

# COMMITTEE AGENDA



TO **Corporate Administration, Finance and Enterprise Committee**

DATE Tuesday November 12, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:30 p.m.

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## DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

**CONFIRMATION OF MINUTES-** October 15, 2013 open meeting minutes

## PRESENTATIONS (Items with no accompanying report)

- a) 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 Corporate Administration, Finance & Enterprise Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
CAFE-2013.36 Council Remuneration – Citizen Review Committee			
CAFE-2013.37 Downtown Renewal Update & Guelph Economic Investment Strategy Discussion ( <i>report to be delivered separately</i> )	<ul style="list-style-type: none"><li>• Ian Panabaker, Corporate Manager Downtown Renewal (<i>20-30 minute presentation</i>)</li></ul>		√

Resolution to adopt the balance of the Corporate Administration, Finance & Enterprise 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)

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- 2) staff presentations only
  - 3) all others.

**STAFF UPDATES AND ANNOUNCEMENTS**

**ADJOURN**

**NEXT MEETING**     December 3, 2013



**The Corporation of the City of Guelph  
Corporate Administration, Finance and Enterprise Committee  
Tuesday October 15, 2013 at 5:30 p.m.**

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**Attendance**

Members: Chair Hofland Councillor Laidlaw  
Mayor Farbridge Councillor Wettstein  
Councillor Kovach

Councillors: Councillor Bell Councillor Guthrie  
Councillor Findlay

Staff: Mr. A. Horsman, Executive Director, Finance & Enterprise/Chief Financial Officer  
Mr. M. Amorosi, Executive Director, Corporate & Human Resources  
Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services  
Ms. T. Agnello, Deputy Clerk  
Ms. J. Sweeney, Council Committee Coordinator

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**Call to Order (5:30 p.m.)**

Chair Hofland called the meeting to order.

**Disclosure of Pecuniary Interest and General Nature Thereof**

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Councillor Kovach  
Seconded by Mayor Farbridge

That the open meeting minutes of the Corporate Administration, Finance and Enterprise Committee held on September 16, 2013 be confirmed as recorded.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Kovach, Laidlaw and Wettstein (5)  
VOTING AGAINST: (0)*

CARRIED

**Consent Agenda**

The following items were extracted:

**CAFE-2013.33 2013 Efficiency Target Progress Report**  
**CAFE-2013.34 2013 Interim Investment Performance Report**  
**CAFE-2013.35 Downtown Entertainment District: Safe Semester Update**

## **Extracted Items**

### **CAFE-2013.33 2013 Efficiency Target Progress Report**

The Committee discussed the sustainability of the savings and Union participation in identifying efficiency targets.

2. Moved by Mayor Farbridge  
Seconded by Councillor Wettstein

That Finance Report FIN-13-43 "2013 Efficiency Target Progress Update", be received for information.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Kovach, Laidlaw and Wettstein (5)*

*VOTING AGAINST: (0)*

CARRIED

### **CAFE-2013.34 2013 Interim Investment Performance Report**

Mr. Al Horsman, Executive Director Finance & Enterprise advised that the City is in compliance with the Provincial Investment Portfolio Regulations and he has been advised that the media will be printing an article to correct inaccuracies relating to their story on asset back securities.

3. Moved by Councillor Kovach  
Seconded by Councillor Laidlaw

That Finance Report FIN-13-40 "2013 Interim Investment Performance Report", be received.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Kovach, Laidlaw and Wettstein (5)*

*VOTING AGAINST: (0)*

CARRIED

### **CAFE-2013.35 Downtown Entertainment District: Safe Semester Update**

Mr. Al Horsman, Executive Director Finance & Enterprise advised that Safe Semester has been a success and in light of that, exploration of bar stool tax is not necessary.

Mr. Ian Panabaker, Corporate Manager Downtown Renewal advised that staff will be reporting in November on an activation strategy for the downtown, and so it is not appropriate for a review of a bar stool tax.

Discussion ensued regarding the original resolution requesting information to come back to committee on clean up and policing costs in the downtown.

### **Main Motion**

4. Moved by Councillor Wettstein  
Seconded by Mayor Farbridge
  1. That Downtown Renewal Report FIN-DR-13-03, "Downtown Entertainment District: Safe Semester Update", dated October 15, 2013, be received.
  2. That the financial directions recommended in report FIN-DR-13-03 related to the continued financial support for the Safe Semester Project and to end further study of a Bar Stool Tax, October 15, 2013, be approved.

It was requested that the clauses be voted on separately.

### **Main Motion – Clause 1**

5. Moved by Councillor Wettstein  
Seconded by Mayor Farbridge
  1. That Downtown Renewal Report FIN-DR-13-03, "Downtown Entertainment District: Safe Semester Update", dated October 15, 2013, be received.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Kovach, Laidlaw and Wettstein (5)*  
*VOTING AGAINST: (0)*

CARRIED

### **Main Motion – Clause 2**

6. Moved by Councillor Wettstein  
Seconded by Mayor Farbridge
  2. That the financial directions recommended in report FIN-DR-13-03 related to the continued financial support for the Safe Semester Project and to end further study of a Bar Stool Tax, October 15, 2013, be approved.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Laidlaw and Wettstein (4)*  
*VOTING AGAINST: Councillor Kovach (1)*

CARRIED

### **Staff Updates and Announcements**

Mr. Al Horsman, Executive Director Finance & Enterprise advised that staff will be coming forward with a report in November on liability compliance and stranded assets.

**Adjournment** (6:15 p.m.)

7. Moved by Councillor Wettstein  
Seconded by Councillor Laidlaw

That the meeting be adjourned.

CARRIED

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Tina Agnello – Deputy Clerk

**CORPORATE ADMINISTRATION, FINANCE & ENTERPRISE COMMITTEE  
CONSENT AGENDA**

**November 12, 2013**

Members of the Corporate Administration, Finance & Enterprise 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 Corporate Administration, Finance & Enterprise Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p><b>CAFE-2013.36 COUNCIL REMUNERATION – CITIZEN REVIEW COMMITTEE</b></p> <p>That the report titled 'Council Remuneration – Citizen Review Committee', dated November 12, 2013, be received.</p>	Receive
<p><b>CAFE-2013.37 DOWNTOWN RENEWAL UPDATE &amp; GUELPH ECONOMIC INVESTMENT STRATEGY DISCUSSION</b></p> <p>That the November 12, 2013 presentation to Corporate Administration, Finance &amp; Enterprise Committee provided by Enterprise Services, titled 'Downtown Renewal Update and Guelph Economic Investment Strategy Discussion', be received.</p>	Receive

attach.

# STAFF REPORT



TO Corporate Administration, Finance and Enterprise Committee

SERVICE AREA Corporate and Human Resources

DATE November 12, 2013

**SUBJECT Council Remuneration – Citizen Review Committee**

REPORT NUMBER CHR-2013-49

## EXECUTIVE SUMMARY

### SUMMARY OF REPORT

To inform Council that Human Resources will commence the process to establish a Citizen Review Committee for the purposes of recommending Council Remuneration for the 2015-2019 Council term.

### KEY FINDINGS

- 1) That as per Council resolution #14, dated May 25, 2010, Council approved the following:
  - Guiding Principles (Appendix A) and Terms of Reference (Appendix B) used to determine Council Remuneration;
  - The comparator group for determining Council Remuneration;
  - The previous policy whereas staff will conduct a formal market review for Council every four years during the last year of the Council's term of office;
  
- 2) Citizen Review Committees are commonly used by municipalities as a means to recommend and establish Council Remuneration.

The advantages/principals of a Citizen Review Committee are:

- ensure independence and objectivity;
- be viewed as arm's length, independent and in closer alignment with public opinion;
- more likely to receive greater acceptance; and
- supports transparency in public decision-making.

### FINANCIAL IMPLICATIONS

The budget for the reimbursement of Committee Member expenses and any other incidental expenses arising from the operation of the Committee within the mandate outlined above will be funded from the Human Resources Department.



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## **ACTION REQUIRED**

Corporate Administration, Finance and Enterprise to receive for information.

## **RECOMMENDATION**

That this report be received for information.

## **BACKGROUND**

In October 2009, Council approved the establishment of a Citizen Review Committee to review and make recommendations to Council respecting Council remuneration for the 2011-2014 Council term.

Recruitment for five citizen volunteers was conducted in November/December 2009 to review the matter of compensation as it relates to public office, reflect on fiscal and corporate objectives as outlined in the Compensation Report for non-union and management staff, consider compensation adjustments supported by market data and comparable municipalities in terms of scope, size and nature of elected officials' work, review compensation data and proposals prepared by City staff, and oversee preparation and presentation of a final report and recommendations to Council for its approval.

In considering the citizen applicants, knowledge of Human Resource Management, specifically compensation and pay policies, and an understanding of the role of elected officials were considered an asset.

The Director, Human Resources and Manager, Compensation, Benefits, HRIS & Payroll provided staff support to the Citizen Review Committee, which met from the period February – April 2010.

Meetings focused on the establishment of Guiding Principles for Council Remuneration, the selection of an appropriate comparator group of municipalities based on established criteria to compare compensation practices, the establishment of an appropriate competitive position (i.e. the percentile where to situate City of Guelph Council Remuneration relative to the other municipalities within the comparator group), a review of total compensation (i.e. salary and benefits, annual compensation adjustments where applicable), a review of the recommended salaries against the Guiding Principles, and development of final recommendations as per the above matters.

The Chair of the Citizen Review Committee presented their findings and recommendations to Council and the following recommendations were approved:

*That Council approve the Guiding Principles for Council Remuneration as outlined in Appendix A;*

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*That Council approve the Municipal Comparator Group used for the purposes of determining Council Remuneration (contained in this report);*

*That Council approve the 60<sup>th</sup> percentile as the competitive position for the purpose of determining the 2011 compensation Job Rate for the Mayor and Members of Council positions;*

*That the salary for the position of Mayor for the Council term commencing 2011 be set at \$88,983.86;*

*That the salary for the position of City Councillor for the Council term commencing 2011 be set at \$29,706.39.*

*That no changes be made to the current benefits provided to the Mayor and Members of Council, including OMERS pension.*

*That the current annual method of compensation adjustments for the Mayor and Members of Council be retained (i.e. That in non-election years, the remuneration for the Mayor and Members of Council be automatically adjusted by the same percentage increase received by the City's non-union and management staff.).*

*That the current policy of conducting a formal market review for Council every four years during the last year of the Council's term of office be maintained.*

## **REPORT**

As per the above approved policy, a formal review of Council Remuneration is to take place during the last year of Council's term of office.

The use of a Citizen Review Committee has proven to be an effective and objective approach to determining Council Remuneration. The advantages of a Citizen Review Committee are that it would ensure independence and objectivity and may be viewed as arm's length, independent and in closer alignment with public opinion, therefore, more likely to receive greater acceptance. This approach also supports transparency in public decision-making.

The costs incurred would be staff time spent assisting the Committee, and providing expert assistance. Support would include the facilitation, documentation and presentation of survey results and preparation of a report to Council on the Committee's recommendations for compensation.

## **PROCESS**

1. The Clerks Department will advertise for volunteers who have an understanding of human resource management, compensation and pay practices and a knowledge of the role of Council. Human Resources will review the applications

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from interested citizens of Guelph and make recommendations to Council for the Citizen appointments.

2. The Committee will review the Guiding Principles and Terms of Reference previously approved by Council and determine if changes are required. Any such changes will be recommended to Council as part of the review of Council Remuneration.
3. Human Resources, specifically the General Manager and the Manager, Compensation, Benefits, HRIS & Payroll will provide all administrative support and will be responsible for obtaining survey data for the Committee's perusal.
4. The Committee will make a final recommendation to Council on the appropriate adjustments if required no later than May 2014.

The Council Remuneration Citizen Review Committee's work is solely for the purpose of establishing Council Remuneration. Clerks will be coming to Council with a separate report on the process to be followed should Council in the next term decide to formally embark on a review of Council composition, ward boundaries, full time vs. part time status.

## **CORPORATE STRATEGIC PLAN**

Innovation in Local Government

2.3 Ensure accountability, transparency and engagement

## **DEPARTMENTAL CONSULTATION**

Clerks Department has been consulted regarding the process for establishing the Citizen Review Committee.

## **COMMUNICATIONS**

The Clerk's Department will advertise in local media and community agencies as per usual practice to recruit for the Citizen Review Committee.

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## ATTACHMENTS

**Appendix A: Terms of Reference**  
**Appendix B: Guiding Principles**

### Report Author

Lynne MacIntyre  
Manager, Compensation, Benefits, HRIS & Payroll

"original signed by David Godwaldt"

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#### Approved By

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"original signed by Mark Amorosi"

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#### Recommended By

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## Appendix A:

### CITY OF GUELPH

### REVIEW OF COUNCILLORS' REMUNERATION

### TERMS OF REFERENCE

#### PURPOSE:

To appoint a Citizens' Committee to review and establish Elected Officials remuneration

#### ACCOUNTABILITIES:

Supported by Compensation division of Human resources, the Committee will provide recommendations on base compensation for Elected Officials.

In developing its recommendations, the Committee will recognize that benefits currently provided to Elected Officials constitute an integral part of the overall compensation package.

#### FUNCTIONS:

- Reflect on fiscal and corporate objectives as outlined in the Compensation report for non-union staff.
- Enable compensation adjustments to be made on a prudent and regular basis.
- Review data and proposals
- Oversee preparation and presentation of a final report and recommendations to Council for its approval

#### MEMBERSHIP:

The Committee will consist of 5 members selected from the community, based on expressions of interest solicited by placing an advertisement in Guelph's local newspaper. The Chair of the Committee will be chosen by the members at its first meeting.

Members of the Committee will undertake to attend each meeting as required and the Committee will remain in force until Council approves recommendations on these matters, or such time as the Committee is formally disbanded.

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In the event a member is unable or unwilling to continue to serve, a replacement will be appointed by the City Clerk from the expressions of interest previously received. The members of the Committee, including the Chair, shall serve in a volunteer capacity only with no remuneration other than for reasonable expenses incurred by attending meetings.

## **TIMEFRAME:**

The Committee will be established by November 30<sup>th</sup>, 2013 and will make its recommendations in respect of compensation for elected officials by February 22, 2010

## **FINANCIAL AND ADMINISTRATIVE:**

The budget for the reimbursement of Committee Member expenses and any other incidental expenses arising from the operation of the Committee within the mandate outlined above will be funded from the Human Resources Department.

## **Guiding Principles to Council Remuneration**

The philosophy is to base the compensation for Members of Council on realistic standards so that elected officials of the city may be compensated according to their roles and responsibilities.

Compensation plan that ...

- Is fair and reasonable and will attract a diverse and representative pool of candidates from Guelph residents wishing to seek election to Council but also be seen as fair by tax payers;
- Recognizes that the work of the mayor and council is demanding and important and as such they should be appropriately compensated;
- Recognizes the complexity, responsibilities, time commitments and accountabilities associated with the role of Mayor and Council;
- Is aligned to the 60<sup>th</sup> percentile (similar to the City's non-union employees) of the comparator group and is appropriate for the average full-time earnings within the community;
- Applies an appropriate ratio between the role of a part-time councillor and that of a full-time mayor;
- Must demonstrate fiscal responsibility and align to the Strategic Plan for the City of Guelph.