CITY CLERK'S OFFICE
2012 ANNUAL REPORT
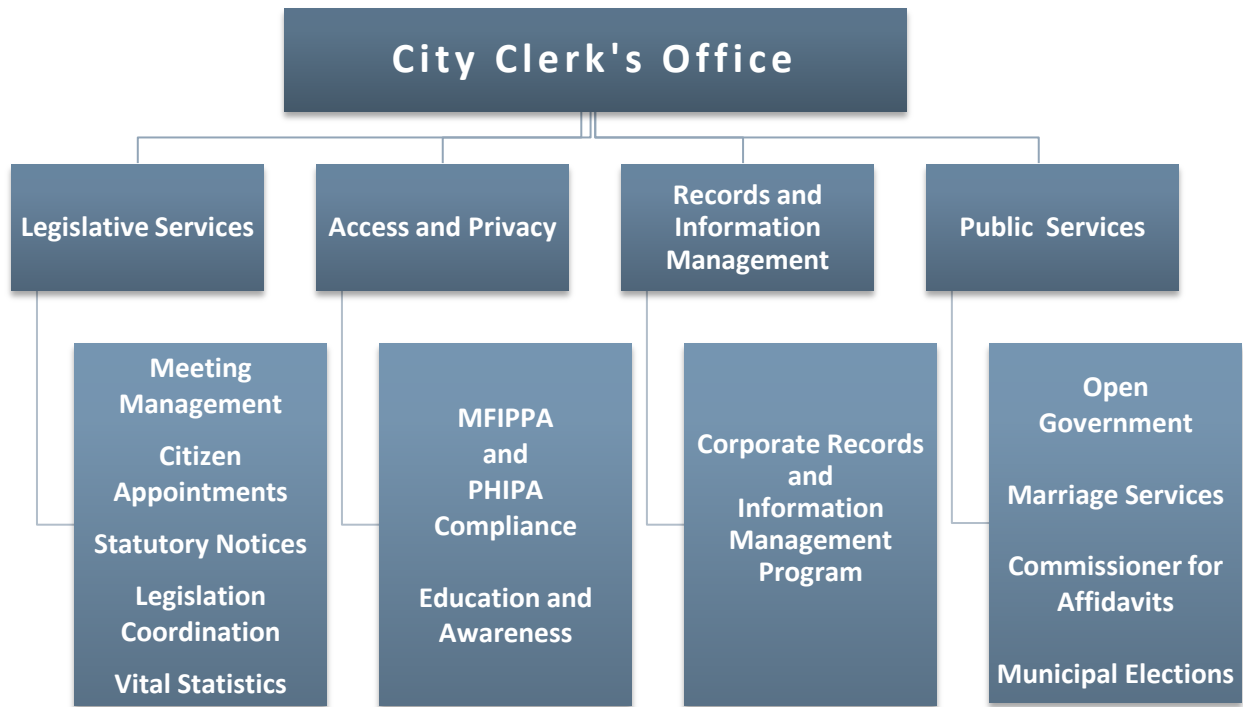
CITY OF
Guelph

Making a Difference

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INTRODUCTION

The City Clerk's Office is responsible for coordinating and supporting various statutory responsibilities provided by the *Municipal Act, Vital Statistics Act, Marriage Act, Municipal Freedom of Information and Protection of Privacy Act, Personal Health Information Protection Act, the Planning Act* and the *Municipal Elections Act*. Pursuant to these statutes, City policies and municipal best practice, the Clerk's Office provides secretariat support to Council and Committees of Council, documents the official record of the actions of Council, manages notice provisions related to public meetings and in response to other legislative requirements, has a mandate to manage the City's records and information holdings, processes Freedom of Information requests, serves as the returning office with respect to the administration of Municipal and School Board Elections and provides various other internal and public support services.

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Report Format

This is the 3rd annual report prepared by the City Clerk's Office, although the format and purpose of this report greatly differs from that of previous years. This report represents a transition from statistical reporting to performance measurement, a goal which will take a few years to be fully realized. This report is divided into the following 5 Sections:

Section 1: Key Initiative Summary

2012 was a turning point in establishing and enhancing the way the City Clerk's Office provides support to Council, the organization and the public. Staff worked towards building the foundation of an Open Government by modernizing aspects of Council's decision making process to better align them with the principles of existing legislation as well as fine-tune internal administrative processes to create efficiencies in resource and time management.

2012 was a transitional year for the City Clerk's Office. The following is a list of key accomplishments:

- Open Government Framework
- Enhanced Procedural and Governance Processes
- Meeting Management Modifications
- Accountability and Transparency Webpage
- Records and Information Management (RIM) Program
- Access and Privacy Program

Section 2: Dashboard and Scorecard

This section provides a visual representation of the data analysis, trends and targets.

Section 3: Performance Analysis Overview

This section provides further context, detail and analysis regarding the performance measures reported in the dashboard and scorecard. This section will also look at external trends that are either having an impact or are expected to impact the way we provide services in the coming years.

Section 4: 2013 and Beyond

This section includes a brief overview of the City Clerk's Office 2013 work plan including actions resulting from the analysis in section 3.

Section 5: Data Tables, Charts and Graphs

This section includes the data tables and charts that have traditionally been included in the City Clerk's Office annual reports of previous years.

SECTION 1: KEY INITIATIVE SUMMARY

Open Government Framework

The City Clerk's Office developed an Open Government Framework that will make it easier for residents, businesses and visitors to access City information and participate in the decision-making process. The vision of Open Government is to partner with and engage the community in order to support innovation and enhance the overall accountability and transparency of the City.

Enhanced Procedural and Governance Processes

Enhancements were made to the Procedural By-law and Closed Meeting Protocol in order to improve overall compliance with statutory requirements and institute best practices with respect to Council and Committee meeting procedure. The Clerk's Office facilitated the standardization and implementation of Standing Committee rolling calendars designed to facilitate the business of Council Committees and made key revisions to the City's Governance Manual.

Meeting Management Modifications

A corporate Agenda Forecast was implemented to improve the ability of the corporation to better manage information and proposed actions forthcoming to Council and Committee. The format and support materials for the Agenda Preview Process were also streamlined in order to enhance information sharing and realize a more efficient use of staff resources.

Accountability and Transparency Webpage

The City Clerk's Office consolidated and published a reference tool to increase the overall accessibility for staff and the public to access the various accountability and transparency measures currently in place which support the legislative process.

Records and Information Management (RIM) Program

Foundational work was completed to support the development of a Corporate Records and Information Management Program. This multi-year project will commence with a City wide records inventory assessment which will focus on documenting records holdings and practices. This data will be used to inform the development of a strategy designed to implement a corporate program focused on better securing information assets, making them more accessible and increasing the overall efficiency with which stakeholders create and share information. Full scoping and project planning began in 2012 with the inventory assessment to occur from 2013-2014.

Access and Privacy Program

The initial work to undertake a comprehensive Privacy Management Program for the City was completed. Such a program provides an effective way for the Corporation to satisfy Council the public and regulators that the City is in compliance with legislated requirements. Following the completion of the project planning phase in 2012, staff, in 2013 will analyze the current personal information holdings and practices and use the data to inform the development of a corporate-wide Privacy Program. This project will be closely aligned with the RIM Program inventory assessment.

SECTION 2: DASHBOARD AND SCORECARD

As illustrated below, several measures have been established and allocated to four performance areas within the City Clerk's Office. Items in the dashboard marked by **GREEN** indicate that the measure is reporting positively to benchmarks. **YELLOW** and **RED** indicate items that are not currently aligned to the benchmarks. **PLUS** and **MINUS** signs indicate the direction that these items are trending. For further context, the 2012 dashboard provides a comparison of the progress made on these measures from 2010 through to 2012.

2012 Dashboard

Access to Information	2010	2011	2012	Service Excellence	2010	2011	2012
Access and Privacy Program*				Marriage Services		+	+
Records Management Program*				Agenda Production*			
				Open Government*			

Legislated Compliance	2010	2011	2012	Business Excellence	2010	2011	2012
FOI Requests				Agenda Production Costs*			
TOMRMS and Records Retention*				Staffing Requirements*			
Public Notification							

Represent new measures where benchmarks have not been established. In most cases, data collected in 2013 will serve as a baseline to report on in future annual reports.

2012 Scorecard

Value Creation

Access to Information

Measure	2012 Target	2012 Result	2013 Target
Access and Privacy Program			
Internal requests	New to scorecard	No data collected	N/A
Privacy process improvements	New to scorecard	No data collected	N/A
Routine disclosure	New to scorecard	No data collected	N/A
Records Management			
Internal requests	New to scorecard	No data collected	N/A
Redundant file reduction	New to scorecard	No data collected	N/A
Records search	New to scorecard	No data collected	N/A

Service Excellence

Measure	2012 Target	2012 Result	2013 Target
Marriage Services	Maintain level of marriage ceremonies	Target Exceeded (138 ceremonies were performed, just surpassing the 137 which were performed in 2011) ■+	150 marriage ceremonies
Agenda Production	New to scorecard	No data collected	N/A
Internal submission timelines met	New to scorecard		N/A
Publication timelines met	New to scorecard	No data collected	N/A
Open Government	New to scorecard, targets to be developed by 2014	No data collected	N/A

Compliance

Measure	2012 Target	2012 Result	2013 Target
FOI Requests	100%	Target Met (100%) ■	100%
Initial 30 day timeline	100%	Target Met (115/115 = 100%)	100%
Extended timeline	100%	Target Met (6/6 = 100%)	100%
Records Retention	New to scorecard	No data collected	N/A
Statutory Public Notification	100%	Target Met (100%) ■	100%
Public Notices	100%	Target Met (62/62 = 100%)	100%
OMB Appeals	100%	Target Met (10/10 = 100%)	100%

Cost Control

Business Excellence

Measure	2012 Target	2012 Result	2013 Target
Agenda Production Costs	New to scorecard	No data collected	N/A
Staff Compliment	Average of defined comparator group	Target Missed for Council Support (-57%) and Print Shop (-100%)	Average of defined comparator group

SECTION 3: DATA ANALYSIS OVERVIEW

Access to Information

Access to information should transcend beyond meeting legislated requirements in order to develop and support a culture of privacy and openness. These concepts are, in fact, complimentary and are fundamental to the success of any open government imitative. Freely accessible civic information is quickly becoming the new standard. In order for the City to embrace this leading practice there must be a focus placed on establishing information management programs to generate awareness as well as support the organization through the necessary transition period. The City's privacy and records programs are currently being developed to do just that. Both program are at an inception point and continue to mature with a corporate privacy audit and a records inventory review occurring throughout 2013. These information gathering exercises will assist in better supporting the development of each program. As the programs continue to develop, the performance measures presented below may need to be adjusted in future years.

Access and Privacy Program

This measure is established to demonstrate the overall effectiveness of the City's Access and Privacy program. The measure is calculated based on an average of three internal metrics:

1. **Internal requests** - The Access and Privacy Specialist provides advice to internal clients upon request. The number of all such requests serves to demonstrate awareness with respect to the privacy program within the organization.

2. **Privacy process improvements** - The Specialist also supports process improvements with respect to the collection of personal information. For example, enhancements are often made to consent notices appearing on signs and collection forms. All such process improvements enhance the way with which the municipality notifies, collects and manages personal information. The total number of privacy process improvements reveals the overall commitment to the principles of access and privacy.

3. **Routine disclosure** - Routine disclosure facilitates access to information by creating procedures that are less restrictive than FOI in an attempt to provide the public with timelier access to civic information. A key goal of the Access and Privacy program is to develop and implement departmental routine disclosure practices. A quantification of all such practices within the organization will be a valuable measure to assess the program's impact in this regard.

Measure	2012 Target	2012 Result
Access and Privacy Program		
Internal requests	New to scorecard	No data collected
Privacy process improvements	New to scorecard	No data collected
Routine disclosure	New to scorecard	No data collected

The provision of ad hoc guidance on privacy matters has been occurring for a number of years, however, detailed data to support a quantification of these efforts has not been maintained. Moving forward, data in relation to the above noted metrics will be collected and used to measure performance in relation to the overall effectiveness of this program. As there is no 2012 data to draw from, a 2013 target has not been established, however, performance targets for 2014 will be developed and presented along with the 2013 annual report.

Records Management Program

This measure is intended to assess the overall level effectiveness of a corporate records management program. Records and information management is the foundation of an accountable and transparent organization as it facilitates both internal and external information exchange. For this reason the following measures have been chosen to reflect records management at the City of Guelph and are defined as follows:

1. **Internal requests** - The Records and Information Management Specialist provides advice to internal clients upon request. The number of all such requests serves to demonstrate awareness with respect to the records program within the organization.

2. **Redundant file reduction** - This process relates to the number of redundant or duplicate files appropriately destroyed to reduce a backlog of unnecessary documents. This measurement is based on the impact of the records program to increase internal efficiencies and enhance information management practices.

3. **Records search** - This measure relates to the total number of records searched using the Records Search database. This tool has been in place for a number of years and serves as a user-centric document management utility. The total number of records searched demonstrates the impact of the records program in creating awareness of the tool. As an Electronic Document and Records Management System (EDRMS) is a key objective of the records program, this metric is likely to evolve along with the implementation of an EDRMS utility.

Measure	2012 Target	2012 Result
Records Management		
Internal requests	New to scorecard	No data collected
Redundant file reduction	New to scorecard	No data collected
Records search	New to scorecard	No data collected

These measures were chosen because they reflect the key areas where internal efficiencies can be supported through effective records storage and retrieval methods. These measures will reflect the ongoing efforts within the Records Management Program to continually reduce redundant files and to appropriately store records so that they are easily located and used by staff. Future options regarding the use of a formal Electronic Document and Records Management System (EDRMS) will be analyzed at a later date to evaluate new and existing tools and ensure that City records are stored and managed in the most efficient and accessible way. Records Management is new to the score card, and although work began late in 2012 there is little data available for previous years. The subsequent year, 2013, will serve as a benchmark in relation performance reporting.

Service Excellence

The City Clerks Office is a support service, not only to Council and staff but also to the community. The department supports Council's governance process, serves as an interface with the public to disseminate civic information and deliver services as well as supports the organization with compliance measures and leading practices for various legislated requirements. In 2012, these core areas were strengthened in a commitment to deliver more accessible, responsive and excellent service. The City Clerk's office enhanced the marriage service program, undertook process improvements with respect to the agenda production process, developed program foundations to support the organization with respect to privacy and records and developed an Open Government Framework designed to enhance the City's ability to deliver public service better.

Marriage Services

This measure applies to the total number of marriage ceremonies performed per year. Although this measure is difficult to predict, the associated revenue is budgeted in accordance to patterns demonstrated over several years. The overall number of ceremonies has increase from 122 in 2010, to 137 in 2011, to 138 in 2012. A further increase in the number of ceremonies to be performed in 2013 is anticipated due to enhancements made to the levels of service introduced in 2013 in relation to providing off site ceremonies outside regular office hours.

Measure	2012 Target	2012 Result
Marriage Services	Maintain level of marriage ceremonies	Target Exceeded (138 ceremonies were performed, just surpassing the 137 which were performed in 2011)

Agenda Production

This measure applies to the performance of the organization with respect to supporting the agenda production process. The measure will be calculated based on an average of two internal metrics:

1. **Internal submission timelines met** - Appreciating that various factors affect the timeliness with which agenda materials are submitted to the Clerk's Office, a statistical reporting process is in place to track the submission of agenda materials. This measure exists to provide an overall assessment in order to provide data which can be used to gauge the impacts of late submissions on work flow managed by Clerk's. This reporting process also allows service areas to target and follow up on late submissions in an effort to support continuous improvement efforts.

2. **Publications timelines met** - This measure relates to the total number of agendas published to the City's website past the targeted timeline. The goal is to have an agenda posted by end of day Thursday, two weeks prior to a meeting.

Measure	2012 Target	2012 Result
Agenda Production		
Internal submission timelines met	New to scorecard	No data collected
Publication timelines met	New to scorecard	No data collected

Open Government

Metrics regarding Open Government will be developed as part of the Open Government Action plan scheduled for completion in 1Q of 2014. The approved Open Government Framework serves as a foundation of a long term strategic objective to enhance the accountability and transparency of operations, expand access to information, increase meaningful participation and engagement and better leverage technology in order to support innovation and improve communication efforts. Although metrics regarding Open Government will relate to the overall performance of the strategic program as a whole, they will be reflected on future annual reports from the City Clerk's Office. As a result of the development of these measures, the Clerk's Office dashboard and scorecard may need to be reconfigured accordingly.

Compliance

Many of the services provided by the Clerk's Office on behalf of the organization are governed by legislation. These areas are mandated by way of legislation including, but not limited to, the *Municipal Act, Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), Personal Health Information Protection Act (PHIPA), Planning Act, and Municipal Elections Act*. Compliance is a legal requirement under these statutes, and as such, non compliance exposes the municipality to liability and risk. Risks would also be posed to broader information initiatives involved in transparency and accountability, including Freedom of Information (FOI), Routine Disclosure, and Open Government programs.

Freedom of Information (FOI) Requests

This measure refers to the total number of FOI requests processed within the timelines legislated by *MFIPPA/PHIPA* and will be calculated based on an average of two internal metrics:

1. **Initial 30 day timeline** - The standard legislated timeline requirement is to process access requests within 30 days. Those requests which can be, and are, processed within this timeline will be measured as part of this metric.

2. **Extended timeline** - Privacy legislation also permits additional 30 day incremental extensions if a request is too voluminous to meet the initial 30 day timeline. The rationale for securing an extension is based on whether the access request is to voluminous to respond to within the initial 30 day timeline, and/or if there is a need to consult with other persons outside of the institution in order to produce the information, and/or if meeting the initial timeline would significantly interfere with the operations of the institution at large. Those requests which can be, and are, processed within the extended timeline will be measured as part of this metric.

Measure	2012 Target	2012 Result
FOI Requests	100%	Target Met (100%)
Initial 30 day timeline	100%	Target Met (115/115 = 100%)
Extended timeline	100%	Target Met (6/6 = 100%)

Similar to previous years, the Clerk's Office managed to maintain a 100% compliance rate with respect to FOI compliance. As generally noted above, late responses to FOI requests can carry significant risk and liability to the organization.

Records Retention

This measure is based on legislated compliance requirements with respect to records retention. Under the *Municipal Act, MFIPPA* and *PHIPA* the City is required to have and maintain a records program, updated classification system, and retain and dispose of business records in a documented manner. The Ontario Municipal Records Management System (TOMRMS) is the municipal standard for records classification and retention which as part of the developing records program will be updated and adapted to meet the needs of the City of Guelph. The City's current retention bylaw (2008-18543) was based on a now outdated version of TOMRMS. To ensure that the City is meeting legislated requirements, destruction compliance will be measured in accordance with the 2012 TOMRMS version. An updated Records Retention By-law for the City will be developed as part of a Records and Information Strategy currently targeted for 2014.

This single metric relates to TOMRMS compliant destruction as defined by the number of destructions carried out in compliance with the most current TOMRMS retention timelines. As noted previously, work to develop a formal Records and Information Management Program began at the end of November 2012 and there is limited data available to serve as a benchmark moving forward. As a result, 2013 will serve as the baseline to comparatively measure data and establish a respective target.

Measure	*Target*	*Measure*
Records Retention	New to scorecard	No data collected

Public Notification

This measure is designed to report on the compliance rate in meeting statutory notice provisions. The City Clerk's Office is responsible for issuing public notification with respect to meetings pursuant to the *Municipal Act,* the *Heritage Act,* the *Development Charges Act* and the *Planning Act*. In addition to forwarding notices by way of mail to residents and prescribed persons, there are also notices printed in the local newspaper, content published on the City website and documents processed through to appeal bodies such as the Ontario Municipal Board (OMB) and the *Heritage Conservation Board*. This measure is calculated based on an average of two internal metrics:

1. **Public Notices** - This metric is based on a compliance rate with respect to notifications issued to persons and public bodies as prescribed by the above noted statutes. Notice is provided by way of placing print advertisements in the local newspaper and the issuance of first class mail to targeted individuals. Notice provision is required within a regulated timeline once there is a defined appeal period established through Council's approval of a by-law.

2. **OMB Appeals** - This metric relates to a compliance measurement with respect to the overall number of OMB appeals processed by the City Clerk's Office. Once an appeal is received by the City Clerk within the regulated timeline, an appeal package must be prepared and forwarded to the OMB.

Measure	Target	Measure
Statutory Public Notification	100%	Target Met (100%)
Public Notices	100%	Target Met (62/62 = 100%)
OMB Appeals	100%	Target Met (10/10 = 100%)

The City Clerk's Office met with a 100% compliance rate with respect to the publication of notices under the *Planning Act*. This is despite the fact that there was a 100% increase in the total number of OMB appeal packages processed in 2011 (5) to 2012 (10) and an incremental increase in the number of statutory public notices processed from 2010 (64) to 2011 (68) to 2012 (72).

Business Excellence

Agenda Production Costs
This measure will calculate the costs with respect to the production of an agenda. Although coordination of agendas is a crucial component of the process, this metric will be focused on the staff resources, printing and delivery costs associated with agenda production. This data was not collected previously, but will be referenced along with a target on the 2013 annual report.

Measure	2012 Target	2012 Result
Agenda Production Costs	New to scorecard	No data collected

Staffing Compliment
This measure establishes a benchmark with respect to an average staffing complement within a municipal Clerk's Office comparable to the core services it delivers. To ensure that the data allows for an equal measurement between similar departments, an industry scan was undertaken in order to identify other municipal Clerk's Offices which could serve as suitable comparators. The process began with an evaluation of the City's Council approved "comparator municipalities" (December 7, 2009 Governance report from Information Services). Then an assessment was undertaken to normalize this comparator group by identifying Clerk's Departments comprised of similar positions providing the same scope and scale of core services provided by the Guelph City Clerk's Office. In order to validate this data an organizational scan was conducted by Human Resources followed by individual follow up from Clerk's staff. The core services consisted of:
- Council Support (secretariat services, meeting management, citizen appointments etc.)
- Legislative Coordinator (vital stats, statutory public notices etc.)
- Records Management (records retention/tracking/EDRMS etc.)
- FOI (access requests, orientation/education etc.)
- Print Shop (agenda production, corporate printing requirements etc.)

A secondary assessment was undertaken to further normalize this group based on common external pressures, namely:
- Resident population
- The number of employees within the organization
- Authority configuration (lower tier, single tier etc.)
- The total number of Council and Committee meetings held annually

Measure	2012 Target	2012 Result
Staff Compliment	Average of defined comparator group	Target Missed for Council Support (-57%) and Print Shop (-100%)

Appreciating the many challenges of defining this comparator group, this measurement is extremely valuable in terms of benchmarking overall service delivery in relation to an average staffing complement seen within other similarly functioning Clerk's Departments. The target of for this metric is to maintain an average staffing compliment when evaluated against the comparator group. The following is an analysis of the comparison made for 2012.

Council Support

On average, the Guelph City Clerk's Office supported more Council and Committee meetings with 57% less staff than the comparator group. The Legislative Services (ie. Council Support) division supported 90 meetings compared to an average of 66.5 by the comparator group. The Guelph Legislative Services division consists of 2 Council Support staff in contrast to the comparator average compliment of 4.6. This disproportion is further polarized considering that the Guelph staff were responsible for physically printing agenda packages, where the average comparator group consisted of an additional 1.5 FTE's allocated to the Print Shop in order to coordinate this function on behalf of their respective Council Support division.

Legislation Coordination

Although some of the comparators do not coordinate the same number of legislated public notices and appeals nor do they manage the process to the same degree as the Guelph City Clerk's Office, on average, the function of Legislative Coordinator was relatively on par with 1 FTE.

Records/FOI

Currently, there is an Access and Privacy Specialist (permanent FTE) as well as a Records and Information Specialist (contract FTE until 3Q of 2014) within the Guelph City Clerk's Office. This division of responsibilities is far more delineated in Guelph as there was more of a blend of records and FOI responsibilities seen in the comparator group with some of these functions even being provided either by the Deputy Clerk or a combination of others within the department. Given this immeasurable, the current compliment in Guelph is similar to the municipal comparator group functioning at approximately .25 FTE more than the average. That said, because the Records and Information Specialist position is a currently a contract position expiring in 3Q of 2014, this measurement will drop to be far more disproportionate after that point. Another factor to consider when evaluating this comparison is the fact that both the records and privacy programs are currently under development in Guelph when they are far more mature in other comparator municipalities such as Kingston and Kitchener.

Print Shop

The Clerk's Office previously had 1 FTE dedicated to Print Shop. This individual coordinated the printing of agenda packages as well as managed the in house production of other printing requirements for the organization. On average, the comparator group had an additional 1.5 FTE's dedicated to this function in comparison to the City Clerk's Office who currently has no resource allocated. Aside from agenda coordination and consolidation for

what amounts to 8 meetings a month on average, the 2 Council Support staff within the City Clerk's Office are also required to physically manage the printing process as it relates to the agenda production for these meetings. Corporate print projects are either managed and coordinated directly by the internal user or outsourced to an external company.

Staffing Requirements Summary
The overall compliment in the City Clerk's Office consists of 7 permanent FTE's and 1 contract FTE (expiring in 3Q of 2014). In relation to the average, this is more than 50% lower than the resources in place within the comparator group. This disparity is further exacerbated by the fact that business in every division within the Clerk's Offices has continued to increase over the past two terms of Council. The most significant intensification has occurred in relation to Legislative Services where support was given to uphold a legislative structure expanding from 3 standing committees of Council to 6 active committees. During this same time the staff compliment serving to support Legislative Services has declined as one permanent FTE in the Print Shop was eliminated in 2010. In summary, the comparison data suggests that the City Clerk's Office is under resourced in relation to Council Support and the Print Shop when evaluated alongside municipal comparators.

SECTION 4: 2013 AND BEYOND

The strategic focus for the Clerk's Office in 2013 will be to continue the development of key corporate strategic projects initiated in 2012. Much of the project and program development work led by the City Clerk's Office are long-term strategic initiatives designed to establish the groundwork to transform, modernize and improve the way the City delivers service and support to its various customers. Much of this work will extend beyond the 2013 work plan. As always, the Clerk's Office will also continue to ensure compliance with respect to core legislated functions not the least of which includes administration of municipal and school board elections. The following is a high level list and synopsis of the 2013 work plan for the City Clerk's Office. This information is not meant to be exhaustive but rather provide some context regarding the key strategic initiatives and compliance measures which will be a focus of the 2013 work plan.

Open Government

In 2013, staff will issue a Request For Proposal with respect to retaining consulting services to support the development of an Open Government Action Plan for the City. Using the Council approved Open Government Framework, the Action Plan will be developed by first undertaking a current assessment and environmental scan of the organization and community followed by a comprehensive community and stakeholder engagement program. The Action Plan will be developed through a partnership with the community who will also establish performance measures to monitor the effectiveness of implementation measures and support continuous improvement efforts. Open Government is a transformative project intended to improve the way the City supports innovation, engages the community and enhances the overall accountability and transparency of its operations. The Action Plan will have immediate links to other key strategic initiatives such as the Corporate Information Technology Strategic Plan as a primary focus will be to better leverage technology in order to achieve these goals. Completion of the Open Government Action Plan is targeted for early 2014.

Records and Information Management (RIM) Program

Following completion of the RIM project plan in 2012, staff will begin to conduct a review of corporate recordkeeping practices. The Records Inventory Assessment will be an information gathering exercise to better understand current information holdings and to highlight the unique records practices in each City department. Data collected as part of this review will be used to develop a Terms of Reference for a Strategy designed formally implement a RIM program. Numerous benefits can be realized through a formal program including better safeguards with respect to information assets, reduced liabilities and greater efficiencies in regards to information management and exchange. A RIM program will also provide the necessary foundation to build a digital platform and support Open Government initiatives. The Records Inventory Assessment phase of the RIM Program is expected to be completed by the end of 2014.

Access and Privacy

In close relationship with the RIM Program work, an Access and Privacy project plan was completed in 2012. A comprehensive privacy management program provides an effective way for organizations to bolster public trust and assure compliance with applicable privacy legislation. A Privacy Audit will be conducted in 2013 to gain insight into what personal information is being collected, how it is being and used and safeguarded, and whether the

practices are in compliance with the legislated requirements. This data will be used to develop corporate wide policies and procedures designed to protect personal information and create efficiencies with respect to the dissemination of information to the public. The Access and Privacy program will also develop an orientation and training program build to foster a culture of privacy throughout the organization. The Privacy Audit is targeted to be completed by summer of 2014.

2014 Municipal Election

The City Clerk's Office serves as the Returning Office with respect to the administration of Municipal Elections in Guelph, therefore, a key focus in 2013 will be to evaluate and establish the service level to be provided for the 2014 election. Aside from ensuring that compliance driven processes are in place, consideration will also be given to implementation of a comprehensive communications and voter engagement plan, revision of the voting subdivision geography and the potential use of technology improvements to provide greater access to voting including the use of alternative voting methods. Council's approval of the voting method to be used is targeted for the summer of 2013. Project planning with respect to the election and the Council Orientation program will begin in late 2013. Qualified Individuals can file their nomination for candidacy as of January 2, 2014.

Meeting Management

Throughout 2013 the City Clerk's Office will continue to review and refine the meeting management process. This will include policy review and development, improvements to work flow, administrative tools and document formats as well as continuing to build and work through cross-departmental working groups comprised of staff that support the legislative process. In 2012, an administrative support working group was established to focus on improving work flow to help build Council and Committee agendas. As a result of these regular sessions, several organizational tools and process improvements have been established leading to organizational efficiencies. In 2013, this partnership model approach will be followed to establish a working group with the various departmental staff who currently provide secretariat support to the various agencies, advisory committees and local boards. The focus of this process will be on standardization of approaches with respect to meeting management, legislative compliance and public profile.

Marriage Services

As a public service, as of 2009, the City began to perform in house Civil Marriage ceremonies at the newly constructed City Hall. Clerks staff now coordinate the issuance of marriage licenses as well as customize and deliver a full service marriage ceremony to members of the public. In 2012, 138 ceremonies were performed. Commencing in 2013, and in response to public demand, the City Clerk's office will be providing "off-site" marriage ceremonies after business hours and on weekends. This service level is not offered by many municipalities, however, due to demand created by word of mouth references, staff expect to book near to maximum capacity for both in house and external wedding ceremonies in 2013.

SECTION 5: DATA

Some of the following data has been provided by way of previous annual reports from the City Clerk's Office. Not all of this information applies to Section 3 of this report, however, it does serve to support analysis in relation to budget development, continuous improvement and other reporting mechanisms.

Legislative Services

Meeting Statistics - Time in Session

	2010	2011	2012
Council			
No. of Regular Council Meetings	21	23	21
No. of Special Council Meetings	6	22	16
Hours in Council Session			
Regular	53	49.25	59
Special	11	56.75	35
Closed	17	23.5	40
Council Total	81	129.5	134
Committee			
No. of Committee Meetings	41	51	53
Hours in Committee Session			
Committee Total*	53.25	60.25	72.75
Council and Committee			
Total No. of Meetings	**68**	**96**	**90**
Total Hours in Session	**134.25**	**189.75**	**206.75**

*Committee Data collected for 2013 will allow for reporting on the time spent in closed session. Prior to 2013 there were no Special Committee meetings.

Meeting Statistics - Agenda Stats

	2010	2011	2012
Council			
Average No. of Agenda Pages	150	134	165
No. of Delegations	157	163	214
By-laws Approved	206	190	237
Committee			
No. of Delegations	70	52	75

Citizen Appointments to Boards and Committees

	2010	2011	2012
Vacancies Filled	119	180	71
Applications Received	230	231	144

Statutory Notices Under the *Planning Act* Managed by the Clerk's Office

	2010	2011	2012
OMB Appeals/Ministry Approvals	3/3	5/5	10/10
Public Notices and Certificates	61/61	63/63	62/62

Vital Stats

	2010	2011	2012
Death Registrations	903	933	919
Revenue	$27,105	$28,00	$27,570
Other Death Registrations (buried elsewhere)*	132	170	194

*This category is for people who were deceased in the city of Guelph, but buried elsewhere. These do no generate any revenue. There has been an increase in these due to increased capacity at a Hospice in Guelph)

Access and Privacy

Freedom of Information (FOI)

	2010	2011	2012
FOI Requests Processed	40	25	121
Completed within 30 days	40	25	115
Completed within extended timelines	N/A	N/A	6

Public Services

Marriages

	2010	2011	2012
No. of Ceremonies Performed	122	139	138
Licenses Issued	720	707	738
Total Revenue	$90,329	$92,206	$98,498

Clerk's Office Comparator Data*

	Guelph	Barrie	Burlington	Cambridge	Kingston	Kitchener	Oakville
Population	127K	135K	175K	123K	160K	205K	182K
Total FTE's	1230	832	866	544	1491	1134	1416
Status	Single	Single	Lower	Lower	Single	Lower	Lower
No. Meetings per year**	90	61	72	32	72	92	70
Clerk	1	1	1	1	1	1	1
Deputy Clerk	1	1	1	1	1	1	1
Admin Support	1	2	1	1	2	1	1
Records and FOI	2	2	1	0	5	3	0
Council Support	2	5	6	6	3	4	4
Legislative Coordinator	1	1	0	1	1	2	1
Print Shop	0	1	3	1	1	0	3.5
TOTAL CLERKS FTE's	**8**	**13**	**13**	**11**	**14**	**12**	**11.5**

* Data based on an organizational scan of comparator municipalities as well as by way of direct follow up with each Clerk's Dept.
**Number of meetings per year represents Council and Committee meetings only (ie. not advisory committees, agencies, boards etc.).