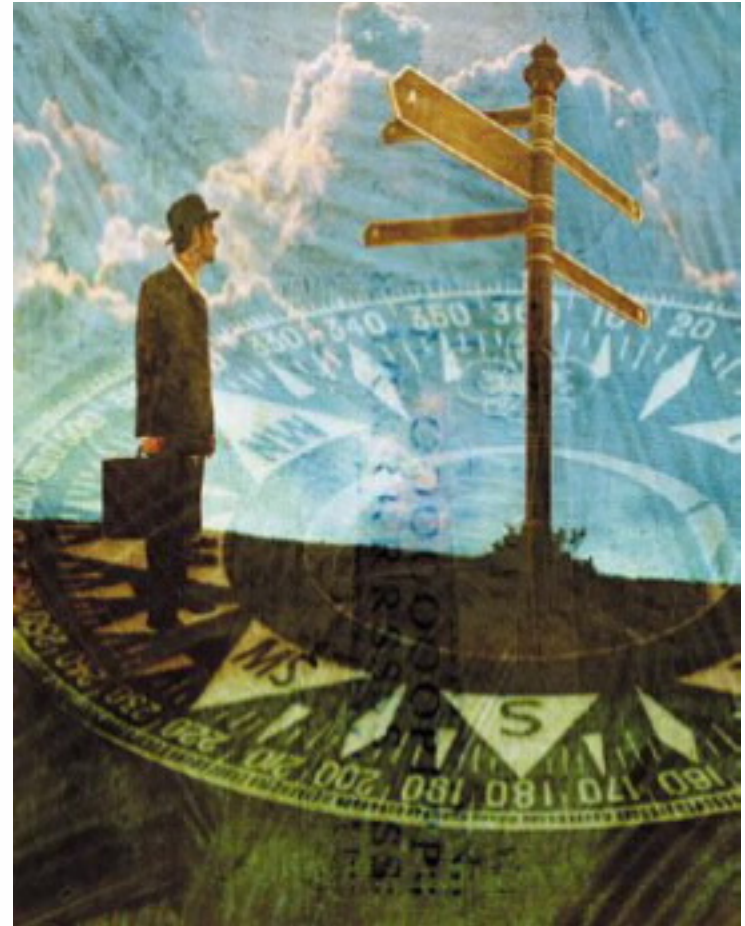
Clarify the Evolving Role of Finance

There is heightened focus on outcomes and increased transparency

- Citizens want to see what their tax dollars buy and measure results against public goals

In leading public organizations, political leaders define their organization's strategic goals and objectives, while CFOs help to map the organization's path toward that target by:

- Translating the vision of the organization into financial terms
- Providing the financial insights that enable political leaders to navigate troubled waters
- Providing financial advice and analysis to departments as they plan projects or proposals



Department Feedback – Role of Finance

Roles of Finance as identified by Departments:

- **Partner** –Finance needs resources to partner more, and help analyze and predict not only record and report
- **Service Delivery Agent** –Finance needs to be responsive and focus on building & managing relationships with Departments
- **Financial Controls and Accountability** –Ensure adherence to financial legislative and regulatory requirements
- **Strategist and Catalyst** - Finance needs to provide critical strategic financial advice as the City faces funding pressures to maintain services and infrastructure

Recommendations

That the Finance Division's roles be clearly defined and endorsed by Executive Team and Council

That service level agreements be defined in consultation with each department

That all reports to Council with financial implications be processed through CFO

That CFO be directly involved in all internal committees related to major capital projects



Organizational Effectiveness Overview

Next section provides an overview based on the key roles of Finance as well as the proposed Divisions in the new organization:

1. Financial Planning, Policy
2. Purchasing and Risk Management
3. Financial Reporting, Accounting and Control
4. Taxation and Utility Revenues

Financial Planning and Policy



Financial Planning & Policy Division

Responsibility of Council under Municipal Act is to maintain financial integrity of the municipality

This requires financial information on a timely basis, long range financial plans, financial advice and strategy guidance

Financial planning business unit plays a critical role in supporting Council and the operating department



Financial Planning & Policy Division

Issues

No central point of contact – previous structure where one business analyst was assigned to a department was more effective

Departments want someone in Finance to understand their business

Separate budget responsibility for Operating and Capital may result in disconnects

Most Departments would like assistance on variance reporting

Insufficient resources, especially to assist in special project financial analysis

Comprehensive review has not been undertaken for all user fees

No dedicated resources with banking expertise, reserve management, investments

Financial Planning & Policy Division

Benchmarking

Municipality	Tier	2010 Lower Tier Levy (millions)	Water/WW Gross Expenditures Budget (millions)	Budgets, Financial Planning Staffing	Revenues per Staff
Barrie	1	\$ 149.60	\$ 33.90	7	\$ 28
Brantford	1	\$ 112.90	\$ 35.42	11	\$ 13
Chatham-Kent	1	\$ 118.10	\$ 30.70	6	\$ 25
Thunder Bay	1	\$ 142.20	\$ 29.50	2	\$ 86
Burlington	2	\$ 104.40	N/A	9	\$ 12
Kitchener	2	\$ 95.70	\$ 32.40	7	\$ 18
Oakville	2	\$ 125.80	N/A	7	\$ 8
Guelph (current)	1	\$ 161.95	\$ 38.60	6	\$ 33
Guelph (proposed)	1	\$ 161.95	\$ 38.60	11.0	\$ 18

Guelph's staffing level is 1 staff for every \$33 million of revenue, lowest in the survey

Note: Thunder Bay is not a good comparator for this area as budgets is decentralized in the City with each Department having their own analyst – feedback indicates that this is not working and the City is considering a centralized approach

Proposed Staffing

Financial Planning

(11 FTE)

Manager of Financial Planning/Deputy

Treasurer

4 Departmental Analysts

3 Corporate Analysts

1 Capital Asset Analyst

2 Accounting Analysts

Recommendations

That a plan be developed for ongoing monitoring and maintenance of the long range financial plan

That financial planning play a leadership role in development of performance measures and outcome based budget

That a comprehensive review be conducted on all user fees



Financial Planning & Policy Division

Benefits/Implications

Reporting framework to keep Council, citizens and senior management informed of financial health of corporation

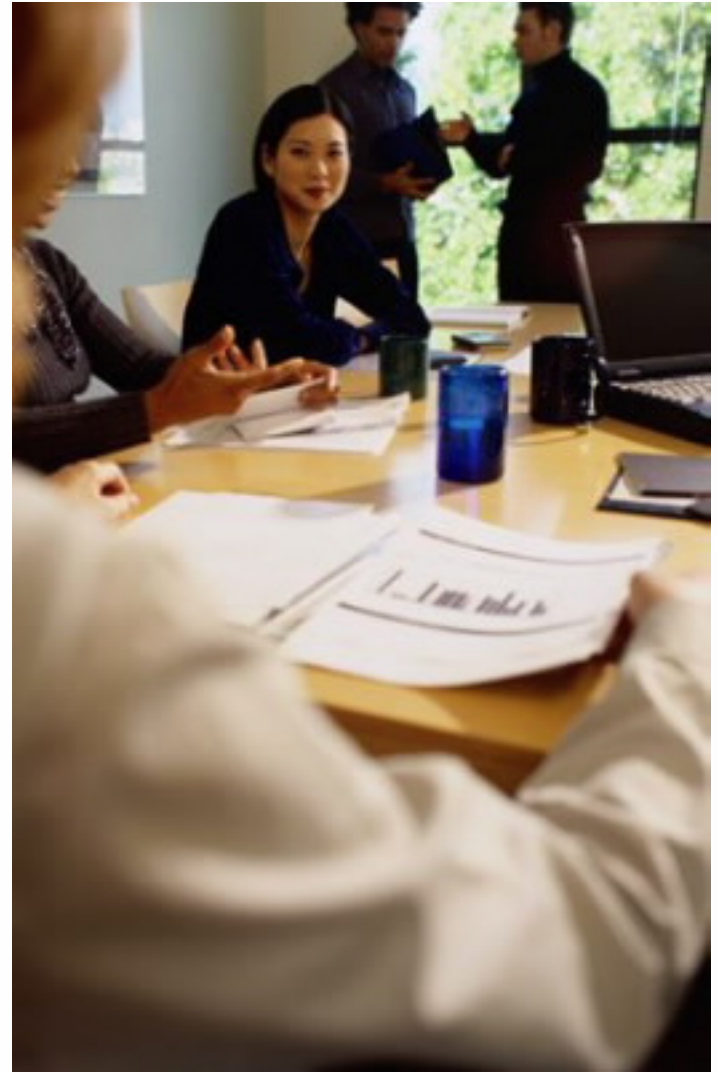
Ongoing financial support to departments including customized reports and analysis as well as proactive identification of issues

A multi-year Financial Plan and accompanying financial policies

Provides centralized policy development resources

Maximizing investment returns while adhering to investment policy

Helping create a culture characterized by setting of strategic, meaningful & measurable goals



*Purchasing and Risk
Management Division*



Purchasing and Risk Management Division

Key Roles of Purchasing

Develop and maintain purchasing policies and procedures

Obtain the best value when procuring goods and services

Develop and maintain a database of pre-qualified suppliers, vendors and contractors of goods and services purchased by the City



Purchasing and Risk Management Division

Key Roles of Risk Management

Negotiate annual insurance coverage and management of the City's insurance claims

Track insurance claims and provide reporting to Departments with respect to trends, outcomes and opportunities for improvements



Purchasing and Risk Management Division

Issues

Significant increases in volume of construction and tenders and projects are becoming more complex

Expressions of interest need to be streamlined to support Department needs

Policies need updating e.g. there are a lot of small invoices which are time-consuming to process and not efficient – can be different policies to reduce workloads. In 2008:

- 4,000 POs less than \$100
- 6,760 less than \$200 (33%)

No risk management strategy – Reactive claims processing, not a proactive approach to risk management

- Limited statistical information available on the trends of claims, types of claims, locations
- No dedicated resource for risk management and no reporting so Departments don't know how to improve risk management for the future

Purchasing and Risk Management Division

Benchmarking

Municipality	Tier	Levy (millions)	Water/WW Gross Expenditures Budget (millions)	Purch. (Excludes Stores)	Risk Mgmt
Barrie	1	\$ 149.60	\$ 33.90	8	1
Brantford	1	\$ 112.90	\$ 35.42	7	
Chatham-Kent	1	\$ 118.10	\$ 30.70	2	1
Thunder Bay	1	\$ 142.20	\$ 29.50	6	
Burlington	2	\$ 104.40	N/A	4	1
Kitchener	2	\$ 95.70	\$ 32.40	8	
Oakville	2	\$ 125.80	N/A	9	1
# Guelph (current)	1	\$ 161.95	\$ 38.60	4	
Guelph (proposed)	1	\$ 161.95	\$ 38.60	4	1

Most appropriate benchmarks for Purchasing should consider the types of services as well as the size of the budget to provide an indication of purchasing

A number of municipalities have created a position responsible for Insurance and Risk Management, seeing the value and payback associated with proactive risk management

With the exception of C-K, Guelph has the lowest staffing levels

Proposed Staffing

Procurement and Risk Management

(5 FTE)

Manager of Procurement and Risk
Management

Risk Management Specialist

Purchasing Agent

Buyer

Purchasing Assistant

Recommendations

Work with all departments to establish a risk inventory and Strategic Risk Management Plan

Risk analysis reports submitted to Council on a regular basis

Priority be given to update purchasing by-law



Purchasing and Risk Management Division

Benefits/Implications

Enhance the accountability of all operating departments for risk management

Create operational efficiencies through improved work processes and policies

Potentially reduce costs related to liabilities and risk management

Liability and insurance costs potentially reduced

Purchase of goods and services with effective, open and fair purchasing policies and practices

*Financial Reporting,
Accounting & Control*



Financial Reporting, Accounting and Control

Responsible for capturing, controlling and properly recording and reporting on financial transactions

Responsible for the integrity of the City's financial records and ensuring that all management reports accurately reflect all transactions incurred within the accounting period

- Preparation of Financial Statements, FIRs, MPMPs on a timely basis

Responsible for collection of accounts receivable other than taxation

Financial Reporting, Accounting and Control

Issues

Delays in year-end, insufficient backup to complete year-end Statements

Bank reconciliations – no dedicated resource or appropriate backup

Finance currently plays no role in monitoring of water/sewer revenues from hydro – this is completed by Water Division - \$38.4 million in annual revenues for water/wastewater

No encumbrance accounting is a significant issues for Departments preparing variance reports

- Many departments run a parallel system to address this problem which creates inefficiencies

JD Edwards – has the capability to run the FIRs but this has not been developed which creates inefficiencies and increases the chance of errors

PSAB updates and project to move to new platform behind schedule

May be opportunities to increase collection efficiencies through a more centralized approach

Benchmarking

Municipality	Tier	Levy (millions)	Water/WW Gross Expenditures Budget (millions)	Financial Reporting, Accounting A/R A/P (Excludes Payroll)
Barrie	1	\$ 149.60	\$ 33.90	9
Brantford	1	\$ 112.90	\$ 35.42	13
Chatham-Kent	1	\$ 118.10	\$ 30.70	19
Thunder Bay	1	\$ 142.20	\$ 29.50	11
Burlington	2	\$ 104.40	N/A	9
Kitchener	2	\$ 95.70	\$ 32.40	12
Oakville	2	\$ 125.80	N/A	15
# Guelph (current)	1	\$ 161.95	\$ 38.60	10
Guelph (proposed)	1	\$ 161.95	\$ 38.60	10

Guelph has amongst the lowest staffing levels

A number of municipalities surveyed have a dedicated Financial Systems Analyst in the Finance Department to support timely reporting requirements and assist with special projects involving system upgrades and enhancements (e.g. Brantford, Burlington, Kitchener, Thunder Bay)

Proposed Staffing

Financial Reporting and Accounting

(10 FTE)

Manager of Financial Reporting and
Accounting

Senior Corporate Analyst

Supervisor of Accounting

Financial Systems Analyst

Financial Analyst

Account Analyst

A/R

3 A/P Clerks

Recommendations

A/R policies and procedures be established

Training be provided to all users of the financial system

Financial system implementation plan be developed with priority on encumbrance accounting



Financial Reporting, Accounting and Control

Benefits/Implications

Knowledge and understanding of corporate financial controls along with roles and responsibilities in financial management

Council and departments will receive timely and accurate financial and other information for sound decision making and facilitate early detection of problems

Accounts receivable policies are consistent across the Corporation

Vendors paid in accordance with negotiated payment terms

Guidance and expertise on all systems with a financial component

Compliance with accounting regulations and requirements

Better monitoring of utility revenues, reducing the risk of lost revenues

Internal controls are effective and efficient

Taxation Revenues



Taxation Revenues Division

Ensure completion of all statutory reporting relating to property taxes

Preparation of tax policies

Liaise with property owners relative to tax programs, deferrals, vacancy, charity and other rebates

Provide timely and accurate billing and collection of property taxes and maintenance of taxpayer accounts

Protect the assessment base by actively reviewing and appealing assessment values that do not accurately reflect market values and therefore reduce the City's revenue base

- Represent the City's interests during assessment appeal hearings
- Preparation of appeals

Maintain the corporate database of properties and ownership



Taxation Revenues Division

Issues

Succession planning and cross training of staff is needed

More analytical support

Proactive assessment management



Taxation Revenues Division

Benchmarking

Municipality	Tier	Total 2010 Levy (Upper and Lower Tier) + Education Levy	Tax Collection # of Staff	Taxation Staff per Net Levy (millions)
Barrie	1	\$ 207.68	9	\$ 24
Brantford	1	\$ 144.77	9.5	\$ 15
Chatham-Kent	1	\$ 147.40	8	\$ 18
Thunder Bay	1	\$ 184.21	9	\$ 20
Burlington	2	\$ 318.91	12	\$ 27
Kitchener	2	\$ 322.71	23	\$ 14
Oakville	2	\$ 371.62	11	\$ 34
Guelph (current)				
Guelph (current)	1	\$ 222.41	7	\$ 32
Guelph (proposed)				
Guelph (proposed)	1	\$ 222.41	8	\$ 28

Excludes General Revenues for each of the municipalities for comparison purposes to Guelph which were rolled into the Financial Reporting section

Guelph's staffing levels are lowest in the survey and in comparison to the levy, they are second lowest

Taxation and Revenue Division

Proposed Staffing

Taxation

(8 FTE)

Manager of Taxation

Tax Collector

Senior Tax Analyst

Assessment Review Officer

Billing and Administration Clerk

3 Customer Service Clerks

Recommendations

That the City be proactive and take all necessary steps to protect the assessment base

That comprehensive billing and collection policies and procedures be adopted



Taxation Revenues

Benefits/Implications

Accurate and timely tax bills

Maximization of revenue through assessment management

Provide Council with understanding of impacts of tax policies

More timely, effective and relevant communications with taxpayers

Policies for collection and outstanding accounts will be in place to ensure fair and equitable treatment for all tax and ratepayers

Conclusion

Council requires financial expertise to ensure sustainability of assets and services

Finance must move beyond tactical backroom roles into the roles of strategist and catalyst for improvement

Requires sufficient and appropriate resources to support finance's administrative and strategic roles

The Finance Department has been operating with significantly less staff resources which have been addressed in the recommendations

COMMITTEE REPORT



TO Corporate Administration, Finance & Emergency Services Committee

SERVICE AREA Emergency Services
DATE January 18th, 2011

SUBJECT City of Guelph Emergency Response Plan & Emergency Management Program

REPORT NUMBER

RECOMMENDATION

That Council adopts the 2011 Emergency Response Plan and Emergency Management Program by bylaw.

BACKGROUND

In 2010 a new functional model was created at the City of Guelph. Two new members were added to the Emergency Operations Control Group (EOCG). Responsibilities were adjusted as a result. A review of the plan by the Community Emergency Management Program Committee (CEMPC) has caused the committee to recommend to council that the '2011 Emergency Response Plan and Emergency Management Program be adopted'.

REPORT

Ontario Regulation 380/04 requires each municipality to have a CEMPC. That committee is required to conduct an annual review of the emergency management program and to make recommendations to council if revision is necessary.

The CEMPC has reviewed the current plan and found that it is necessary to update the plan to reflect the current members and their responsibilities. The prime reasons for this are:

- Executive Director of Human Resources & Legal Services added as an EOCG member. Commensurate responsibilities added to plan.
- Executive Director of Community & Social Services added as an EOCG member. Commensurate responsibilities added to plan.
- Executive Director of Operations & Transit had a title & responsibility change. This caused an amalgamation of duties.
- Executive Director of Planning, Engineering & Environmental Services had a title & responsibility change. This caused an amalgamation of duties.
- General Manager of Emergency Services and General Manager of Information Services / City Clerk had a title change.
- Chief Operating Officer of Guelph Hydro had a title change.

-
- Other minor housekeeping changes.

The Emergency Management and Civil Protection Act, R.S.O. 1990, c. E-9 mandates that municipalities must pass a bylaw authorizing their Emergency Response Plan and their Emergency Management Program.

CORPORATE STRATEGIC PLAN

2.4 - The lowest crime rate and best emergency services record of any comparable-sized Canadian city.

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

All members of the Emergency Operations Control Group internally and externally have reviewed their responsibilities and approved them for the 2011 Emergency Response Plan.

COMMUNICATIONS

The plan, once approved is a public document. It will be placed on Guelph.ca and in the library branches.

ATTACHMENTS

2011 Emergency Response Plan

2011 Bylaw

Original Signed by:

Original Signed by:

Prepared By:

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Mngr. Admin. & Emerg. Preparedness
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Recommended By:

Shawn Armstrong
Gen. Mngr. of Emergency Services
519-822-1260 Ext. 2125
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THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2011)- XXXX

A by-law to to adopt an Emergency Management Program and an Emergency Response Plan for the protection of public safety, health, the environment, critical infrastructure and property.

WHEREAS the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E-9, requires the development and implementation of an emergency management program by the council of a municipality which must consist of:

- an emergency plan;
- training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
- public awareness on risks to public safety and on public preparedness for emergencies; and
- any other element required by the standards for emergency management programs established by the Province of Ontario.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. The Emergency Management Program attached hereto as Schedule “A” to this by-law, is hereby adopted.
2. The City of Guelph Emergency Response Plan attached hereto as Schedule “B” to this by-law, is hereby adopted.

Passed this ??th day of January 2011.

Karen Farbridge, Mayor

Lois A. Giles, City Clerk

Schedule “A” to By-law (2011)-XXXX

City of Guelph

Emergency Management Program

Emergency Management Program

The City of Guelph Emergency Management Program shall be established annually, and in order to meet the essential level of emergency preparedness established by the Province of Ontario, shall consist of:

1. Designation of a community emergency management coordinator.
2. Formation of a community emergency management program committee.
3. Publication of an approved community emergency response plan.
4. Development of an appropriate community emergency operations centre
5. Identification of critical infrastructure.
6. Conduct annual training for the emergency operations control group and emergency operations centre staff.
7. Conduct of an annual exercise to evaluate the community emergency response plan.
8. Identification of individuals to act as community emergency information staff.
9. Development and implementation of a community emergency management public awareness program.
10. Conduct an annual review of the community emergency management program.
11. Conduct a hazard identification and risk assessment.

Schedule “B” to By-law (2011)-XXXX

City of Guelph

Emergency Response Plan

CITY OF GUELPH
EMERGENCY RESPONSE PLAN
2011



Updated
December, 2010

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CITY OF GUELPH EMERGENCY RESPONSE PLAN

PART A: INTRODUCTION

Emergencies are defined as situations or the threat of impending situations abnormally affecting the lives and property of our society, which by their nature require coordinated response by a number of agencies, both governmental and private, under the direction of the appropriate elected officials, as distinct from routine operations carried out by the agencies as normal day-to-day procedures.

Such emergencies could include floods, tornadoes, wind storms, blizzards, ice storms, explosions, aircraft or rail crashes, toxic or flammable gas escapes, building collapses, uncontrollable fires, or any threat of the foregoing in which immediate remedial action will be required by the City of Guelph. The most likely community risks to the City of Guelph are:

- 1) Severe Weather (including Tornadoes and Ice Storms).
- 2) Hazardous Material releases from fixed or mobile sites.
- 3) Human Health Emergencies.

The population of Guelph is approximately 120,000 residents (138,000 when University students included).

In order to protect residents, businesses and visitors, the City of Guelph requires a coordinated emergency response by a number of agencies under the direction of the Emergency Operations Control Group. These are distinct arrangements and procedures from the normal, day-to-day operations carried out by emergency services.

The City of Guelph Community Emergency Management Program Committee developed this emergency response plan. Every official, municipal department and agency must be prepared to carry out assigned responsibilities in an emergency. The response plan has been prepared to provide key officials, agencies and departments of the City of Guelph important emergency response information related to:

- ❖ Arrangements, services and equipment; and
- ❖ Roles and responsibilities during an emergency.

In addition, it is important that residents, businesses and interested visitors be aware of its provisions. Copies of the City of Guelph Emergency Response Plan may be viewed at City Hall and the Library Branches. A copy of the plan and other important emergency management information may be viewed and copied at guelph.ca.

PART B: AIM

The aim of this plan is to make provision for the extraordinary arrangements and measures that may have to be taken to protect the health, safety, welfare, environment and economic health of the residents, businesses and visitors of the City of Guelph when faced with an emergency.

It enables a centralized, controlled and coordinated response to emergencies in the City of Guelph, and meets the legislated requirements of the Emergency Management and Civil Protection Act.

There are many types of emergencies which the City of Guelph is prepared to deal with. The most likely are:

- 1) Severe Weather (including Tornadoes and Ice Storms).
- 2) Hazardous Material releases from fixed or mobile sites.
- 3) Human Health Emergencies.

For further details, please contact the Community Emergency Management Coordinator at epg@guelph.ca.

PART C: AUTHORITY

The *Emergency Management and Civil Protection Act (EMCPA) R.S.O. 1990, c. E-9* is the legal authority for this emergency response plan in Ontario.

The *EMCPA* states that the:

“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

As enabled by the *Emergency Management and Civil Protection Act, R.S.O. 1990, c. E-9* this emergency response plan and its' elements have been:

- ❖ Issued under the authority of the *City of Guelph By-Law(2011) #XXXX* and
- ❖ Filed with Emergency Management Ontario, Ministry of Community Safety and Correctional Services.

a) Definition of an Emergency

The *EMCPA* defines an emergency as:

“An emergency means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise”.

The Emergency Operations Centre's (EOC) can be activated for any emergency for the purposes of managing it, by maintaining services to the community and supporting the emergency site.

b) Action Prior to Declaration

When an emergency exists but has not yet been declared to exist, community employees may take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the City of Guelph.

PART D: EMERGENCY NOTIFICATION PROCEDURES

Upon receipt of a warning of a real or potential emergency, a member of the Emergency Operations Control Group or alternate will immediately contact the City of Guelph Police Duty Supervisor, to request that the notification system be activated.

Upon receipt of the warning, the Guelph Police will notify all members of the Emergency Operations Control Group (EOCG).

Upon being notified, it is the responsibility of all EOCG officials to notify their staff and affiliated volunteer organizations.

Where a threat of an impending emergency exists, the EOCG will be notified and placed on standby.

a) *Requests for Assistance*

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority. A request for assistance should be made by contacting Emergency Management Ontario. This contact shall be the responsibility of the EOCG.

b) *A Declared Community Emergency*

The Head of Council is responsible for declaring an emergency. This decision is usually made in consultation with other members of the EOCG.

Upon declaring an emergency, the head of council will ensure notification of:

- ❖ Emergency Management Ontario, Ministry of Community Safety and Correctional Services
- ❖ City Council
- ❖ Public
- ❖ Neighbouring community officials, as required
- ❖ Local Member of the Provincial Parliament (MPP)
- ❖ Local Member of Parliament (MP)

A community emergency may be terminated at any time by:

- ❖ The Head of Council or the Council.

When terminating an emergency, the Head of Council will ensure notification of:

- ❖ Emergency Management Ontario, Ministry of Community Safety and Correction Services
- ❖ City Council
- ❖ Public
- ❖ Neighbouring community officials, as required
- ❖ Local Member of the Provincial Parliament (MPP)
- ❖ Local Member of Parliament (MP)

PART E: EMERGENCY OPERATIONS CONTROL GROUP

a) *Emergency Operations Control Group (EOCG)*

The emergency response will be directed and controlled by the Emergency Operations Control Group (EOCG) – a group of officials who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on the community. The EOCG consists of the following officials:

- ❖ Mayor, or alternate
- ❖ Chief Administrative Officer, or alternate
- ❖ General Manager of Information Services / City Clerk, or alternate
- ❖ Chief of Police, or alternate
- ❖ General Manager of Emergency Services, or alternate
- ❖ Executive Director of Planning, Engineering & Environmental Services, or alternate
- ❖ Executive Director of Operations & Transit, or alternate
- ❖ Medical Officer of Health, or alternate
- ❖ Director of Wellington County Social Services, or alternate
- ❖ Chief Operating Officer of Guelph Hydro, or alternate
- ❖ Executive Director of Community & Social Services, or alternate
- ❖ Executive Director of Human Resources & Legal Services, or alternate
- ❖ Additional personnel called or added to the EOCG **may** include:
 - Emergency Management Ontario Representative
 - Grand River Conservation Authority Representative
 - Liaison staff from provincial ministries
 - Community Emergency Management Coordinator, or alternate
 - Red Cross Representative
 - Emergency Medical Services Representative
 - Chief Financial Officer, or alternate
 - School Board Officials
 - Hospital Officials
 - Any other officials, experts or representatives from the public or private sector as deemed necessary by the EOCG

The EOCG may function with only a limited number of persons depending upon the nature of the emergency. While the EOCG may not require the presence of all the people listed as members, all members must be notified.

b) Emergency Operations Centre

Upon notification the EOCG will report to the primary Emergency Operations Centre. In the event this operation centre cannot be used, then the EOCG will be advised to attend the alternate EOC.

c) Operating Cycle

Members of the EOCG will gather at regular intervals to inform each other of actions taken and problems encountered. The Chief Administrative Officer will establish the frequency of meetings and agenda items. Meetings will be kept as brief as possible thus allowing members to carry out their individual responsibilities. The Duty Officer will maintain maps which will be prominently displayed and kept up to date. Members of the EOCG and Support Staff will contribute to, and keep up to date, a computerized main event log.

d) Emergency Operations Control Group Responsibilities

The members of the Emergency Operations Control Group (EOCG) are likely to be responsible for the following actions or decisions:

- ❖ Ensure the earliest possible response and overall control of emergency operations
- ❖ Appointment of an Emergency Site / Incident Manager (ES/IM) from the appropriate department or agency
- ❖ Undertake immediate actions to eliminate sources of potential danger within the affected area
- ❖ Ensure that unaffected areas of the City continue to receive a reasonable level of service having regard for demands on resources occasioned by the emergency
- ❖ Ensure coordinated acquisition and distribution of emergency resources, supplies and equipment
- ❖ Establish an Emergency Operations Centre and any other necessary emergency operations control facilities, reception / evacuation centres, etc.
- ❖ Arrange immediate first aid treatment and transport of casualties to hospitals and / or designated sites
- ❖ Secure the emergency /incident site to establish crowd control, facilitate emergency operations access / egress, and prevent injuries / casualties
- ❖ Provide timely, factual, and official information to the emergency operations officials, media, public, and individuals seeking personal information
- ❖ Evacuate any building that poses a threat to public safety
- ❖ Provide for a total or partial controlled evacuation of the City, as required
- ❖ Provide emergency food, lodging, clothing, and essential social services and assistance to persons affected by the incident and emergency services personnel involved

- ❖ Arrange for assistance from private, voluntary, non-profit and government organizations and agencies
- ❖ Commencement of coordinated recovery activities
- ❖ Authorization of expenditures
- ❖ Restoration of essential services.
- ❖ All employed persons (and volunteers as deemed appropriate as per section 71 of the WSIA) shall be covered for the duration of the declared emergency under the Workplace Safety and Insurance Act, so long as it is declared by the head of council. (In the event of the foregoing, the City of Guelph shall require registration of the volunteer(s) to record that they are, in fact, volunteering on behalf of the City of Guelph, during the declared emergency).

PART F: EMERGENCY RESPONSE SYSTEM

a) The individual responsibilities of the Community Control Group:

1. Mayor or Acting Mayor

The Mayor or Acting Mayor is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Attending all regular meetings of the Emergency Operations Control Group
- In consultation with the Emergency Operations Control Group, declaring an emergency to exist within a designated area of the City
- In consultation with the Emergency Operation Control Group, declaring an emergency terminated
- Ensuring that this plan has been activated once an emergency has been declared
- Notifying Emergency Management Ontario, Ministry of Community Safety and Correctional Services of the declaration and termination of the emergency
- Ensuring members of council, Member of Parliament, Member of Provincial Parliament, local municipalities and the public are kept advised of the status of the emergency situation
- To act as the City's official spokesperson for all public announcements and media conferences
- Calling a special meeting of Guelph City Council after the termination of the emergency in order to act on any recommendations of the Emergency Operations Control Group
- Maintaining a record of all of his/her action taken

2. Chief Administrative Officer, or alternate.

The Chief Administrative Officer, or alternate for the City of Guelph is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- As the Operation Officer, coordinating all operations within the Emergency Operations Control Centre
- Providing regular updates and acting as principal adviser to the Mayor and Council on all emergency related matters
- Approving, in conjunction with the Mayor, major announcements and media releases prepared by the General Manager of Information Services / City Clerk, in consultation with the Emergency Operations Control Group
- Ensuring that a communication link is established between the Emergency Operations Control Group and the Emergency Site / Incident Manager
- Calling out additional City staff to provide assistance, as required.
- Recommending to the Mayor when a declaration of a state of local emergency is necessary or when the state of local emergency may be terminated
- Activating any community mutual assistance agreements as required
- Commencing at the earliest possible time, the long-term operations plan and establish the priorities for the restoration of services and facilities to the community
- Calling a special meeting of the Emergency Operations Control Group as soon as practicable after the termination of the emergency to consider the report on the emergency response
- Maintaining a record of all of his/her action taken

3. General Manager of Information Services / City Clerk, or alternate.

The General Manager of Information Services / City Clerk, or alternate is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Activating Information Services emergency mobilization system
- Reporting to the Emergency Operations Centre and advising the members of the Emergency Operations Control Group on all matters relating to information, to and from the public
- Assuming direction and control over the operation of the emergency public inquiry and media centre(s)
- In concert with selected members of the Emergency Operations Control Group, preparing self-help information that may be released through the emergency public inquiry telephones or the media
- Preparing information for the approval of the Chief Administrative Officer and Mayor for release to the media
- Preparing on behalf of the Mayor, a schedule of meetings with the media
- Providing public information support services to the Emergency Site / Incident Manager(s)
- Arranging for any additional facilities or resources that may be required to support the emergency public inquiry and media centres
- Liaise with the ESM site information officer
- Keeping the Mayor briefed on emerging and ongoing issues
- Preparing the Mayor prior to any news conferences
- Monitoring accuracy and timeliness of media information
- Providing a crisis communication plan in support of these efforts
- Discontinuing services to any consumer, as required, and restoring these services when appropriate
- Maintaining a record of all General Manager of Information Services / City action taken

4. Police Chief, or alternate.

The Police Chief, or alternate is responsible for:

- Activating the emergency notification system, and ensuring all members of the Emergency Operations Control Group are notified
- Controlling and, if necessary, dispersing crowds within the emergency area
- Controlling traffic where required to facilitate the movement of emergency vehicles both in and out of the emergency area
- Conducting the evacuation of buildings as required & ensuring a supporting evacuation plan is maintained.
- Arranging for the maintenance of law and order in any communal emergency welfare facility
- Ensuring the protection of public and private property against looting within the emergency area
- Advising the Coroner in the event of casualties
- To activate the Ontario Provincial Police, and any other Police Service with disaster equipment, when deemed necessary
- Providing a representative at an Information Centre if required
- Notifying necessary emergency and municipal services, as required
- Establishment of a site command post with communications to the emergency operations centre
- Establishment of ongoing communications with the senior police official at the scene of the emergency
- Establishment of an inner perimeter within the emergency area
- Establishment of an outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel
- Liaison with Social Services regarding the establishment and operation of evacuation and reception centres
- Ensuring that dangerous goods support services are contacted when required
- Providing an Emergency Site / Incident Manager if required
- Calling out additional Police Service members to provide assistance, as required
- Maintaining a record of all Police Service action taken

5. General Manager of Emergency Services, or alternate.

The General Manager of Emergency Services, or alternate is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Conducting all operations connected with the fighting of fires
- Activating the Wellington County Mutual Fire Aid System if it is deemed necessary
- Determining if additional special equipment or supplies will be required, and if so, make the necessary arrangements for procurement - e.g. - air packs, special protective clothing, rescue equipment, etc
- Providing equipment and personnel to assist in pumping operations
- Providing resuscitation equipment and trained personnel when or where required
- Assisting the Police Service in the evacuation of buildings where special equipment is needed
- Providing the Emergency Operations Control Group with information and advice on fire fighting and rescue matters
- Establishment of an ongoing communications link with the senior fire official at the scene of the emergency
- Ensuring that dangerous goods support services are contacted when required, in accordance with the Emergency Plan
- Providing an Emergency Site / Incident Manager if required
- Assist land ambulance in providing basic first aid
- Ensuring that appropriate resources (site responders and equipment) are provided to the site in the event of a chemical spill, in order to mitigate further migration of the hazardous material and to prevent further damage to life, property or the environment. Work in conjunction with the Executive Director of Planning, Engineering & Environmental Services to ensure that appropriate operations are applied to the clean-up and disposal of hazardous material. Ensure that appropriate authorities are notified
- Accountability for land ambulance provision
- Act as the coordinating link with land ambulance.
- Liaison with Ministry of Health and Long Term Care Emergency Health Services Branch
- Ensure the overall co-ordination of 'Emergency Medical Response' to an emergency by EMS staff
- Provide for and maintain Emergency Medical Services at emergency site
- Direct liaison between E.M.S. and Site / Incident Manager
- Assess and determine need, request and co-ordinate deployment of 'on site Medical Teams'
- Establish and maintain open link communications with Cambridge CACC (Central Ambulance Communications Centre)
- Liaise with Public Health 'Incident Manager'

- Updated reporting to Medical Officer of Health and Ministry of Health and Long Term Care designate
- Provide for technical assistance and resources to Medical Officer of Health in order to assess emergency medical needs
- Determine resource availability and ensure a coordinated deployment to emergency site (i.e.- air ambulance, multi-patient buses, support units, paramedics, etc.)
- Procurement and approval of supply purchases
- Ensure appropriate patient allocation to receiving medical facilities and efficient distribution of patient load
- If required, appoint an E.M.S. Emergency Site / Incident Manager, liaising through CCAC (Community Care Access Centre) for information regarding invalids or disabled citizens that may reside in an area to be evacuated
- Assist in the co-ordinated effort for transport of persons in health care facilities, nursing homes, homes for the aged, etc. in the need of evacuation
- Activation of Critical Incident Stress Management Team
- Participation in debriefing and assisting the CEMC in the preparation of Incident Report
- Maintaining a record of all Emergency Services action taken

6. Executive Director of Planning, Engineering & Environmental Services, or alternate.

The Executive Director of Planning, Engineering & Environmental Services, or alternate is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Providing assistance to the General Manager of Emergency Services, in the event of a chemical spill, to ensure that appropriate operations are applied to the clean-up and disposal of hazardous material, preventing further damage to, or contamination of City infrastructure and providing assistance to the General Manager of Emergency Services to maintain a spills plan in support of these activities
- Disposal of other dangerous or hazardous material in consultation with Medical Officer of Health and the General Manager of Emergency Services
- Liaison with Ministry of Environment
- Maintenance of water supply and distribution systems
- Liaison with the General Manager of Emergency Services concerning emergency water supplies for firefighting purposes
- Providing emergency potable water, supplies, and sanitation facilities to the requirements of the Medical Officer of Health
- Discontinuing services to any consumer, as required, and restoring these services when appropriate
- Providing information, advice and assistance on engineering matters
- Providing information, advice and assistance on matters relating to building safety
- Providing an Emergency Site / Incident Manager if required
- Maintaining a record of all Planning, Engineering & Environmental Services action taken

7. Executive Director of Operations & Transit, or alternate.

The Executive Director of Operations & Transit, or alternate is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Providing temporary traffic control devices at the site of the incident on receipt of the “Emergency Alert”
- Obtaining information on rising flood waters as required
- Carrying out all snow clearing/removal operations
- Organizing and procuring equipment as required
- At the direction of the Chief Building Official, arrange for demolition of unsafe buildings and excavation operations where required
- Maintenance of sanitary sewage systems
- Advising on alternate traffic routes and establishing detours during the emergency. Establishing traffic signal control plans to facilitate emergency evacuation
- Through a Community Mutual Assistance Agreement, liaise with senior Public Works Officer(s) from participating municipality(s) to ensure a coordinated response
- Construction, maintenance, and repair of city roads
- As required/requested lend assistance to public utilities disconnecting any service representing a hazard and/or arranging for the provision of alternative services or functions
- Providing and maintaining vehicles and equipment, including communication equipment as available and as required by other emergency services
- Providing Park space as required
- Discontinuing services to any consumer, as required, and restoring these services when appropriate
- Assuming direction and control over all means of public transit used in response to the emergency
- Providing an Emergency Site / Incident Manager if required
- Maintaining a record of all Operations & Transit Department action taken

8. Medical Officer of Health, or alternate.

The Medical Officer of Health, or alternate is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Assume a lead role in response to a human health emergency through activation of Public Health Response Plan.
- Prepare information/instructions to the population pertaining to public health risk reduction for the municipality to distribute.
- Consult on the safe disposal of biohazardous and other dangerous material that may affect public health.
- Co-ordinate vaccine management and implement mass immunization plan as required.
- Advise municipality on potability of emergency water supplies and sanitation facilities as required by Planning, Engineering & Environmental Services.
- Liaise with the Ministry of Health and Long Term Care, Public Health Division.
- Consult with coroner on temporary morgue facilities.
- Fulfill legislative mandate of the Medical Officer of Health as outlined in relevant provincial legislation, such as the Ontario Public Health Standards, the Health Protection and Promotion Act and related protocols.
- Provide direction on any matters which may adversely affect public health.
- Liaise with voluntary and private agencies around matters of public health importance.
- Liaise with Wellington County Social Services on preventing human health risks in evacuation centres in areas of safe food preparation, infection control practices, water quality, and sanitation.
- Keep record of all Public Health activities including actions taken and decisions made.
- Participate in debriefings as required.

9. Director of Wellington County Social Services, or alternate.

The Director of Wellington County Social Services, or alternate has five essential areas of responsibility; Food, Clothing, Lodging, Registration and Inquiry, and Personal Services. These services are delivered through operation of a Reception Centre, or Overnight Shelter. They will be accomplished by the following:

- On becoming aware that an emergency has occurred or is threatening to occur, activating the emergency notification system through the Guelph Police Service
- Participate in the management of the emergency response as a member of the Emergency Operations Control Group
 - Identify appropriate facilities to be used as a reception centre or overnight shelter. Notify the facility contact persons, and assign a manager
 - Assume the command role in operation of reception centres or shelters, or assign command to a Red Cross representative per the existing MOU
 - Liaison with partner Agency's: Red Cross, St. John Ambulance, Salvation Army, Victim Services, etc.
 - Activate Mutual Assistance and various supply agreements as needed: school boards, bus operators, caterers, etc.
 - Maintaining a record of all Social Services action taken and of all expenditures.

10. Chief Operating Officer of Guelph Hydro, or alternate.

The Chief Operating Officer of Guelph Hydro, or alternate is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Discontinuing services to any consumer where this is considered in the interest of public safety
- Maintaining services on a priority basis where necessary/practicable
- In conjunction with the Emergency Operations Control Group, establish priorities for the restoration of services
- Maintaining a record of all Guelph Hydro action taken

11. Executive Director of Community & Social Services, or alternate.

The Executive Director of Community & Social Services, or alternate is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Making City facilities available for the purposes of registration and sheltering of displaced persons
- Providing and directing City staff to assist Wellington County Social Services and the Canadian Red Cross with facilities and operation of shelters
- Making City facilities available for the purposes of assisting the public during periods of extreme weather
- Provide the Accessibility Services to assist with shelter management issues dealing with persons with disabilities
- Maintaining a record of all Community & Social Services action taken

12. Executive Director of Human Resources & Legal Services, or alternate.

The Executive Director of Human Resources & Legal Services, or alternate is responsible for:

- Activating the emergency notification system through the Guelph Police Service
- Advising the members of the Emergency Operations Control Group on all matters related to the acquisition and utilization of human resources
- Registering and maintaining a work record of individuals employed or utilized as volunteers during the emergency and/or post-emergency phases
- Ensuring that each person employed or utilized as volunteers receives an identification card for feeding, transportation, and other purpose
- Advising on labour relations issues and legislation
- Providing advice to members of the Emergency Operations Control Group on matters of a legal nature as they may apply to actions of the City of Guelph in its response to the emergency, as required
- Maintaining a record of all Human Resources & Legal Services action taken

b) Support and Advisory Staff

The following staff may be required to provide support, logistics and advice to the EOCG:

1. Community Emergency Management Coordinator, or alternate.

The Community Emergency Management Coordinator, or alternate is responsible for:

- Making arrangements as necessary to ensure the Emergency Operation Centre is operational
- Maintaining an emergency operation centre management plan.
- Maintaining a current EOCG call-out list
- Maintaining a community resource and contact list
- Maintaining a hazard / contingency checklist for the use of the EOCG
- Maintaining a incident management plan for the use of the Site / Incident Managers
- Monitoring situation and preparing a duty roster in consultation with EOCG members for continuous operation of EOC in long standing emergencies
- Assisting CAO with regular operations cycle meetings
- Acting as a liaison with support and communication staff
- Providing advice on Emergency Management matters to EOCG
- Acting as a liaison with other Government agencies including Emergency Management Ontario
- Acting as a liaison with industry and service providers.
- Any other duties as assigned by the EOCG
- Maintain a recovery plan for the use of the EOCG
- Maintain a current copy of the Grand River Conservation Authority flood warning system
- Maintain a record of all action taken

2. Duty Officer

The Duty Officer is responsible for:

- Activation of the Emergency Operations Centre including set-up of communication equipment, mapping and stationary supplies
- Preliminary security screening until a replacement is identified
- Maintain security of EOCG meeting room within EOC
- Act as a conduit for incoming and outgoing telephone calls and messages for EOCG
- Monitor the main event log for EOCG
- Maintain a log of all decisions and actions taken by the EOCG
- Assist CAO by keeping minutes of business cycle meetings if a scribe is not available
- Arrange for logistics such as meals, rest areas, telephones and computers for EOCG
- Maintain adequate supplies for use by the EOCG
- Maintain a record of all action taken by the Duty Officer

3. Red Cross Representative

The Red Cross Representative is responsible for:

- The Canadian Red Cross, Guelph-Wellington Branch in its capacity as an 'Auxiliary to Government' and under the direction of Wellington County Social Services will, upon notification of an emergency, confirm the situation with the Director of Wellington County Social Services or his/her alternate and respond as set out in the Social Services Emergency Response Plan
- **VOLUNTEER RESOURCE MANAGEMENT** - Red Cross will develop and implement a program for the recruitment, screening, selection and training of volunteers to support the Red Cross commitment to the emergency disaster operation. Red Cross will register all volunteers being used to support the Social Services mandated operation and collect and refer other episodic volunteers to the appropriate agencies and services being offered within the community in support of the emergency operation.
- **RECEPTION/SHELTER MANAGEMENT** - Red Cross will provide the necessary volunteers to operate a Reception Centre/Shelter. This will include the Management and supervision of all support services. Under the direction of Wellington Social Services, the Red Cross will be responsible for the set-up and shut-down of the Reception Centre/Shelter.
- **FAMILY REUNIFICATION** - Red Cross will provide Registration services for evacuees and Inquiry services in order to reunify families who have been separated as a result of the current disaster situation.
- **LOGISTICS** - In cooperation with the Wellington Social Services, Red Cross will assist in the procurement of provisions of material resources, required for the sheltering of evacuees. Red Cross will assist Social Services in the establishing of agreements with local businesses for the timely delivery of necessary materials.
- **FIRST AID SERVICES** - Red Cross will provide First Aid in the Shelters as back-up to St. John Ambulance or as required.
- **EMERGENCY FEEDING** - Red Cross will provide snack food to evacuees upon their arrival at the Reception Centre and work with Social Services and Public Health to insure nutritious meals are available to the evacuees at the sheltering location.
- **EMERGENCY CLOTHING** - Red Cross will provide one set of new clothing to evacuees (max. \$125 per person). In cooperation with external agencies and Social Services agreements, Red Cross will refer evacuees to community resources for additional needs.
- Notify and coordinate other volunteer agencies as required or as set out in the Social Services or City of Guelph Emergency Response Plan, to assist in the emergency Sheltering or Reception Centre operation.
- Maintaining a record of all Red Cross action taken

4. Chief Financial Officer, or alternate.

The Chief Financial Officer, or alternate is responsible for:

- Providing information and advice on financial matters as they relate to the emergency
- Ensuring liaison, if necessary, with the Treasurers / Directors of Finance of neighbouring communities
- Ensuring that records of expenses are maintained for future claim purposes
- Ensuring the prompt payment and settlement of all the legitimate invoices and claims incurred during an emergency
- Making claims for disaster assistance
- In conjunction with the Procurement and Risk Manager provide and secure equipment and supplies not owned by the City of Guelph
- In conjunction with the Procurement and Risk Manager ensure liaison with purchasing agents of neighbouring communities, if necessary
- Maintaining and updating a list of all vendors (including 24-hour contact numbers) who may be required to provide supplies and equipment

5. Other Agencies

In an emergency, many agencies may be required to work with the Emergency Operations Control Group. These others might include Emergency Management Ontario, the Office of the Fire Marshal, industry, volunteer groups, conservation authorities, and provincial ministries.

6. Upper Grand District School Board and Wellington Catholic District School Board

The Upper Grand District and Wellington Catholic District School Boards are responsible for:

- Providing any school (as appropriate and available) for use as an evacuation or reception centre and a representative(s) to co-ordinate the maintenance, use and operation of the facilities being utilized as evacuation or reception centres
- Ensuring liaison with the municipality as to protective actions to the schools (i.e., implementing school stay in place procedure and implementing the school evacuation procedure)

7. Guelph General Hospital Administrator

The Guelph General Hospital Administrator is responsible for:

- Implementing the hospital emergency plan
- Ensuring liaison with the Medical Officer of Health and local ambulance representatives with respect to hospital and medical matters, as required
- Evaluating requests for the provision of medical site teams / medical triage teams
- Ensuring liaison with the Ministry of Health and Long Term Care, as appropriate

c) Relationship between EOCG and Emergency Site / Incident Manager (ESIM):

Depending on the nature of the emergency, and once the Site / Incident Manager has been assigned, the EOCG relationship with the Emergency Site / Incident Manager is to offer support with equipment, staff and other resources, as required.

The EOCG will also ensure that the rest of the community maintains municipal services.

The Site / Incident Manager will keep the EOCG informed of significant actions taken.

d) Relationship between Emergency Site / Incident Manager, and command and control structures of emergency responders:

The senior representative for each emergency response agency at the site will consult with the Emergency Site / Incident Manager, so as to offer a coordinated and effective response. Regular briefings will be held at the site chaired by the Emergency Site / Incident Manager, so as to establish the manner and process of response to the emergency.

e) Communication (Technical Support) Manager

In addition to duties outlined in the Crisis Communication Plan, it will be important to ensure that communications are established between the emergency site and the EOC upon implementation of the Emergency Response Plan. Communications may also be required at various locations including evacuation centres, hospitals, and other key responding agencies. This will be the responsibility of the Communications (Technical Support) Manager.

CONSENT REPORT OF THE GOVERNANCE COMMITTEE

January 24, 2011

Her Worship the Mayor and
Councillors of the City of Guelph.

Your Governance Committee beg leave to present their FIRST CONSENT REPORT as recommended at its meeting of January 17, 2011.

If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of Governance Committee will be approved in one resolution.

1) Report of the Returning Officer on the 2010 Municipal Election

THAT the report of the Returning Officer for the 2010 Municipal Election be received;

AND THAT staff investigate options to improve voter turn-out for the 2014 municipal elections;

AND THAT early in 2014, staff work with representatives of the University of Guelph to promote interest in local elections, and look for opportunities that would see more numbers of students vote;

AND THAT the boards of education be requested to consider scheduling a professional development day when a school is required for voting purposes in the municipal election;

AND THAT the Ontario Government be requested to amend the Municipal Elections Act to clarify the rights of scrutineers with respect to access to the names of persons who voted on election day.

2) 2010-2014 Strategic Planning – Proposed Revision Process

THAT the 2010-2014 Strategic Plan Proposed Revision Process be received;

AND THAT the revision process cost of \$58,206.72 be pre-approved by Council as part of the 2011 budget to allow staff to proceed with contracting for identified resource requirements.

All of which is respectfully submitted.

Please bring the material that was distributed with the Agenda for the January 17, 2011 meeting.

COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Office of the CAO - Information Services
DATE January 17, 2011

SUBJECT Report of the Returning Officer on the 2010 Municipal Election

REPORT NUMBER

RECOMMENDATION

THAT the report of the Returning Officer for the 2010 Municipal Election be received;
AND THAT staff investigate options to improve voter turn-out for the 2014 municipal elections;
AND THAT early in 2014, staff work with representatives of the University of Guelph to promote interest in local elections, and look for opportunities that would see more numbers of students vote;
AND THAT the boards of education be requested to consider scheduling a professional development day when a school is required for voting purposes in the municipal election;
AND THAT the Ontario Government be requested to amend the Municipal Elections Act to clarify the rights of scrutineers with respect to access to the names of persons who voted on election day.

BACKGROUND

This year, over 82,000 eligible voters had the opportunity to vote on one of five different days, for the 58 candidates running for 13 elected offices, at 62 voting places located throughout the City. There were 82,794 eligible voters on our list, and 28,072 of those individuals cast ballots in our election, representing a 33.91% turn-out.

REPORT

Every election has its challenges, and 2010 was no exception. Some of these challenges can be addressed in future years through additional funding to the elections budget. Municipal elections are much more complicated than those at the Provincial and Federal levels where there is only one race, with usually fewer than 10 candidates.

Our elections have multiple races, referendum questions, and matters of school support. The 2010 election had 58 candidates, and required 30 different ballot types to reflect the six wards, and the five distinct school support criteria for each ward. Despite these differences, Provincial and Federal governments spend

considerably more per voter to conduct their elections. A review of recent Elections Ontario and Elections Canada reports revealed that their budgets ranged from \$11 to \$12.5 per voter, while Guelph budgets less than \$5 per voter.

Further on in this report, I will go into greater detail on these challenges, but they can be briefly identified as:

- Recruitment of outside workers
- Quality and accuracy of the voters list
- Voter outreach
- Voter Turn-Out
- University of Guelph on-campus residents
- Voting places
- Programming of vote tabulators
- Scrutineers
- Display of results

In spite of these challenges, we had numerous successes in 2010. One of our early successes, was the active recruitment of City staff to work in our polls, the majority of whom served as vote tabulator officials (VTO's). Being able to hire sufficient numbers of outside workers for our election is becoming more and more difficult. On a strictly voluntary basis, employees from all parts of the corporation enthusiastically signed up to work in our election.

Another success was the use of on-line management of the voters list at our advance polls. By using technology, we were able to cross off the names of persons who voted at the advance polls, and prepare and print the final voters list for use on election day in half the time required in previous elections.

By far our greatest success was the speed with which we produced our final results. Our VTO'S returned the ballot boxes and tabulators to the City Hall parking garage in a drive-through operation. Attendants were positioned in the garage to unload vehicles, and by elevator, transfer the ballot boxes and tabulators to the returning centre. After unloading, the vehicle would exit the parking garage. This saved considerable time, as the VTO's staff did not have to search out parking places, unload and transport ballots and tabulators into City Hall, which in all cases would have required two trips. The Wilson Street parking lot was reserved for our deputy returning officers to bring back their supplies and final statements. This procedure enabled us to total the votes of over 28,000 ballots and publish our final results in less than 90 minutes, which is an incredible achievement considering that all of this occurred in the middle of a major construction zone with limited access and parking.

1. RECRUITING QUALIFIED ELECTION DAY STAFF

Municipal elections are infrequent events as they now happen once every 4 years, and it is becoming increasingly difficult to maintain high levels of staff retention over the 4-year period. Key to the success of any election is the knowledge and skill level of the outside workers hired for our voting places. One of the greatest

challenges in administering an electoral event lies in the need to hire a massive temporary workforce, the bulk of whom only work on Election Day. The ideal worker should:

- have experience in municipal election procedures,
- be able to handle long hours and physical requirements,
- function in a fast-paced high pressure election environment, and
- be comfortable using technology.

While it would be our preference to always have experienced workers to ensure that our voting locations operate efficiently, we recognize that we will have to recruit and train individuals who don't have previous election experience. Training sessions and materials do provide opportunities for the transfer of knowledge from experienced City staff to polling-day staff, however it is simply not possible to guarantee that every inexperienced worker hired for this one-day assignment will be able to meet our expectations.

Often, workers who attend our training sessions will cancel prior to the election. As a result, the City has to over-recruit. This year, 25 workers cancelled in the last few weeks leading up to the election, and replacement workers had to be appointed and trained. Thanks to the City employees who volunteered to work in the 2010 election, we were able to fully staff our advance and election day polls, as well as the returning centre on election night. The following is a breakdown of the number of poll workers required for this year's election:

Position Title	Total Number
Deputy Returning Officers	97
Election Assistants	97
Greeters – Full Time	11
Greeters – Part Time	9
Revision Officers	47
Vote Tabulator Officials	53
TOTAL	314

Early October, staff conducted the following training sessions to ensure the efficient operation of voting places and compliance with legislation, policies and procedures:

Position Title	Training Required	Number of Sessions	Number of Hours
Advance Deputy Returning Officers and Advance Election Assistants	Election Procedures	3	3
Election Day Deputy Returning Officers and Election Assistants	Election Procedures	5	7.5
Advance Deputy Returning Officers	On-Line Voters List Management	3	3

Vote Tabulator Officials	Tabulator Procedures	6	20.5
Mobile Poll Workers	Procedures	7	8
Revision Officers	Procedures	7	7
Greeters	Procedures	5	2.5
Greeters	Procedures	1	1
Ward Runners	Procedures	1	1
TOTAL		27	52.5

2. QUALITY AND ACCURACY OF THE VOTERS LIST

Under the *Municipal Elections Act, 1996*, the voters list for municipal elections is prepared by the Municipal Property Assessment Corporation (MPAC). MPAC uses a variety of sources to produce the list, including its own database on property ownership and tenants, municipal enumeration forms that are mailed to selected Ontario households in the spring of an election year, and the National Registry of Electors (voters list) from Elections Canada. In Ontario, there is no compulsory requirement for residents to provide MPAC with correct information for voting purposes. Approximately 18,000 enumeration forms were mailed out in Guelph, but only 6,586 enumeration completed forms were returned to MPAC.

The preliminary list was received in our office in August of 2010. The number of names on the preliminary list was substantially lower than in 2006, possibly as a result of the removal of the names of persons whose Canadian citizenship was unconfirmed in MPAC's database. The preliminary list also did not include the names of most students who would be attending the University of Guelph starting in September. While home ownership information was fairly accurate, the information on tenants was often dated and incomplete. As part of a data cleansing exercise, the City examined the preliminary list for duplicate names, name anomalies, and other errors. MPAC provided a supplementary update in September, and unfortunately, some of the changes we had corrected through our data cleansing activities in August, were restored to the list by MPAC.

The voters list was then subject to a revision period which began the day after Labour Day and ended on election day. The size of the list with over 80,000 names, makes it impossible for a name by name examination to determine accuracy. As a result, the list still contained many irregularities, including:

- Names of deceased persons,
- Names of children who no longer live with their parents,
- Names of persons who have moved since enumeration in the spring, and
- Names of university students added to the list in 2006.

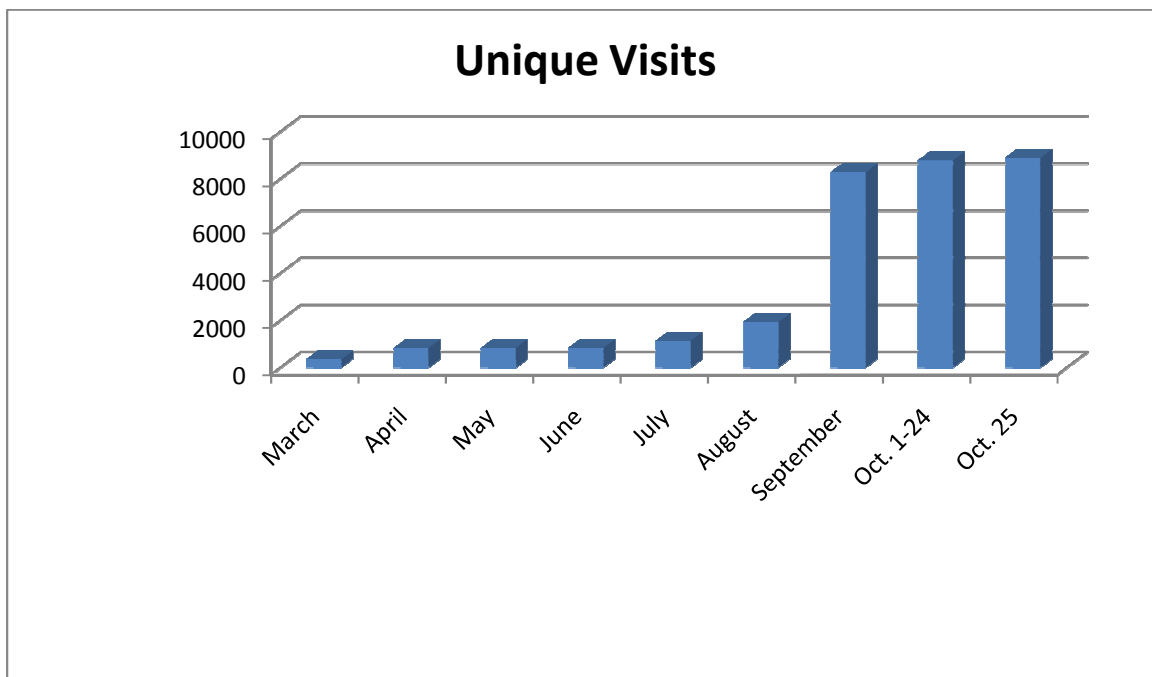
Since September 7, the City processed almost 11,000 revisions to the list for this election.

3. VOTER OUTREACH

The City actively encouraged people to vote in this election. Our strategy included print advertisements throughout the months of September and October in both local newspapers, radio ads on CJOY/Magic, two clips which were run on a regular basis on Rogers cable, and providing election information for the University of Guelph student handbook. Key messaging revolved around checking the voters list, watching for voter notification cards, promoting advance voting, and the new requirement for voters to produce identification.

Extensive information was made available on the Guelph Votes web-site, and many people visited this site to access election information. A new feature this year, was the ability for our voters to use the on-line look up to see if they were on the voters list, and then find the location of their voting place. Site visit statistics were impressive:

- Voterview On-line lookup: 13,681 searches
- guelph.ca/vote – March 1 through October 24, 2010
 - Unique visits: 34,881
 - Total page views: 183,859



Top Pages Visited

Page	Unique Visits	Page Views
2010 Candidates	16,164	51,465
guelph.ca/vote homepage	22,242	32,740
Mayorality Candidate Profiles	9,855	11,551
Are you on the voter's list?	4,017	5,323

Where & when to vote	3,033	4,100
What if my name is not on voter's list?	1,790	2,270
Information for Voters	1,797	2,225

By far the busiest day was Election Day itself, which saw the following traffic:

- Unique Visits to guelph.ca/vote: 8,908 (not including results page)
- Page views on guelph.ca/vote: 46,910 (not including results page)
- Unique visits to results page: 7,893
- Pageviews on results page: 78,191 (includes page refreshments)
- Voterview Lookups: 4,616

In early October, 43,089 voter notification cards were mailed out to Guelph households.

On election day, the City Clerk's Office responded to over 500 telephone calls and messages on the published election line. The majority of these calls were from individuals who had not received a voter notification card because they had moved, or because they were not on the list at all.

4. VOTER TURN-OUT

Between 2006 and 2010, the City increased the number of days and locations for advance voting. This included:

- 3-day Advance Voting at City Hall on:
 - October 12th
 - October 13th
 - October 14th
- Advance In-Ward Voting on October 16th :
 - Ward 1: Guelph City Hall
 - Ward 2: Evergreen Seniors Community Centre
 - Ward 3: Our Lady of Lourdes Catholic High school
 - Ward 4: West End Community Centre
 - Ward 5: John McCrae Public School
 - Ward 6: Arkell Road Bible Chapel
- Reduced Hour Advance Voting for Multi-Residential Properties on October 16th:
 - Grange St. Apartments
 - Hadati Apartments
 - Woodlawn Apartments
 - Marlborough Apartments
 - Bayfield Apartments
 - Dublin Apartments
 - Willow Apartments
 - Woolwich Apartments
 - Waterloo Apartments

Despite our efforts, the number of persons who voted in the advance polls dropped 8% from 3,531 in 2006 to 3,247 in 2010. The number of persons who voted in this election dropped by 20% from 35,205 in 2006, to 28,072 in 2010, and overall voter turn-out for this election was the lowest in over 20 years.

- 2010 – 33.91%
- 2006 – 39.76%
- 2003 – 36.75%
- 2000 – 42.56%
- 1997 – 36.63%
- 1994 – 35.52%
- 1991 – 35.05%
- 1988 – 35.33%

Goal 5.5 of the City’s Strategic Plan is to have the highest per capita municipal election voter turnout of any city in Ontario. Surveys by Election Canada on the trend in fewer people taking an interest in elections indicate that there has been a long-term decline in the voting participation of successive generations of Canadians. These surveys also suggest a number of ways in which voter turnout could be improved:

- Developing communications strategies to improve civic engagement in elections
- Developing strategies to target the younger population
- Offering greater use of technology in elections, i.e. Internet voting

It is recommended that staff investigate options to improve voter turn-out for the 2014 municipal elections.

5. UNIVERSITY OF GUELPH

After election law was changed to allow students the right to vote in both their home town and where they attended university, the City provided a poll on campus in a number of elections. Statistics demonstrated that in both 2003 and 2006, over 90% of the eligible on-campus residents did not vote. The voter turn-out was exceptionally low compared to the City-wide average, i.e. 7% vs. 40% in 2006 and 5% vs. 37% in 2003. This may be because many on-campus students are in their first year and are still adjusting to university life. They are new to the City, and quite likely unfamiliar with local issues.

This poll was only provided for the students who resided on campus. Off-campus students, whose numbers exceed those living on-campus, had to vote at locations along with the permanent residents within their voting subdivisions.

This year, in order to make more effective use of our election resources, we established one voting place for all of the residents within the voting subdivision, which included the students on campus. This poll was centrally located within the area at Harcourt United Church and included two revision officers to process

additions to the voters list, whereas other polling locations in the city had only one revision officer. On-campus students, off-campus students, and permanent residents within the voting subdivision voted at this location.

A representative of the student union at the University of Guelph contacted the City in September asking that we reconsider our decision to have students vote off-campus. At that point in time, our election programming activities had advanced to the point where a change could not be accommodated.

It is recommended that early in 2014, staff work with representatives of the University of Guelph to promote interest in local elections, and look for opportunities that would see more numbers of students vote.

6. VOTING PLACES

It is quite a balancing act for us to accommodate the needs of all of our voters, and this election has been exceptionally challenging for us. Many of the places that we have traditionally used over the years could not be used in 2010. Some were just not available on voting days, others had been rendered inaccessible by road construction projects under the infrastructure stimulus program, and finally, changes to the Municipal Elections Act that now require us to use only voting places that are fully accessible to persons with disabilities.

In 2010, City staff conducted a review of potential voting locations. This review consisted of staff physically visiting each location, speaking with an on-site representative, measuring space and making note of anything that could affect accessibility. In determining whether or not a voting place was accessible, the City had to consider the following criteria:

- Grade of the accessibility ramp
- Width of doors
- Unobstructed interior routes
- Lighting
- Presence of stairs
- Availability of accessible parking spaces
- Availability of passenger loading zones
- Parking lot and pedestrian surfaces

Voting locations are mandatory in all nursing homes and retirement homes. In addition, some multi-residential properties were provided with an advance voting location where there was a high percentage of senior tenants.

We continue to rely heavily on churches and schools for voting places. Churches are becoming more difficult to secure for election day. Some churches provide community services such as shelters and daycares and were unable to cancel their regular activities to accommodate the election. In recent years, voters in Ontario have challenged the practice of using churches as voting locations. We ensure that the actual voting takes place in the public areas of the church, such as a meeting room or auditorium, and not within the sanctuary itself. Because of

the multiple advance voting opportunities, persons who did not want to vote in a church did have other options.

With respect to the use of schools, security has also recently been raised as an issue. The Upper Grand District School Board required the City to have an election official positioned outside the voting space in elementary schools to ensure that voters were not wandering through the rest of the school during the hours when students were present. This issue could be avoided in future elections if the boards of education would schedule a professional development day when a school is required for voting purposes.

In the newer areas of Guelph, it is becoming increasingly difficult to find suitable public space for voting locations. Schools and churches are not being built at the same rate as the residential development that is taking place.

In light of the above issues, it is becoming apparent that our current method of neighbourhood voting will not be sustainable in the future. Finding enough suitable public places for people to vote in their neighbourhoods is already a problem. As the population grows, and fewer public facilities are being built, there will continue to be line-ups and long waits particularly during the final hours of voting on election day.

In order to accommodate our existing voters and still meet our objective of increasing voter turn-out, the City will have to look seriously at the possibility of offering new and innovative voting opportunities in the future, such as Internet voting, shop-and-vote centres, mobile polling units, etc.

7. VOTE TABULATORS

Ontario municipalities have multiple offices in their elections. A manual count of all of the candidates for the numerous offices and potential questions, would require a considerable amount of time. Because of this, Guelph like many other Ontario municipalities, uses optical scanning equipment. This technology has been in use for over twenty years, and is renowned for its superiority and accuracy over a manual count. The system uses a composite ballot which has all offices and questions clearly printed on it. The voters cast their ballots by using a special marking pen to mark a box corresponding to the candidate of choice. The ballots are fed into a vote tabulator which reads the ballot as it is deposited into the ballot box and stores the information. At the close of polls, the tabulators print out cumulative totals of all votes cast. In addition, the results are stored on a memory card which is uploaded into the election reporting software at the returning centre. The reporting software totals the votes City wide and publishes the results to the City's website.

In 2010, our vote tabulators were programmed to return ballots that were blank, had fewer votes than were allowed, or had more votes than were allowed. This then allowed voters a second chance to ensure that they were satisfied with how they had marked their ballot. This decision was based on the City of Vaughan recount that took place in 2006. That year, the City of Vaughan used vote

tabulators, but did not program them to return under votes and over votes. An application was made to the Superior Court of Justice and resulted in a court ordered recount. In his decision, the sitting judge found that the computer programming had resulted in a likely disenfranchisement of a significant number of voters.

The sitting judge also quoted a landmark decision with the well known democratic principles promoting enfranchisement of voters in *Haig v. Canada* [1993], that when we make decisions with respect to election procedures, every effort should be made to enfranchise the voter, and conversely every effort should be made to limit the scope of provisions which tend to disenfranchise the voter.

We carefully considered our decision on how to program our vote tabulators. In addition to the principles cited in the case law, we also sought further legal advice which supported the decision we ultimately made. Other municipalities that use vote tabulators, have adopted similar programming procedures.

In the case of an under voted or over voted ballot, the tabulator sounded an electronic beep, and displayed a message that an under or over vote had occurred. The tabulator does not inform the election worker where on the ballot this has occurred, only that it has occurred. When we trained our workers, we stressed to them that the intent is to offer a second chance in the event the voter is not satisfied with how they marked their ballot. If the voter is happy with how they marked their ballot, it was accepted as marked. Our experience showed that in many cases, voters did take advantage of the second opportunity.

8. SCRUTINEERS

Historically, as the name implies, scrutineers are appointed by candidates to observe election procedures at the polls, and in particular, to observe the counting of votes. Since most municipalities have adopted the use of alternative voting methods, the role of scrutineers has changed over time, and the focus of the role now is to track the names of persons who have voted. This allows the candidate's campaign team to contact potential supporters who haven't been to the polls yet, and encourage them to come out to vote. The Municipal Elections Act only permits scrutineers to observe procedures at the polls, and there is no specific provision for them to have direct access to the voters list, or for election officials to provide them with the names of persons who have voted.

The rules for scrutineers differ somewhat in provincial and federal elections. According to the *Canada Elections Act*, every 30 minutes, the election official must provide the identity of electors who have voted on polling day (except for the identity of those electors who registered on the same day they voted) to the candidate's representative.

While there is no similar provision in the provincial Elections Act, their written procedures refer to an elector tracking sheet that tracks electors who voted on Polling Day by using their elector number. Election officials are required to provide

copies of the elector tracking sheet to the scrutineers at regular intervals throughout the day.

This year, the City produced a candidate's handbook in the hope that the difference in rules would be explained and hopefully avoid any misunderstandings at the polls. Unfortunately, the inability to access the voters list and the names of persons voting, continued to be a concern.

It is recommended that the Ontario Government amend the Municipal Elections Act to clarify the rights of scrutineers with respect to access to the names of persons who voted on election day.

9. DISPLAY OF ELECTION RESULTS

Back in the days before cities had websites, we displayed our election results in the Council Chambers in the former City Hall. As the number of attendees grew, it became obvious that the Chambers were too small. The display was relocated to the River Run Centre, which required the City to rent screens and projectors, and set up computers and printers to receive and report election results as they came in from the returning office at City Hall. On occasion over the years, our election results display conflicted with other activities going on at the River Run.

Today, the Council Chambers in new City Hall can accommodate a much larger crowd, and the room is equipped with excellent presentation equipment. When the new building was constructed, significant infrastructure was installed to allow Rogers Cable to broadcast live from the Chambers. Our results were also posted to the City's web-site on election night, and as reported earlier, there were thousands of visits to the results page.

We've heard from several media sources, that on election night, the atmosphere in the Council Chambers was rather subdued compared to previous election nights at the River Run. In addition, the audience seating didn't allow for the social interaction that previously had been experienced at the Centre. In planning for this election, staff were focused on the logistics of the event, and hadn't anticipated the sobering effect that the Chambers might have on attendees. We do recognize that our election is an important event in this City and it should be afforded a venue where participants can feel comfortable cheering for their candidate.

SUMMARY:

I would like to formally recognize the outstanding efforts of my staff for the many months of work it took to plan and carry out the 2010 election. Preparing for an election is a massive undertaking, and it would not have been possible without the capable and dedicated assistance of the following individuals:

Tina Agnello,	Election Event Project Manager
Greg Hahn,	IT Technical Lead
Marilyn Schmidt,	Worker Recruitment & Voting Places
Susan Samuel,	Materials & Supplies

Melissa Biesel,	Vote Tabulating Equipment
Joyce Sweeney,	Election Event Definition
Dolores Black,	Procedures - Homes & Institutions
Markham Wismer,	Election Night Logistics and Support
Jennifer Jacobi,	Election Support
Danielle DeBie,	Election Support
David Aubrey,	Election Support
Kathy Hawkins,	Election Support
Heather Macpherson,	Election Support
Alexandra Marson,	Election Support
Marina Grassi,	Voter Outreach Support

In addition to the staff who were directly involved in the planning and preparation for the election, over three hundred people were recruited to work in the polls and at the returning centre. I extend my appreciation to these individuals for coming forward and helping to deliver this election to our citizens. Special thanks are also extended to:

- Leanne Warren for her guidance on matters of accessibility;
- the staff of Engineering Services and J.G. Goetz Construction for ensuring that we maintained access to City Hall;
- the staff of By-law Compliance & Enforcement for directing all of the traffic through the construction zone on election night, and
- Property maintenance staff for assisting on election day with distribution of tabulators and the receipt of ballot boxes.

CORPORATE STRATEGIC PLAN

This report supports Goal 5.5 of the City’s Strategic Plan to have the highest per capita municipal election voter turnout of any city in Ontario.

FINANCIAL IMPLICATIONS

The City historically budgets a portion of the cost of an election each year. Any additional costs associated with the 2014 election will be identified after staff have investigated and identified potential enhancements to our election procedures.

Original Signed by:

Prepared By:

Lois A. Giles,
 Returning Officer.
 (519) 822-1260 x 2232
 lois.giles@guelph.ca

COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration
DATE January 17, 2011

**SUBJECT 2010-2014 Strategic Planning – Proposed Revision
Process**

REPORT NUMBER

RECOMMENDATION

THAT the Governance Committee receive the proposed process for revising the Strategic Plan for consideration. The process is designed to enable the development of a renewed direction for the corporation and results that respond to current community needs.

THAT the revision process cost of \$58,206.72 be pre-approved by Council as part of the 2011 budget to allow staff to proceed with contracting for identified resource requirements.

SUMMARY

Purpose To ensure an effective process for reviewing and revising the existing City of Guelph Strategic Plan.

Committee Action Receive the report, advise on suggested improvements and forward for Council consideration.

Next Steps Staff will initiate the agreed upon direction of Council.

BACKGROUND

On September 13, 2010 the Governance Committee received a staff report that outlined preliminary options to assist City Council with strategic planning and budgeting efforts for the 2011-2014 term of office. A central component included conducting a December 2010 Citizen Survey to provide insight into community aspirations for the next four years. Approved by Council on September 27th, staff issued a Request for Proposals (RFP) to undertake the survey work.

At the November, 2010 Council orientation session, it was suggested by Mayor Farbridge that the Citizen Survey option be integrated into a recommended Strategic Plan refinement process, complete with timelines and costs, for debate, discussion and approval by the new Council in January.

REPORT

At the November 2010 Council orientation session, it was suggested that strategic planning work for the term ahead should be cost effective, focus on reviewing the existing mission statement, goals and objectives, include a thorough environmental scan and an examination of financial constraints.

To further explore approach options, the Executive Team (ET) was consulted on November 25th, 2010 and raised a number of critical elements for a successful Strategic Plan review effort including:

- ✓ a sound understanding of and agreement to the process by all parties;
- ✓ identification of the right tools and meeting processes for each phase of the process;
- ✓ purposeful inclusion of Council, the ET, staff and stakeholders;
- ✓ a dynamic and creative facilitator; and
- ✓ dialogue to ensure realistic and achievable goals and objectives.

All feedback received helped to inform the 2010-2014 proposed revision process. It has been designed to be respectful of tax dollars, collaborative and inclusive. The process uses existing resources and leverages specialized assistance only where necessary.

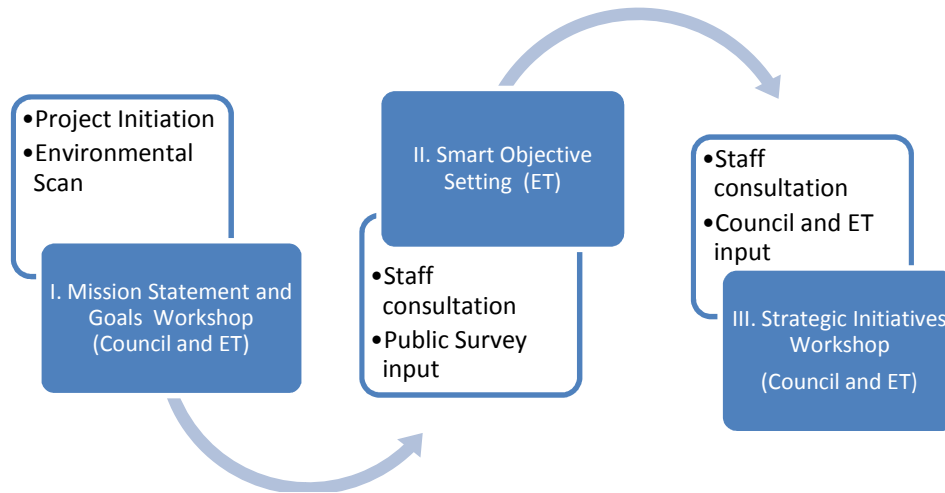
Revision Process Overview

The suggested process will take place over a five month period, starting in February, 2011 and ending in June, 2011 in advance of the 2012 budget preparations. It will consist of:

- one joint project initiation meeting with Council and the Executive Team to ensure a common understanding of the overall process and to review an environmental scan with insights into current political, economic, social, technological, environmental and legislative realities facing the City;
- a ten minute telephone survey of 600 City of Guelph residents (aged 18 and older) conducted in English and three other languages to gain a representative understanding of current attitudes and expectations;
- a Council and Executive Team professionally facilitated workshop to collaboratively revise the mission statement and clarify goals;
- one Executive Team objective setting meeting which will include discussion on financial feasibility;
- a second Council and Executive Team workshop to jointly confirm proposed objectives and agree upon strategic initiatives for the term; and
- five staff information sessions and workshops throughout the process that will both inform and engage employees while providing the opportunity for information sharing and gathering.

Enlisting the facilitation assistance of Dr. Chris Bart (resume attached as Appendix A) at critical junctures only, the process will incorporate current theoretical thinking in the area of mission statement development and ensure with the creation of measureable and actionable goals and objectives well aligned with the identified strategic direction.

PROJECT PROCESS



PROJECT WORKPLAN

		Jan. 17- 31	Feb. 1 - 25	Mar. 1 - 31	Apr. 4 - 25	May 2 - 13	May 16- 27	Jun 1- 10	Jun 13- 27
1.	Governance Committee Review								
2.	Council Direction								
3.	Survey Contract Awarded – Content planning initiated								
4.	Strategic Plan Process Start-Up Meeting (Environmental Scan)								
5.	Staff Information Session								
6.	Public Opinion Survey Initiated, Analyzed and Presented to Council								
7.	Workshop #1 Pre-work survey								
8.	Workshop #1: Mission Statement Development and Goal Identification Council and ET Generated and Confirmed								
9.	Council Report – approval of mission statement and draft goals								
10.	Staff Information Session								
11.	SMART Objectives Pre-work survey								
12.	S.M.A.R.T* Objective Setting – ET Generated and Council confirmed								
13.	Staff Information Session and workshop								
14.	Workshop #2 Pre-work survey								
15.	Staff Information Session and workshop								
16.	Workshop 2: Strategic Initiatives – Council and ET Generated and Confirmed								
17.	Council report – approval of SMART Objectives and Strategic Initiatives								
18.	Staff Information Session								
19.	Process Evaluation (July)								

*S.M.A.R.T Objectives – Specific, Measureable, Attainable, Realistic, Timely

PROJECT TEAM

Hans Loewig will function as the project sponsor for this process, ensuring that it is completed effectively. Brenda Boisvert, Corporate Manager, Strategic Planning and Corporate Initiatives, will act as the Project Manager. Tara Sprigg, Manager, Corporate Communications will lead the development of a communications strategy so that internal and external stakeholders are well informed. Dr. Chris Bart will be the project facilitator. The team will provide regular progress reports to the Executive Team. The process will be evaluated upon completion for overall success.

POTENTIAL RISKS & MITIGATION PLANS

- Additional assistance may be required with the development of objectives. Dr. Bart has offered to review and revise identified objectives as part of his fees and is also available to facilitate the development process for an additional cost.
- Not all Councillors may be able to participate in the initial start-up meeting and joint workshops. If this is the case, action will be taken to ensure that individuals not in attendance are fully apprised.
- Not all staff will be able to attend each of the workshops and information sessions, instead cross sectional groups of staff will be invited to participate and those unable to attend will be kept well informed through a variety of communication channels identified in the communications strategy to be developed.

CORPORATE STRATEGIC PLAN

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

FINANCIAL IMPLICATIONS

The current budget for strategic planning work in 2011 is \$15,000. Proposed consulting fees including HST amount to \$22,132.80. The public survey work recommended by staff including HST totals \$36,073.92. The difference between the currently budgeted amount and total cost is \$43,206.72.

Element	Estimated Cost (incl. HST)
Project Initiation – Public Survey - HST 1.76% (\$623.92)	\$36,073.92
Consulting fees: - Mission statement development – Council and ET (\$12,500) - Objectives – ET Generated and Council Confirmed (\$3,250) - Strategic Initiatives – Council and ET Generated and Confirmed (\$6,000) - HST 1.76% (\$382.80)	\$22,132.80
Total Cost	\$58,206.72
Current Budget	(\$15,000)
Variance	\$43,206.72

DEPARTMENTAL CONSULTATION

The Executive Team was fully consulted in the development of this report.

COMMUNICATIONS

A communications plan to support the revision process and the Strategic Plan will be undertaken by staff.

ATTACHMENTS

Appendix A – Resume: Dr. Chris Bart, Principal, Lead Professor & Founder, The Director’s College & Professor of Strategy & Governance, DeGroote School of Business, McMaster University.

Original Signed by:

Prepared By:

Brenda Boisvert, BA, MPA
Corporate Manager, Strategic Planning
and Corporate Initiatives

Dr. Chris Bart, FCA

Dr. Chris Bart is the **world's leading authority** on organizational mission and vision statements. He is the **Founder, Principal and Lead Professor of The Directors College** at McMaster University, Canada's first university accredited corporate director certification program. Dr. Bart is also the author of the Canadian business best seller, "**A Tale of Two Employees and the Person Who Wanted to Lead Them**" as well as the widely acclaimed CICA publication "**20 Questions Directors Should Ask About Strategy**".



Through his pioneering research and teachings, Dr. Bart has become highly sought after by organizations seeking to develop vision and mission statements that get results. His practical approach for bringing mission statements to life has inspired business leaders and audiences around the world.

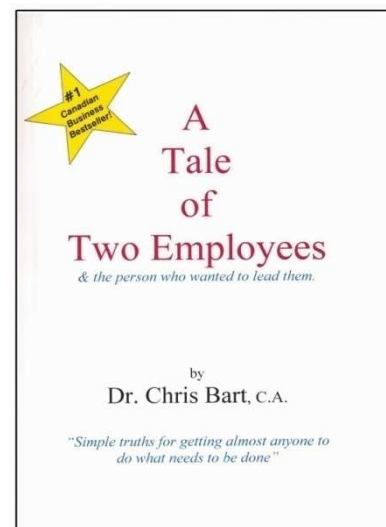
As a **Professor of Strategic Market Leadership (Strategy and Governance)** at McMaster University's DeGroote School of Business, Dr. Bart has published over 100 articles, cases and reviews. He currently serves as **Associate Editor** of the **International Journal of Business Governance & Ethics**. He is also an **innovator**. He helped establish the Management of Innovation and New Technology Research Centre at McMaster and was its first Director. Later, he devised and created the Innovation Management Network; a worldwide association of academics and practitioners who collaborate through the internet on matters of innovation and new technology.

Dr. Bart has been awarded the **Ontario Chamber of Commerce Outstanding Business "Achievement Award for Corporate Governance"**, the **Hamilton Chamber of Commerce "HR Hero Award"**, the **United Way "Chairman's Award"** and **McMaster's "Innovation Award"**. A highly regarded lecturer, Dr. Bart has received both the "**Outstanding Undergraduate Business Professor**" and "**MBA Professor of the Year**" awards on multiple occasions. He has also won "**The President's Award for Teaching Excellence**", McMaster's highest teaching award – which made him the most decorated professor at the DeGroote School. In 2009, his CA designation was elevated to **FCA** (Fellow of the Institute of Chartered Accountants).

Over the years, Dr. Bart has been invited to lecture at numerous institutions throughout the world, including South Africa, Switzerland, the United Kingdom, Australia, the Czech Republic and China.

Dr. Bart is listed in **Canadian Who's Who** and has been a director on many Boards.

Contact Information:
Dr. Chris Bart, FCA
McMaster University
chrisbart@corporatemissionsinc.com
(905)-515-6399
www.corporatemissionsinc.com



CONSENT AGENDA

January 24, 2011

Her Worship the Mayor
and
Members of Guelph City Council.

SUMMARY OF REPORTS:

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

A Reports from Administrative Staff

REPORT	DIRECTION
<p>A-1) CITIZEN APPOINTMENTS TO THE DOWNTOWN GUELPH BUSINESS ASSOCIATION BOARD OF DIRECTORS</p> <p>That Charles R. Davidson, Chris Ahlers, Doug Minett and Mark Rodford be appointed to the Downtown Guelph Business Association Board of Directors for a term expiring November, 2014.</p> <p>(These names were not included with the list of appointments that were previously forwarded to Council)</p>	Approve
B ITEMS FOR DIRECTION OF COUNCIL	
C ITEMS FOR INFORMATION OF COUNCIL	

attach.

- **BYLAWS** -

- **January 24, 2011** -

<p>By-law Number (2011)-19141 A by-law to remove Lot 19, Plan 61M164, designated as Parts 5 and 6, Reference Plan 61R11532 in the City of Guelph from Part Lot Control.</p>	<p>To remove land from part lot control to create separate parcels for semi detached dwellings to be known municipally as 111 and 113 Oakes Crescent.</p>
<p>By-law Number (2011)-19142 A by-law to provide for an interim tax levy and to provide for the payment of taxes.</p>	<p>To provide for an interim tax levy and the payment of taxes due on February 28 and April 30, 2011.</p>
<p>By-law Number (2011)-19143 A by-law to amend By-laws (1981)-10773 and (1995)-14281, being a by-law to establish a Board of Management for the Downtown Business Improvement Area and to adopt Municipal Code Amendment #527 which amends Chapter 50 of the City of Guelph's Municipal Code. (change composition of members to 12)</p>	<p>To amend the composition for the Board of Management for the Downtown Business Improvement Area to 12 members.</p>
<p>By-law Number (2011)-19144 A by-law to amend By-law Number (2009)-18855, being a By-law respecting the licensing of Businesses operating within the City of Guelph, and to adopt Municipal Code Amendment #528, which amends Chapter 176 "Business Licences", of The Corporation of the City of Guelph's Municipal Code. (housekeeping amendment - appeals committee)</p>	<p>To amend the Business Licensing By-law with respect to the appeals committee to reflect the Corporate Administration, Finance & Emergency Services Committee's name.</p>
<p>By-law Number (2011)-19145 A by-law to amend By-law Number (2008)-18656 with respect to the appointment of persons serving as By-law Enforcement Officers for the City of Guelph, to add Roppo.</p>	<p>To amend the by-law relating to the appointment of persons serving as By-law Enforcement Officers.</p>

<p>By-law Number (2011)-19146 A by-law to appoint members to various Boards, Committees and Commissions and to amend By-laws Numbered (2008)-18570 and (2006)-18033.</p>	<p>To appoint members to various Boards, Committees & Commission as approved by Council.</p>
<p>By-law Number (2011)-19147 A by-law to authorize the execution of a Mutual Release Agreement between The Corporation of the City of Guelph and The Corporation of the County of Perth.</p>	<p>A by-law to execute a mutual release agreement with respect to cross border billing.</p>