



**Minutes of Guelph City Council  
Held in the Council Chambers, Guelph City Hall on  
Monday September 30, 2013 at 6:00 p.m.**

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**Attendance**

Council: Mayor Farbridge  
Councillor B. Bell  
Councillor T. Dennis  
Councillor I. Findlay  
Councillor J. Furfaro  
Councillor Guthrie  
Councillor Hofland  
Councillor G. Kovach (arrived at 6:10 pm)  
Councillor M. Laidlaw  
Councillor L. Piper  
Councillor A. Van Hellemond  
Councillor K. Wettstein

Absent: Councillor Burcher

Staff: Ms. A. Pappert, Chief Administrative Officer  
Mr. M. Amorosi, Executive Director, Corporate & Human Resources  
Mr. D. Thomson, Executive Director, Community & Social Services  
Mr. A. Horsman, Executive Director, Finance & Enterprise  
Ms. J. Laird, Executive Director, Planning & Building, Engineering and Environment  
Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services  
Ms. C. Clack, General Manager Culture & Tourism  
Mr. B. Labelle, City Clerk  
Ms. J. Sweeney, Council Committee Coordinator

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**Call to Order (6:00 p.m.)**

Mayor Farbridge called the meeting to order.

**Authority to Resolve into a Closed Meeting of Council**

1. Moved by Councillor Hofland  
Seconded by Councillor Dennis

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) and (c) of the *Municipal Act* with respect to personal matters about identifiable individuals and proposed or pending acquisition or disposition of land.

CARRIED

**Closed Meeting (6:01 p.m.)**

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

There were no disclosures.

The following matters were considered:

**C.2013.21 Report of the Community & Social Services Committee – Tourism RFP Update**

**C.2013.22 Report of the Planning & Building, Engineering and Environment Committee – Proposed or Pending Acquisition or Disposition of Land**

**Rise from Closed Meeting (6:17 p.m.)**

*Council recessed.*

**Open Meeting** (7:00 p.m.)

Mayor Farbridge called the meeting to order.

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

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Councillor Wettstein  
Seconded by Councillor Piper

That the minutes of the Council Meeting held on July 29 and September 9, 2013 and the minutes of the Closed Meeting of Council held July 29 and September 9, 2013 be confirmed as recorded.

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

*VOTING AGAINST: (0)*

CARRIED

**Consent Reports**

**Audit Committee Fourth Consent Report**

Councillor Guthrie presented the Audit Committee Fourth Consent Report.

2. Moved by Councillor Guthrie  
Seconded by Councillor Piper

That the September 30, 2013 Audit Committee Fourth Consent Report as identified below, be adopted:

**AUD-2013.13 Outstanding Motions of the Audit Committee**

1. That report FIN-13-34 dated September 18, 2013, regarding outstanding motions of the Audit Committee, be received.

2. That the six motions marked as "Completed" or "Addressed", previously passed by the Audit Committee of Council, be removed from the outstanding motion list, based on reasons provided.

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

*VOTING AGAINST: (0)*

CARRIED

### **Closed Meeting of Council Fifth Consent Report**

3. Moved by Councillor Findlay  
Seconded by Councillor Dennis

That the September 30, 2013 Closed Meeting of Council Fifth Consent Report as identified below, be adopted:

#### **CMC-2013.6 Citizen Appointments to the Community Wellbeing Grant Allocation Panel**

That Jason Blokhuis, Jennifer Gazzola, Alison Govier, E. Lin Grist, Bruce Mackenzie, Lorna Schwartzenruber, Morris Twist and Sally Wismer be appointed to the Community Wellbeing Grant Allocation Panel for a two year term ending November 30, 2015.

#### **CMC-2013.7 Citizen Appointments to Water Supply Master Plan Community Liaison Committee**

That Glenn Anderson, Bill Banks, Bob Carter, Peter Chisholm, Steve Chomye, Mike Darmon, Brady Deaton, Gordon Flewelling, Kim Gutt, Ken Hammill, Dave Klassen, Angela Kroetsch, John Pawley, Janet Roy, Jeremy Shute, Wayne Stokley, Chris White and Andrea Williams be appointed to the Water Supply Master Plan Community Liaison Committee for a term of the mandate of the committee.

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

*VOTING AGAINST: (0)*

CARRIED

### **Community & Social Services Committee Seventh Consent Report**

The following item was extracted:

#### **CSS-2013.22 Wilson Farm Park – Farmhouse**

#### **Balance of Community & Social Services Committee Consent Items**

Councillor Dennis presented the balance of the Community & Social Services Committee Seventh Consent Report.

4. Moved by Councillor Dennis  
Seconded by Councillor Van Hellemond

That the balance of the September 30, 2013 Community & Social Services Committee Seventh Consent Report as identified below, be adopted:

**CSS-2013.24 Guelph Civic Museum Phase 2 Landscaping**

1. That the September 17, 2013 report entitled "Guelph Civic Museum Phase 2 Landscaping" be received for information.
2. That Council approves the expenditure of up to \$50,000 in 2013 of the existing \$250,000 in donations collected towards Capital Project MU0017, in order to do a revised design, site plan and costing for the Phase 2 landscaping at Guelph Civic Museum.

**CSS-2013.25 The Elliott Business Case Scope**

1. That the elements of the business case outlined in the report to designate The Elliott as the City's municipal long-term care home be approved.
2. That staff be directed to allocate \$80,000 from the Social Services Reserve towards the cost of conducting an operational review and building condition assessment of The Elliott to support the development of the City's business case to the Ministry of Health and Long-Term Care to designate The Elliott as the City's municipal long-term care home.

**CSS-2013.26 Tourism Services RFP Update**

1. That Committee and Council endorse the staff recommendation to proceed with conducting an operational review of Tourism Services, utilizing existing budget resources from within the 2013 Tourism operating budget.
2. That Committee and Council agrees to the filling of the position of Supervisor of Tourism Services on a temporary contract basis.
3. That staff be directed to report back no later than the end of Q2 2014 on the results of the Strategic Review of Tourism Services.

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

*VOTING AGAINST: (0)*

CARRIED

**Corporate Administration, Finance & Enterprise Committee Seventh Consent Report**

The following item was extracted:

**CAFE-2013.32 Disposition and Redevelopment of Property Framework 200  
Beverly Street, Guelph, Ontario (former IMICO Site)**

## **Governance Committee Third Consent Report**

The following item was extracted:

**GOV-2013.16      Final Proposed Terms of Reference for City Council and Standing Committees**

**GOV-2013.15      Downtown Guelph Business Association – **withdrawn****

### **Balance of Governance Committee Consent Items**

Mayor Farbridge presented the balance of the Governance Committee Third Consent Report.

5.      Moved by Councillor Findlay  
          Seconded by Councillor Piper

That the balance of the September 30, 2013 Governance Committee Third Consent Report as identified below, be adopted:

**GOV-2013.13      Citizen Appointment Policy and Advisory Committee Meeting Procedures**

1. That the Citizen Appointment Policy be amended to allow residents over the age of 16 years to be members of Advisory Committees.
2. That the Citizen Appointment Policy, as amended, and the Advisory Committee Meeting Procedures attached hereto be approved and circulated to the Liaisons for all City Advisory Committees and Agencies, Boards, Commissions/Committees.

**GOV-2013.14      Document Execution By-law**

1.      That the Document Execution By-law attached hereto be approved.

**GOV-2013.17      Information Flow Protocol**

1. That CAO-C-1305 Information Flow Protocol report be received.
2. That the Information Flow Protocol as attached to Report #CAO-C-1305 be approved by Guelph City Council.

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

*VOTING AGAINST: (0)*

CARRIED

## **Operations, Transit & Emergency Services Committee Fifth Consent Report**

That the following items were extracted:

**OTES-2013.26      Sidewalk & Sign Inspection Program – Update**

**OTES-2013.27 Traffic Investigations Work Plan - Update**

**Planning & Building, Engineering and Environment Committee Seventh Consent Report**

Councillor Piper presented the Planning & Building, Engineering and Environment Committee Seventh Consent Report.

6. Moved by Councillor Piper  
Seconded by Councillor Guthrie

That the September 30, 2013 Planning & Building, Engineering and Environment Committee Seventh Consent Report as identified below, be adopted:

**PBEE-2013.30 Sign By-law Variance for 728 Victoria Road South (Pidel Homes)**

1. That Planning, Building, Engineering and Environment Report dated September 10, 2013, regarding a Sign By-law variance for 728 Victoria Road South, be received.
2. That, the request for a variance from the Sign By-law for 728 Victoria Road South to permit a freestanding sign with a height of 4.36 metres and an area of 8.8 m<sup>2</sup> with a setback of a minimum of 1 metre; be approved.

**PBEE-2013.31 York Trunk Sewer and Paisley-Clythe Feedermain: Recycled Water Distribution System and Edinburgh Road Trail Underpass**

1. That a Recycled Water Distribution System and an Edinburgh Road Trail Underpass not be included within the scope of final design and construction of the York Trunk Sewer and Paisley-Clythe Feedermain project.
2. That staff review the proposed business case and timing for implementation of a proposed Recycled Water Distribution System as part of future master plan updates such as the ongoing update to the City's Water Supply Master Plan, Wastewater Treatment Master Plan, Water and Wastewater Servicing Master Plan and Water Conservation and Efficiency Plan.
3. That staff review the proposed timing for implementation of an Edinburgh Road Trail Underpass or alternative trail connection in conjunction with the future reconstruction of the Edinburgh Road bridge.

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

*VOTING AGAINST: (0)*

CARRIED

**Council Consent Agenda**

7. Moved by Councillor Kovach  
Seconded by Councillor Piper

That September 30, 2013 Consent Agenda as identified below, be adopted:

**CON-2013.26      WWTP Process Operation Centre – Contract No. 13-052**

That the tender of Devlan Construction Ltd., Guelph, ON be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract No. 13-052 for the Guelph WWTP Process Operation Centre including Process Operation Centre building, fleet storage building and landscape work for a total tendered price of \$5,774,300 (incl. 13% HST) with actual payment to be made in accordance with the terms of the contract.

**CON-2013.27      Award Contract 13-032: Conventional and Mobility Transit: Transit Technology System**

1. That Council award Contract 13-032 to Trapeze Group, on the recommendation of the Executive Director of Operations, Transit and Emergency Services and City Solicitor.
2. That Council approve the reallocation of Capital funds as outlined in the report.

**CON-2013.28      Standard & Poor's Credit Rating**

That Finance Report titled "FIN-13-41 Standard & Poor's Credit Rating" be received for information.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein (12)*  
*VOTING AGAINST: (0)*

CARRIED

**Extracted Items**

**Delegations**

**CSS-2013.22      Wilson Farm Park – Farmhouse**

Mr. Brian Holstein stated that Wilson farmhouse is a heritage issue and makes it a concern for the entire City. He questioned who advised the residents that the house would form part of a park and urged Council to protect the heritage of the City.

Ms. Susan Watson expressed concern with the financial costs of demolishing the farmhouse and suggested that all avenues of innovative funding had not been explored to restore the house. She suggested that the needs of the neighbourhood park are met and that the farmhouse should be preserved.

Miss Madeleine Digby, Trillium Waldorf School student, suggested that Council should vote against demolition and instead sell the house to the individual who wants to use the house for her residence and to operate a day care.

Miss Malkah McNeill, Trillium Waldorf School student, advised of a petition she began in her school and surrounding neighbourhood to support preservation of the farmhouse.

Dr. Mary Tivy, Heritage Guelph, expressed concern with the staff recommendation alleging that Heritage Guelph was not consulted despite the property being City owned and under consideration for designation. She requested that Council heed the recommendation of the Heritage Conservation Review Board and the City's policies and guidelines and protect the farmhouse.

Ms. Daphne Wainman-Wood requested that Council consider Option 1 of the staff report to designate, sever and sell the farmhouse. She expressed concern that demolition of the structure would be setting a negative precedent.

Ms. Marcia Santen suggested that the City conduct a survey and find a community use for the farmhouse.

Mr. Paul Ross on behalf of the Architectural Conservancy of Ontario, advised that the purpose of the conservancy is to assist in preserving heritage buildings. He requested that the City engage the community to find a community use for the farmhouse.

Ms. Susan Watson spoke on behalf of Susan Ratcliffe who suggested that the residents should be engaged with respect to developing a community use for the property or lease it to another organization. She expressed concern that if the house is demolished it will be setting a dangerous precedent for future developments with heritage structures.

Ms. Marie Martinez was not present.

Mr. Dennis Galon spoke on behalf of Stacy Collison who has offered to purchase the property for her family's personal use and operation of a day care.

Ms. Acacia Newell suggested that much could be done with the farmhouse and does not support the demolition.

Mel Newell was not present

Ms. Catherine Kormendy stated that potential uses need to be investigated before deciding on demolition.

Ms. Arlene Kamo was present on behalf of Trillium Waldorf School and requested that Council conduct public consultation on a community use.

Ms. Shauna McCabe advised that she would like to see the farmhouse used as a community centre.

Ms. Lynda Wheelhouse was not present

Ms. Cynthia Weijs expressed concern with demolition costs and the need to establish a process to investigate future uses for the farmhouse. She advised that there is a lot of parkland and trails in the neighbourhood and the City could plant large trees to provide shade.

Mr. Dennis Galon requested that Council conduct a city-wide consultation process and issue a new expression of interest request.



Mr. Ben Bennett suggested that the community and the city work together on a community solution. He expressed concern that if Council votes to demolish the farmhouse, that the matter will end up at an Ontario Municipal Board hearing which would be expensive.

Dr. David Snider of Northern Heights, was in support of the staff recommendation to withdraw the notice of intention to designate and demolish the Wilson farmhouse as there are no public funds available and no viable use has been found for the farmhouse.

Mr. James Gordon urged Council to conduct proper community consultation and not rush into demolishing the farmhouse. He stated that Council should honour the City's Official Plan and listen to the heritage experts and be open to new ideas for the preservation and use of the farmhouse.

Ms. Michelle Sperle spoke in support of staff's recommendation to demolish the Wilson farmhouse. She expressed concern that if the property is severed and sold the value of her family's residence would be impacted and traffic would increase depending on the farmhouse use.

Ms. Krista Calder a neighbourhood resident, stated she agrees with the staff recommendation for demolition and adding the land to the park.

Ms. April Dickin stated she is supportive of the demolition of the house and adding the property to the park. She expressed concern that if the property is sold, the City would have no control over its future use.

Ms. Betty Macgregor advised that seniors living in the area are limited to places they can walk and the only shaded location is the Wilson farmhouse. She urged Council to support the staff recommendation and demolish the house and add the land to the park.

Ms. Pat Pryor a Northern Heights resident, advised that she purchased her home as she was advised the subject land would be a park. She suggested that the time to determine the fate of the farmhouse was before subdivision and site plan approval. She urged Council to adopt the staff recommendation.

Mr. Dennis Blackmore withdrew his delegation.

Mr. Derek Higdon and area resident, advised of his support of the staff recommendation. He said that the basement of the farmhouse is not worth repairing. He suggested that the heritage features inside the farmhouse are gone.

Mr. Mike Lackowicz of Northern Heights, endorsed staff's recommendation to demolish the farmhouse. He suggested that the designation criteria is weak and the farmhouse is not of heritage significance to the community.

Mr. David Dorion resident of the area, expressed concern with the heritage designation scoring system and sated that higher standards are needed for the designation of single residential family homes. He advised of his support for the demolition of the farmhouse.

Mr. Frank Barber resident of the Northern Heights advised that they had prepared and circulated a survey in the neighbourhood and the majority of respondents supported the demolition of the farmhouse.

## Main Motion #1

8. Moved by Councillor Van Hellemond  
Seconded by Councillor Guthrie

1. That Council withdraw the Notice of Intention to Designate the property known as 80 Simmonds Drive with Section 29 (14) of the *Ontario Heritage Act*.
2. That once the Notice of Intention to Designate has been withdrawn, the farmhouse be demolished, while documenting and salvaging, where possible, significant architectural and heritage features to the satisfaction of the City's Senior Heritage Planner.
3. That the existing walnut trees be protected, prior to and during demolition, by fencing to define a Tree Protection zone beyond the dripline of the trees.
4. That the land area surrounding the farmhouse be retained as parkland and that Park staff integrate the parcel into the Wilson Farm Park master plan.

## Amendment #1 to Main Motion

9. Moved by Councillor Dennis  
Seconded by Councillor Findlay

**That the Wilson farmhouse be put on the market for a period of no longer than 180 days to obtain expressions of intent for the purpose to designate, sever and sell,**

That staff investigate the appropriate zoning that would permit residential use,

Whereas the expression of intent to sever and sale must include preservation of the identified historic attributes identified features; and,

Whereas the expression of intent to sever and sell and zoning amendment must be for a single residential or community use purpose or relocation of the heritage asset at no cost to the city; and,

Whereas if there are no satisfactory expressions of intent to purchase or relocate, that the farmhouse be demolished as recommended in the Community & Social Services staff report CSS-PR-1335.

*VOTING IN FAVOUR: Councillors Dennis, Findlay, Hofland, Laidlaw, Piper and Wettstein (6)*

*VOTING AGAINST: Mayor Farbridge, Councillor Bell, Furfaro, Guthrie, Kovach and Van Hellemond (6)*

TIE VOTE - DEFEATED

### Referral Motion

10. Moved by Councillor Wettstein  
Seconded by Councillor Laidlaw

That the matter of the demolition of the Wilson Farmhouse be referred to staff for 90 days to issue a request for expressions of interest.

### Amendment #1 to Referral Motion

11. Moved by Councillor Piper  
Seconded by Councillor Hofland

That the expression of interest include the option of removing and relocating the farmhouse at no cost to the City.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Hofland, Kovach, Laidlaw, Piper and Wettstein (9)*

*VOTING AGAINST: Councillors Furfaro, Guthrie and Van Hellemond (3)*

CARRIED

### Amendment #2 to Referral Motion

12. Moved by Councillor Bell  
Seconded by Councillor Findlay

That the request for expressions of interest be limited to community use.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Van Hellemond (4)*

*VOTING AGAINST: Councillors Dennis, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper and Wettstein (8)*

DEFEATED

### Referral Motion as Amended

13. Moved by Councillor Wettstein  
Seconded by Councillor Laidlaw

That the matter of the demolition of the Wilson Farmhouse be referred to staff for 90 days to issue a request for expressions of interest, **including the option of removal and relocation of the farmhouse at no cost to the City.**

*VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Wettstein (5)*

*VOTING AGAINST: Mayor Farbridge, Councillors Bell, Dennis, Furfaro, Guthrie, Kovach, and Van Hellemond (7)*

DEFEATED

### Procedural Motion to Extend Beyond 11:00 p.m.

14. Moved by Councillor Findlay  
Seconded by Councillor Piper

That the Procedural By-law be suspended to allow Council to continue beyond 11:00 p.m.

CARRIED

### **Amendment #2 to Main Motion**

15. Moved by Councillor Piper  
Seconded by Councillor Dennis

That prior to the issuance of a demolition permit, the Wilson Farmhouse be listed for a period of 60 days for the purpose of removal and relocation of the house to an alternate site.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Hofland, Laidlaw, Piper and Wettstein (8)*

*VOTING AGAINST: Councillors Furfaro, Guthrie, Kovach, Van Hellemond (4)*

CARRIED

### **Main Motion as Amended**

16. Moved by Councillor Van Hellemond  
Seconded by Councillor Guthrie

- 1. That prior to the issuance of a demolition permit, the Wilson Farmhouse be listed for a period of 60 days for the purpose of removal and relocation of the house to an alternate site.**
2. **If unsuccessful after this period**, that Council withdraw the Notice of Intention to Designate the property known as 80 Simmonds Drive with Section 29 (14) of the *Ontario Heritage Act*.
3. That once the Notice of Intention to Designate has been withdrawn, the farmhouse be demolished, while documenting and salvaging, where possible, significant architectural and heritage features to the satisfaction of the City's Senior Heritage Planner.
4. That the existing walnut trees be protected, prior to and during demolition, by fencing to define a Tree Protection zone beyond the dripline of the trees.
5. That the land area surrounding the farmhouse be retained as parkland and that Park staff integrate the parcel into the Wilson Farm Park master plan.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Furfaro, Guthrie, Kovach, and Van Hellemond (6)*

*VOTING AGAINST: Councillors Dennis, Findlay, Hofland, Laidlaw, Piper and Wettstein (6)*

TIE VOTE - DEFEATED

## Deferral Motion

17. Moved by Councillor Laidlaw  
Seconded by Councillor Hofland

That the matter of the Wilson Farmhouse be deferred to the October 28, 2013 Council meeting.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Findlay, Hofland, Laidlaw, Van Hellemond and Wettstein (6)*

*VOTING AGAINST: Councillors Bell, Dennis, Furfaro, Guthrie, Kovach, Piper (6)*

TIE VOTE - DEFEATED

## Main Motion #2

18. Moved by Councillor Kovach  
Seconded by Councillor Bell

That staff be directed to put out for 30 days, the option for someone to express a desire to relocate the house at no cost to the City, and if the request is not successful the City proceed with the demolition of the Farmhouse and that staff investigate a feature that would serve as an appropriate commemoration to it.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Furfaro, Guthrie, Kovach and Van Hellemond (6)*

*VOTING AGAINST: Councillors Dennis, Findlay, Hofland, Laidlaw, Piper and Wettstein (6)*

TIE VOTE - DEFEATED

## Main Motion #3

19. Moved by Councillor Piper  
Seconded by Councillor Laidlaw

1. Whereas a great deal has been learned from the failed conservation of the Wilson Farmhouse.
2. That the matter of appropriate funding for the maintenance and conservation of heritage resources in City ownership be referred to the 2014 capital budget process.
3. That the matter of the appropriate commemoration of heritage sites throughout the City be referred to Heritage Guelph for review and a recommendation to come back to PBEE.
4. That Council seek the advice of Heritage Guelph, in consultation with the Senior Heritage Planner or delegate, research best practices in Ontario for municipal heritage marker/plaque programs as part of its review.

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

*VOTING AGAINST: (0)*

CARRIED

## Reconsideration Motion

*This motion was introduced at the leave of Council.*

20. Moved by Councillor Piper  
Seconded by Councillor Laidlaw

That the following motion be reconsidered:

That the matter of the Wilson Farmhouse be deferred to the October 28, 2013 Council meeting.

*VOTING IN FAVOUR: Councillors Findlay, Hofland, Laidlaw, Piper and Wettstein (5)*

*VOTING AGAINST: Mayor Farbridge, Councillors Bell, Dennis, Furfaro, Guthrie, Kovach and Van Hellemond (7)*

DEFEATED

Councillor Kovach retired from the meeting at 11:35 p.m.

21. Moved by Councillor Findlay  
Seconded by Councillor Hofland

That the Procedural By-law be suspended to allow Council to continue beyond midnight.

CARRIED

## **CAFE-2013.32      Disposition and Redevelopment of Property Framework 200 Beverley Street, Guelph, Ontario (former IMICO Site)**

Mr. Dennis Galon expressed concern with the property's contamination and the spreading ground water contamination. He urged Council to support the staff recommendation.

### **Main Motion**

22. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

1. That Council receive report FIN-ED-13-05.
2. That Council direct staff to proceed with the process to attract an investor that will acquire and redevelop 200 Beverley Street as described in report FIN-ED-13-05.
3. That Council direct staff to report back at the key milestones outlined in report FIN-ED-13-05 regarding the status of the process to attract an investor that will acquire and redevelop 200 Beverley Street.

### **Amendment**

23. Moved by Councillor Furfaro  
Seconded by Councillor Bell

That Council consider the following funding in the 2014 budget deliberations:

1. That a Strategic Real Estate Reserve Fund be established for the IMICO property through the 2014 budget process.
2. That the Reserve be funded with an initial contribution of a minimum of \$250,000 in 2014 be considered and subsequent contributions be assessed and approved by Council through the creation of a detailed business case.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: (0)*

CARRIED

### **Main Motion as Amended**

24. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

1. That Council receive report FIN-ED-13-05.
2. That Council direct staff to proceed with the process to attract an investor that will acquire and redevelop 200 Beverley Street as described in report FIN-ED-13-05.
- 3. That a Strategic Real Estate Reserve Fund be established for the IMICO property through the 2014 budget process.**
- 4. That the Reserve be funded with an initial contribution of a minimum of \$250,000 in 2014 be considered and subsequent contributions be assessed and approved by Council through the creation of a detailed business case.**
5. That Council direct staff to report back at the key milestones outlined in report FIN-ED-13-05 regarding the status of the process to attract an investor that will acquire and redevelop 200 Beverley Street.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: (0)*

CARRIED

### **Councillor Bell's notice of motion for which notice was given July 29, 2013 with respect to a Condominium Advisory Committee**

Ms. Sande MacEachern spoke on behalf of Fair Tax Campaign-Guelph and advised that additional signatures have been collected to the petition submitted to the July 15<sup>th</sup>, 2013 Corporate Administration, Finance & Enterprise Committee meeting. She stated that solid waste collection is the first issue condominium owners would like addressed and that she supports Councillor Bell's motion.

Ms. Catharine Murray spoke on behalf of Fair Tax Campaign-Guelph and advised of the difficulties some condominiums have related to the City's waste cart pickup. She stated that

other municipalities provide rebates to condominiums for municipal services they do not receive.

Ms. Echo Oliver was present on behalf of Fair Tax Campaign-Guelph and expressed concern that the design of condominiums do not consider the provision for City services.

Mr. Cavan Acheson spoke on behalf of Fair Tax Campaign-Guelph and urged Council to approve the formation of a Condominium Advisory Committee. He outlined services that condominiums pay for as part of their condo fees in addition to City taxes.

Mr. Ted Pritchard representing Fair Tax Campaign-Guelph expressed support for Councillor Bell's motion for the formation of a Condominium Advisory Committee. He stated that condominium owners are looking for fairness from the inclusion of City services for return of tax dollars.

25. Moved by Councillor Bell  
Seconded by Councillor Van Hellemond

1. Whereas over 1,200 tax-paying condominium owners have petitioned Council to provide more fairness in delivery of municipal services and representatives have urged formation of a "Condominium Advisory Committee";
2. Whereas an existing goal of the current Solid Waste Master Plan is to increase diversion from landfills;
3. Whereas an Advisory Committee with a mandate to increase the collection of "three-stream waste" from condominiums and multi-residential would assist in meeting that goal;
4. That the matter of increasing three-stream waste collection from condominiums and multi-residential dwellings be referred to the Planning & Building, Engineering and Environment Committee for consideration of the formation of an Advisory Committee.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: (0)*

CARRIED

**GOV-2013.16 Final Proposed Terms of Reference for City Council and Standing Committees**

*At the leave of Council, the Mayor presented the motion with an amendment.*

26. Moved by Councillor Findlay  
Seconded by Councillor Dennis

1. That the Terms of Reference for City Council attached hereto as ATT-1, be approved.
2. **That the Committee meeting agendas shall be the responsibility of the Chair and the Executive Director working in collaboration.**



3. That the Terms of Reference for City Council's Standing Committees attached hereto as ATT-2, **as amended**, be approved.
4. That the necessary amendments to the Procedural By-law provided for in the Amending By-law attached hereto as Att-3, be approved.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: (0)*

CARRIED

### **OTES-2013.26 Sidewalk & Sign Inspection Program – Updates**

*At the leave of Council, Councillor Findlay presented the motion with an amendment.*

27. Moved by Councillor Findlay  
Seconded by Councillor Dennis
  1. That the Operations, Transit & Emergency Services Committee report OTES091324, Sidewalk & Sign Inspection Programs – Update, dated September 10, 2013 be received.
  2. That staff consider an alternate method to marking sidewalk discontinuities that meets regulatory compliance and reduces visual impact.
  3. That sidewalk discontinuity per kilometer be included as a key performance indicator in the Public Works Annual Report.
  4. That staff report back in 2014 with a funding strategy to close the gap on sidewalk infrastructure maintenance.
  5. That Council requests the Province of Ontario to establish an infrastructure funding program for sidewalk maintenance to support the goals of the legislation and assist municipalities close the gap on sidewalk infrastructure repairs.
  - 6. That this resolution be forwarded to the Council approved comparator municipalities for endorsement.**

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: (0)*

CARRIED

### **OTES-2013.27 Traffic Investigations Work Plan – Update**

## Main Motion

28. Moved by Councillor Findlay  
Seconded by Councillor Furfaro
1. That the Operations, Transit & Emergency Services committee report OTES091325 Traffic Investigations Work Plan – Update be received.
  2. That staff immediately address Council's outstanding resolution to reduce the speed limit in all school zones to 40 km/hr.
  3. That the financial implications of this motion be addressed through the 2014 budget.
  4. That staff review available data around the new school zone speed limit in the second quarter of 2014 to determine level of public compliance

## Amendment

29. Moved by Councillor Furfaro  
Seconded by Councillor Guthrie
1. That 30 km/h speed zones be established in front of elementary schools located on all two lane roadways.
  2. That 40 km/h speed zones be established in front of elementary schools located on all four lane roadways.
  3. That all school speed zones be in effect only when children are walking to and from schools.
  4. That funding to create school speed zones be considered during the 2014 Operating Budget deliberations.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)

VOTING AGAINST: (0)

CARRIED

## Main Motion as Amended

30. Moved by Councillor Findlay  
Seconded by Councillor Guthrie
1. That the Operations, Transit & Emergency Services committee report OTES091325 Traffic Investigations Work Plan – Update be received.
  - 2. That 30 km/h speed zones be established in front of elementary schools located on all two lane roadways.**
  - 3. That 40 km/h speed zones be established in front of elementary schools located on all four lane roadways.**

4. **That all school speed zones be in effect only when children are walking to and from schools.**
5. **That funding to create school speed zones be considered during the 2014 Operating Budget deliberations.**
6. That the financial implications of this motion be addressed through the 2014 budget.
7. That staff review available data around the new school zone speed limit in the second quarter of 2014 to determine level of public compliance.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: (0)*

CARRIED

**Councillor Bell's notice of motion for which notice was given July 29, 2013 with respect to Energy from Waste.**

31. Moved by Councillor Bell  
Seconded by Councillor Furfaro
  1. That the following motion be referred to the Planning & Building, Engineering and Environment Committee for consideration:
  2. That Solid Waste Resources staff include a \$100,000 expansion in the 2014 Operating Budget being submitted for Council's consideration to accommodate the marginal cost increase to dispose of Guelph's non contractually committed residual waste at an Energy from Waste (EFW) facility rather than at a landfill.
  3. That Council's decision be made during the approval of the 2014 Operating Budget.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay, Furfaro, Guthrie, Hofland, Van Hellemond and Wettstein (8)*

*VOTING AGAINST: Councillors Dennis, Laidlaw and Piper (3)*

CARRIED

**By-laws**

32. Moved by Councillor Furfaro  
Seconded by Councillor Hofland

That By-laws Numbered (2013)-19629 to (2013)-19644 **with the exception of By-law Number (2013)-19636**, are hereby passed.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: (0)*

CARRIED

**Notice of Motion**

Councillor Piper advised that she will be bringing forward a notice of motion at a future meeting on the future of the Wilson farmhouse.

**Adjournment** (12:41 a.m., Tuesday October, 2013)

33. Moved by Councillor Guthrie  
Seconded by Councillor Hofland

That the meeting be adjourned.

CARRIED

*Minutes to be confirmed on October 28, 2013.*

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Mayor Farbridge

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City Clerk

# CORPORATE POLICY AND PROCEDURE



POLICY	<b>Citizen Appointment Policy</b>
CATEGORY	Corporate
AUTHORITY	City Clerks Office, Corporate and Human Resources
RELATED PROCEDURE	Advisory Committee Meeting Procedures
APPROVED BY	City Council
EFFECTIVE DATE	
REVISION DATE	

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## PURPOSE

To provide Advisory Committees (AC's) and Agency, Boards, Commissions/ Committees (ABC's) guidelines for establishing committees and appointing citizen members in an equitable, accountable and transparent manner.

### A. ADVISORY COMMITTEES: GENERAL

An Advisory Committee (AC) is struck by Council to provide advice pursuant to a defined mandate. They report through a specific Standing Committee and generally have a direct relationship with one City service area.

#### A-1. Establishing a New Advisory Committee

The originating department shall prepare a staff report to the appropriate Standing Committee for consideration. Final approval requires Council support. The report shall include a proposed **Terms of Reference** (Appendix A) to include:

- A link to the City's Strategic Plan
- Financial considerations
- Availability of staff resources
- Impact on other departments and/or participant areas

In addition to the above, the following shall be considered prior to proposing a new AC:

- Is the AC required by legislation/regulation?
- Is the AC's mandate relevant, achievable and/or unique?
- Is there an existing AC, other body or alternative practice that could deal with the associated objectives and/or proposed mandate?
- Is the issue of sufficient public interest and will there be support to merit the AC?

#### A-2. Changing the Terms of Reference

Amendments to the Terms of Reference of an AC requires the approval of Standing Committee and Council and shall be initiated by a staff report to address the following:

- a) The rationale for the amendment including any supporting information
- b) Any additional resources required due to the amendment
- c) A cost benefit analysis (if deemed necessary)

### **A-3. Dissolving an Advisory Committee**

Dissolution of an AC shall be initiated by a staff report to the appropriate Standing Committee and Council, which should address whether:

- a) The AC's term has expired (if applicable)
- b) The principle objectives or mandate of the AC have been met
- c) An alternative arrangement has been found to continue the work of the AC (ex. consolidation/merger with another AC)
- d) The issues involved with respect to the mandate or the legislative requirement to maintain the AC no longer exist

All Advisory committees struck by Council must be dissolved by Council resolution. Following dissolution, the AC will be designated as "inactive" and all participants will be formally thanked for their service.

The City Service Area providing support to an AC is also responsible to ensure that there is merit in continuation of the work of the AC pursuant to the Council approved mandate and Terms of Reference.

## **B. ADVISORY COMMITTEES: APPOINTMENT PROCESS**

### **B-1. Appointing Members to Advisory Committees**

Recommendations with respect to AC appointments are to be managed by the Staff Liaison. Council shall appoint each member to an AC by resolution stating the name of the appointee, the name of the AC and the term of the appointment. To encourage the broadest degree of resident involvement, Council shall consider not appointing any individual to serve concurrently on more than one AC or ABC.

### **B-2. Eligibility and Qualifications**

Applicants must be residents or owners of property in the City and at least 16 years of age or older (unless otherwise specified in the AC's Terms of Reference). To remain an active member, appointees are required to maintain their eligibility and qualifications throughout their term. City staff are not permitted to serve as members on an AC.

In addition to general eligibility requirements, the specific skills and experience for membership on each AC shall be established by way of the Terms of Reference. The following guidelines may be considered in establishing any such qualifications:

- a) Ability to perform the duties of the AC, including any complementary skills, and/or competencies
- b) Areas of specialization where required, experience, or community service

Applicants should consider whether they have a real or perceived conflict of interest in relation to the mandate of the AC prior to application, including any direct or indirect pecuniary interest with the City. Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the Nominating Panel may assess potential conflicts in its determination of whether the applicant should be considered further. Disclosure (or non-disclosure) of any such conflicts is the full responsibility of the applicant.

### **B-3. Term of Appointment**

Unless otherwise legislated, the term of appointment is generally one year for the initial appointment and a time defined thereafter in order to coincide with the existing term of Council. Acknowledging the value of experience and the need for continuity in certain

environments, incumbents who are eligible and willing to seek reappointment may signify their intent to serve a subsequent term. Unless otherwise provided for by legislation, the limit on length of service for any resident is eight consecutive years. Exceptions to this are as follows:

- a) When an insufficient number of applications have been received for an AC
- b) If a particular area of expertise is required and there are no other eligible/qualified candidates
- c) If the AC would suffer from a lack of continuity if all or the majority of members are replaced at once
- d) If to allow an appointee to serve out their term on the board of a municipal association
- e) If directly related to the Terms of Reference or mandate of the AC

Any recommendation to reappoint an incumbent who has reached eight consecutive years of service shall identify the special circumstances and recommend a waiver of the limit on length of service.

#### **B-4. Standing Committee as Nominating Panel**

Each Standing Committee will serve as the Nominating Panel to Council with respect to all ACs under their jurisdiction. The Staff Liaison is responsible to manage the appointment process and will provide the Standing Committee with a briefing note and/or presentation (if necessary) related to the recommended appointments. This information will be delivered as part of a regular Standing Committee closed meeting agenda coordinated by the City Clerk's Office pursuant to the regular agenda production processes. Recommendations from the Standing Committee with respect to proposed appointments will then be coordinated by the Clerk's Office as part of Council's regular agenda process. In most cases, Council will convene into a closed meeting in order to consider the proposed appointments then approve the final recommendations as part of the open meeting agenda.

The Standing Committee may select the successful candidates from amongst the applications or, meet to identify a short-list and determine if interviews are required or, under special circumstances, invite others to assist in supporting their consideration of applicants. If and when conducting interviews, the Nominating Panel is encouraged to use the *Interview Guide (Appendix B)*. The decision to recommend appointments to Council shall be made by members of the Standing Committee only. Council will consider the recommendations and appoint members.

#### **B-5. Stakeholders as Nominating Panels**

Where the terms of reference indicate that the interests of stakeholders are to be represented on a committee or to obtain special expertise from a professional or technical organization one or more positions may be nominated by specific interest groups. In that case, the designated special interest/stakeholder group, or professional/technical organization is invited to nominate members. The nominations shall be forwarded to the respective Standing Committee and Council for approval.

#### **B-6. Notice of Vacancy**

There are three specific occasions when recruitment occurs.

- a) Immediately after a Municipal Election
- b) Annually in the last quarter of each year
- c) As vacancies occur throughout the year

As best as practicable, the following communications measures will be used to provide public notice around AC vacancies:

- Publishing two notices of the vacancies, one week apart, in the City pages of the local newspaper
- Publishing the vacancies on the City's website as soon as practicable
- Making hard copy forms available at City facilities
- Providing announcements at Council and Standing Committee Meetings (timelines permitting)
- Communicating vacancies to the Volunteer Centre of Guelph
- Publishing as part of regularly scheduled City mail outs or newsletters (timelines permitting)
- Publishing by way of email distribution lists to any individuals or groups requested to be notified
- Publishing vacancies by way of the City's social media channels

For vacancies that occur throughout the year the vacancy will be filled in the last quarter of each year. In the event of urgency (e.g. lack of quorum) the appointment may be made from the list of previous candidates.

All notices of vacancy should describe the position broadly enough to elicit a wide response from qualified applicants as well as outline the eligibility criteria and key qualifications for the position. The notice shall also contain the name of the Committee, approximate number of meetings per year, usual meeting date/time and a brief description of the AC. It shall also specify the process for submitting applications, a deadline for receipt of applications. Where applicable, the notice should direct potential applicants to the City's web site for more detailed information on the AC.

#### **B-7. Application Process**

Application forms are available at ServiceGuelph, in City Hall and in electronic form on the City's web site, along with the notice of vacancy. Applications are to be made available in large print format upon request. Applicants may submit their completed application forms via regular mail, electronically or in person to the attention of the City Clerk.

With the exception of those applying to be members of the Accessibility Advisory Committee, all applicants must fully complete the ***Advisory Committee and Local Board Application Form*** (Appendix C1) which may be downloaded from the City website or obtained from ServiceGuelph. As there are legislative requirements regarding the membership composition of the Accessibility Advisory Committee (AAC), those applying must complete the ***AAC Advisory Committee Application Form*** (Appendix C2)

Applicants wishing to apply for more than one AC may submit their intention to do so on one application form.

#### **B-8. Incumbents**

Incumbents meeting the eligibility requirements for appointment may indicate their intention to apply for reappointment by advising the Staff Liaison and the City Clerk's Office, in writing or by way of email. In all such cases, the incumbent's initial application will be considered along with any supplemental information provided. Applications for reappointment shall be considered by the Staff Liaison prior to the solicitation of additional applications from the public at large. Following the Staff Liaison's consideration for recommendations to Committee and Council, with respect to reappointing incumbents, all remaining vacancies shall be advertised for recruitment pursuant to the above noted process. Incumbents are not guaranteed to be reappointed.



## **B-9. Communication of Appointments**

When Council approves appointments, the City Clerk shall advise all applicants in writing of the status of their applications, thanking every applicant for their interest. All applications shall be acknowledged after Council has approved the appointments recommended by the Standing Committee.

The applications of those not appointed will be kept on file for one year. Applications from those who have been appointed will be kept for 8 years or for the time period in which they continue to be a member of an AC, whichever is the greater.

## **C. ADVISORY COMMITTEES: ADMINISTRATION**

### **C-1. Meeting Procedures**

Please refer to the *Advisory Committee Meeting Procedures* (separate document) to reference the approved procedures to the governance and administrative practices relating to ACs. If matters are not provided for as part of these procedures, then the Council Procedural By-law is to serve as the guiding document as best as practicable.

### **C-2. Removal of AC Members**

Despite the approved term, all residents are appointed at the pleasure of Council and Council retains the right to replace any appointed member at any time and for any reason.

Unless otherwise specified in the Terms of Reference, if a member misses three consecutive meetings without a resolution of the Advisory committee allowing such, the appointee will be deemed to have forfeited their Advisory committee position subject to an opportunity for the member to address the Advisory committee in writing regarding their absenteeism. The staff liaison will prepare a report to the standing committee with the recommendation of the AC. Council reserves the right to make the final decision regarding ending appointments.

### **C-3. Remuneration of AC Members**

Generally, the members of the AC's serve on a voluntary basis and as such do not receive any form of remuneration. There are cases of Committees (usually those which are quasi judicial) that offer remuneration to its citizen members. In these cases the fact that they are to be remunerated, should be included in the terms of reference for the committee.

### **C-3. Roles and Responsibilities**

#### **Standing Committees:**

- To recommend appointments to Council
- To review applications and conduct interviews (as required)
- To receive advice and information from the AC either through regular annual reports or through information contained in staff reports
- To recommend striking a new AC, amending the terms of reference for an existing AC or dissolving an existing AC

#### **AC Members:**

- To elect a chair and vice chair
- To attend meetings and provide needed skill/knowledge
- To represent interests in the community
- To create working groups as required to report back to them on specific matters
- To work within their Budget (if applicable). AC's do not have the authority to commit City resources or direct the work of staff.

**AC Chair:**

- To facilitate and chair the AC meetings
- To work with the Staff Liaison to build and coordinate the AC's work plan
- To serve as a spokesperson for the AC in respect of interfacing with Standing Committee's, Council and/or the public at large

**Staff Liaison (appointed by respective Executive Director):**

- To provide orientation to new members
- To work with the chair and vice chair in order to build a work plan for the AC and develop a regular reporting process to the respective Standing Committee with respect to the performance and progress of the AC. The parameters of this should be detailed in the Advisory Committee's terms of reference (eg. annual presentation, written report etc.)
- To prepare and submit the annual schedule of meetings to the City Clerk
- To review the mandate and terms of reference of the AC prior to the end of each term of Council and be prepared to propose changes at the onset of a new term of Council if required
- To develop the content for vacancy notices
- To manage the interview and selection process and prepare necessary documentation with respect to the proposed appointment of members
- To provide administrative, secretariat and technical support to the AC including the preparation, publication and distribution of minutes and agendas
- To provide procedural and technical advice (staff liaisons do not have voting privileges)
- To incorporate input from the AC into staff reports where appropriate

**City Clerk's Office:**

- To facilitate and support the recruitment and appointment process
- Provide training, advice and support to the Staff Liaisons

**D. AGENICES, BOARDS, CORPORATIONS AND COMMISSIONS:**

Agencies, Boards, Corporations and Commissions (ABC's) are commonly established through legislation that mandates the composition whether it is elected members or resident members or both. Most ABC's have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by a provincial or federal statute.

Except as otherwise provided for by legislation, the above noted conditions with respect to AC's also apply to the ABC's with the following exceptions:

**Dissolving ABC's and Amending Terms of Reference**

The City has no authority to dissolve an ABC which is mandated by way of provincial or federal statute, nor amend the terms of reference of same. In all such cases, any such action shall be managed pursuant to the relevant legislation as amended from time to time.

**ABC's as Nominating Panels**

In some instances, nominations for appointments are made by the ABC itself, although in most cases, Standing Committees and Council must approve the proposed appointments as well as the conditions associated thereto. All such information shall be coordinated by the City Clerk's Office pursuant to regular agenda production processes.

**Appendix A**

**Advisory Committee  
Terms of Reference**



Advisory Committee Name:	
Parent Standing Committee:	
Number of Members: <i>(assumed to be citizens, indicate otherwise)</i>	
Date of Formation:	Expiration Date <i>(if applicable)</i> :
Staff Liaison Support Position:	Service Area/Department:
Meeting Frequency:	
Applicable Legislation/By-Law:	
Link to Corporate Strategic Plan:	
Frequency of Reporting to Council:	
Mandate:	
Goals/Objectives:	
Special Skills required for members:	
Budget:	

Staff Liaison Name:

Signature: \_\_\_\_\_

Executive Director Name:

Signature: \_\_\_\_\_

**Appendix B**

**Advisory Committee  
Nominating Panel  
Interview Guide**



Candidate:	
Position:	
Interviewer:	
Date:	

**Opening Criteria:**

- Provide Committee mandate/goals/objectives
- Provide Committee time commitments i.e., date and time of meetings, number of meetings
- Provide introduction and outline format of interview(s)

**Potential Questions:**

**1. Interest**

- What about this committee (or Agency/Board/Commission) most interests you?

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**2. Experience**

- What in your past experience and education relates to the work of this committee?

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**3. Skills (General) Liaison, Communication, Negotiation, Decision Making**

- Give examples of strategies you use to communicate effectively with others who have different points of view
- Please give us an example of when you have thought outside the box, what were the associated challenges?
- How do you go about making important decisions?

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**4. Skills Specific to this Position**

- What skills do you bring to the table?

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• Please explain your skills related to ..... (details to be provided by staff liaison)

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**5. Problem Solving & Conflict**

- Give an example of a difficult interaction or conflict you have had and how you dealt with it.
  - Describe a creative solution that you have developed to solve a problem.
  - How would you define a good working atmosphere?
- 
- 
- 

**6. Potential conflict of interest**

- Are you, your partner or children:
    - currently doing business with, or working as a consultant for the agency or the City?
    - have any conflict of interest direct or indirect, in outstanding litigation involving the City?
- 
- 
- 

**7. Meeting commitment**

- Are you able to attend meetings on ..... (state the time dates and locations as per the Notice of vacancy)
- 
- 
- 

**Closing:**

- Solicit questions or additional comments from the candidate
- Ask any follow up questions
- Provide candidate with a timeline to conclude interviews and make a selection decision

**Interview Synopsis:**

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**Appendix C1  
Advisory Committee  
and Local Board  
Application Form**



<b>Name:</b>
<b>Address:</b>
<b>*Home Tel:</b> <b>Fax:</b>
<b>*Business Tel:</b> <b>Email:</b>
<b>Advisory Committee(s) or Board(s) To Which You Are Seeking Appointment</b> Please list order of preference:  1. 2. 3.
<b>Are you currently a member of any other city committee/board?</b> If so, please list the name and the date of term expiry.
<b>Please list the reasons for seeking appointment to this (these) Committee(s) and other Information you feel may be helpful in considering your application.</b>
<b>Please list the skills/qualifications/knowledge you would bring to the committee position.</b>
<b>Please list prior or current community involvement or experience with the City or otherwise: (past experience is not necessarily a pre-requisite for appointment)</b>
<b>City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Eight (8) Years. Indicate Below If You Have Served On The Committee Before And If So, For How Many Years.</b>  <b>Have You Served On This Committee Before? Yes_____ No_____ No. Of Years_____</b>

Please attach any additional information such as a resume or reference letter which would assist in considering your application.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**By signing this form and if selected to be a member of a committee/board as the case may be, I agree to abide by the rules of the Committee/board and attend meetings to the best of my ability and understand that absence from meetings pursuant to the policy or the terms of reference is grounds for my removal as a member of the Committee.**

**Please return your completed application to the attention of:**

**City Clerk's Office  
City Of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1**

**or: fax to 519-837-5603  
or: email to [clerks@guelph.ca](mailto:clerks@guelph.ca)**

In order to be eligible for appointment, you must be a resident or owner of property in Guelph and 16 years of age or over.

If you would require assistance to complete this form or would like additional information, please contact the City Clerk's Office at (519) 837-5603.

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*Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.*

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Appendix C2

# APPLICATION TO CITY COUNCIL FOR APPOINTMENT TO GUELPH ACCESSIBILITY ADVISORY COMMITTEE (AAC)

Name:

Address:

\*Home Tel:

Fax:

\*Business Tel:

Email:

*\*Please note if the Phone Numbers are TTY*

**Note: The Ontarians with Disabilities Act requires that at least 50% of an Accessibility Advisory Committee be persons with disabilities. This information will be kept confidential.**

- I am a person with a disability
- I am a care-giver for a person with a disability
- I am familiar with issues facing persons with disabilities
- None of the above, but I am interested in being a member of the committee

Are you currently a member of any other City committee/board?  
If so, please list the name and the date of term expiry.

Please list the reasons for seeking appointment to this Committee and other Information you feel may be helpful in considering your application.

Please list the skills/qualifications/knowledge that you would bring to the committee position.



**COMMITTEE & COMMUNITY EXPERIENCE**

(past experience is not necessarily a pre-requisite for appointment)

List any past or current involvement with Community Advisory Committees and/or Boards beginning with the most recent first.

<b>COMMITTEE/ORGANIZATION</b>	<b>FROM</b>	<b>TO</b>
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A.

B.

C.

May we contact any of the above named organizations for reference purposes?

Yes \_\_\_ No \_\_\_

Comment:

**City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Eight (8) Years.**

Have Served On The Committee Before? Yes\_\_\_\_\_ No\_\_\_\_\_

If yes, Number of Years \_\_\_\_\_

**Please attach any additional information such as a resume or reference letter which would assist in considering your application.**

Signature:\_\_\_\_\_ Date:\_\_\_\_\_

**By signing this form and if selected to be a member of this committee I agree to abide by the rules of the committee and attend meetings to the best of my ability and understand that absence from 3 consecutive meetings is grounds for my removal as a member of the Committee**

**Please return your completed application to the attention of:**

**City Clerk's Office, City Of Guelph  
1 Carden Street, Guelph, ON N1H 3A1**

**or: fax to: 519-837-5603**

**or: email to [clerks@guelph.ca](mailto:clerks@guelph.ca)**

**In order to be eligible for appointment, you must be a resident or owner of property in Guelph, 16 years of age or over.**

**If you would like help to complete this form or would like additional information please contact the City Clerk's Office at (519) 837-5603.**

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Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.

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PROCEDURE	<b>Advisory Committee Meeting Procedures</b>
CATEGORY	Corporate
AUTHORITY	City Clerks Office, Corporate and Human Resources
RELATED POLICIES	Citizen Appointment Policy to Advisory Committees and Agency, Boards, Commissions/Committees
APPROVED BY	City Council
EFFECTIVE DATE	
REVISION DATE	

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**PURPOSE**

To provide Advisory Committees (AC's) guidelines for meeting procedures to facilitate efficient and effective decision making processes that are accountable and transparent.

**Prior to the Meeting**

**Terms of Reference:** Advisory committees must have a council approved Terms of Reference to clearly establish the mandate and objectives of the committee as well as address composition, responsibilities and operating principles. Advisory Committee Terms of Reference shall be reviewed once each term of council. If the mandate of the committee is no longer relevant or the objectives of the committee have been realized, staff are to recommend to council that the committee be dissolved.

**Annual Meeting Schedule:** An annual meeting schedule must be published.

**Public Notice:** Notice of all meetings shall be communicated by way of an agenda published at least 72 hours prior to the meeting. Best practice would be to ensure that an agenda is published a full week in advance of the meeting.

**Agendas:** Meeting agendas shall include the meeting date and place as well as a list of matters to be discussed at the meeting. It is best practice to include related materials with the agenda (in advance of the meeting) in order to afford members an opportunity to be fully prepared. It is also best practice to include any recommendations on the agenda which may need to be considered by the committee. An addendum agenda may be published to capture any correspondence received or delegations registered with respect to a matter already appearing on an agenda.

**Correspondence:** Individuals may submit written materials with respect to a matter already appearing on an agenda by the noted addendum submission deadline.

**Delegations:** An individual may register as a delegate in order to speak to a matter already appearing on an agenda. Delegates shall be given 5 minutes to speak and must pre-register with the staff liaison by the addendum submission deadline. Potential delegates must disclose some context with respect to the matter they intend to address as well as submit their name and contact information.

**Addendum Submission Deadlines:** An addendum submission deadline will be made publicly available in order to manage the submission of correspondence and the registration of delegations with respect to a matter already appearing on an agenda.

**Recruitment and Appointment of Members:** The staff liaison is responsible for ensuring a complement of members in relation to a committee's Terms of Reference which allows for a consistent quorum to be met. The Clerk's Office will support recruitment efforts by publishing recruitment ads and facilitating council's approval of the appointment recommendations provided by staff liaisons.

### **At the Meeting**

**Conflict of Interest:** Members shall consider declaring a conflict at the onset of a meeting with respect to any matter in which they may stand to financially benefit, either directly or indirectly. If disclosed, that member shall also consider refraining from participating in any related discussion and voting on the matter.

**Role of the Chair:** It is the Chair's responsibility to move the committee through the business appearing on the agenda and to call a vote when required. Questions from members and meeting attendees should be directed through the Chair who shall manage a speaker's list. When a motion is under debate, discussion should be restricted to the members of the committee and City Staff, however, the Chair may use his or her discretion to allow questions to be posed to others in attendance. It is the responsibility of the Chair to preserve order at the meeting. The Chair's ruling is final.

**Quorum:** A quorum of the advisory committee (as defined in its Terms of Reference or legislated) should be present in order to conduct the business of the committee. Generally, a quorum is a majority of all members on the committee. For example, if there are 8 members on the committee a quorum is 5 and if there are 9 members on the committee the quorum is also 5.

**Motions:** Any member may introduce a motion for the committee's consideration as long as it pertains to the matter being discussed and relates to the approved mandate and objectives of the committee. A determination as to whether a motion is in order will be made by the Chair in consultation with the staff liaison. Motions must first be moved and then seconded prior to debate. The following motions are listed in priority order:

- **Point of Order:** Debate of any motion may be interrupted if a member puts forward a point of order (a procedural question or concern). A point of order does not require a seconder and must be dealt with prior to reengaging debate on a prior motion. The Chair shall respond to a point of order and may call upon the staff liaison in order to assist.
- **Deferral Motion:** A request to defer the matter to another meeting. A motion to defer shall end the debate of a matter, and if approved, would forward a main motion (as well as any amendments which were on the table) to a subsequent meeting.
- **Amendments:** An amendment to a motion can be moved and seconded, once a main motion is introduced, and shall be voted on prior to consideration of the main motion.
- **Main Motions:** Typically, these are based on recommendations appearing as part of the meeting agenda but may also be introduced by a member in relation to a matter appearing

on an agenda. If amendments are approved to a main motion, then there must also be a vote to ratify the main motion as amended.

**Voting:** Voting shall be conducted by a show of hands from those members present including the Chair. Abstentions are not permitted. If a member is present and fails to vote the vote shall be deemed to be a vote in the negative. An affirmative vote shall be carried by a majority of those in attendance (50% + 1). A tied vote is deemed to have been defeated. Motions shall only be voted on once.

**Conduct:** In order to preserve the integrity of the committee and its members, all meeting attendees shall govern themselves so as not to disrespect, offend or limit the ability to discharge the business of the committee in an orderly and effective manner.

### **After the Meeting**

**Minutes:** Draft minutes are to be completed for each meeting and confirmed by the committee at their subsequent meeting. Minutes are not to be verbatim transcripts, they shall be high level summaries which serve to capture the spirit and intent of the conversations and debate held at each meeting. All motions as well as the members who moved and seconded them, shall be included as part of the minutes. Draft minutes can be posted to the web prior to confirmation. Council will be made aware of advisory committee minutes through publication of their Weekly Items for Information.

**Reports to Council:** Advisory Committees shall report to Council not less than once per term of Council. The report is to include key actions and a summary of items which were addressed through the committee.

## **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.

### **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.

#### **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 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**

10. Striking Committee – Council
11. Nominating Committee – Standing Committee Chairs & Mayor

### **Standing Committees**

#### Governance

12. Audit Committee
13. Governance Committee
14. 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**

15. Municipal Election Compliance Audit Committee

### **Corporations**

16. Guelph Municipal Holding Company (GMHI)
17. Guelph Junction Railway

### **Committees with Delegated Authority**

18. Committee of Adjustment
19. Appeals Committee
20. 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.

## **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.

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:

#### **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.

### 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 polices, 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.

### **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.

## 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.
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.
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 Vice Chair will be appointed by City Council for the Standing Committees of Audit, CSS, CAFE, OTES and PBEE.
4. Chairs, Vice 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.

## 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.

## 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. 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*.
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.

## **Vice Chairs**

23. 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.
24. The Chair will provide the Vice 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.
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:

#### **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 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. 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. Final committee meeting agendas shall be the responsibility of the Executive Director of the Committee working in collaboration with the Chair.
7. Approve staff reports for presentation to Committee.
8. Answer questions posed by Council members prior to Committee meetings.

### **In Committee Meetings**

9. Attend open Committee meetings and closed meetings.
10. Engage in Committee discussion and deliberation.
11. Engage in decision making at the direction of the Chair.
12. Offer opinion to Committee members in advance of, and during, Committee meetings.
13. Review written input from the public and listen to public delegations.
14. 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.
16. 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.

## **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 support preview meetings.
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. 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.

11. 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.

## Standing Committee RACI Chart

Activity	Responsible	Accountable	Consult	Inform
<b>Mandate and Charter</b>				
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
<b>Planning</b>				
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	
<b>Meetings</b>				
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	
<b>Leadership</b>				
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

## 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

**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.

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 as required	Yes in open session
Closed session	Yes	Yes	Yes		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

## **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

## **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.



## **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

## **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

## **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.
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.
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.

## **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.

#### **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.
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.