

COMMITTEE AGENDA



TO **Governance Committee**

DATE February 11, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 3:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – November 13, 2013 open meeting minutes

PRESENTATIONS (Items with no accompanying report)

None

CONSENT AGENDA

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

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
GOV-2013.1 Corporate Strategic Plan (CSP) Semi Annual Progress Report	<ul style="list-style-type: none"> Brenda Boisvert, Corporate Manager, Strategic Planning & Corporate Initiatives 		√
GOV-2013.2 Governance Framework – Alignment with Corporate Strategic Plan (CSP)			
GOV-2013.3 Delegation of Authority By-law Update			
GOV-2013.4 Terms of Reference: City Council and Standing Committee	<ul style="list-style-type: none"> Ann Pappert, CAO 		√

GOV-2013.5 Annual Report of the Integrity Commissioner	• Robert Swayze, Integrity Commissioner		√
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Resolution to adopt the balance of the Governance Committee Consent Agenda.

ITEMS EXTRACTED FROM CONSENT AGENDA

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

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

NEXT MEETING – May 13, 2013

**The Corporation of the City of Guelph
Governance Committee
Tuesday November 13, 2012, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday November 13, 2012 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Dennis, Findlay, Hofland, and Piper (*arrived 3:07 p.m.*)

Also Present: Councillors Bell, Guthrie and Van Hellemond

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Ms. C. Bell, Executive Director, Community & Social Services; Mr. A. Horsman, Executive Director, Finance & Enterprise; Dr. J. Laird, Executive Director, Planning, Building, Engineering & Environment; Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

1. Moved by Councillor Findlay
Seconded by Councillor Dennis

THAT the minutes of the Governance Committee meetings held on October 9 and 16, 2012 be confirmed as recorded and without being read.

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

VOTING AGAINST: (0)

Carried

Consent Agenda

The following items were extracted from Governance Committee November 13, 2012 Consent Agenda:

GOV-2012 A.22	Open Government Framework
GOV-2012 A.23	2013 Council and Committee Meeting Schedule
GOV-2012 A.24	Councillor Employment Status
GOV-2012 A.25	Governance Framework
GOV-2012 A.26	Service Rationalization and Assessment Project

Consent Agenda

2. Moved by Councillor Findlay
Seconded by Councillor Dennis

THAT the balance of the Governance Committee November 13, 2012 Consent Agenda, as identified below be adopted:

a) **Status of Governance Enhancements**

Mayor Farbridge

THAT the memorandum from Mayor Farbridge "Status of Governance Enhancements" dated November 13, 2012, be received

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

VOTING AGAINST: (0)

Carried

Councillor Piper arrived at the meeting.

Open Government Framework

Mr. M. Amorosi, Executive Director, Corporate & Human Resources, introduced the report Open Government Framework.

Mr. Blair Labelle, City Clerk, provided an overview of the Open Government Framework report contained in the meeting agenda. He highlighted the four directions open engagement, open data, access to information and open governance.

3. Moved by Councillor Findlay
Seconded by Councillor Dennis

REPORT

THAT the Open Government Framework for the City of Guelph, enclosed as part of the November 13, 2012 report entitled *Open Government Framework*, be approved.

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

VOTING AGAINST: (0)

Carried

2013 Council and Committee Meeting Schedule

4. Moved by Councillor Findlay
Seconded by Councillor Piper

REPORT

THAT the 2013 Council and Committee meeting schedule, attached hereto as Appendix "A", be approved.

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

VOTING AGAINST: (0)

Carried

Councillor Employment Status

The Executive Director of Corporate & Human Resources and the City Clerk addressed the timelines relating to a review of the Councillor Employment status, composition and Ward boundaries.

- 5. Moved by Councillor Piper
Seconded by Councillor Hofland

REPORT

THAT staff be directed to report back in 2013 with respect to the options and implications of conducting an employment status and composition review for Guelph City Council during the 2014-2018 term of office with potential changes to take effect for the 2018-2022 term of office;

AND THAT the matter of administrative efficiencies to assist with Councillor workload be included in the scope of the report.

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

VOTING AGAINST: (0)

Carried

Governance Framework

Mayor Farbridge introduced the Governance Framework report contained in the meeting agenda.

Ms. A. Pappert, Chief Administrative Officer, reviewed the governance framework.

- 6. Moved by Councillor Dennis
Seconded by Councilor Hofland

REPORT

THAT the report dated November 13, 2012 entitled "Governance Framework", be received;

AND THAT the proposed Governance Framework be approved in principle;

AND THAT staff review the alignment of the proposed framework with current governance and administrative practices, the Corporate Strategic Plan and Work Plans and report back to the Governance Committee with recommendations in 2013.

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

VOTING AGAINST: (0)

Carried

Service Rationalization and Assessment Project

Ms. A. Pappert, Chief Administrative Officer, summarized the Service Rationalization and Assessment Project report contained in the meeting agenda. She highlighted the differences between a service rationalization and an audit plan.

Ms. Loretta Alonzo, Internal Auditor, provided information on the public consultation component included in the various options and the funding costs for options.

REPORT

7. Moved by Councillor Piper
Seconded by Councillor Hofland

THAT the Organization Assessment Option C be approved for 2013 and refer this to the 2013 budget process;

AND THAT the matter of Service Rationalization be brought back for consideration for 2014, subsequent to the completion of the organizational assessment.

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

VOTING AGAINST: Councillor Dennis (1)

Carried

8. Moved by Councillor Dennis
Seconded by Councillor Findlay

That the meeting of the Governance Committee of November 13, 2012 be adjourned.

Carried

The meeting adjourned at 4:55 p.m.

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Chairperson

**GOVERNANCE COMMITTEE
CONSENT AGENDA**

February 11, 2013

Members of the Governance Committee.

SUMMARY OF REPORTS:

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

A Reports from Administrative Staff

REPORT	DIRECTION
<p>GOV-2013.1 CORPORATE STRATEGIC PLAN (CSP) SEMI ANNUAL PROGRESS REPORT</p> <p>1. That the Corporate Strategic Plan semi-annual progress report CAO-S-1301 dated February 11, 2013 be received.</p>	Receive
<p>GOV-2013.2 GOVERNANCE FRAMEWORK – ALIGNMENT WITH CORPORATE STRATEGIC PLAN (CSP)</p> <p>1. That the Governance Committee receive report CAO-S-1302 dated February 11, 2013 for information.</p>	Receive
<p>GOV-2013.3 DELEGATION OF AUTHORITY BY-LAW UPDATE</p> <p>1. That Council repeal and replace the Current Delegation of Authority By-law (2010)-18935, as amended, with an updated version attached hereto as attachment A.</p>	Approve
<p>GOV-2013.4 TERMS OF REFERENCE: CITY COUNCIL AND STANDING COMMITTEE</p> <p>1. That the ‘City Council Terms of Reference’ and the ‘Standing Committee Terms of Reference’ as attached in the report CAO-C-1301 of February 11, 2013 be approved in principle;</p> <p>2. That Council adopts and directs the implementation of the Next Steps as outlined in this same report CAO-C-1301.</p>	Approve

**GOV-2013.5 ANNUAL REPORT OF THE INTEGRITY
COMMISSIONER**

Approve

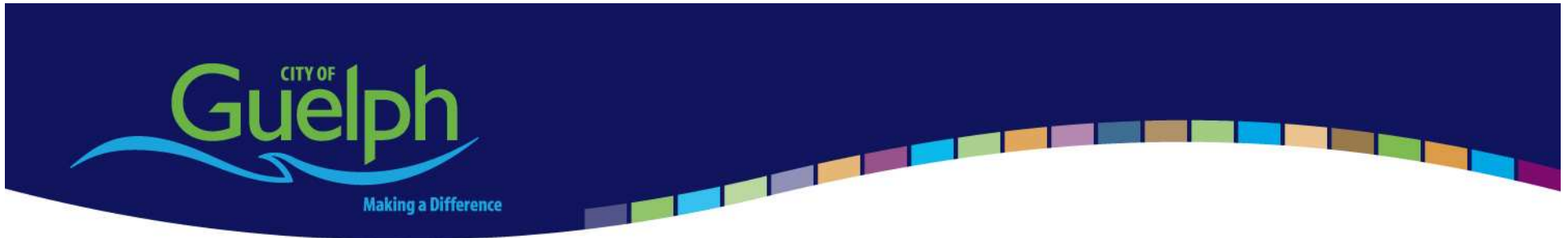
1. That the code of Conduct for Council and Local Boards be amended in accordance with Appendix 1 attached to this report.

attach.



Corporate Strategic Plan (CSP) Semi Annual Progress Report

Governance Committee
February 11, 2013



CSP Progress Reporting

- Staff commitment to reporting achievements on a regular basis
- Furthers strategic direction 2.3 - accountability, transparency and engagement
- 2013 report focus on:
 - Strategic Initiatives Progress and Impact
 - CSP Integration

Strategic Initiatives Progress and Impact

- Employee Engagement Survey
- Enterprise Risk Management
- Performance Measurement and Tracking Scorecards
- Critical Issues Management Framework
- Corporate Calendar Coordination with Service Area Work Plans
- Phase 2 Integrated Operational Review of Planning, Building, Engineering & Enterprise Services and the Development Review Process
- Intergovernmental Strategy
- Corporate Information Technology Strategic Plan
- Guelph Community Investment Strategy
- 2012-2013 Service and Operational Reviews
- Audit Review Framework
- Older Adult Strategy
- Guelph Municipal Holdings Inc Strategic Plan
- Open Government
- Downtown Secondary Plan
- Official Plan Update
- Sustainable Neighbourhood Engagement Strategy
- Community Wellbeing Plan

CSP Integration

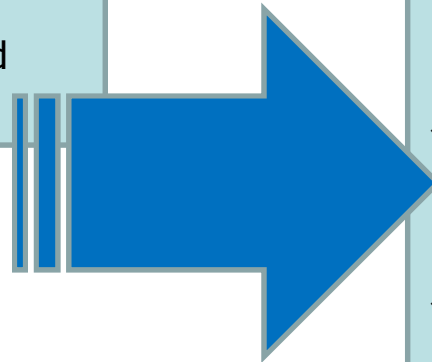


- ✓ Strategy-driven budget
- ✓ Key performance indicators
- ✓ Strategic Initiatives Reserve
- ✓ Identification of required skills, knowledge and cultural shifts; review of recruitment, performance development, leadership development and succession management
- ✓ Making a Difference Report
- ✓ CSP Communications Strategy
- ✓ CSP Work Plan

Strategic Initiatives Progress and Impact (cont'd)

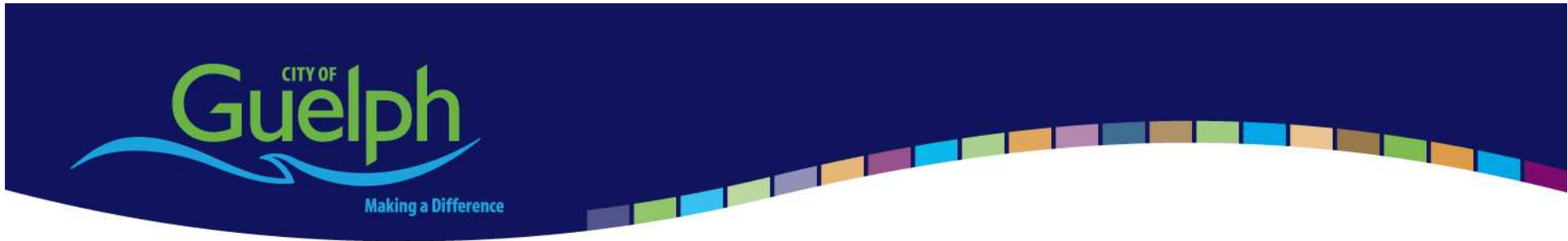
Challenges and Business Imperatives

- Financial Constraints
- Growth and Diversity
- Information, Communication and Engagement
- Pace of Change and Capacity



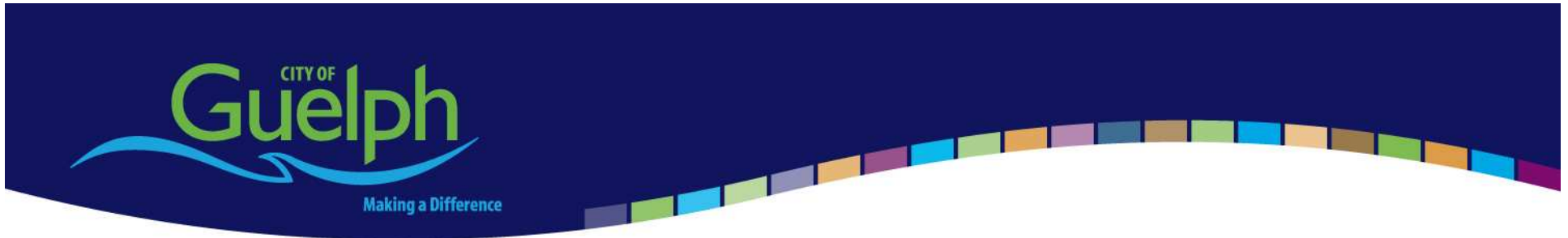
Outcomes and Impacts

- ❖ Maximizing Cost Avoidance and Increasing System Optimization
- ❖ Ensuring Greater Community Prosperity
- ❖ Using Technology as a Management Tool
- ❖ Strengthening Communications, Community and Partnership Opportunities
- ❖ Building Employee Engagement & Development



Report Cycle and Level

Year	Achievements + KPI Update	Achievements
2013		February September
2014	February	September
2015	February	September
2016	February	September



Next Steps

- September 2013 Progress Report
- Information sharing with the community and staff consistent with the CSP communications plan
- Ongoing strategic project management to facilitate further implementation and planning

STAFF REPORT



TO Governance Committee

SERVICE AREA Corporate Administration

DATE February 11, 2013

SUBJECT Corporate Strategic Plan (CSP) Semi Annual Progress Report

REPORT NUMBER CAO-S-1301

EXECUTIVE SUMMARY

PURPOSE OF REPORT

Staff is pleased to submit the first semi annual progress report on the Corporate Strategic Plan (CSP) for 2013.

On January 21, 2008 Council approved the concept of Comprehensive Strategic Management (or strategy integration). The success of a strategic plan can be measured by the progress made on implementing its initiatives and by how well it is integrated into the systems and operations of an organization.

This report provides information related to 1) progress achieved on the approved strategic initiatives 2) the degree of integration and 3) next steps with respect to future reporting.

KEY FINDINGS

Since approval of the 2012 strategic initiatives, a number of achievements have been realized in the areas of organizational excellence, innovation in local government and city building that set the foundation for continued success. The results are provided within this report.

Staff also began the process of incorporating the key elements of the CSP into management systems and operations of the corporation. The purpose is to ensure a strong strategy focus in areas including financial, human resources and reporting practices.

The next semi-annual report on CSP initiatives will be provided in the Fall of 2013.

FINANCIAL IMPLICATIONS

In 2012, funding for the 2013 CSP initiatives was approved. Any subsequent funding requirements arising will be subject to future budget deliberations. The budget for CSP initiatives will continue to be monitored and reported with regular variance reporting processes in place.

STAFF REPORT



ACTION REQUIRED

To receive the report.

RECOMMENDATION

1. That the Corporate Strategic Plan semi-annual progress report CAO-S-1301 dated February 11, 2013 be received.

BACKGROUND

In June 2012, Council approved implementation of the Corporate Strategic Plan Framework and strategic initiatives. At that time, staff committed to reporting back to Council and the community on a regular basis to demonstrate progress attained.

REPORT

2012 CSP Achievements

A number of achievements have already been realized. Many of these initiatives are required to be in place in order to implement other strategic initiatives. The 2012 accomplishments sorted by the three CSP focus areas are as follows:

Organizational Excellence

- **Employee Engagement Survey** – Staff achieved an exceptional response rate of 77% to an enterprise wide engagement survey this year. The results provide information to improve employee engagement. Action plans are being developed.
- **Enterprise Risk Management** – Council approved Guelph’s Enterprise Risk Management Framework. Implementation was initiated and will strengthen the City’s response to risk by identifying and mitigating potential risk situations.
- **Performance Measurement and Tracking Scorecards** – Council approved key performance indicators for the CSP to support annual performance/progress tracking and reporting to Council and the community.
- **Critical Issues Management Framework** – Staff has developed a Critical Issues Management Framework to allow for a more proactive and coordinated response to arising matters. Implementation will follow over the coming months.
- **Corporate Calendar Coordination with Service Area Work Plans** – In 2012 the corporate calendar agenda forecast tool and mechanism was introduced. Coordination with Service Area Work Plans will continue over the coming year.
- **Phase 2 Integrated Operational Review of Planning, Building, Engineering & Enterprise Services and the Development Review Process** – The final consultant report was provided to Council with recommendations for

improvements. Key performance indicators will be presented to Council in 2013 to monitor the effectiveness of implementation of the changes.

- **Intergovernmental Strategy** – a strategy focused on strengthening intergovernmental relations was started for Council review in 2013. The strategy will position the city as a municipality of influence within municipal, provincial and federal contexts.

Innovation in Local Government

- **Corporate Information Technology Strategic Plan** – A strategy for properly investing in technology systems and structures was approved by Council.
- **Guelph Community Investment Strategy** – Approved by Council in September 2012, the aim of this strategy is to improve the way the City works with local organizations, by increasing responsiveness to local needs and ensuring that approval processes are open and transparent.
- **2012-2013 Service and Operational Reviews** – In 2012, two service reviews were completed – Legal Services and IT Business Services. The City's first Internal Auditor was hired. A new approach to conducting internal audits was approved by Council. The auditable entities list was generated to facilitate the identification of future audit work.
- **Audit Review Framework** – A new rating system and methodology for future audit-reviews was developed with input from Council and staff. Approved in principle by Council, the new direction provides an excellent means for identifying audit opportunities that will help to drive continuous improvement efforts.
- **Older Adult Strategy** – Approved by City Council in November 2012, this strategy will ensure that the corporation is age ready in terms of planning and allocating city resources and services. The older adult population is expected to double by 2031 and with this council approval, the implementation of the strategy will begin in 2013.
- **Guelph Municipal Holding Inc. (GMHI) Strategic Plan** – In December of 2012, the Chief Executive Officer of GMHI introduced the GMHI strategic framework (2013-2016) and business development plan (2013-2014) to the Shareholder, Guelph City Council. Both of these Council approved strategic documents set the course for GMHI to realize its potential as an innovative mechanism to deliver increased community benefits.
- **Open Government** – Council approved an Open Government Framework. Work will commence in 2013 to develop a full action plan designed to enable

STAFF REPORT



community partnerships for access, transparency and use of local government information.

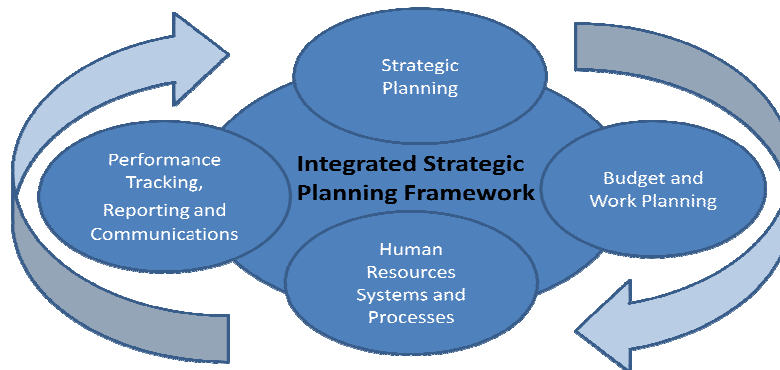
City Building

- **Downtown Secondary Plan** – in April 2012, Council approved the Downtown Secondary Plan (Official Plan Amendment 43). Implementation of this plan will complement other downtown renewal strategies.
- **Official Plan Update** – Council approved the Official Plan update for the City. It positions the City for future success by ensuring policies and practices that enhance and protect the community and is consistent with approved Smart Guelph principles.
- **Sustainable Neighbourhood Engagement Strategy** – 2012 saw this important strategy approved. The Neighbourhood Support Coalition has incorporated as a not-for-profit organization and hired an Executive Director.
- **Community Wellbeing Plan** – More than 3,000 inputs to the community wellbeing plan were received in the City's more comprehensive engagement process to date, including the first ever Canadian Index of Wellbeing Household Survey. A draft corporate community engagement framework was developed through consultation with city staff, advisory committees of council and key stakeholders

CSP Integration

CSP success in 2012 can be evaluated through the implementation of strategic initiatives and through the degree to which the CSP has been integrated into key management systems and practices. The goal of Comprehensive Strategic Management was first introduced with the implementation of the 2007-2010 Strategic Plan. The implementation of comprehensive strategic management takes time. We are beginning to see progress.

Comprehensive Strategic Management



In 2012, the CSP was integrated into financial, human resource and reporting practices:

CSP and Budget

In 2012, the CSP priorities informed the budget decision-making process. Key resources have been approved that support the implementation of CSP goals and objectives.

Financial Management

In 2012 Council approved the creation of a Strategic Initiatives Reserve with the purpose of funding strategic initiatives. The development of the reserve provides for transparency on how specific strategic projects are managed and funded. In June 2012, six initiatives received multi-year funding through the reserve and in December 2012, additional CSP initiatives requiring one time funding were also approved through the reserve.

Human Resources Systems and Processes

Efforts began in 2012 to identify additional skills, knowledge, and cultural shifts required to implement the CSP. Staff has also begun to review recruitment, performance development, leadership development and succession management programs/processes to support the implementation of the CSP.

Performance Reporting

The Making a Difference Report communicates financial and performance information on an annual basis and will be used to provide progress updates of the CSP initiatives.

Communications and Information Sharing

In 2012, the Governance Committee approved a Communications Strategy for the CSP that includes a number of tactics to ensure widespread understanding.

STAFF REPORT

CSP Work Plan

In 2012, an initial set of 50 strategic initiatives was approved by Council. In addition, a CSP work plan for 2013-2016 approved by Council. The four year work plan sets out strategic initiatives and estimated funding requirements.

Key Results Summary Table

Four key challenges were identified in developing the CSP:

1. Financial Constraints
2. Growth and Diversity
3. Information, Communication and Engagement
4. Pace of Change and Capacity

Five imperatives were identified to respond to those challenges:

- *Maximizing Cost Avoidance & Increasing System Optimization*
 - By decreasing the cost of doing business, the city is able to stretch tax dollars – do more with less.
- *Ensuring Greater Community Prosperity*
 - A more prosperous community means that we can confidently invest in and plan for the future while continuing to respond to immediate issues and opportunities that arise on a daily basis. Thinking about and planning for the right future is prudent and part of the stewardship responsibility of Council and senior management. It is a primary way to ensure the continuation of Guelph's high quality of life.
- *Using Technology as a Management Tool*
 - The effective use of technology can improve the efficiency and effectiveness of how business is conducted that will enable the city to deliver public services better.
- *Strengthening Communications, Community & Partnership Opportunities*
 - Two way communication promotes understanding, information exchange and provides an opportunity for shared learning and development. It is only by continuing to work together as a community that success, prosperity and high quality of life will be maintained and increased over time.

STAFF REPORT

- *Building Employee Engagement & Development*
 - Research and practice both clearly demonstrate that increased levels of employee engagement are positively correlated to increased levels of customer satisfaction. In addition, higher levels of staff engagement are also linked to stronger retention rates which reduce the costs associated with recruitment. Investing in people continues to be a top priority.

A summary of the results achieved in relation to these outcomes is provided in Table 1 below:

Table 1

CSP Link	CSP Initiative/CSP Initiative Action Phase	Maximizing Cost Avoidance & Increasing System Optimization	Ensuring Greater Community Prosperity	Using Technology as a Management Tool	Strengthening Communications, Community & Partnership Opportunities	Building Employee Engagement & Development	KPI Link
1.1	Employee Engagement Survey					◇	Employee Engagement
1.1	Enterprise Risk Management	◇					Performance and Results
1.3	Strategic Plan Implementation Planning					◇	Employee Engagement
1.3	Performance Measurement and Tracking Scorecards	◇					Performance and Results
1.3	Information Flow Systems – Critical Issues Management Framework				◇		Engagement and Communications; Effective Work Processes
1.3	Corporate Calendar Coordination with Service Area Work Plans	◇					Performance and Results

STAFF REPORT

CSP Link	CSP Initiative/CSP Initiative Action Phase	Maximizing Cost Avoidance & Increasing System Optimization	Ensuring Greater Community Prosperity	Using Technology as a Management Tool	Strengthening Communications, Community & Partnership Opportunities	Building Employee Engagement & Development	KPI Link
1.3	Phase 2 Integrated Operational Review of Planning, Building, Engineering & Enterprise Services and the Development Review Process				◇	◇	Service Satisfaction
1.3	Intergovernmental Strategy	◇	◇		◇		Economic Vitality; Engagement and Communications
2.1	Corporate Information Technology Strategic Plan	◇		◇			Effective Work Processes; Engagement and Communications
2.2	Guelph Community Investment Strategy				◇		Quality of Life; Economic Vitality
2.2	2012-2013 Service and Operational Reviews	◇					Performance and Results
2.2	Older Adult Strategy		◇		◇		Quality of Life; Service Satisfaction
2.2	Guelph Municipal Holding Company Strategic Plan		◇				Service Affordability
2.3	Open Government Framework	◇		◇	◇		Service Satisfaction; Effective Work Processes

STAFF REPORT

CSP Link	CSP Initiative/CSP Initiative Action Phase	Maximizing Cost Avoidance & Increasing System Optimization	Ensuring Greater Community Prosperity	Using Technology as a Management Tool	Strengthening Communications, Community & Partnership Opportunities	Building Employee Engagement & Development	KPI Link
2.3	Audit Review Framework	◇				◇	Performance and Results
3.1	Downtown Secondary Plan		◇				Quality of Life; Economic Vitality
3.1	Official Plan Update		◇				Quality of Life; Service Satisfaction
3.3	Sustainable Neighbourhood Engagement Strategy				◇		Quality of Life; Economic Vitality
3.3	Community Wellbeing Plan	◇	◇		◇		Quality of Life; Economic Vitality; Satisfaction

NEXT STEPS

Report Cycle and Level of Reporting

The next CSP update will be provided to Council in the fall of 2013. The first information update on Key Performance Indicators (KPI) will be incorporated in February of 2014.

Year	Achievements + KPI Update	Achievements
2013		February September
2014	February	September
2015	February	September
2016	February	September

CORPORATE STRATEGIC PLAN

This report is directly linked to all the Corporate Strategic Plan directions which support both the Council approved vision and mission that focus on providing outstanding municipal service and value.

STAFF REPORT



DEPARTMENTAL CONSULTATION

All Service Areas and the Executive Team were consulted in the development of this report.

COMMUNICATIONS

Each progress report on the CSP will be provided to Council and staff to share achievements and progress to date. The report will also be posted on guelph.ca so that performance can be monitored.

ATTACHMENTS

n/a

Brenda Boisvert

Report Author

Brenda Boisvert
Corporate Manager, Strategic Planning
and Corporate Initiatives
519-822-1260, ext. 2255
brenda.boisvert@guelph.ca

Colleen Bell

(Acting CAO)

Approved By

Ann Pappert
Chief Administrative Officer
519-837-5602 ext: 2221
ann.pappert@guelph.ca

STAFF REPORT



TO Governance Committee

SERVICE AREA Corporate Administration

DATE February 11, 2013

SUBJECT Governance Framework – Alignment with Corporate Strategic Plan (CSP)

REPORT NUMBER CAO-S-1302

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To show how the strategic initiatives and key performance indicators (KPIs) of the Corporate Strategic Plan (CSP) are aligned with the Principle Based Governance Framework and to identify any gaps. The assessment helps to evaluate the connection between principles and practice within the corporation.

KEY FINDINGS

Overall, the CSP, strategic initiatives and KPIs are well aligned with the Council approved Principle Based Governance Framework. To further show how the administration is achieving this connection, a follow-up report will be provided to the Governance Committee in the second quarter of 2013 detailing how Service Area work plans are also linked. At this time, there is a gap at both the Council and administration level in the area of '[s]etting an example in corporate social responsibility'.

FINANCIAL IMPLICATIONS

N/A

ACTION REQUIRED

To receive the report for information.

RECOMMENDATION

1. That the Governance Committee receive report CAO-S-1302 dated February 11, 2013 for information.

BACKGROUND

In November, 2012, the Governance Committee received a report on the Principle Based Governance Framework that explained what it is and why it would be useful for the City to adopt. The report also showed how current governance practices at the City link to the framework.

STAFF REPORT



The resolutions from the November meeting were:

THAT the report dated November 13, 2012 entitled "Governance Framework" be received;

AND THAT the proposed Governance Framework be approved in principle;

AND THAT staff review the alignment of the proposed framework with current governance and administrative practices, the Corporate Strategic Plan and Work Plans and report back to the Governance Committee with Recommendations in 2013.

In response, staff reviewed the Principle Based Governance Framework in relation to the CSP strategic initiatives and KPIs and the results are provided in this report and Attachment 1.

REPORT

CSP Strategic Initiatives and Key Performance Indicators: Alignment to the Principle Based Governance Framework

The November 2012 report on Principle Based Governance explained that good governance creates a strong future for an organization by steering it towards its vision while at the same time ensuring that all of its activities are aligned with strategic goals. Good governance leads to sound leadership. To that end, Governance practices at the Council level were first examined in relation to the Principle Based Governance Framework and now a preliminary assessment of practices at the administrative level has been started to surface any gaps for review and discussion.

The Corporate Strategic Plan

One category of the Principle Based Governance Framework is Leadership & Stewardship. An important step in ensuring Leadership & Stewardship in the corporation has been achieved through the creation of the CSP and the drive towards comprehensive strategic management through alignment of core processes and practices. This forms an important connection to the overall Framework.

STAFF REPORT



Strategic Initiatives (2013-2016)

With respect to the CSP strategic initiatives, there are gaps in the areas of '[p]roviding ethical leadership', '[t]raining Counsellors' and '[s]etting an example in corporate social responsibility'. It is important to note that additional ongoing initiatives and projects that are not identified as *CSP strategic initiatives* but still support the CSP, will also contribute to the link between principles and practice. Further analysis with the Service Areas work plans is still required. At this time the work plans continue to be developed following budget approval in December, 2012. Currently, '[s]etting an example in corporate social responsibility' is a gap at both the Governance and administrative levels.

Key Performance Indicators

Indicators are present for all areas of the Principle Based Governance Framework. Despite this fact, the assessment will aid in the current rethinking to ensure that the City is tracking the right KPI set.

NEXT STEPS

Service Area Work Plans & the Principle Based Governance Framework

A follow-up report in the second quarter will further show how the Service Area Work Plans are also connected to the Principle Based Governance Framework.

CORPORATE STRATEGIC PLAN

This report corresponds directly to strategic direction 1.3 – "Build robust systems, structures and frameworks aligned to strategy".

DEPARTMENTAL CONSULTATION

The Executive Team reviewed this report.

COMMUNICATIONS

n/a

ATTACHMENTS

ATT-1 CSP Initiatives and KPI Alignment to the Principle Based Governance Framework

STAFF REPORT

Brenda Boisvert

Report Author

Brenda Boisvert
Corporate Manager, Strategic Planning
and Corporate Initiatives
519-822-1260, ext. 2255
brenda.boisvert@guelph.ca

Ann Pappert

Approved By

Ann Pappert
Chief Administrative Officer
519-837-5602 ext: 2221
ann.pappert@guelph.ca

Attachment 1 - CSP Initiatives and KPI Alignment to the Principle Based Governance Framework

Principle	Current Governance Practices	Strategic Initiatives 2013-2016	Key Performance Indicators	
<i>Leadership & Stewardship</i>				
Ensuring strategic direction and planning	Strategic Planning Guidelines	Aligned Administrative Capacity and Efficiency	<u>Employee Engagement</u> - level of engagement and percentage of employees achieving above and beyond what is expected; <u>Creative Capacity</u> - completion rate of training and learning achieved vs. targeted; learning and training model developed and approved; <u>Economic Vitality</u> - Guelph job rate; City of Guelph credit rating; changes in the industrial assessment base and the ratio of immigrants settling in Guelph in comparison to the Waterloo Region.	
	Corporate Strategic Plan Framework	Corporate Information Technology Strategic Plan		
		Community Improvement Plan Downtown Guelph CIP		
		Downtown Business Plan (Downtown Secondary Plan) Implementation		
		Baker Street Library Project		
		Downtown Secondary Plan (Managing Ontario Municipal Board Appeals to OPA 43)		
		South End Secondary Plan		
		Guelph Innovation District (GID) - Development Strategy		
		Local Immigration Strategy Implementation		
		Baker Street Library Project		
		Community Wellbeing Plan		
		Guelph Identity and Image		
		Intergovernmental Relations Focus		
Sucession Plan (<i>grouped into Leadership Development Training Council and Employees Strategic Initiative</i>)				
Planning for succession and renewal	CAO Employment Policy	Leadership Development and Training - Council and Employees		
	Procedure for Hiring the CAO	Employee Engagement		
	CAO Position Profile	Talent Management Plan		
	CAO Employment Agreement Template	Emergency Management Preparedness		
Overseeing risk management	Audit Committee	Enterprise Risk Management		
	<i>Enterprise Risk Management (under development)</i>			

Attachment 1 - CSP Initiatives and KPI Alignment to the Principle Based Governance Framework

Principle	Current Governance Practices	Strategic Initiatives 2013-2016	Key Performance Indicators
<i>Empowerment & Accountability</i>			
Delegating authority	CAO By-law	Decision Making Excellence - Accountability and Delegated Authority Framework/Matrix	<u>Service Affordability</u> - the ability to pay for municipal services: water + waste water + taxes as a % of average household income; <u>Value Audit Focus</u> - number of Internal Auditor led value for money audit and recommendation implementation rate.
	Delegation of CAO Duties		
	Committee of Adjustment By-law		
	Procurement By-law		
	Delegation of Administrative Authority By-law		
	Delegation of Authority to Emergency Governance Committee		
Allocating responsibilities	Committee Mandates and Charters	Direct Report Leadership Team and Executive Team Development - Roles, Delegated Authorities	
	<i>Acting Mayor Protocol (under development)</i>	Organizational Roles and Expectations	
	Advisory Committee Terms of Reference		
Establishing effective accountability mechanisms	Internal Audit Function	Corporate Calendar Coordination with Service Area	
	<i>Delegation of Authority Reporting Framework (under development)</i>	Compliance Reporting	
		Public Health Strategy	
		Land Ambulance Agreement	
		County/City Relationship	
		Service Based Budgeting Framework	
	Audit Review Framework		
<i>Communication & Transparency</i>			
Determining information flows	<i>Information Flow Protocol (under development)</i>	Records and Information Management Program (EDRMS - Phase 1)	<u>Engagement and Communications</u> - appropriate level of engagement objectives and commitments consistent with the International Association for Public
		Information Flow Systems	
Communicating with	Procedural by-law	Social Media and Relationships Approach	

Attachment 1 - CSP Initiatives and KPI Alignment to the Principle Based Governance Framework

Principle	Current Governance Practices	Strategic Initiatives 2013-2016	Key Performance Indicators
citizens and stakeholders	Public Notice Policy	Community Engagement Framework (<i>linked to Community Wellbeing Plan</i>)	Participation Spectrum of Engagement; Information sharing and participant input at community workshops.
	Electronic Voting at Council meetings		
	Citizen Survey		
	Accountability and Transparency Policy		
	Closed Meeting Protocol		
Engaging citizens and stakeholders	Guiding Principles of Public Involvement	Canada 150th	
	Citizen Advisory Committees	Summits and Roundtables	
		Citizen First Service Strategy	
Reporting to taxpayers and others	Annual Making a Difference Financial and Community Report	Storm Water Funding Review	
		Development Charges Background Study	
		Financial Reporting and Communications Framework	
		Integrated Annual Report (Service Area) Performance	
<i>Service & Fairness</i>			
Setting an example in corporate social responsibility			<i>Service Satisfaction</i> - perceived level of satisfaction with services provided by the City.
Providing ethical leadership	Municipal Conflict of Interest Act		
	Code of Conduct for Council and Local Boards		
	Integrity Commissioner		
	Meeting Investigation By-law		
	Harassment and Discrimination Policy Statement		

Attachment 1 - CSP Initiatives and KPI Alignment to the Principle Based Governance Framework

Principle	Current Governance Practices	Strategic Initiatives 2013-2016	Key Performance Indicators
	Hiring of Employees Policy		
	Sale and Disposition of Land Policy		
	Annual report of Integrity Commissioner		
Promoting environmental sustainability		South End Community Centre Business Plan	
		Parks Model	
		Phase 2 Operational Review Business Services	
		Community Energy Initiative	
		City WiFi Business Case (Joint Wireless Design Review)	
		Older Adult Strategy	
<i>Accomplishment & Measurement</i>			
Monitoring and overseeing management	Annual reports	Performance Measurement and Tracking Scorecards	<i>Performance and Results</i> - targeted vs. actual implementation of approved audit recommendations focused on operations/performance.
		Project Planning, Framing and Management	
Selecting corporate performance measures	Departmental Performance Measures (Annual Reports)	CSP Key Performance Indicators (<i>linked to Performance Measurement and Tracking Scorecards Initiative</i>)	
Evaluating Council, Committees and members of Council	Biannual governance survey		
	Principles of compensation for Council		
	Citizen Review Committee		
<i>Continuous Learning & Growth</i>			
Promoting a culture of innovation and change	Internal Audit Function	Framework for Doing Business Differently	<i>Creative Capacity</i> - identification and establishment of required task forces; success rate of task forces achieving actual
		GID - Joint University/College Campus Business Case	

Attachment 1 - CSP Initiatives and KPI Alignment to the Principle Based Governance Framework

Principle	Current Governance Practices	Strategic Initiatives 2013-2016	Key Performance Indicators
		Guelph Innovation District (GID) - Development	vs. targeted whole systems solutions for application. <i>Innovation Recognition</i> - number of employee generated innovations that create enhanced value for residents/stakeholders. <i>Enterprise Agility</i> - targeted learning and training vs. actual; number of innovation pilot teams implemented vs. targeted; achievement of KPIs in JoR of the Development Application Review Process within established timeframes.
		District Heating Proposal	
Developing administration and employees	Procedure for CAO Performance Appraisal	Business Case Tools and Capacity Building	<i>Effective Work Processes</i> - employee perception of processes in place to enable high levels of productivity as measured through the engagement survey.
	CAO Employment Policy	Innovative Pilot Project Teams	
	CAO Annual Performance Objectives		
Training Councillors	Council Orientation Program		
	Councillor Attendance at Municipal Government Events Policy		

COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate & Human Resources
DATE February 11, 2013

SUBJECT Delegation of Authority By-law Update

REPORT NUMBER CHR-2013-02

SUMMARY

PURPOSE OF REPORT:

To update the delegation of authority by-law in order to ensure that current administrative position titles are used to reference delegates.

KEY FINDINGS:

Council has passed various resolutions recently that require amendments to the delegation of Authority by-law in order to formalise Council direction. Passing a new by-law is a housekeeping measure to update and incorporate Council's delegated actions.

FINANCIAL IMPLICATIONS:

As this is a housekeeping matter, there are no financial implications.

ACTION REQUIRED:

That Council pass an updated Delegation of Authority By-law.

RECOMMENDATION

That Council repeal and replace the Current Delegation of Authority By-law (2010)-18935, as amended, with an updated version attached hereto as attachment A.

BACKGROUND

The *Municipal Act* provides Council with the authority to delegate its powers to a person or body subject to some noted restrictions. Over the years, Council has delegated their authority on various matters either by way of a resolution of Council or through a specific by-law. By-law (2010)-18935, as amended, was adopted to delegate the authority with respect to a variety of routine administrative functions which are considered to be minor in nature.

REPORT

The delegation of authority from Council to staff contributes to the efficient management of the City while still adhering to the principles of accountability and transparency.

The new schedules being added to the proposed by-law have already been authorised by reports to Council and as a result, by Council resolution; therefore this new by-law will formalise Council directives.

Since By-law (2010)-18935 was passed, the City Staff administrative position titles have changed and so has the Strategic Plan. As a result, the delegate information contained in the associated schedules is now out of date and so are the references to the strategic plan. It is also proposed that the ability to further delegate to staff is not limited by the delegate's absence, but can be exercised as required for the efficient operation of city business. As a result of the need to revise the majority of the schedules, it is proposed that Council repeal the existing by-law and pass an updated version.

A report on delegated actions taken by staff regarding all schedules in the By-law is forwarded to Council annually. Reports for 2012 actions will be forwarded to each respective standing committee

CORPORATE STRATEGIC PLAN

- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

DEPARTMENTAL CONSULTATION

All Executive Directors were circulated a copy of the new draft by-law for input.

COMMUNICATIONS

Not applicable

ATTACHMENTS

Attachment "A": A draft red line version of the proposed new Delegation of Authority By-law.

original signed by Tina Agnello

original signed by Blair Labelle

Prepared By:

Tina Agnello
Deputy City clerk
519 822-1260 X 2811
tina.agnello@guelph.ca

Reviewed By:

Blair Labelle
City Clerk
519 822-1260 X 2232
blair.labelle@guelph.ca

original signed by Mark Amorosi

Recommended By:

Mark Amorosi
Executive director
519 822-1260 X 2281
mark.amorosi@guelph.ca

THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2013)-XX

A by-law to delegate authority pursuant to the Municipal Act. And to repeal bylaw 2010-18935 as amended.

WHEREAS section 23.1(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, authorizes a municipality to delegate its powers and duties subject to certain restrictions;

AND WHEREAS the Council of The Corporation of the City of Guelph has deemed that certain routine administrative and legislative powers are of a minor nature, and the delegation of these powers would contribute to the efficient management of the City while still adhering to the principles of accountability and transparency;

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

1. That the delegation of powers and duties as set out in Schedules "A", "B", "C", "D", "E", "F", "G", "H", "I", "J", "K", "L", "M", "N", "O", "P", "Q", ~~"R"~~, "S", "T", "U", "V" and "W" to this by-law, are hereby adopted:
 - a. Schedule "A" - Grant Agreements;
 - b. Schedule "B" - Software Licensing Agreements;
 - c. Schedule "C" - Data Acquisition Agreements;
 - d. Schedule "D" - Confidentiality Of Data Agreements;
 - e. Schedule "E" - Agreements Pursuant To An Approval Under the Planning Act;
 - f. Schedule "F" - Agreements For Parking Enforcement On Private Property;
 - g. Schedule "G" - Agreements For Fire Dispatch Services;
 - h. Schedule "H" - Agreements With Telephone Service Providers For 9-1-1 Service;
 - i. Schedule "I" - Temporary Road Closures Necessitated By Construction, Routine Operations, Rehabilitation, Maintenance And Repairs;
 - j. Schedule "J" - Temporary Road Closures For Special Events;
 - k. Schedule "K" - Special Events In City Parks;
 - l. Schedule "L" - Special Events In City Recreational And Cultural Facilities;
 - m. Schedule "M" - Community Festivals/Special Occasion Permits;
 - n. Schedule "N" - Agreements for use of Emergency Services Training Facilities;
 - o. Schedule "O" - Exemptions to the Noise Control By-law for Events that have been Exempted in the Past;
 - ~~p.~~ d. Schedule "P" - To Approve Tax-Write Offs and Increases;
 - ~~p.~~ q. Schedule "Q" - Downtown Guelph Community Improvement Plan (DGCIP) Grant Awards;
 - ~~q.~~ r. Schedule "R" - Downtown Guelph Community Improvement Plan (DGCIP) Grant Amendments;
 - ~~r.~~ s. ;Schedule "S" - To Award environmental Study Grants pursuant to the Brownfield Redevelopment Community Improvement Plan
 - t. Schedule "T"- To Approve temporary exemptions to Exotic Animal control by-laws;
 - u. Schedule "U" -To Approve the execution of Community Wellbeing Grant applications;
 - v. Schedule "V"- To Negotiate the Purchase Price of City-Owned Land in the Hanlon Creek Business Park, and;
 - w. Schedule "W"- To Approve Traffic Signal Drawings.

2. That By-law number (2010)-18935 is hereby repealed.

PASSED this XX day of XX, 2013

Original Signed by:

KAREN FARBRIDGE - MAYOR

Original Signed by:

BLAIR LABELLE - CITY CLERK

DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF GRANT AGREEMENTS

Power to be Delegated

Authority to approve the execution of agreements by the Mayor and Clerk, with the Government of Ontario, the Government of Canada, or an agency of the Government of Ontario or the Government of Canada with respect to funding commitments for City initiatives. The delegation also applies equally to any amendment or termination of such agreements.

Reasons in Support of Delegation

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.
- Supports the Strategic Plan. Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.

Delegate(s)

- The following staff or their successors thereof:
- Chief Administrative Officer (CAO)
 - ~~○ Director of Community Design & Development Services~~
 - ~~○ Director of Community Services~~
 - ~~○ Director of Corporate Services/City Solicitor~~
 - ~~○ Director of Emergency Services~~
 - ~~○ Director of Environmental Services~~
 - ~~○ Director of Finance~~
 - ~~○ Director of Information Services/City Clerk~~
 - ~~○ Director of Operations~~
 - Executive Director, Community & Social Services
 - Executive Director, Corporate & Human Resources
 - Executive Director, Finance & Enterprise
 - Executive Director, Operations, Transit & Emergency Services
 - Executive Director, Planning & Building, Engineering & Environment
- or
- A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in their stead capacity of the delegate in the delegate's absence.

Council to Retain Power Conditions and Limitations

- No
- The grant must relate to a City activity, program or initiative, funded through a current year's operating or capital budget which has been approved by Council; or
 - The grant was identified as a funding source at the time of approval by Council.
 - Agreements are to be reviewed by Legal Services.

Review or Appeal Reporting Requirements

Not applicable.

Annual information report on agreements executed during the year pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF SOFTWARE LICENSING AGREEMENTS

Power to be Delegated

Authority to approve the execution of software licensing agreements by the Mayor and Clerk. The delegation also applies equally to any amendment or termination of such agreements.

Reasons in Support of Delegation

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.

Delegate(s)

- Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.
- The following staff or their successors thereof:
 - Chief Administrative Officer (CAO)
 - ~~Director of Community Design & Development Services~~
 - ~~Director of Community Services~~
 - ~~Director of Corporate Services/City Solicitor~~
 - ~~Director of Emergency Services~~
 - ~~Director of Environmental Services~~
 - ~~Director of Finance~~
 - ~~Director of Human Resources~~
 - ~~Director of Information Services/City Clerk~~
 - ~~Director of Operations~~
 - Executive Director, Community & Social Services
 - Executive Director, Corporate & Human Resources
 - Executive Director, Finance & Enterprise
 - Executive Director, Operations, Transit & Emergency Services
 - Executive Director, Planning & Building, Engineering & Environment
 - Manager Information Technology
- or
- A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in their stead.~~the capacity of the delegate in the delegate's absence.~~

Council to Retain Power Conditions and Limitations

- No
- The software product to be licensed is funded through a current year's operating or capital budget which has been approved by Council.

Review or Appeal Reporting Requirements

- Agreements are to be reviewed by Legal Services.
- Not applicable.
- Annual information report on agreements executed during the year pursuant to this delegation of authority.

**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF
DATA ACQUISITION AGREEMENTS**

**Power to be
Delegated**

Authority to approve the execution of data acquisition agreements by the Mayor and Clerk. The delegation also applies equally to any amendment or termination of such agreements.

**Reasons in
Support of
Delegation**

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.

Delegate(s)

- Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.
- The following staff or their successors thereof:
 - Chief Administrative Officer (CAO)
 - ~~Director of Community Design & Development Services~~
 - ~~Director of Community Services~~
 - ~~Director of Corporate Services/City Solicitor~~
 - ~~Director of Emergency Services~~
 - ~~Director of Environmental Services~~
 - ~~Director of Finance~~
 - ~~Director of Human Resources~~
 - ~~Director of Information Services/City Clerk~~
 - ~~Director of Operations~~
 - Executive Director, Community & Social Services
 - Executive Director, Corporate & Human Resources
 - Executive Director, Finance & Enterprise
 - Executive Director, Operations, Transit & Emergency Services
 - Executive Director, Planning & Building, Engineering & Environment
 - Manager Information Technology
- or
- A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in their stead, the capacity of the delegate in the delegate's absence.

**Council to
Retain Power
Conditions and
Limitations**

- No
- The data to be acquired is necessary to support a City program or initiative that is funded through a current year's operating or capital budget which has been approved by Council.

**Review or
Appeal
Reporting
Requirements**

- Agreements are to be reviewed by Legal Services.
- Not applicable.
- Annual information report on agreements executed during the year pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF CONFIDENTIALITY OF DATA AGREEMENTS

Power to be Delegated

Authority to approve the execution of confidentiality of data agreements by the Mayor and Clerk. The delegation also applies equally to any amendment or termination of such agreements.

Reasons in Support of Delegation

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.

Delegate(s)

- Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government. The following staff or their successors thereof:
- Chief Administrative Officer (CAO)
- ~~Director of Community Design & Development Services~~
- ~~Director of Community Services~~
- ~~Director of Corporate Services/City Solicitor~~
- ~~Director of Emergency Services~~
- ~~Director of Environmental Services~~
- ~~Director of Finance~~
- ~~Director of Human Resources~~
- ~~Director of Information Services/City Clerk~~
- ~~Director of Operations~~
- Executive Director, Community & Social Services
- Executive Director, Corporate & Human Resources
- Executive Director, Finance & Enterprise
- Executive Director, Operations, Transit & Emergency Services
- Executive Director, Planning & Building, Engineering & Environment
- Manager Information Technology
- or
- A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in their stead.~~the capacity of the delegate in the delegate's absence.~~

Council to Retain Power Conditions and Limitations Review or Appeal Reporting Requirements

No

- Agreements are to be reviewed by Legal Services.

Not applicable.

Annual information report on agreements executed during the year pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF AGREEMENTS PURSUANT TO AN APPROVAL UNDER THE PLANNING ACT

Power to be Delegated	<p>Authority to approve the execution by the Mayor and Clerk of agreements pursuant to an approval by Council or the Committee of Adjustment under the Planning Act, including:</p> <ul style="list-style-type: none">○ S. 37 increased density○ S. 40 parking○ S. 41 site plan approvals○ S. 45 minor variances○ S. 51 subdivisions, including condominiums○ S. 53 consents
Reasons in Support of Delegation	<p>The delegation also applies equally to any amendment or termination of such agreements.</p> <ul style="list-style-type: none">○ Contributes to the efficient management of the City of Guelph.○ Meets the need to respond to issues in a timely fashion.○ Maintains accountability through conditions, limitations and reporting requirements.○ Minor in nature.○ <u>Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.</u>
Delegate(s)	<p><u>The following staff or their successors thereof:</u></p> <ul style="list-style-type: none">○ <u>Chief Administrative Officer (CAO)</u>○ Director of Community Design & Development Services○ <u>Executive Director, Planning & Building, Engineering & Environment</u>○ <u>General Manager, Planning Services</u> <p>or</p> <ul style="list-style-type: none">○ A person who is appointed by the CAO or selected from time to time by the <u>Executive Director, Planning & Building, Engineering & Environment</u> Director of Community Design & Development Services to act in <u>their stead, the capacity of the delegate in the delegate's absence.</u>
Council to Retain Power Conditions and Limitations	<p>No.</p> <ul style="list-style-type: none">○ Agreements are to impose conditions which formed part of the approval by City Council or the Committee of Adjustment under the Planning Act.○ Where applicable, timing of a development has been approved by Council in the Development Priorities Plan.○ Agreements are to be reviewed by Legal Services.
Review or Appeal Reporting Requirements	<p>Not applicable.</p> <p>Annual information report on agreements executed during the year pursuant to this delegation of authority.</p>

DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF AGREEMENTS FOR PARKING ENFORCEMENT ON PRIVATE PROPERTY

Power to be Delegated	Authority to approve the execution by the Mayor and Clerk of agreements for parking enforcement on private property. The delegation also applies equally to any amendment or termination of such agreements.
Reasons in Support of Delegation	<ul style="list-style-type: none">○ Contributes to the efficient management of the City of Guelph.○ Meets the need to respond to issues in a timely fashion.○ Maintains accountability through conditions, limitations and reporting requirements.○ Minor in nature.○ <u>Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.</u>
Delegate(s)	<p><u>The following staff or their successors thereof:</u></p> <ul style="list-style-type: none">○ <u>Chief Administrative Officer (CAO)</u>○ <u>Director of Operations</u>○ Executive Director, Operations, Transit & Emergency Services <u>or</u>○ A person who is appointed by the CAO or selected from time to time by the <u>Executive Director, Operations, Transit & Emergency Services</u> Director of Operations to act in <u>their stead</u>.the capacity of the delegate in the delegate's absence.
Council to Retain Power Conditions and Limitations	No <ul style="list-style-type: none">○ Agreements are in response to a request by a private property owner for the owner's agent to enforce parking regulations on the property in accordance with the parking by-laws in effect in the City.○ Form of agreement has been reviewed by Legal Services.
Review or Appeal Reporting Requirements	Not applicable. Annual information report on agreements executed during the year pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF AGREEMENTS FOR FIRE DISPATCH SERVICES

Power to be Delegated

Authority to approve the execution by the Mayor and Clerk of agreements for the provision of fire dispatch services by the City to municipalities within the County of Wellington. The delegation also applies equally to any amendment or termination of such agreements.

Reasons in Support of Delegation

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.

Delegate(s)

- Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.
The following staff or their successors thereof:
- Chief Administrative Officer (CAO)
- ~~Director of Emergency Services~~
- Executive Director, Operations, Transit & Emergency Services
- General Manager Emergency Services, Fire/Ambulance /Fire Chief
or
- A person who is appointed by the CAO or selected from time to time by one of the above delegates ~~the Director of Emergency Services~~ to act in their stead ~~the capacity of the delegate in the delegate's absence~~.

Council to Retain Power Conditions and Limitations

No

- Fees for such services are approved as part of the annual operating budget by Council.
- Form of agreement has been reviewed by Legal Services.

Review or Appeal Reporting Requirements

Not applicable.

Annual information report on agreements executed during the year pursuant to this delegation of authority.

**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION
OF AGREEMENTS WITH TELEPHONE SERVICE PROVIDERS
FOR 9-1-1 SERVICE**

Power to be Delegated	Authority to approve the execution by the Mayor and Clerk of agreements with telephone service providers for 9-1-1 service. The delegation also applies equally to any amendment or termination of such agreements.
Reasons in Support of Delegation	<ul style="list-style-type: none">o Contributes to the efficient management of the City of Guelph.o Meets the need to respond to issues in a timely fashion.o Maintains accountability through conditions, limitations and reporting requirements.o Minor in nature.o <u>Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.</u>
Delegate(s)	<p><u>The following staff or their successors thereof:</u></p> <ul style="list-style-type: none">o <u>Chief Administrative Officer (CAO)</u>o <u>Executive Director, Operations, Transit & Emergency Services</u>o <u>General Manager Emergency Services Fire/Ambulance /Fire Chief</u>o <u>Director of Emergency Services</u> <u>or</u>o A person who is appointed by the CAO or selected from time to time by the Director of Emergency Services to act in <u>their stead.the capacity of the delegate in the delegate's absence.</u>
Council to Retain Power	No
Conditions and Limitations	<ul style="list-style-type: none">o Form of agreement has been reviewed by Legal Services.
Review or Appeal	Not applicable.
Reporting Requirements	Annual information report on agreements executed during the year pursuant to this delegation of authority.

**DELEGATION OF AUTHORITY TO APPROVE TEMPORARY ROAD CLOSURES
NECESSITATED BY CONSTRUCTION, ROUTINE OPERATIONS,
REHABILITATION, MAINTENANCE AND REPAIRS**

**Power to be
Delegated**

Authority to approve temporary road closures for construction, routine operations, rehabilitation, maintenance and repairs.

**Reasons in
Support of
Delegation**

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.
- Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.

Delegate(s)

- The following staff or their successors thereof:
- Director of Operations
 - Director of Community Design & Development Services
 - Director of Environmental Services
 - Chief Administrative Officer (CAO)
 - Executive Director, Operations, Transit & Emergency Services
 - Executive Director, Planning & Building, Engineering & Environment
 - General Manager, Engineering Services /City Engineer
 - General Manager, Public Works
- or
- A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in their stead.the capacity of the delegate in the delegate's absence.

**Council to
Retain Power
Conditions and
Limitations**

No

- For scheduled temporary road closures, advance notice is to be given through appropriate signage, advertising, and/or City web site postings to provide reasonable advance notice of the temporary closure.
- For un-scheduled operations such as emergency repairs that require the temporary closure of a road, appropriate signage shall be posted.
- Delegates are to ensure that the closure has been coordinated with appropriate City Departments and outside agencies.
- Closures should be of a term to minimize impact on the community.
- Adequate steps are implemented to minimize impact on adjacent neighbourhoods.
- All temporary road closures are to be consistent with the requirements set out in Book 7 of the Ontario Traffic Manual.
- N/A

**Review of
Decision
Reporting
Requirements**

Annual information report for temporary road closures authorized pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE TEMPORARY ROAD CLOSURES FOR SPECIAL EVENTS

Power to be Delegated	Authority to approve temporary road closures for special events. Events are a one-time, annual or infrequently occurring activity, that utilize a road or street, thus requiring a temporary road closure and event approval.
Reasons in Support of Delegation	<ul style="list-style-type: none"> o Contributes to the efficient management of the City of Guelph. o Meets the need to respond to issues in a timely fashion. o Maintains accountability through conditions, limitations and reporting requirements. o Minor in nature. o <u>Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.</u>
Delegate(s)	<p><u>The following staff or their successors thereof:</u></p> <ul style="list-style-type: none"> o <u>Chief Administrative Officer (CAO)</u> o Director of Community Services o <u>Director of Operations</u> o <u>Executive Director, Community & Social Services</u> o <u>Executive Director, Operations, Transit & Emergency Services</u> <p>or</p> <ul style="list-style-type: none"> o A person who is appointed by the CAO or selected from time to time by <u>one of the above delegates</u> the Director of Community Services or the Director of Operations to act in <u>their stead</u>, the capacity of the delegate in the delegate's absence.
Council to Retain Power Conditions and Limitations	<p>No</p> <ul style="list-style-type: none"> o Where the Ddelegateirector grants approval for the temporary closure of a road for a special event, the approval shall be subject to the applicants being responsible for: <ul style="list-style-type: none"> a) Damage to City property however caused, arising out of or during the use of the roadway. b) Maintaining emergency access at all times to the satisfaction of the <u>Executive Director, Operations, Transit & Emergency Services</u> Director of Operations and/or <u>General Manager Emergency Services Fire/Ambulance /Fire Chief</u> the Director of Emergency Services. c) Maintaining public liability and property damage insurance in a form acceptable to the <u>Executive Director, Operations, Transit & Emergency Services</u> Director of Operations. d) All costs associated with set up and removal of signage, barricades, etc. e) Such other conditions as may be required by the <u>Executive Director, Operations, Transit & Emergency Services</u> Director of Operations. o Director Delegate to ensure that the closure has been coordinated with appropriate City Departments and outside agencies. o That the temporary traffic control measures will be designed to minimize the impact of the special event on the community and Municipal operations
Review of Decision	<ul style="list-style-type: none"> o Where the Ddelegateirector has not approved a request to permit a temporary road closure for a special event, the applicant may request that the decision be reviewed by Guelph City Council. o A person who has reason to believe that they will be negatively impacted by an approved special event may request that the decision to approve be reviewed by Guelph City Council.
Reporting Requirements	Annual information report for each temporary road closure authorized pursuant to this delegation of authority.

**DELEGATION OF AUTHORITY TO APPROVE SPECIAL EVENTS
IN CITY PARKS**

**Power to be
Delegated
Reasons in
Support of
Delegation**

Authority to approve the holding of special events in City Parks.

- o Contributes to the efficient management of the City of Guelph.
- o Meets the need to respond to issues in a timely fashion.
- o Maintains accountability through conditions, limitations and reporting requirements.
- o Minor in nature.

Delegate(s)

- o Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.

The following staff or their successors thereof:

- o ~~Director of Community Services~~
- o ~~Director of Operations~~
- o Chief Administrative Officer (CAO)
- o Executive Director, Community & Social Services

or

- o A person who is appointed by the CAO or selected from time to time by the Executive Director, Community & Social Services ~~the Director~~ to act in the capacity of the delegate in their stead.~~the delegate's absence.~~

**Council to
Retain Power
Conditions and
Limitations**

No

- o Where the ~~delegate~~Director grants approval for a special event in a City park, the approval shall be subject to the applicants being responsible for:
 - a) Any damage to City property however caused, arising out of or during the use of the park.
 - b) Maintaining public liability and property damage insurance in a form acceptable to the Executive Director of Operations, Transit & Emergency Services.
 - c) All costs associated with set up and removal of signage, barricades, etc.
 - d) Such other conditions as may be required by the Executive Director of Operations, Transit & Emergency Services.

**Review of
Decision**

- o ~~Delegate~~Director to ensure that the closure has been coordinated with appropriate City Departments and outside agencies.
- o Where the ~~Ddelegate~~Director has not approved a request to permit a special event in a City park, the applicant may request that the decision be reviewed by Guelph City Council.
- o A person who has reason to believe that they will be negatively impacted by an approved special event may request that the decision to approve be reviewed by Guelph City Council.

**Reporting
Requirements**

Annual information report for events held in parks pursuant to this delegation of authority.

**DELEGATION OF AUTHORITY TO APPROVE SPECIAL EVENTS
IN CITY RECREATIONAL AND CULTURAL FACILITIES**

**Power to be
Delegated
Reasons in
Support of
Delegation**

- Authority to approve the holding of special events in City recreational cultural facilities.
- Contributes to the efficient management of the City of Guelph.
 - Meets the need to respond to issues in a timely fashion.
 - Maintains accountability through conditions, limitations and reporting requirements.
 - Minor in nature.
 - Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.

Delegate(s)

- The following staff or their successors thereof:
- Director of Community Services
 - Chief Administrative Officer (CAO)
 - Executive Director, Community & Social Services
- or
- A person who is appointed by the CAO or selected from time to time by the Executive Director, Community & Social Services ~~Director of Community Services~~ to act in their stead ~~the capacity of the delegate in the delegate's absence.~~

**Council to
Retain Power
Conditions and
Limitations**

- No
- Where the Director ~~delegate of Community Services~~ grants approval for a special event in a City recreational or cultural facility, the approval shall be subject to the applicants being responsible for:
 - a) Any damage to City property however caused, arising out of or during the use of the facility.
 - b) Maintaining public liability and property damage insurance in a form acceptable to the Executive Director, Community & Social Services ~~Director of Operations~~.
 - c) All costs associated with set up and removal associated with the event.
 - d) Such other conditions as may be required by the Executive Director, Community & Social Services ~~Director of Community Services~~.
 - Director of Community Services ~~Delegate~~ to ensure that the event has been coordinated with appropriate City Departments and outside agencies.
 - Where the Director of Community Services ~~delegate~~ has not approved a request to permit a special event in a City recreational or cultural facility, the applicant may request that the decision be reviewed by Guelph City Council.

**Review of
Decision**

**Reporting
Requirements**

~~The Community Services Department to issue an~~ Annual information report for special event authorized pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE COMMUNITY FESTIVALS/SPECIAL OCCASION PERMITS

Power to be Delegated

Authority to approve Community Festivals and Special Occasions as required by the Alcohol and Gaming Commission of Ontario to permit the sale and service of beverage alcohol at such events.

Reasons in Support of Delegation

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- ~~Minor in nature.~~
- ~~Supports the Strategic Plan.~~
~~Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.~~

Delegate(s)

- The following staff or their successors thereof:
- Chief Administrative Officer (CAO)
 - City Clerk
or
 - ~~A person who is delegated by the City Clerk under Section 228(4) of the Municipal Act~~
 - ~~A person who is appointed by the CAO or delegated by the City Clerk under Section 228(4) of the Municipal Act selected from time to time by the Director to act in their stead, the capacity of the delegate in the delegate's absence~~

Council to Retain Power

No

Conditions and Limitations

- Applicants must be a registered charity or non-profit corporation, or association organized to promote charitable, educational, and religious or community objects as required by the AGCO;
- and/or
- Applicants must adhere to the City's Alcohol Risk Management Policy and meet all insurance and risk management requirements requested by City Staff

Review of Decision

N/A

Reporting Requirements

Annual information report for community festivals and special occasion permits authorized pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF AGREEMENTS FOR THE USE OF EMERGENCY SERVICES TRAINING FACILITIES

Power to be Delegated

Authority to approve the execution by the Mayor and Clerk, of agreements for the use of emergency services training facilities by the City. The delegation also applies equally to any amendment or termination of such agreements.

Reasons in Support of Delegation

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Minor in nature.
- ~~Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.~~

Delegate(s)

- The following staff or their successors thereof:
- Chief Administrative Officer (CAO)
 - Executive Director, Operations, Transit & Emergency Services
 - General Manager Emergency Services Fire/Ambulance /Fire Chief
 - ~~General Manager of Emergency Services~~
or
 - A person who is appointed by one of the above delegates ~~the CAO or selected from time to time by the General Manager of Emergency Services to act in their stead.~~ the capacity of the delegate in the delegate's absence.

Council to Retain Power

No

Conditions and Limitations

- Fees for such services are approved as part of the annual operating budget by Council.
- Form of agreement has been reviewed by Legal Services.

Review or Appeal

Not applicable.

Reporting Requirements

Annual information report on agreements executed during the year pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE EXEMPTIONS TO THE NOISE CONTROL BY-LAW FOR EVENTS THAT HAVE BEEN EXEMPTED IN THE PAST

Power to be Delegated	Authority to approve exemptions to the Noise Control By-law for events that have been exempted in the past. The delegation also applies equally to any minor amendment of such an exemption.
Reasons in Support of Delegation	<ul style="list-style-type: none">○ Contributes to the efficient management of the City of Guelph.○ Meets the need to respond to issues in a timely fashion.○ Maintains accountability through conditions, limitations and reporting requirements.○ Minor in nature.○ Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a community focused, responsive and accountable government.
Delegate(s)	<p><u>The following staff or their successors thereof:</u></p> <ul style="list-style-type: none">○ <u>Chief Administrative Officer (CAO)</u>○ Executive Director, Operations, Transit & Emergency Services Executive Director of Operations & Transit○ A person who is appointed by the CAO or selected from time to time by the <u>Executive Director, Operations, Transit & Emergency Services Executive Director of Operations & Transit</u> to act in <u>their stead</u>, the capacity of the delegate in the delegate's absence.
Council to Retain Power	No
Conditions and Limitations	<ul style="list-style-type: none">○ This delegation does not extend to an event that has changed substantially in nature since the previous exemption was granted. <p>Notice of all exemptions shall be published in a local newspaper, and on the City's web site.</p>
Review or Appeal	<ul style="list-style-type: none">○ Where the Executive Director<u>delegate</u> has not approved a request for an exemption, the applicant may request that a decision be reviewed by Guelph City Council.○ A person who has reason to believe that they will be negatively impacted by an approved exemption may request that the decision to approve be reviewed by Guelph City Council.
Reporting Requirements	Annual information report on exemptions granted during the year pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO APPROVE TAX WRITE-OFFS AND INCREASES

Power to be Delegated

Authority to approve the tax write-offs and increases under Sections 357, 358 and 359 of the Municipal Act.

Reasons in Support of Delegation

- Section 357 applications allow for the Municipality and MPAC (Municipal Property Assessment Corporation) to quickly rectify assessment classification changes since the return of the year end assessment roll.
- Section 358 applications allow the taxpayer to rectify prior year's errors through the municipality and local assessment office.
- Section 359 applications allow for the City to increase taxes due to gross or manifest errors.
- All three processes allow errors to be quickly rectified without having to go through the formal assessment review process.
- Legislated process under the Municipal Act.
- These assessment changes can be considered "routine" in nature.
- These do not represent any unusual dollar amounts.
- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- Supports the Strategic Plan.

Delegate(s)

- The following staff or their successors thereof:
- Chief Administrative Officer (CAO)
 - Executive Director, Finance & Enterprise
 - ~~Chief Financial Officer/Treasurer~~
 - Manager of Taxation and Revenue
- or
- ~~A person who is appointed by the CAO or selected from time to time by one of the above delegates the Chief Financial Officer/Treasurer to act in their stead. the capacity of the delegate in the delegate's absence~~

Council to Retain Power

No

Conditions and Limitations

- All write-offs have been reviewed by MPAC and have been approved by them.
- Allowances for write-offs are within the total amount approved for net supplementary and write-off taxation revenue as part of the annual operating budget.

Review of Decision

Applicants have thirty-five days to appeal any Section 357 decisions through the Assessment Review Board. Section 358 decisions are final.

Reporting Requirements

Annual information report on tax write-offs and increases pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO AWARD DOWNTOWN GUELPH COMMUNITY IMPROVEMENT PLAN (DGCIP) GRANTS

Power to be Delegated	Authority to award Downtown Guelph Community Improvement Plan (CIP) grants including the Façade Improvement Grant, Feasibility Study Grant, and the Minor Downtown Activation Grant. The delegation applies to grant funding established through the yearly budget process, as approved by Council.
Reasons in Support of Delegation	<ul style="list-style-type: none">○ Contributes to the efficient management of the City of Guelph.○ Meets the need to respond to issues in a timely fashion.○ Maintains accountability through conditions, limitations and reporting requirements.○ The DGCIP Implementation Guidelines provides grant details required to administer the DGCIP programs.○ Administrative in nature.○ Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a Community focused, responsive and accountable government.
Delegate(s)	<p><u>The following staff or their successors thereof:</u></p> <ul style="list-style-type: none">○ <u>Chief Administrative Officer (CAO)</u>○ Executive Director (Finance & Enterprise Services) for the award of the Minor Downtown Activation Grant.○ <u>Corporate Manager, Downtown Renewal</u> or the Executive Director (Finance & Enterprise) for the award of the Façade Improvement Grant and Feasibility Study Grant. <p><u>or</u></p> <ul style="list-style-type: none">○ A person who is appointed by the CAO or selected from time to time by <u>one of the above delegates</u> the Corporate Manager to act in <u>their stead</u>, the capacity of the delegate in the delegate's absence.
Council to Retain Power	No
Conditions and Limitations	<ul style="list-style-type: none">○ Grant awards are necessary to support a City program that is funded through a current year's operating or capital budget which has been approved by Council.○ This delegation shall be subject to the financial signing authority of each delegate.○ Council sets maximum allowable budgets for CIP grant programs.○ This delegation does not supersede any approvals required under s.28 of the Planning Act, such as adoption of the CIP or major amendments to the CIP.
Review or Appeal	All grant applications are reviewed by the CIP Review Team, as outlined in the CIP Implementation Guidelines, who may consult with appropriate staff as the Team determines necessary.
Reporting Requirements	Annual information report on grant awards executed during the year pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO AMEND DOWNTOWN GUELPH COMMUNITY IMPROVEMENT PLAN (DGCIP) IMPLEMENTATION GUIDELINES

Power to be Delegated	Authority to amend Downtown Guelph Community Improvement Plan (CIP) Implementation Guidelines.
Reasons in Support of Delegation	<ul style="list-style-type: none">○ Contributes to the efficient management of the City of Guelph○ Meets the need to respond to issues in a timely fashion○ Maintains accountability through conditions, limitations and reporting requirements.○ The DGCIP Implementation Guideline allows for program adjustments intended to improve the administration of the DGCIP programs.○ Administrative in nature.○ Supports the Strategic Plan. Supports Goal 5 of the Strategic Plan of having a Community focused, responsive and accountable government.○
Delegate(s)	<p><u>The following staff or their successors thereof:</u></p> <ul style="list-style-type: none">○ <u>Chief Administrative Officer (CAO)</u>○ <u>Corporate Manager, Downtown Renewal.</u> <p><u>or</u></p> <p><u>A person who is appointed by the CAO or selected from time to time by the Corporate Manager, Downtown Renewal to act in the capacity of the delegate in their stead.</u></p>
Council to Retain Power	No
Conditions and Limitations	This delegation does not supersede any approvals required under s.28 of the Planning Act, such as adoption of the CIP or major amendments to the CIP. The addition of new programs, changes to the DGCIP area, or any changes that result in a financial impact to the city (e.g. beyond Council approved budgets) is not delegated to staff.
Review or Appeal	<ul style="list-style-type: none">○ This delegation allows for the periodic amendment of the CIP Implementation Guidelines.
Reporting Requirements	Any amendments will be summarized in the annual information report.

**DELEGATION OF AUTHORITY TO AWARD ENVIRONMENTAL STUDY GRANTS
PURSUANT TO THE BROWNFIELD REDEVELOPMENT COMMUNITY
IMPROVEMENT PLAN**

**Power to be
Delegated**

Authority to award Environmental Study Grants (ESGs) pursuant to the Brownfield Redevelopment Community improvement plan (CIP). The delegation applies to grant funding established through the yearly budget process, as approved by Council.

**Reasons in
Support of
Delegation**

- Contributes to the efficient management of the City of Guelph.
- Meets the need to respond to issues in a timely fashion.
- Maintains accountability through conditions, limitations and reporting requirements.
- The Brownfield Redevelopment CIP provides grant details required to administer the DGCIP programs.
- Administrative in nature
- Supports the Strategic Plan.

Delegate(s)

- The following staff or their successors thereof:
- Chief Administrative Officer (CAO);
 - General Manager of Planning Services,
 - Executive Director of Planning, Building Engineering and Environment
 - A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in their stead.

**Council to
Retain Power**

- Where an application is made by an applicant who is responsible for polluting the subject property, the authority rests with Council rather than City staff

**Conditions and
Limitations**

- Conditions and Limitations
- Grant awards are necessary to support a City program that is funded through a current year's operating or capital budget which has been approved by Council.
 - This delegation shall be subject to the financial signing authority of each delegate.
 - Council sets maximum allowable budgets for CIP grant programs.
 - This delegation does not supersede any approvals required under s.28 of the Planning Act, such as adoption of the CIP or amendments to the CIP.
 - All grant applications are reviewed by the Planning Services and Engineering Services staff who may consult with other appropriate staff as necessary.
 - Agreements are to be reviewed by Legal Services.

**Review or
Appeal
Reporting
Requirements**

Review or
Appeal

Not applicable.

Reporting
Requirements

Annual information report on grant awards executed during the year pursuant to this delegation of authority

**DELEGATION OF AUTHORITY TO APPROVE
TEMPORARY EXEMPTIONS TO EXOTIC ANIMAL CONTROL BY-LAWS**

Power to be Delegated

Authority to approve temporary exemptions to the Exotic Animal Control Bylaws (1988)-12960 and (1978)-9876

Reasons in Support of Delegation

- o Contributes to the efficient management of the City of Guelph.
- o Meets the need to respond to issues in a timely fashion.
- o Maintains accountability through conditions, limitations and reporting requirements.
- o Minor in nature.
- o Supports the Strategic Plan.

Delegate(s)

The following staff or their successors thereof:

- o Chief Administrative Officer (CAO)
 - o Executive Director of Operations, Transit and Emergency Services
- or
- o A person who is appointed by the CAO or selected from time to time by the Executive Director of Operations, Transit and Emergency Services to act in their stead.

Council to Retain Power

Any exemption request for the keeping of an exotic animal that exceeds a consecutive two week period will be brought to Council for consideration and approval.

Conditions and Limitations

- o The authority for temporary exemptions does not extend beyond 14 consecutive days.

Review or Appeal

Not applicable.

Reporting Requirements

Annual information report on number of exemptions granted during the year pursuant to this delegation of authority.

**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF
COMMUNITY WELLBEING GRANT ALLOCATIONS**

**Power to be
Delegated**

Authority to approve the execution of Community Wellbeing Grant allocations as part of the Interim Community Wellbeing Grant Program in 2013. The delegation also applies equally to any amendment or termination of such allocations.

**Reasons in
Support of
Delegation**

- o Contributes to the efficient management of the City of Guelph.
- o Meets the need to respond to issues in a timely fashion.
- o Supports the Strategic Plan.

Delegate(s)

- The following staff or their successors thereof:
- o Chief Administrative Officer (CAO)
 - o Executive Director of Community and Social Services.
 - o A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in their stead.

**Council to
Retain Power
Conditions and
Limitations**

- No
- o The grant must contribute to the wellbeing of the community through one of the following areas; Arts and Culture; Health and Social Services; Special Events. Grants must be funded through a current year's operating or capital budget which has been approved by Council; or
 - o The grant was identified as a funding source at the time of approval by Council.

**Review or
Appeal
Reporting
Requirements**

Not applicable.

Annual information report on agreements executed during the year pursuant to this delegation of authority.

DELEGATION OF AUTHORITY TO NEGOTIATE THE PURCHASE PRICE FOR THE SALE OF CITY-OWNED LAND IN THE HANLON CREEK BUSINESS PARK

Power to be Delegated

Authority to negotiate the purchase price for the sale of city-owned lands with prospective land purchasers in the Hanlon Creek Business Park.

Reasons in Support of Delegation

- Contributes to the need to respond in a positive manner to potential business investment opportunities.
- Provides for greater flexibility to negotiate the sale price with prospective purchasers where appropriate and required to secure a business investment.
- Contributes to making Guelph competitive in the local, provincial, national and international business markets.
- Contributes to making city-owned land competitive with existing local employment land owners/developers.
- Supports Strategic Direction 1.2 in Prosperity 2020 to re-position Guelph as a premier business investment location.
- Supports the Strategic Plan.

Delegate(s)

- The following staff or their successors thereof:
- Chief Administrative Officer (CAO);
 - General Manager of Economic Development
 - A person who is selected from time to time by the one of the above delegates to act in their stead.
 - Yes, for deviations outside of policy.

Council to Retain Power Conditions and Limitations

- Delegation of authority is limited to the sale of city-owned land in the Hanlon Creek Business Park.
 - Delegation of authority is to be within established guidelines and parameters as approved by Council.
- Not applicable.

Review or Appeal Reporting Requirements

Information reports to be prepared and circulated to Council providing details of the sale and the purchaser, and any subsequent amendment to, or termination of, an Offer to Purchase/Agreement of Purchase and Sale.

DELEGATION OF AUTHORITY TO APPROVE TRAFFIC SIGNAL DRAWINGS

<u>Power to be Delegated</u>	<u>Authority to approve Traffic Signal drawings.</u>
<u>Reasons in Support of Delegation</u>	<ul style="list-style-type: none">○ <u>Contributes to the efficient management of the City of Guelph.</u>○ <u>Meets the need to respond to issues in a timely fashion.</u>○ <u>Maintains accountability through conditions, limitations and reporting requirements.</u>○ <u>Minor in nature.</u>○ <u>Supports the Strategic Plan.</u>
<u>Delegate(s)</u>	<u>The following staff or their successors thereof:</u> <ul style="list-style-type: none">○ <u>Chief Administrative Officer</u>○ <u>Executive Director of Operations, Transit and Emergency Services</u> <p><u>or</u></p> <ul style="list-style-type: none">○ <u>A person who is appointed by the CAO or selected from time to time by one of the above delegates to act in their stead.</u>
<u>Council to Retain Power</u>	<u>No</u>
<u>Conditions and Limitations</u>	<u>Not applicable.</u>
<u>Review or Appeal</u>	<u>Not applicable.</u>
<u>Reporting Requirements</u>	<u>Annual information report on approval of traffic signal drawings pursuant to this delegation of authority.</u>

STAFF REPORT



TO Governance Committee

SERVICE AREA Mayor's Office & Corporate Administration

DATE February 11, 2013

SUBJECT Terms of Reference: City Council and Standing Committee

REPORT NUMBER CAO – C - 1301

EXECUTIVE SUMMARY

PURPOSE OF REPORT

This report provides for Council's consideration two new "Terms of Reference" documents to guide the work of City Council and Standing Committees.

The report provides Council with 3 key highlighted changes and five actions outlined under "Next Steps" for adoption by Council. These actions provide the opportunity for Councillors and all parties in the meeting process to 'test drive' the new Terms of Reference and provide feedback through Standing Committees and Council. Further refinements and changes will be considered in the fall of 2013.

The new 'City Council Terms of Reference' and the new 'Standing Committee Terms of Reference' are the result of Council's November 2012 direction to align Council's new Governance Framework to our governance practices, for both City Council and its Standing Committees.

The new documents also respond to the "Status of Governance Enhancements" memo considered at the November 2012 Governance Committee. That memo identified the opportunity to review and revise existing Terms of References for Standing Committees in order to provide greater clarity about their role and the role of all attending participants (Chair, Committee Members, Visiting Councillors, Executive Director, City Clerk and Public Delegations).

While the contents for these new documents reflect materials within the existing Governance Manual, a significant portion of new text has been written to provide greater alignment and clarity on the role of all attending participants in these meetings. Therefore, these documents are presented as 'new'.

KEY FINDINGS

The Terms of References have been aligned with the new Governance Framework and therefore, there are a range of changes included for

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consideration. It is best to review these documents together as they are written to align and streamline the work of both Council and Committee.

The report highlights three key changes for the consideration of Governance Committee and City Council.

Key Change #1: There is logic in streamlining the reporting of Local Boards and Agencies to the Standing Committees rather than coming directly to City Council on matters throughout the year.

Key Change #2: To ensure that Chairs have the support they need to serve in their expanding role and to ensure that leadership and development opportunities are provided to other members of Council, the Standing Committee Terms of Reference include the following changes:

- a. Council add a role of Deputy Chair to serve each Standing Committee.
- b. Council extend the term of Standing Committee Chair/Deputy Chair appointments to two (2) years to provide a greater learning and development opportunity for Councillors willing to serve in this capacity.

Key Change #3: To increase the value that Visiting Councillors can bring to the Committee's work, they are afforded two new opportunities in the Terms of Reference:

- a. For the purposes of gaining the key benefits attributed to the structure of the Standing Committees, all Councillors would be encouraged to provide written input to the Chair in advance of the meeting on any committee agenda items to allow these perspectives to be circulated to Committee Members in advance, as part of their preparation.
- b. Currently, Visiting Councillors are limited to asking questions of staff. The Terms of Reference offer the opportunity to provide greater value (e.g. posing questions, making statements, providing information, requesting amendments, and/or requesting additional information) by addressing the Standing Committee Chair at the meeting. This is a change in practice, in that the Visiting Councillors will no longer participate in the Committee's work of asking questions directly of staff. Committee members will have the added value of hearing more broadly from Visiting Councillors.

Next Steps: The report also provides five key steps for testing the Terms of Reference and providing Council with further actions. The five proposed steps are:

1. Committee Chairs and Chair of Council to apply the new Terms of Reference for their meetings occurring in the months of March, April and

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May ensuring that a debrief occurs before the adjournment of each meeting to garner the opinion of all stakeholders in attendance. *(Timeline: March – May, 2013)*

2. Specific to the June meetings of Committee and Council, Chairs work with the Executive Directors to provide a summary of the feedback received (March, April and May) on the Terms of Reference and forward this information to Corporate Administration & Mayor's Office. *(Timeline: June, 2013)*
3. Staff provides a summary report to the Governance Committee in September, 2013 specifying any changes recommended to the Terms of Reference for the consideration of Council. *(Timeline: July-September, 2013)*

In adopting these next steps, it is also understood that staff are to:

4. Further examine and report back no later than the September Governance Committee on any changes required to facilitate the reporting of Local Boards and Agencies to the Standing Committees, as outlined in the Terms of Reference. *(Timeline: March-August, 2013)*
5. Report back to the Governance Committee at their May 2013 meeting on:
 - a. a process whereby Deputy Chairs would be appointed to serve the Standing Committees;
 - b. extending the current terms of Committee Chairs/Deputy Chairs to two years; and
 - c. any other procedural matter arising from the new Terms of Reference.*(Timeline: March – May, 2013)*

FINANCIAL IMPLICATIONS

There is no financial implication arising from the contents of this report.

ACTION REQUIRED

Governance Committee to examine the contents of this report and upon deliberation, consider approving the recommendations for further deliberation by City Council on February 25, 2013.

RECOMMENDATION

1. That the 'City Council Terms of Reference' and the 'Standing Committee Terms of Reference' as attached in the report CAO-C-1301 of February 11, 2013 be approved in principle;

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2. That Council adopts and directs the implementation of the Next Steps as outlined in this same report CAO-C-1031.

BACKGROUND

This report provides for Council's consideration of two new "Terms of Reference" documents to guide the work of City Council and Standing Committees.

This report responds to two items arising from the November 2012 Governance Committee meeting.

First, the Governance Committee received an Internal Memo from the Mayor entitled "Status of Governance Enhancements." This memo outlined several opportunities for improvements that had been identified through the 2012 Council Governance Survey, Council and Executive Team workshops, and past Governance Committee meetings. One identified opportunity was to review existing Terms of Reference for Standing Committees to bring greater clarity to their role and the role of key stakeholders (e.g. Chair, Committee Members, Visiting Councillors, Executive Director, City Clerk and Public Delegations).

Second, in November 2012 City Council approved a new Council Governance Framework (Governance Committee Report # CAO-M-1201). This new Framework identified six principle-based responsibilities of Council:

1. Leadership and Stewardship
2. Empowerment and Accountability
3. Communication and Transparency
4. Service and Fairness
5. Accomplishment and Measurement
6. Continuous Learning and Growth

Council directed staff to review the alignment of the proposed Framework with current governance and administrative practices and report back to Governance Committee with recommendations in 2013.

This report is our shared response to these two items.

REPORT

The attached documents, 'City Council Terms of Reference' and the 'Standing Committee Terms of Reference', incorporate proposed enhancements to our governance practices as well as ensuring alignment with the new Governance Framework.

STAFF REPORT

It made sense to create two 'new' terms of reference documents for both City Council and Standing Committees, and at the same time, to ensure consistency between the two documents.

General Comments

The intention of both proposed terms of references is to reinforce the roles of Council and Standing Committee being both important yet distinct 'types' of structures or 'bodies' that serve Council's overall governance responsibilities.

The main distinction between the two structures is the subtle yet apparent difference between the structures' respective mandates and therefore, the roles and responsibilities performed by elected officials while working in the two structures. In other words, the different structures require elected officials to undertake distinct and different roles, depending on the appointment.

The Standing Committee structure was chosen by Council because it serves to gain efficiencies for Councillors as they work collaboratively to manage and share workload. The structure and mandate of Standing Committees compels participants to work together to establish an effective forum that supports the appointed Councillors' role as Committee Member. Their Committee work is to engage in thorough discussion, analysis and debate on the issues arising from the assigned functional Service Area. This is a forum that provides the necessary time and range of opportunities to address constituency issues and to examine a wide range of opinions on Service Area matters.

Council remains the forum for all City Councillors to come together to debate and make decisions. City Councillors review the recommendations of Standing Committees and deal with Council matters from the perspective of the whole municipality. Council's mandate compels City Councillors to address Council matters by ensuring that the broad, current, and future needs and interests of the whole community are considered in making their final decisions.

Format of Documents

Both the Council and Standing Committee Terms of Reference have the same sections:

- ✓ Introduction
- ✓ Guiding Principles
- ✓ Mandate
- ✓ Specific principle based Responsibilities
- ✓ Reports assigned
- ✓ Composition & Term
- ✓ Resources
- ✓ Operating Procedures
- ✓ Roles

STAFF REPORT



Due to differences in the responsibilities of each Standing Committee, this Terms of Reference are organized into two parts:

1. Generic Terms of Reference that applies to all Standing Committees
2. Schedules (one for each Standing Committee) which includes the specific responsibilities including the various bodies reporting through them e.g. Boards, Advisory Committees).

Tools Included

To further assist Councillors, the Standing Committee Terms of Reference (Attachment #2 pages 10 and 11) includes two 'quick reference' charts that serve to summarize 'who does what' and 'how'.

The chart entitled "Standing Committee RACI Chart" provides the key activities of any Standing Committee plus details who is **R**esponsible, **A**ccountable, **C**onsulted and **I**nformed (the first letter of each word makes up the term "RACI").

The chart entitled "Standing Committee Participation of Stakeholders during Meetings" outlines the obligations and expectations of stakeholders attending the Standing Committee meetings including the Chair, Committee Members, Visiting Councillors, Staff, and Delegations/Public.

These two tools can serve as 'quick reference charts' and assist in future orientation of stakeholders to our city processes.

Highlighted Key Changes:

Both Terms of Reference documents were written as "new" and should be received as final documents for consideration. This is due to the significant amount of clerical 'track changes' required in reviewing and aligning the new Governance Framework to existing materials. In creating the attached documents additional text has been written to ensure the consistent flow of principles and respond to noted gaps in the Governance Manual. For example, the role of the Committee Chair and Executive Directors has been greatly detailed.

To assist Council in its review, the following key changes are highlighted.

1. Local Board and Agencies: Reporting through Standing Committees

This change is reflected in the City Council Terms of Reference (Attachment #2 Appendices) and is highlighted for Council's consideration.

There is logic in streamlining the reporting of Local Boards and Agencies to the Standing Committees. In addition to the benefits attributed to the structure of our Standing Committees (e.g. time and opportunity for in depth discussion, analysis and debate) it is fair to propose that we can grow greater alignment and efficiencies between the work of outside Boards and Agencies and our own City's Service Areas.

STAFF REPORT



Key Change

The Terms of Reference have all Local Boards and Agencies being directed through specific Standing Committees as follows:

Community and Social Services Standing Committee:

- Board of Trustees of the Elliott
- Guelph Police Services Board
- Guelph Public Library Board
- MacDonald Stewart Art Centre Board
- Guelph Cemetery Commission
- Wellington-Dufferin-Guelph Public Health Board
- Sports Hall of Fame

Planning, Building, Engineering and Environment Standing Committee:

- Grand River Conservation Authority

Corporate Administration, Finance and Enterprise Services Standing Committee:

- Downtown Guelph Business Association

2. Standing Committees: Adding Deputy Chair & Extending Term to Two (2) years

This change is reflected in the Standing Committee Terms of Reference (Attachment #2 page 3) and is highlighted for Council's consideration.

The role for Standing Committee Chair has expanded with the new organizational model (2010) and the adoption of the Governance Framework.

The new Terms of Reference documents these new roles and responsibilities – both their leadership role and their increased role at City Council meetings. Specifically, Standing Committee Chairs are now responsible to lead the introduction of Committee business at Council, represent the Committee's work, respond to questions of fellow Councillors, and direct questions to Executive Directors as required.

Further, Chairs now have an increased responsibility to work with their Executive Directors in developing monthly agendas and being consulted in the development of draft work plans for each Standing Committee.

This has put an increased onus on the Standing Committee Chairs to devote additional time for Committee and Council preparation and follow up. With these responsibilities comes greater opportunity to learn and develop key skills. However, there are times during the year when the Chair may not be able to fulfill their responsibilities at Committee and/or Council.

STAFF REPORT

Key Changes

To ensure that Chairs have the support they need to serve in this role and to ensure that the leadership and development opportunities are provided to other members of Council, the Standing Committee Terms of Reference include the following proposals:

- a. Council add the role of a Deputy Chair to serve each Standing Committee.
- b. Council extend the term of Standing Committee Chair/Deputy Chair appointments to two (2) years to provide a greater learning and development opportunity for Councillors willing to serve in this capacity.

3. Attendance at Standing Committees: Visiting Councillors

This change is reflected in the Standing Committee Terms of Reference (Attachment #2 page 7) and is highlighted for Council's consideration.

A key advantage of the Standing Committees is the practical benefit of sharing the workload of Council across smaller groups of Councillors appointed by the whole of Council to serve in the role of Committee Members. It is implicit to this model of governance that all trust that those appointed Committee Members are diligent in fulfilling their roles.

With this intent, the Terms of Reference clarify the specific role and responsibilities of Visiting Councillors i.e. members of City Council who are not directly appointed to serve on the Standing Committee for which they are attending.

Key Changes

To increase the value that Visiting Councillors can bring to the Committee's work, they are afforded two new opportunities in the Terms of Reference:

- c. For the purposes of gaining the key benefits attributed to the structure of the Standing Committees, all Councillors would be encouraged to provide written input to the Chair in advance of the meeting on any committee agenda items to allow these perspectives to be circulated to Committee Members in advance, as part of their preparation.
- d. Currently, Visiting Councillors are limited to asking questions of staff. The Terms of Reference ask Visiting Councillors to provide greater value (e.g. posing questions, making statements, providing information, requesting amendments, and/or requesting additional information) by addressing the Chair at the meeting. This is a change in practice, in that Visiting Councillors will no longer participate in the Committee's work of asking questions directly of staff. However, Committee members will have the added value of hearing more broadly from Visiting Councillors.

STAFF REPORT



Next Steps

In order to ensure that the proposed Terms of Reference meet the needs of Council as it works to implement its new Governance Framework, it is proposed that Council adopt the following schedule of "Next Steps" in order to test the new Terms of Reference within each of the Standing Committees and at Council meetings.

1. Committee Chairs and Chair of Council to apply the new Terms of Reference for their meetings occurring in the months of March, April and May ensuring that a debrief occurs before the adjournment of each meeting to garner the opinion of all stakeholders in attendance. *(Timeline: March – May, 2013)*
2. Specific to the June meetings of Committee and Council, Chairs work with the Executive Directors to provide a summary of the feedback received (March, April and May) on the Terms of Reference and forward this information to Corporate Administration & Mayor's Office. *(Timeline: June, 2013)*
3. Staff provides a summary report to the Governance Committee in September, 2013 specifying any changes recommended to the Terms of Reference for the consideration of Council. *(Timeline: July-September, 2013)*

In adopting these next steps, it is also understood that staff are to:

1. Further examine and report back no later than the September Governance Committee on any changes required to facilitate the reporting of Local Boards and Agencies to the Standing Committees, as outlined in the Terms of Reference. *(Timeline: March-August, 2013)*
2. Report back to the Governance Committee at their May, 2013 meeting on:
 - a. a process whereby Deputy Chairs would be appointed to serve the Standing Committees;
 - b. extending the current terms of Committee Chairs/Deputy Chairs to two years; and
 - c. any other procedural matter arising from the new Terms of Reference*(Timeline: March – May, 2013)*

CORPORATE STRATEGIC PLAN

Organizational Excellence - 1.3 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government - 2.3 Ensure accountability, transparency and engagement

STAFF REPORT



DEPARTMENTAL CONSULTATION

Draft versions of these Terms of Reference have been shared with the Chairs of Standing Committees in the fourth quarter of 2012 and reviewed by the Executive Team members and City Clerk.

COMMUNICATIONS

Follow-up communications will be undertaken with the Local Boards and Agencies and with key stakeholders of Standing Committees.

ATTACHMENTS

- ATT-1 Guelph City Council Terms of Reference
- ATT-2 Guelph Standing Committee Terms of Reference (Generic)

Recommended By

Karen Farbridge
Mayor
519-837-5643
mayor@guelph.ca

Recommended By

Ann Pappert
CAO
519-837-5602
administration@guelph.ca

Attachment 1

Guelph City Council Terms of Reference

This Guelph City Council Terms of Reference is the overarching guiding document for City of Guelph Council governance responsibilities. There are several companion documents that flow from it including Guelph Standing Committee Terms of Reference, Council's Code of Conduct, City of Guelph Corporate Values and the principle-based Governance Framework.

Introduction

Members of Council are elected by fellow Guelph citizens to make decisions about and oversee the provision of services by the City Management in exchange for taxes paid by the community.

The intent of this Terms of Reference is to clarify the role of Council on behalf of the community.

City Council uses a system of standing committees to manage its legislative process and make decisions. With some exceptions the business of the City is introduced at a committee and debated for recommendation to Guelph City Council. Committee and City Council meetings provide important forums for debate and public input on issues of importance to the community.

Guiding Principles

1. All Council work will be carried out in accordance with provisions of the Municipal Act and other governing legislation.
2. The Council's Code of Conduct, transparency and accountability will guide Council efforts, promoting the highest ethical standards and professionalism while ensuring that the best interests of the community are met.
3. The Council endorsed corporate values of wellness, integrity and excellence will be supported.
4. The Council endorsed principle based Governance Framework is reflected in the Responsibilities and Duties defined below.
5. Council will respect the work of Standing Committees; seeking clarification and adding value rather than replicating the work of those Committees.
6. Council will engage the public in its work.

Attachment 1

Mandate

As provided by the Municipal Act, it is the role of City Council to,

1. Represent the public and to consider the well-being and interests of the municipality;
2. Develop and evaluate the policies and programs of the municipality;
3. Determine which services the municipality provides;
4. Ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
5. Ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
6. Maintain the financial integrity of the municipality; and
7. Carry out the duties of council under relevant Provincial Acts.

With respect to its responsibilities under the Ontario Planning Act and related legislation, it is the role of City Council to:

8. Uphold the purposes of the Act and related legislation;
9. Serve as the approval authority for all planning matters under the Act, with the exception of the approval of the Official Plan, planning matters appealed to the Ontario Municipal Board and those planning matters delegated to the staff or another body.

Specific Principle-Based Responsibilities:

Principle #1: Leadership & Stewardship

1. Approve the City's strategic direction.
2. Plan for the succession and renewal of senior administration.
3. Establish risk tolerance and ensure appropriate mitigating strategies are provided in reports and recommendations coming to Council.

Principle #2: Empowerment & Accountability

4. Delegate authority as permitted in the Municipal Act to ensure the best use of resources and highest appropriate expertise is applied to City business.
5. Allocate responsibilities to Council Standing Committees, Ad Hoc Committees and Advisory Committees through Terms of Reference and annual work plans and to City management through the Chief Administrative Officer.
6. Establish effective accountability mechanisms through annual work plans and yearly monitoring reports.
7. Ensure City compliance with the Municipal Act, Planning Act and all provincial and federal legislation.

Attachment 1

Principle #3: Communication, Engagement & Transparency

8. Ensure overall flow of information among stakeholders and with Council is effective and efficient.
9. Ensure an annual communication plan exists to guide communication with citizens and stakeholders.
10. Oversee appropriate engagement of citizens and stakeholders in the development of reports brought to Council.
11. Ensure continuous access to performance results to citizens and prepare an annual report from Council.

Principle #4: Service & Fairness

12. Set an example for corporate social responsibility
13. Ensure Council conducts its business consistent with Council policies
14. Consider Guelph's commitment to sustainability in the areas of social, economic, cultural and environmental stewardship environmental stewardship when developing recommendations
15. Strive for balance when considering particular service needs within the context of the greater interests of the whole community, and within municipal resources.

Principle #5: Accomplishment & Measurement

16. Establish annual objectives and evaluate performance of the CAO. Monitor progress against the strategic plan.
17. Oversee performance measures process of Standing Committees and create additional measures if gaps exist.
18. Receive for information annual reports from Boards, Agencies and Corporations reporting to Council.
19. Evaluate Council's performance.

Principle #6: Continuous Learning & Growth

20. Set the tone for a culture that values innovation and change.
21. Ensure development for the CAO.
22. Approve annual operating priorities that include resources for employee and Council learning and development.
23. Ensure Mayor and Councillors have the information, knowledge and skills to optimize their contribution.

Committees Reporting Directly to Council

Ad Hoc Committees

1. Striking Committee – Council
2. Nominating Committee – Standing Committee Chairs & Mayor

Attachment 1

Standing Committees

Governance

1. Audit Committee
2. Governance Committee
3. Emergency Governance (as needed)

Note: These governance committees are delegated responsibilities to make recommendations to Council on the certain responsibilities of Council as a whole.

Operating

1. Community & Social Services Committee
2. Corporate Administration, Finance & Enterprise Committee
3. Governance Committee
4. Operations, Transit & Emergency Services Committee
5. Planning & Building, Engineering & Environment Committee

Quasi-Judicial/Adjudicative Committees

1. Municipal Election Compliance Audit Committee

Corporations

1. Guelph Municipal Holding Company (GMHI)
2. Guelph Junction Railway

Committees with Delegated Authority

1. Committee of Adjustment
2. Appeals Committee
3. Property Standards/Fence Viewers Committee

Composition and Term

1. Council is comprised of 12 members plus the Mayor.
2. Two members are elected from each of six wards.
3. The Mayor is elected at-large and serves as Chair.
4. The Mayor is full-time and members of Council are part-time.
5. The term of Council is four years.
6. The compensation is reviewed each term.
7. The need for a review of representation and size of Council is reviewed each term.

Attachment 1

Resources

As head of the administrative arm of city government, the Chief Administrative Officer (CAO) may be called upon by City Council to delegate work to staff in support of Council directions and requirements.

Individual Councillors may not provide direction to staff. Because Council has delegated responsibility to the CAO for the administration of the affairs of the City in accordance with policies and plans established and approved by Council, under the direction of the CAO staff have the responsibility and the authority to provide consultation, advice and recommend direction for the consideration of Council.

Operating Procedures

1. The operating procedures of Council are provided in the Procedural By-law.
2. The Procedural By-law is reviewed once a term, or as required to ensure it meets the needs of Council and its statutory responsibilities under the Municipal Act.

Roles of Stakeholders With Respect to Council Meetings

Chair's Role (Mayor)

Specific roles and responsibilities for the Mayor as Chair of Council include:

Preparation

1. Call the meetings.

In Council Meetings

2. Maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the Council work proceeds smoothly.
3. Ensure adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings.
4. Engage all members in the decision-making process.
5. Define discussion parameters.
6. Frame the issues and set the tone for Council's discussions.
7. Focus the discussion.
8. Build consensus, when possible.
9. Foster a constructive culture/tone of meetings.
10. Guard responsibilities and boundaries of all stakeholders.
11. Ensure the will of the whole of Council prevails.
12. Handle new business arising in a timely manner.

After Council Meetings

13. Serve as the primary spokesperson for Council.

Attachment 1

14. Provide any clarification or follow up on matters related to the decisions of Council to the CAO.
15. Model the behavior expected of members.

Committee Chair's Role

Specific roles and responsibilities for the Committee Chairs include:

In Council Meetings

1. Present their Committee Report to Council.
2. Respond to questions regarding Committee deliberations and recommendations.
3. Refer questions to the Executive Director(s) as required.

Councillors' Role

Specific roles and responsibilities for the Councillors include:

Preparation

1. Read all agenda material and seek clarification of the Executive Directors or designates on any matters prior to meetings in order to make effective use of Council's time.
2. Access presentations made by staff or public delegations which occurred during Standing Committee meetings to become more knowledgeable about the issues and various points of view.
3. Have a broad awareness of the interrelationship of the City's strategic initiatives and its operations.
4. Understand the difference between the role of Council and the role of management.

In Council Meetings

5. Debate the issues in an open, honest and informed manner to assist the decision-making process.
6. Actively contribute to achieving Council recommendations and directions.
7. Represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.
8. Respect the role of Mayor as Chair.
9. Have a willingness to respectfully challenge management when necessary.

Chief Administrative Officer's Role

Specific roles and responsibilities for the CAO include:

Attachment 1

Preparation

1. Provide overarching advice to council on the policies and plans established and approved by Council on behalf of the municipality.

In Council Meetings

2. Provide advice to council with a view to exercising general control and management of the affairs of the municipality to ensure efficient and effective operation.
3. Offer suggestions to Council to ensure management and staff receive adequate information and direction in order to establish management practices and procedures to implement Council decisions.
4. Respond to Council's questions during Council meetings in areas not clearly within an Executive Director's scope of responsibility.

After Council Meetings

5. Serve as the primary spokesperson for Management or delegate this responsibility as per specific communications protocols.
6. Follow up on matters related to the decisions of Council with the Mayor and Clerk as required.

Executive Directors' Role

Specific roles and responsibilities for the Executive Directors include:

Preparation:

1. Undertake all necessary research and provide briefings in order to provide advice to council on the policies and programs of the municipality.
2. Direct the development of and approve all service area staff reports and presentations for Council ensuring that subject matter is of a strategic or legislated nature and/or an issue which will impact on the community as aligned to the Specific Principle-based Responsibilities of Council.
3. Ensure the specific expertise and skills are available to Council to provide response to questions arising from agenda items.
4. Confer with the City Clerk to ensure that all actions and materials arising from Standing Committee meetings and, as recommended for the consideration of City Council, are reflected in the appropriate Council Agenda, prior to circulation.

In Council Meetings

5. Attend open and closed Council meetings.
6. Answer questions referred by Committee Chairs or the Mayor during Council meetings at the request of the Committee Chair or call upon staff specialists to do so.
7. Provide advice and recommendations based on professional knowledge and experience.

Attachment 1

After Council Meetings

8. Ensure that the policies and decisions of Council are implemented in a timely and efficient manner.
9. Provide timely communication updates to Council on the progress of major initiatives or issues being resolved.
10. Ensure that all essential but routine operational issues or administrative matters arising from the decisions of Council are addressed efficiently and promptly within approved policies, programs and procedures without the necessity of having those matters dealt with through the formal Council process.
11. Address any identified corporate operational issues or administrative matters arising from Council decisions to the CAO/Executive Team and ensure the resolution is to the satisfaction of the CAO.

City Clerk's Role

Preparation

1. Manage the City's overall legislative agenda and processes; ensure that all statutory responsibilities of the City pertaining to the City Clerk as prescribed in Provincial Legislation are executed accordingly on behalf of the Municipality (Municipal Act, Municipal Elections Act, Municipal Freedom of Information and Protection of Privacy Act, Planning Act, the Vital Statistics Act, etc).
2. Maintains Council's annual meeting calendar
3. Coordinates the registration of delegates and presentations to Council.
4. Lead the development of policies and appropriate training on relevant municipal legislation and governance issues with the Executive Team, City Councillors and the Mayor's office.
5. Provide strategic advice with respect to the governance and legislative considerations that surround the implementation of other City policies.
6. In conjunction with the Mayor as Chair of Council and, in consultation with Executive Directors and the CAO, produce each City Council Agenda and ensure the collection, publication and circulation of all applicable materials required for meetings of City Council.
7. Supervise staff in the preparation and distribution of all agendas and agenda materials.
8. Supervise the issuance of notices pursuant to statutory requirements.

In Council Meetings

9. Manage the legislative process for Council and all Council Committees, ensuring that meetings are held in accordance with the Procedural By-law, Council approved protocol and applicable legislation.
10. Attend, or designate staff to attend, all meetings of Council and its Committees.
11. Provide advice on legislative protocol and meeting procedures as requested.
12. Ensure the recording of minutes and resolutions.

Attachment 1

After Council Meetings

13. Ensure the publication of minutes from meetings of Council and its Committees and catalog by-laws; which serve as the official record of the proceedings of Council.
14. Coordinate the issuance of correspondence and resolution extracts to external applicants, delegates and agencies on behalf of Council.

Public/Delegations Role

Preparation

1. Register as a delegation to speak to Council during Council meetings.
2. Access Council agendas and minutes from the City website.
3. Communicate with Councillors to make perspectives known and discuss issues and options.

In Council Meetings

4. Attend Council meetings.
5. Adhere to procedural rules for delegations to Council.
6. Respect the role of the Mayor as Chair of Council with responsibility for timely conduct of business and retaining meeting decorum.

Attachment 2

Standing Committee Terms of Reference

Introduction

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

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

The primary disadvantage is the lost opportunity for all Councillors to have the same deep level of understanding of the discussions that resulted in a Committee's final recommendation to Council. A second disadvantage is that some Councillors do not have an opportunity to influence Committee work during their discussions.

These two disadvantages can be mitigated by the sharing of comprehensive Committee minutes and by offering all Councillors an opportunity to provide written input (prior to the meeting) and/or verbal input (at the meeting) to the Standing Committee Chair for a Committee's consideration on any of the agenda items scheduled in the Committee's annual work plan.

Guiding Principles

1. All Committee work will be carried out in accordance with provisions of the Municipal Act and other governing legislation.
2. The Council's Code of Conduct, transparency and accountability will guide Committee efforts, promoting the highest ethical standards and professionalism while ensuring that the best interests of the community are met.

Attachment 2

3. The Council endorsed corporate values of wellness, integrity and excellence will also be observed.
4. The Council endorsed Principle Based Governance model is reflected in the Responsibilities and Duties defined below.
5. Committees will engage the public in their work through receiving public delegations at Committee and/or ensuring the Management has appropriately engaged the community and stakeholders in the development of their recommendation to Committee.

Mandate

The Committee's mandate defines its core areas of management and responsibility. Established by the City's Procedural By-law, it is the mandate of the Committee to ensure that appropriate policies, principles, procedures and roles are established for the functional areas that comprise the scope of the Committee's responsibility.

Scope of Standing Committee Responsibilities

Council has established six Standing Committees.

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

Operating

Schedule 1 – Community and Social Services

Schedule 2 – Corporate Administration, Finance and Enterprise

Schedule 3 – Operations, Transit and Emergency Services

Schedule 4 – Planning, Building, Engineering and Environment Services

Governance

Schedule 5 – Audit

Schedule 6 – Governance

Schedule 7 – Emergency Governance (*Schedule 7 to be developed*)

Specific Committee Responsibilities

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

Leadership & Stewardship

1. Establish priorities for Committee work scheduled annually.

Attachment 2

2. Track outstanding Committee items.
3. Consider risk management issues when debating options and recommendations.

Empowerment & Accountability

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

Communication, Engagement & Transparency

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

Service & Fairness

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

Continuous Learning & Growth

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

Composition and Term

1. The Committees will be comprised of four members of Guelph City Council and the Mayor.
2. The Governance Committee is comprised of the Chairs of CSS, CAFE, OTES, and PBEE. The Mayor is the Chair of Governance.
3. A Chair and a Deputy Chair will be appointed by City Council for the Standing Committees of Audit, CSS, CAFE, OTES and PBEE.
4. Chairs, Deputy Chairs and all committee members shall be appointed by Council for a two year term.

Resources

The Chief Administrative Officer (CAO), the Service Area Executive Director and other specialists may be called upon to conduct research, communications or any other Committee identified requirements.

As Council has delegated responsibility to the CAO for the administration of the affairs of the City, in accordance with decisions adopted by Council, under the direction of the CAO staff has the responsibility and the authority to provide consultation, advice and direction to Council, and by inference to Council Standing Committees.

Attachment 2

Operating Procedures

Meetings

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

Meeting Agenda

- Committee meeting agendas shall be the responsibility of the Executive Director of the Committee working in collaboration with the Chair.

Notice of Meetings

1. Public notice of all committee meetings will be provided on the City's electronic general calendar at least 72 hours prior to a meeting, by posting a notice in City Hall at least 72 hours prior to the meeting, and by publication in a local paper at least 72 hours prior to the meeting.
2. It is recognized that some items consistent with Section 239 in the Municipal Act may permit a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.

Meeting Minutes

- Meeting minutes will be recorded and distributed to Committee members with each meeting agenda. Minutes will capture a summary of discussions and debate without attribution.

Committee Working Process

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

Quorum

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

Chair Votes

- The Chair shall vote on all motions.

Attendance at Meetings

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

Attachment 2

Reporting to Council

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

Procedural Rules

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

Roles of Stakeholders With Respect to Committee Meetings/Business

The following key stakeholders are recognized:

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

1. Committee Chair Role

Specific roles and responsibilities for the Committee Chair include:

Preparation

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

In Committee Meetings

5. Ensure Committee works within the assigned mandate.
6. Collaborate with the Service Area Executive Director, CAO (as required), Mayor and City Clerk to encourage efficient and effective conduct of Committee business and accomplish the work of each meeting agenda.
7. Model the behavior expected of all Committee members.

Specific to agenda items:

8. Define discussion parameters and remind members of decision options that include *approve, reject, amend, refer or defer a staff recommendation.*

Attachment 2

9. Frame the issues, focus discussion and set the tone for the Committee's discussions: fostering a constructive culture for respectful dialogue between Councillors, community and staff.

Specific to decision-making:

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

Specific to engaging the public and stakeholders:

16. Ensure adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings.
17. Ensure delegations understand the process and are treated with respect.
18. Guarding responsibilities and boundaries of all stakeholders.

After Committee Meetings

19. Speak on behalf of the Committee at the Council level.
20. Act as the primary spokesperson for any Committee-related inquiries in concert with the Executive Director or delegate, as per a communications plan.
21. Work closely with the Service Area Executive Director and the Executive Team, as required.
22. Maintain strong communications with committee members between meetings.

Deputy Chairs

23. Deputy Chairs will assume the role and responsibilities of the Chair when the Chair is unable to fulfill their role. For Operating Standing Committee Deputy Chairs, this includes serving on the Governance Committee and the CAO Performance Appraisal Committee.
24. The Chair will provide the Deputy Chair a minimum of two opportunities during a year to chair a Committee meeting.

2. Committee Member Role

Specific roles and responsibilities for the Committee Members include:

Preparation

1. Read all agenda material and seek clarification from staff on any matters prior to meetings in order to make the most effective use of the Committee's time.

Attachment 2

2. Have a broad awareness of the interrelationship of the City's strategic initiatives and its operations.
3. Understand the difference between the role of the Committee and the role of management.

In Committee Meetings

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

3. Visiting Councillor Role

Specific roles and responsibilities for Visiting Councillors include:

Preparation

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

In Committee Meetings

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

4. Chief Administrative Officer

The Chief Administrative Officer (CAO) may attend a meeting of any Standing Committees on an as needed basis, with the right to speak.

5. Executive Directors' Role

Specific roles and responsibilities for the Executive Directors include:

Attachment 2

Preparation

1. Collaborate with the Committee Chair and City Clerk to develop the Committee mandate and charter. Review once a term or as required.
2. Ensure the timely submission of all agenda related materials to the City Clerk's Office by the prescribed submission deadlines.
3. At the request of the Committee Chair, draft an annual report from the Committee to Council
4. Maintain, in consultation with the Chair, a rolling planning calendar for the Committee.
5. In conjunction with the City Clerk, plan Committee agendas, collaborate with the Committee Chair in the finalization of all agendas and attend all preview meetings. Final committee meeting agendas shall be the responsibility of the Executive Director of the Committee working in collaboration with the Chair.
6. Approve staff reports for presentation to Committee.
7. Answer questions posed by Council members prior to Committee meetings.

In Committee Meetings

8. Attend open Committee meetings and closed meetings.
9. Engage in Committee discussion and deliberation.
10. Engage in decision making at the direction of the Chair.
11. Offer opinion to Committee members in advance of, and during, Committee meetings.
12. Review written input from the public and listen to public delegations.
13. Ensure any correction of fact is provided to Committee.

After Committee Meetings

14. Ensure follow up on all matters related to the discussion and decisions of the Standing Committee and on all time specific requests for additional information required by Council prior to their final deliberation of reports.
15. Serve as the primary spokesperson for the Service Area unless responsibility has been delegated as per communication plans.

6. City Clerk's Role

Specific roles and responsibilities for the City Clerk include:

Preparation

1. In consultation with Committee Chair and Executive Director, develop Committee mandate and charter and review once a term or as required.
2. Oversee the process of appointing Committee Chair and members.
3. Manage the legislative agenda and process for Council Committees, ensure that meetings are held in accordance with Council approved protocol and applicable legislation.
4. In conjunction with the Executive Director, plan committee agendas and attend preview meetings.

Attachment 2

5. Supervise staff in the preparation and distribution of agendas and agenda materials.

In Committee Meetings

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

After Committee Meetings

9. Evaluate effectiveness of Committee meetings and offer suggestion for improvement to the Chair and Executive Director.
10. Bring to the attention of the CAO any matters of conflict or breach arising that impact the relevant and applicable by-laws, resolutions, policies or guidelines of City Council.
11. Lead the development of policies and appropriate training on relevant municipal legislation and governance issues with the Executive Team, City Councillors and the Mayor's office.
12. Provide strategic advice with respect to the governance and legislative considerations that surround the implementation of other City policies.

7. Public/Delegations Role

Preparation

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

In Committee Meetings

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

Additional Detail to Assist Stakeholders with Role and Responsibilities

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

Attachment 2

Standing Committee RACI Chart

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

DS - Designated staff

IS - Internal stakeholders as appropriate

ES - External stakeholders as appropriate

ED - Executive Director

CAO – Chief Administrative Officer

Cttee - Committee

Attachment 2

Standing Committee Participation of Stakeholders during Meetings

City of Guelph Council Standing Committee Guidelines on Participation During Committee Meetings					
Obligations and Expectations of Stakeholders Participating in Standing Committee Meetings					
<p>Principles:</p> <ol style="list-style-type: none"> 1. Committees publish their annual work plan to encourage input from the public and Council colleagues. 2. Input is received in writing or in person during scheduled times in Committee meetings. 3. Committee meeting minutes capture the essence of discussions and analysis without attributing specific comments. 4. Commitment to fair, effective and efficient decision making practices. 					
Activity	Chair	Committee Members	Visiting Councillors	Staff	Delegations/ Public
Receive background material, staff report	All Councillors receive Standing Committee agendas, staff reports and public correspondence			Create staff reports	May download from City website
Contact staff to ask questions prior to Committee meeting	Yes	Yes	Yes		Yes
Attend entire Committee meeting:					
Open session	Yes	Yes	Yes	Yes	Yes in open session
Closed session	Yes	Yes	Yes	as required	No in closed
Engage in Committee discussion and deliberation. Engage in decision making.	Leads the Committee to stay focused on task and conclude	Yes Yes	No No	Yes. Yes as requested.	No No
Offer opinion to Committee through the Chair: in advance	Yes	Yes	Yes All Councillors	Yes	Yes
At meeting	Yes	Yes	Yes	Yes	Yes
Review written input	Yes	Yes	Yes	Yes	Yes
Listen to public delegations	Yes	Yes	Yes	Yes	Yes
Ask questions of delegations	Yes	Yes	No	No	No
Ask questions of visiting Councillors	Yes	Yes	No	No	No
Ask questions directly to staff	Yes	Yes	No	No	No
Pose questions and/or provide input to the Chair for the Committee's consideration	N/A	N/A	Yes	Yes	Yes
Request of the Chair for additional information prior to Council meeting	Not Applicable	Yes	Yes	Not Applicable	Yes

Attachment 2

Schedule 1 – Community and Social Services

Scope of Community & Social Services Committee’s Responsibilities

The Community & Social Services Committee’s scope of responsibilities includes the following functional areas:

- Culture & Tourism
- Community Engagement
- Parks & Recreation
- Business Services
- Corporate Building Maintenance

The Community & Social Services Committee has the following Advisory Committees and Boards reporting to it:

1. Accessibility Advisory Committee
2. Cultural Advisory Committee
3. Guelph Museums Advisory Committee
4. Youth Council
5. Locomotive 6167 Restoration Committee

The Community & Social Services Committee has the following Local Boards reporting to it:

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

Attachment 2

Schedule 2 – Corporate Administration, Finance and Enterprise

Scope of Corporate Administration, Finance & Enterprise Committee’s Responsibilities

The Corporate Administration, Finance & Enterprise Committee’s scope of responsibilities includes:

- Corporate Administration
- Finance & Enterprise
 - Community Energy
 - Downtown Renewal
 - Economic Development
 - Finance
- Corporate & Human Resources
 - Human Resources
 - City Clerk’s Office
 - Corporate Communications
 - Information Technology
 - Legal & Realty Services
 - Court Services

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

The Corporate Administration, Finance & Enterprise Committee has the following Advisory Committees reporting to it:

1. Downtown Advisory Committee
2. Economic Development Advisory Committee

The Corporate Administration, Finance & Enterprise Committee has the following Local Boards reporting to it:

1. Downtown Guelph Business Association

The Corporate Administration, Finance & Enterprise Committee has the following Quasi-Judicial/Adjudicative Committees Agency reporting to it:

1. Appeals Committee

Specific Governance Committee Responsibilities:

Leadership & Stewardship

1. Review financial management policies and make recommendations to Council.
2. Monitor variance reporting for Enterprise, Operating and Capital Budgets.
3. Make recommendations regarding the annual budget cycle.

Attachment 2

Schedule 3 – Operations, Transit & Emergency Services

Scope of Operations, Transit & Emergency Services Committee's Responsibilities

The Operations, Transit & Emergency Services Committee's scope of responsibilities includes:

- Community Connectivity & Transit (Guelph Transit)
- Public Works
- By-law Compliance, Security & Licensing
- Emergency Services

The Operations, Transit & Emergency Services Committee has the following Advisory Committees reporting to it:

1. Transit Advisory Committee

Attachment 2

Schedule 4 – Planning & Building, Engineering & Environment

Scope of Planning & Building, Engineering & Environment Committee’s Responsibilities

The Planning & Building, Engineering & Environment Committee’s scope of responsibilities includes:

- Engineering Services
- Planning
- Building Services
- Solid Waste Resources
- Wastewater Services
- Water Services

The Planning & Building, Engineering and Environment Committee has the following Advisory Committees reporting to it:

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

The Planning & Building, Engineering and Environment Committee has the following Agency reporting to it:

1. Grand River Conservation Authority

The Planning & Building, Engineering and Environment Committee has the following Quasi-Judicial/Adjudicative Committees Agency reporting to it:

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

Attachment 2

Schedule 5: Audit Committee

Scope of Audit Committee's Responsibilities

The Audit Committee's scope of responsibilities includes:

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

Specific Committee Responsibilities:

Leadership & Stewardship

External Audit

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

Risk Management and Internal Control

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

Attachment 2

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

Other

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

Empowerment & Accountability

Compliance

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

Adequacy of the City's Resources

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

Communication, Engagement & Transparency

Reporting Responsibilities

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

Attachment 2

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

Accomplishment & Measurement

Financial Statements

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

Auditor Performance and Review

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

Continuous Learning & Growth

Financial Literacy

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

Attachment 2

Schedule 6: Governance Committee

Scope of Governance Committee's Responsibilities

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

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

Specific Governance Committee Responsibilities:

Leadership & Stewardship

Strategic Planning

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

Enterprise Risk Management

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

Attachment 2

Empowerment & Accountability

Accountability and Transparency

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

Communication, Engagement & Transparency

Committee Performance Reporting

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

Accomplishment & Measurement

Effective Corporate Governance

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

CAO Performance and Review

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

Attachment 2

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

Council Compensation

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

Continuous Learning & Growth

Committee and Council Effectiveness

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

COUNCIL REPORT



TO **Governance Committee**

FROM Integrity Commissioner

DATE February 11, 2013

SUBJECT Annual Report of the Integrity Commissioner

SUMMARY

Purpose of Report:

To provide a summary of the activities carried out by the Integrity Commissioner during 2012 and to recommend amendments to the Code of Conduct for Council and Local Boards.

Council Action:

To approve the amendments to the Code of Conduct for Council and Local Boards contained in Appendix 1 of this report.

RECOMMENDATION

That the Code of Conduct for Council and Local Boards be amended in accordance with Appendix 1 attached to this report.

BACKGROUND

I was appointed Integrity Commissioner for the City of Guelph by By-law on November 28, 2011. I currently serve also as the Integrity Commissioner for Mississauga, Oakville, Brantford, Port Hope and Carleton Place.

My duties in Guelph as Integrity Commissioner include the following:

1. To provide advice to individual members of Council, Council as a whole, members of City staff and the public on interpretation of the Code of Conduct for Council and Local Boards (the "Code");
2. To conduct inquiries into whether a member has contravened any applicable provision of the Code; and
3. To attempt to settle any complaints between a complainant and member.

Since my appointment during 2012, I have prepared two reports to Council and attended one Governance Committee meeting and two meetings of Council. My first report presented to Governance Committee on April 10, 2012 updated Council on the municipal accountability and transparency regime in the Province. It also proposed amendments to the Code which were recommended by the Committee and adopted by Council on April 20, 2012. I was requested by staff to attend that Council meeting and Council referred a newspaper article to me for comment which I reported on to a Council meeting held on May 28, 2012. That report recommended receipt of the report and no action by Council. The balance of my activity during the year did not include any requests for inquiries and was limited to two requests for advice from two members of Council. Both requests were by telephone (one in the early evening) and the need for the advice appeared to be immediate. In both cases, I gave the advice and confirmed it by E-mail.

REPORT

In preparing for the writing of this report and reading the Complaint Protocol, I noted that providing advice to members of Council is included in my duties but it requires the member of Council to fill out a detailed form and submit it to the Clerk. On a strict interpretation of the wording, I should have refused to give immediate advice to the two members of Council until the form was completed outlining the question and then delivered to the Clerk who would pass it on to me.

In my experience, the advisory role of the Integrity Commissioner can be instrumental in avoiding disputes between Councillors, staff and members of the public, as well as avoiding the need for inquiries. All advice given is binding on the Integrity Commissioner and for that reason can be vital to a Councillor or to staff. Also the need for it is often immediate because of impending meetings. There are many requests for advice in my experience where a Councillor wants to keep the contact confidential and filling out a form is a problem for him or her. Because the need for advice is unlikely to be as immediate for members of the public and in the interest of controlling cost, I have no concern in requiring completion of the form by members of the public.

The wording on page 9 is as follows:

1. "Where a Member, an employee or a member of the public is seeking to obtain advice from the integrity commissioner, he/she shall submit to the City Clerk the completed form provided (Appendix B)"

I recommend that the words "a Member, an employee or" be deleted.

MAGDER v. FORD

The Toronto Mayor was removed from office pursuant to the *Municipal Conflict of Interest Act* (the "MCIA") by a recent judgment in the Superior Court for voting at Council against and speaking on a sanction recommended against him by the

Integrity Commissioner. The judgment was appealed and in a decision by the Divisional Court released on the day of writing this report, the appeal was allowed. Mayor Ford was restored to office. The sole ground for the decision was that the sanction requiring him to pay back money contributed to a football charity, was *ultra vires* (beyond the power of) the Council and therefore a nullity. For this reason alone, he was found not to have a conflict in the vote. He had a pecuniary interest in the matter but the vote was of no effect. However, the decision does not change the law with respect to conflicts of interest. The Court confirmed the lower Court's finding that the MCIA precludes a member with a pecuniary interest, from making submissions to Council, which is the ultimate decision-maker. It quoted the Commissioner in the Mississauga Inquiry recommending an amendment to the MCIA. It stated: "In the usual case, the duty of procedural fairness would require that an individual, faced with a sanction for misconduct, be given an opportunity to respond to the allegations made or the sanction to be imposed." Without an amendment to the MCIA, the court stated that it "cannot read such a right into the Act."

The Complaint Protocol attached to the Guelph Code, at page 10 under the heading "Reporting the results of an Investigation" provides as follows:

- "3. The Commissioner shall give a copy of the final report to the complainant and the Member whose conduct is concerned prior to the Council meeting at which it will be considered.
4. The Member to whom the complaint relates shall be given an opportunity to address Council and respond to the complaint.
5. The Member shall be permitted to introduce information not already in evidence including witnesses to support his or her position, and shall have the opportunity of attending with legal counsel."

The purpose of these sections was to ensure procedural fairness for any accused Councillor. In my opinion, given the current state of the law, a member of Council cannot rely on paragraphs 4 and 5 and I recommend that they be deleted. He or she should take no part in the deliberations of Council receiving a recommendation from the Integrity Commissioner which includes a sanction against them. I have consulted with the City Solicitor on this opinion and she concurs. There have been representations made to the Provincial Government to amend the MCIA to include procedural fairness in the Act and if that happens, deletion of these two paragraphs should be revisited.

With respect to paragraph 3 above, I also recommend that it be amended to require me to deliver the report within 15 days of the Council meeting because the member may need to obtain legal advice.

CORPORATE STRATEGIC PLAN

This report supports strategic goal 5: "A community-focused, responsive and accountable government"

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

N/A

ATTACHMENTS

Appendix 1 – Amendments to the Code of Conduct for Council and Local Boards

Prepared and Recommended By:

Robert J. Swayze

Integrity Commissioner

519-942-0070

robert.swayze@sympatico.ca



Robert J. Swayze

Integrity Commissioner

APPENDIX 1

That the *Complaint Protocol*, Appendix 1 to *Code of Conduct for Council and Local Boards* for the City of Guelph be amended as follows:

1. On page 9 under the heading "Procedure for Obtaining Advice" that paragraph 1 be amended by deleting the words: "a Member, an employee or" so that the paragraph reads as follows:
 1. Where a member of the public is seeking to obtain advice from the Integrity Commissioner, he/she shall submit to the City Clerk the completed form provided (Appendix B)
2. On page 10 under the heading of "Reporting the Results of an Investigation" that paragraph 3 be amended by adding after the word concerned, "15 days" so the paragraph reads as follows:
 3. The Commissioner shall give a copy of the final report to the complainant and the Member whose conduct is concerned 15 days prior to the Council meeting at which it will be considered;
3. That paragraphs 4 and 5 under such heading be deleted.