



CITY CLERK'S OFFICE 2013 ANNUAL REPORT

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INTRODUCTION

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

Departmental Organizational Structure



Report Format

This is the 4th annual report prepared by the City Clerk's Office, and this will follow the format used last year. This report is working towards a transition from statistical reporting to performance measurement, a goal which will take a few years to be fully realized. This report is divided into the following 5 Sections:

Section 1: Key Initiative Summary

2013 operationalized some key initiatives in enhancing the way the City Clerk's Office provides support to Council, the organization and the public. Staff worked towards building the foundation of an Open Government by modernizing aspects of Council's decision making process to better align them with the principles of existing legislation as well as fine-tune internal administrative processes to create efficiencies in resource and time management.

The following is a list of key accomplishments for the City Clerk's Office in 2013:

- Open Government Action Plan
- Enhanced Procedural and Governance Processes
- Meeting Management Modifications
- Records and Information Management (RIM) Program
- Access and Privacy Program
- Enhanced Marriage Services

Section 2: Dashboard and Scorecard

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

Section 3: Performance Analysis Overview

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

Section 4: 2013 and Beyond

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

Section 5: Data Tables, Charts and Graphs

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

SECTION 1: KEY INITIATIVE SUMMARY

Open Government Action Plan

In 2012, the Clerk's Office developed an Open Government Framework which was approved by Council. In 2013, phase one of the project began with respect to the development of an Open Government Action Plan (OGAP). The OGAP is intended to provide for a 5 year implementation of various initiatives designed to make it easier for residents, businesses and visitors to access City information and participate in the decision-making process. Another key objective of the OGAP is to engage and empower the community in order to support innovation and problem solving to common challenges. In 2013, phase one of the project commenced, a current assessment including a best practices review, policy review, organizational environmental scan, community scan as well as pre-consultation with community stakeholders. In 2014, the City will work as a platform to co-produce the OGAP with the community, present it to Council for approval and begin early implementation.

Enhanced Procedural and Governance Processes

The Clerk's office operationalized an agenda production cycle which focused on the publication of agendas approximately two weeks prior to the date of a meeting. Procedures relating to Advisory Committees as well as Agencies, Boards and Commissions were revised in order to standardize procedural elements for Committees of Council and streamline the citizen appointment process.

Records and Information Management (RIM) Program

The Records Inventory Assessment was rolled out at the beginning of 2013. The Assessment involved City wide meetings with working groups from each department and focused on documenting records holdings and current practices. The Assessment is planned to wrap up the final meetings in March of 2014. Information collected will be used to develop a Corporate strategy designed to implement a Records and Information Management Program. The Program will focus on increasing access to resources and efficient management of information assets while establishing policies and procedures to ensure compliance with legislative requirements. Full scoping and project planning began in 2012 with the Assessment to be completed in the spring of 2014.

Access and Privacy Program

The Privacy Management Project began in 2012 with an aggressive work plan to audit all program areas in the Corporation in 2013. Each program area met with Privacy and Access to review their personal information holdings, processes and assess their compliance with the appropriate legislation. Many of the program areas implemented recommendations based on the findings immediately after these audits. Comprehensive service area reports are scheduled to be completed in Q1 of 2014. The 2014 work plan includes reviewing existing policies and standard operating procedures, updating where required, as well as the development of privacy policies and training tools for staff to utilize. This project will be completed by mid-2015.

SECTION 2: DASHBOARD AND SCORECARD

As illustrated below, several measures have been established and allocated to four performance areas within the City Clerk's Office. Items in the dashboard marked by **GREEN** indicate that the measure is reporting positively to benchmarks. **YELLOW** and **RED** indicate items that are not currently aligned to the benchmarks. **PLUS** and **MINUS** signs indicate the direction that these items are trending. For further context, the 2013 dashboard provides a comparison of the progress made on these measures from 2011 through to 2013.

2013 Dashboard

Access to Information	2011	2012	2013	Service Excellence	2011	2012	2013
Access and Privacy Program*				Marriage Services		+	+
Records Management Program*				Agenda Production*			
				Open Government*			
Legislated Compliance	2011	2012	2013	Business Excellence	2011	2012	2013
FOI Requests				Agenda Production Costs*			
TOMRMS and Records Retention*				Staffing Requirements*			
Public Notification							

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

2013 Scorecard

Value Creation

Access to Information

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>	<i>2014 Target</i>
Access and Privacy Program			
Internal requests	New to scorecard	98 internal requests	Respond to internal requests
Privacy process improvements	New to scorecard	58 process improvements	Added process improvements
Routine disclosure	New to scorecard	272 routine disclosures (PBEE service area)	Promote routine disclosures corporately
Records Management			
Internal requests	New to scorecard	40 requests for consultation and advice	Encourage internal requests
Records search	New to scorecard	No data collected	N/A

Service Excellence

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>	<i>2014 Target</i>
Marriage Services	Maintain 2012 actuals of 138 ceremonies	165 ceremonies were performed, including 136 on site and 29 off site	170 marriage ceremonies
Agenda Production			
Internal submission timelines met	New to scorecard	0 - 23 % of preview titles and recommendations late 12-25% of final reports late	10% preview 15% final
Publication timelines met	New to scorecard	100% Agenda and addendum published within legislative timeframes	N/A
Open Government	New to scorecard, targets to be developed by 2014	Phase one completed. Metrics to be designed in 2014 along with the OGAP	N/A

Compliance

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>	<i>2014 Target</i>
FOI Requests			
Initial 30 day timeline	100%	153/153 = 100%	100%
Extended timeline	100%	7/7= 100%	100%
Records Retention	New to scorecard	351 boxes of records out of retention destroyed	Maintain rate of compliance
Statutory Public Notification			
Public Notices	100%	20 = 100%	100%
OMB Appeals	100%	2 = 100%	100%
OMB Decisions	New to scorecard	9 = 100%	100%

Cost Control

Business Excellence

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>	<i>2014 Target</i>
Agenda Production Costs			
Printing	New to scorecard	\$23,303.36	Maintain costs per agenda
Staff Time		\$13,816.18 for 96 agenda	Average of defined
Staff Compliment	Average of defined comparator group	Target Missed for Council Support (-57%) and Print Shop (-158%)	comparator group

SECTION 3: DATA ANALYSIS OVERVIEW

Access to Information

Access to information should transcend beyond meeting legislated requirements in order to develop and support a culture of privacy and openness. These concepts are, in fact, complimentary and are fundamental to the success of any open government initiative. Freely accessible civic information is quickly becoming the new standard. Consequently, focus is on establishing information management programs to generate awareness and support the organization. The City's privacy and records programs are currently being developed to do just that. Both programs continue to mature with a corporate privacy audit and a records inventory review conducted in 2013. These information gathering exercises will assist in better supporting the development of each program. As the programs continue to develop, the performance measures presented below may need to be adjusted in future years.

Access and Privacy Program

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

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

The Privacy Audit created an awareness of privacy related matters and put a face on the program; who to contact for privacy questions, inquiries, clarification of privacy requirements. This is the first year this metric was tracked.

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

- 3. Routine disclosure** - Routine disclosure facilitates access to information by creating procedures that are less restrictive than FOI and as such, provides the public with timelier access to civic information. A key goal of the Access and Privacy program is to develop and implement departmental routine disclosure practices. A quantification of all such practices within the organization will be a valuable measure to assess the program's impact in this regard. Although a routine disclosure process for PBEE has been in place since 2011, no formal policy was in place. In 2013 PBEE staff worked with the FOI specialist to develop a policy, a new disclosure list and a reporting mechanism.

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>
Access and Privacy Program		
Internal requests	New to scorecard	98 internal requests
Privacy process improvements	New to scorecard	58 process improvements
Routine disclosure	New to scorecard	PBEE 272 releases

Moving forward, data in relation to the above noted metrics will be collected and used to measure performance in relation to the overall effectiveness of this program. As these metrics are new, a 2013 target has not been established, however, performance targets for 2014 will be developed.

Records Management Program

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

1. **Internal requests** - The number of all advise and internal requests serves to demonstrate awareness with respect to the records program within the organization. In this first year, 40 internal requests for consultation reflects the initial level of staff engagement and awareness with regards to records and information management, as well as, the new processes and resources being created under the Program.
2. **Records search** - This measure relates to the total number of record searches conducted using the Records Search database. The total number of record searches conducted demonstrates the staff interest and usage of search tools to efficiently access City information resources. As Enterprise Content Management (ECM) is a key objective of the records program, this metric is likely to evolve along with the implementation of an ECM system.

The result for this measure is still marked as having no data collected, as this data was anticipated as being available on an annual basis. However, in accordance with system settings for the records search database, data is only available for a four (4) week period before being deleted from the system. As a result, data will be compiled on an ongoing basis and will be reported for 2014. The results for 2014 will be used as the baseline against which future results will be measured.

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>
Records Management		
Internal requests	N/A- New to scorecard in 2012	40 requests for consultation & advice
Records search	N/A- New to scorecard in 2012	No data collected

These measures were chosen because they reflect the key areas where internal efficiencies can be supported through effective records storage and retrieval methods. They will reflect ongoing efforts to engage with staff in all Service Areas to support the transition to new processes and resources available through the Records and Information Management Program. Future options regarding the use of a formal Enterprise Content Management (ECM) System will be analyzed to evaluate new and existing tools and ensure that City records are stored and managed in the most efficient and accessible way. Records Management was new to the scorecard in 2012 and the data collected in 2013 will serve as a benchmark in future years for performance reporting.

Service Excellence

The City Clerk's Office is a support service, not only to Council and staff but also to the community. The department supports Council's governance process, serves as an interface with the public to disseminate civic information and deliver services as well as supports the organization with compliance measures and leading practices for various legislated requirements. In 2013, these core areas were strengthened in a commitment to deliver more accessible, responsive and excellent service. This included the preparation and delivery of the council and committee agenda 2 weeks prior to the meeting to allow Council and the public additional time to review materials and to allow the public additional time to delegate. Despite the fact that from 0 to 23 % of all preview materials and 12 to 25 percent of all final documents did not meet their submission timelines, the Clerks' office was able to produce the internal preview documents and the agenda for all Council and its committee meetings within the legislated timelines 100% of the time.

City Clerk's office also enhanced the marriage service program, undertook process improvements with respect to the agenda production process, streamlines citizen appointment policies and procedural guidelines to its advisory committees, and continued program foundations to support the organization with respect to privacy and records, and developed an Open Government Framework designed to enhance the City's ability to deliver public service better.

Marriage Services

This measure applies to the total number of marriage ceremonies performed per year. Although this measure is difficult to predict, the associated revenue is budgeted in accordance to patterns demonstrated over several years. The overall number of ceremonies has increase from 138 in 2012, to 165 in 2013. This increase in 2013 is due to enhancements made to the levels of service introduced in relation to providing off site ceremonies outside regular office hours and also outside the city limits.

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>
Marriage Services	Maintain level of marriage ceremonies	165 ceremonies were performed, including 136 on site and 29 off site

Agenda Production

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

- 1. Internal submission timelines met** - Appreciating that various factors affect the timeliness with which agenda materials are submitted to the Clerk's Office, a statistical reporting process is monitored to track the submission of agenda materials. This measure exists to provide an overall assessment in order to provide data which can be used to gauge the impacts of late submissions on work flow managed by Clerk's. Although this measure is not controllable by Clerks, this reporting process allows service areas to target and follow up on late submissions in an effort to support continuous improvement efforts.
- 2. Publications timelines met** - This measure relates to the total number of agendas published to the City's website past the targeted timeline. The goal is to have an agenda posted by noon Friday, two weeks prior to a meeting and to produce an addendum (supplementary agenda) the Friday prior to the meeting. These publication timelines have been met 100% of the time.

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>
Agenda Production		
Internal submission timelines met	New to scorecard	0 - 23 % of preview titles and recommendations late
		12-25% of final reports late
Publication timelines met	100%	Target Met

Open Government

Metrics regarding Open Government will be developed through the Open Government Action Plan co-production process scheduled for completion by 3Q of 2014. The intent is to develop a means by which both the City and the community can practically assess the overall effectiveness of the Open Government program. Although a placeholder has been added to the Clerk's Office dashboard, this may be adjusted pending finalization of the OGAP.

Compliance

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

Freedom of Information (FOI) Requests

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

- 1. Initial 30 day timeline** - The standard legislated timeline requirement is to process access requests within 30 days.
- 2. Extended timeline** - Privacy legislation also permits additional 30 day incremental extensions if a request is too voluminous to meet the initial 30 day timeline. The rationale for securing an extension is based on whether the access request is too voluminous and/or if there is a need to consult with third parties, and/or if meeting the initial timeline would significantly interfere with the operations of the institution.

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>
FOI Requests		
Initial 30 day timeline	100%	153/153 = 100%
Extended timeline	100%	7/7 = 100%

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

Records Retention

This measure is based on legislated compliance requirements with respect to records retention. Under the *Municipal Act* the City is required to maintain a records program to manage and document how City business records are classified, retained and disposed of.

The Ontario Municipal Records Management System (TOMRMS) is a municipal standard which clearly outlines the legislated retention requirements for how long each category of records must be legally retained for. TOMRMS is updated yearly to ensure that the City is adhering to current requirements. As part of the Records Inventory Assessment, current retention timelines are communicated to each department and any updates to retention periods, based on business needs, are made in consultation with the business area. To ensure that the City is meeting legislated requirements, destruction compliance will be measured in accordance with the most up to date version of TOMRMS. An updated Records Retention By-law for the City will be developed as part of a Records and Information Strategy currently targeted for 2014.

This single metric relates to TOMRMS compliant destruction as defined by the number of boxes or files destroyed in compliance with the most current TOMRMS retention timelines. As noted previously, the records destruction process that is currently in place was only established at the beginning of 2013. As such, 2013 data will be used as the benchmark and to establish targets for future years.

<i>Measure</i>	<i>Target</i>	<i>Measure</i>
Records Retention	N/A- New to scorecard in 2012	351 boxes of records out of retention destroyed

Public Notification

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

- 1. Public Notices** - This metric is based on a compliance rate with respect to notifications issued to persons and public bodies as prescribed by the above noted statutes. Notice is provided by way of placing print advertisements in the local newspaper and the issuance of first class mail to targeted individuals. Notice provision is required within a regulated timeline once there is a defined appeal period established through Council's approval of a by-law.
- 2. OMB Appeals** - This metric relates to a compliance measurement with respect to the overall number of OMB appeals processed by the City Clerk's Office. Once an appeal is received by the City Clerk within the regulated timeline, an appeal package must be prepared and forwarded to the OMB.
- 3. OMB Decisions**- this new metric relates to documents processed as a result of OMB decisions which resulted in amendments to City's by-laws or created new by-laws.

<i>Measure</i>	<i>Target</i>	<i>Measure</i>
Statutory Public Notification		
Public Notices	100%	20 = 100%
OMB Appeals	100%	2 = 100%
OMB Decisions	New to scorecard	9 = 100%

The City Clerk's Office met with a 100% compliance rate with respect to the publication of notices under the *Planning Act*. In addition, we processed 9 OMB decisions by producing and distributing new bylaws under OMB order and certifications with respect to same.

Business Excellence

Agenda Production Costs

This measure calculates the costs with respect to the production of an agenda. Although coordination of agendas is a crucial component of the process, this metric will be focused on the staff resources, printing and delivery costs associated with agenda production. The printing costs do not take into account the material that was reprinted due to last minute changes. This data was not collected previously, but is now reflected as a total cost of paper, printing and staff time to produce the agenda.

<i>Measure</i>	<i>2013 Target</i>	<i>2013 Result</i>
Agenda Production Costs:		
Printing		\$23,303.36
Staff Time	New to scorecard	\$13,816.18

Staffing Compliment

This measure establishes a benchmark with respect to an average staffing complement within a municipal Clerk's Office comparable to the core services it delivers. To ensure that the data allows for an equal measurement between similar departments, an industry scan was undertaken in order to identify other municipal Clerk's Offices which could serve as suitable comparators. The process began with an evaluation of the City's Council approved "comparator municipalities" (December 7, 2009 Governance report from Information Services). Then an assessment was undertaken to normalize this comparator group by identifying Clerk's Departments comprised of similar positions providing the same scope and scale of core services provided by the Guelph City Clerk's Office. In order to validate this data an organizational scan was conducted by Human Resources followed by individual follow up from Clerk's staff. The core services consisted of:

- Council Support (secretariat services, meeting management, citizen appointments etc.)
- Legislative Coordinator (vital stats, statutory public notices etc.)
- Records Management (records retention/tracking/EDRMS etc.)
- FOI (access requests, orientation/education etc.)
- Print Shop (agenda production, corporate printing requirements etc.)

A secondary assessment was undertaken to further normalize this group based on common external pressures, namely:

- Resident population
- The number of employees within the organization
- Authority configuration (lower tier, single tier etc.)
- The total number of Council and Committee meetings held annually

Measure	2013 Target	2013 Result
Staff Compliment	Average of defined comparator group	Target Missed for Council Support (-57%) and Print Shop (-158%)

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

Council Support

On average, the Guelph City Clerk's Office supported more Council and Committee meetings with 57% less staff than the comparator group. The Legislative Services (ie. Council Support) division supported 96 (up by 6 from 2012) meetings compared to an average of 51.6 (down from 66.5 in 2012) by the comparator group. In 2013, the Guelph Legislative Services division consists of 2 Council Support staff in contrast to the comparator average compliment of 4.6. This disproportion is further polarized considering that the Guelph staff were responsible for physically printing agenda packages, where the average comparator group consisted of an additional 1.5 FTE's allocated to the Print Shop in order to coordinate this function on behalf of their respective Council Support division.

Legislation Coordination

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

Records/FOI

Currently, there is an Access and Privacy Specialist (permanent FTE) as well as a Records and Information Specialist (contract FTE until 3Q of 2014) within the Guelph City Clerk's Office. This division of responsibilities is far more delineated in Guelph as there was more of a blend of records and FOI responsibilities seen in the comparator group with some of these functions even being provided either by the Deputy Clerk or a combination of others within the department. Given this, the current compliment in Guelph is below the municipal comparator group functioning at approximately .50 FTE less than the average. That said, because the Records and Information Specialist position is a currently a contract position expiring in 3Q of 2014, this measurement will drop to be far more disproportionate after that point. Another factor to consider when evaluating this comparison is the fact that both the records and privacy programs are currently under development in Guelph when they are far more mature in other comparator municipalities such as Barrie, Kingston and Kitchener.

Print Shop

The Clerk's Office previously had 1 staff dedicated to Print Shop. This individual coordinated the printing of agenda packages as well as managed the in house production of other printing requirements for the organization. On average, the comparator group had an additional 1.5 FTE's dedicated to this function in comparison to the City Clerk's Office who currently has no resource allocated. Aside from agenda coordination and consolidation for what amounts to 8 meetings a month on average, the 2 Council Support staff within the City Clerk's Office are also required to physically manage the printing process as it relates to the agenda production for these meetings. Corporate print projects are either managed and coordinated directly by the internal user or outsourced to an external company.

Staffing Requirements Summary

The overall compliment in the City Clerk's Office consists of 7 permanent FTE's and 1 contract FTE (expiring in 3Q of 2014). In relation to the average, this is more than 50% lower than the resources in place within the comparator group. This disparity is further exacerbated by the fact that business in every division within the Clerk's Offices has continued to increase over the past two terms of Council. The most significant intensification has occurred in relation to Legislative Services where support was given to uphold a legislative structure expanding from 3 standing committees of Council to 6 active committees. During this same time the staff compliment serving to support Legislative Services has declined as one Print Shop staff was eliminated in 2010. Furthermore, the Clerk's office produced the agenda for distribution 2 weeks prior to the meeting rather than one week, necessitating the need to produce additional addendums for the meetings. In summary, the comparison data suggests that the City Clerk's Office is under resourced in relation to Council Support and the Print Shop when evaluated alongside municipal comparators.

SECTION 4: 2014 AND BEYOND

The strategic focus for the Clerk's Office in 2014 will be to continue the development of key corporate strategic projects initiated in 2013. Much of the project and program development work led by the City Clerk's Office are long-term strategic initiatives designed to establish the groundwork to transform, modernize and improve the way the City delivers service and support to its various customers. Much of this work will extend beyond the 2014 work plan. The following is a high level list and synopsis of the 2014 work plan for the City Clerk's Office. This information is not meant to be exhaustive but rather provide some context regarding the key strategic initiatives and compliance measures which will be a focus of the 2013 work plan.

Open Government Action Plan (OGAP)

In 2014, the City will initiate a co-production process to development the OGAP. Over the course of several months, the City will work with interested community members and partner organizations through a number of initiatives such as sector specific roundtables, community meetups, staff idea camps, a online experiential survey, a public change camp and several validation and prioritization workshops. During the design phase, an online ideation tool will be used allowing individuals and groups to submit their input and ideas and also provide them with an opportunity to vote and/or comment on other ideas. This tool will be used as a means to construct a draft OGAP in a public facing and fully transparent manner. Various pilots subscribing to the overall vision of open government will also be launched in 2014 including a beta open data program and several challenges as well as pilot design lab in partnership with the University of Guelph. These 'test and learn' initiatives are an ideal way to innovate through iteration and operationalize the concepts established through the Open Government Framework. The OGAP will be presented to Council in 3Q of 2014 and subject to approval, early implementation would likely occur immediately thereafter.

Records and Information Management (RIM) Program

The information gathered during the 2013 Records Inventory Assessment will be used to create a Terms of Reference for a Corporate Strategy designed to implement a RIM Program. A variety of benefits can be accomplished with a Corporate Program including increased access and efficient use of information assets and decreased liabilities and risk through documented procedures and consistent records management practices and procedures. A RIM program will also provide a foundation for broader information initiatives, including the IT Strategic Plan, the Privacy Program development and the Open Government Action Plan. This Assessment phase of the RIM project plan will be completed in the spring of 2014 and a draft of the Strategy is expected to be drafted by the end of 2014.

Access and Privacy

A comprehensive privacy management program provides an effective way for organizations to bolster public trust and assure compliance with applicable legislation such as the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Protection Act (PHIPA). In 2013 a privacy audit of the Corporation was conducted, the findings and recommendations will be presented to the Executive Team in 2014. This data will be used to develop corporate wide policies and procedures designed to protect personal information and create efficiencies with respect to the dissemination of information to the public. The Access and Privacy program will also develop an orientation and training program build to foster a culture of privacy throughout the organization. The Framework for the development of an Access and Privacy program for the City is expected to be completed by the end of 2014.

2014 Municipal Election and Council Orientation & Inaugural

The City Clerk's Office serves as the Returning Office with respect to the administration of Municipal Elections in Guelph. In 2014, the City will manage all aspects of an election project plan designed to modernize the delivery of election services to Guelph voters. Aside from ensuring that compliance driven processes are in place, the Returning Office in concert with the Communication Department will lead the implementation of a comprehensive communications and voter outreach plan. This will be complimented by a more focused use of technology such as the deployment of internet voting and a live voters' list to provide greater access to, and efficiency of, the voting system. Following the election, the Clerk's Office will play a key role in the development and delivery of the Council Orientation program.

Meeting Management

Throughout 2014 the City Clerk's Office will continue to review and refine the meeting management process. This will include policy review and development, improvements to work flow, administrative tools and document formats as well as continuing to build and work through cross-departmental groups which support the overall legislative process.

Civil Marriage Services

As a public service, as of 2009, the City began to perform in house Civil Marriage ceremonies at the newly constructed City Hall. Clerks' staff coordinate the issuance of marriage licenses as well as customize and deliver a full service civil marriage ceremony to members of the public. In 2012, 138 ceremonies were performed. Commencing in 2013, and in response to public demand, the City Clerk's office commenced providing "off-site" marriage ceremonies after business hours and on weekends. As this service is not offered by many municipalities, this service level was extended to include performing marriage services throughout the Province of Ontario and due to demand created by word of mouth references and advertisements, 29 off-site ceremonies were performed.

SECTION 5: DATA

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

Legislative Services

Meeting Statistics - Time in Session

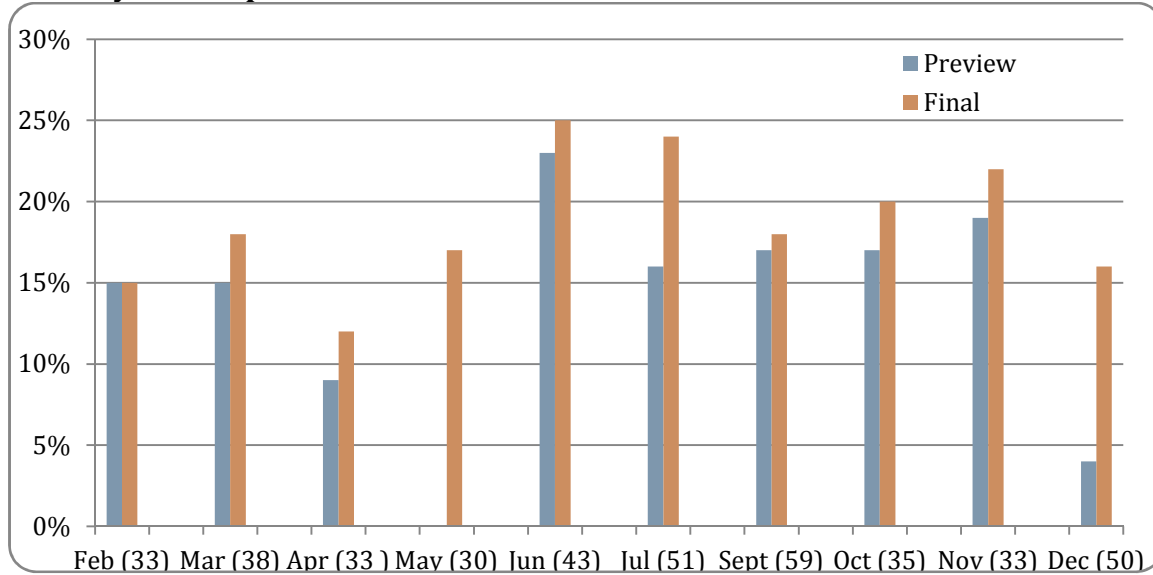
	2011	2012	2013
Council			
No. of Regular Council Meetings	23	21	20
No. of Special Council Meetings	22	16	11
Hours in Council Session			
Regular	49.25	59	46.25
Special	56.75	35	25.5
Closed	23.5	40	26.75
Council Total	129.5	134	98.5
Committee			
No. of Committee Meetings	51	53	52
Hours in Committee Session			
Regular	60.25	72.75	62.5
Closed*			7
Council and Committee			
Total No. of Meetings	96	90	83
Total Hours in Session	189.75	206.75	168

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

Meeting Statistics - Agenda Stats

	2011	2012	2013
Council			
Average No. of Agenda Pages	134	165	209
No. of Delegations	163	214	183
By-laws Approved	206	190	237
Committee			
No. of Delegations	52	75	113

Monthly Late Reports Submission



*No data shown for January and August as no meetings took place

** each month indicates total number of reports that were submitted by all service areas

Citizen Appointments to Boards and Committees

	2011	2012	2013
Vacancies Filled	180	72	75
Applications Received	231	144	101

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

	2011	2012	2013
OMB Appeals/Ministry Approvals	5/5	10/10	2/0
Public Notices	63	62	20
Certificates	63	62	45
By-Laws by OMB Order	N/A	N/A	9

Vital Stats

	2011	2012	2013
Death Registrations	933	919	1020
Revenue	\$28,000	\$27,570	\$30,000
Other Death Registrations (buried elsewhere)*	170	194	312

*This category is for people who were deceased in the city of Guelph, but buried elsewhere. These do not generate any revenue. There has been an increase in these due to increased capacity at a Hospice in Guelph)

Access and Privacy

Freedom of Information (FOI)

	2011	2012	2013
FOI Requests Processed	25	121	160
Completed within 30 days	25	115	153
Completed within extended timelines	N/A	6	7

Public Services

Marriages

	2011	2012	2013
No. of Ceremonies Performed	138	139	165
Licenses Issued	707	738	737
Total Revenue	\$92,206	\$98,489	\$101,000

Clerk's Office Comparator Data*

	Guelph	Barrie	Burlington	Cambridge	Kingston	Kitchener	Oakville
Population	127K	141K	176K	131K	160K	230K	185K
Total FTE's	1230	834	876.4	552.8	1491	1138	1800
Status	Single	Single	Lower	Lower	Single	Lower	Lower
No. Meetings per year**	96	54**	72	30	84	54	65
Clerk	1	1	1	1	1	1	1
Deputy Clerk	1	1	1	1	1	1	1
Admin Support	1	2	1	1	2	1	1
Records and FOI	2	3	1	2	5	3	1
Council Support	2	5	6	6	3	4	4
Legislative Coordinator	1	1	0	1	1	2	1

Print Shop	0	1	3	1	1	0	3.5
TOTAL							
CLERKS FTE's	8	14	13	13	14	12	12.5

** Data based on an organizational scan of comparator municipalities as well as by way of direct follow up with each Clerk's Dept. & Number of meetings per year represents Council and Committee meetings only (ie. not advisory committees, agencies, boards etc.).*
***Barrie has a hybrid council committee system which uses both the committee of the whole and a standing committee system*