Scope of Audit Committee’s Responsibilities

The Audit Committee’s scope of responsibilities includes:

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

Specific Committee Responsibilities:

Leadership & Stewardship

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

Risk Management and Internal Control
6. Understand the scope of the external auditor’s review of internal financial control over financial reporting and obtain reports on significant findings and recommendations, together with management’s responses and the timing of the disposition of significant findings.
7. Through the use of a risk management framework, assess the financial risks to be managed by the City and any change in significant financial risks.
8. Consider the effectiveness of the City’s internal control system for the safeguarding of assets, including information technology security and control, and the adequacy of policies and procedures.
9. Review management and program performance regarding efficiency, effectiveness and economy in the use of resources.
10. Reviewing the effectiveness of management reporting systems regarding administrative and program performance.

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

Empowerment & Accountability

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

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

Communication, Engagement & Transparency

Reporting Responsibilities
21. Ensure the creation of an annual report to Council on progress achieved by the Committee and any concerns or issues that have been identified.
22. The report shall be prepared by the Committee Chair with input from staff and approved by the Committee.
23. Provide an open avenue of communication between the external auditor and City Council.

Accomplishment & Measurement

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

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

Continuous Learning & Growth

Financial Literacy
33. Ongoing training and development is provided to enhance the financial literacy of the Committee members.
Standing Committee Terms of Reference

Introduction

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

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

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

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

Guiding Principles

1. All Committee work will be carried out in accordance with the City of Guelph Procedural By-law provisions of the Municipal Act, and other governing legislation and policies.
2. The Council’s Code of Conduct will guide Committee efforts, promoting the highest ethical standards and professionalism while ensuring that the best interests of the community are met.
3. The Council-endorsed corporate values of wellness, integrity and excellence will also be observed.
4. The Council-endorsed ‘Principle Based Governance model’ is reflected in the Responsibilities and Duties defined below.
5. Committees will engage the public in their work by receiving public delegations at Committee and/or ensuring Management has appropriately engaged the community and stakeholders in the development of their recommendation to Committee.

**Mandate**

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

**Scope of Standing Committee Responsibilities**

Council has established seven Standing Committees.

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

**Operating**

Schedule 1 – Corporate Services  
Schedule 2 – Infrastructure, Development and Enterprise  
Schedule 3 – Public Services

**Governance**

Schedule 4 – Audit  
Schedule 5 – Governance  
Schedule 6 - Nominating  
Schedule 7 – Emergency Governance

**Specific Committee Responsibilities**

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

**Leadership & Stewardship**

1. Establish priorities for Committee work scheduled annually.
2. Track outstanding Committee items.
3. Consider risk management issues when debating options and recommendations.

**Empowerment & Accountability**

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

**Communication, Engagement & Transparency**

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

**Service & Fairness**

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

**Continuous Learning & Growth**

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

**Composition and Term**

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

**Resources**

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

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

Operating Procedures

Meetings

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

Meeting Agenda

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

Notice of Meetings

1. Public notice of all committee meetings will be provided on the City’s electronic general calendar at least 72 hours prior to a meeting, by posting a notice in City Hall at least 72 hours prior to the meeting, and by publication in a local paper at least 72 hours prior to the meeting.

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

Meeting Minutes

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

Committee Working Process

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

Quorum

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

Chair Votes

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

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

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

Roles of Stakeholders With Respect to Committee Meetings/Business

The following key stakeholders are recognized:

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

1. Committee Chair Role

Specific roles and responsibilities for the Committee Chair include:

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

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

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

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

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

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

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

2. Committee Member Role

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

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

3. Visiting Councillor Role

Specific roles and responsibilities for Visiting Councillors include:

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

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

4. Chief Administrative Officer

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

Specific roles and responsibilities for the Deputy CAOs include:

### Preparation

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

### In Committee Meetings

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

### After Committee Meetings

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

Specific roles and responsibilities for the City Clerk include:

**Preparation**

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

**In Committee Meetings**

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

**After Committee Meetings**

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

7. **Public/Delegations Role**

**Preparation**

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

**In Committee Meetings**

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

July 20, 2015
Additional Detail to Assist Stakeholders with Role and Responsibilities

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

**Standing Committee RACI Chart**

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

CAO – Chief Administrative Officer
Cttee - Committee
DCAO - Deputy CAO
DS - Designated staff
ES - External stakeholders
IS - Internal stakeholders
# City of Guelph Council Standing Committee Guidelines on Participation During Committee Meetings

## Principles:
1. Committees publish their annual work plan to encourage input from the public and Council colleagues.
2. Input is received in writing or in person during scheduled times in Committee meetings.
3. Committee meeting minutes capture the essence of discussions and analysis without attributing specific comments.
4. Commitment to fair, effective and efficient decision making practices.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Chair</th>
<th>Committee Members</th>
<th>Visiting Councillors</th>
<th>Staff</th>
<th>Delegations/Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receive background material, staff report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>May download from City website</td>
</tr>
<tr>
<td>Contact staff to ask questions prior to Committee meeting</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Attend entire Committee meeting: Open session</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Yes in open session No in closed</td>
</tr>
<tr>
<td>Attend entire Committee meeting: Closed session</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Attend entire Committee meeting: Closed session</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Engage in Committee discussion and deliberation. Engage in decision making.</td>
<td>Leads the Committee to stay focused on task and conclude</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes. Yes as requested.</td>
</tr>
<tr>
<td>Offer opinion to Committee through the Chair: in advance</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>All Councillors</td>
<td>Yes</td>
</tr>
<tr>
<td>Offer opinion to Committee through the Chair: at meeting</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>All Councillors</td>
<td>Yes</td>
</tr>
<tr>
<td>Review written input</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Listen to public delegations</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Ask questions of delegations</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Ask questions of visiting Councillors</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Ask questions directly to staff</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Pose questions and/or provide input to the Chair for the Committee’s consideration</td>
<td>N/A</td>
<td>N/A</td>
<td>Yes</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Request through the Chair for additional information prior to Council meeting</td>
<td>Not Applicable</td>
<td>Yes</td>
<td>Yes</td>
<td>Not Applicable</td>
<td>Yes</td>
</tr>
</tbody>
</table>