

COMMITTEE AGENDA



TO **Governance Committee**

DATE Tuesday November 13, 2012

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 3:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – October 9 and 16, 2012 meeting minutes

PRESENTATIONS (Items with no accompanying report)

None

CONSENT AGENDA

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

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
GOV-22 Open Government Framework	<ul style="list-style-type: none">Blair Labelle, City Clerk		√
GOV-23 2013 Council and Committee Meeting Schedule			
GOV-24 Councillor Employment Status			
GOV-25 Governance Framework	<ul style="list-style-type: none">Ann Pappert, CAO will be present to speak to this item		√
GOV-26 Service Rationalization and Assessment Project	<ul style="list-style-type: none">CAO and Executive Director of Finance &		

	Enterprise will be in attendance to speak to this matter		
GOV-B-1 Status of Governance Enhancements			

Resolution to adopt the balance of the Governance Committee Consent Agenda.

ITEMS EXTRACTED FROM CONSENT AGENDA

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

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

NEXT MEETING –

**The Corporation of the City of Guelph
Governance Committee
Tuesday October 9, 2012, 3:00 p.m.**

A meeting of the Governance Committee was held on Tuesday October 9, 2012 in the Council Chambers at 3:00 p.m.

Present: Mayor Farbridge and Councillors Dennis, Findlay and Hofland

Absent: Councillor Piper

Also Present: Councillors Bell, Furfaro, Guthrie, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Ms. C. Bell, Executive Director, Community & Social Services; Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services; Mr. A. Horsman, Executive Director, Finance & Enterprise; Mr. B. Labelle, City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

1. Moved by Councillor Dennis
Seconded by Councillor Findlay

THAT the public and closed minutes of the Governance Committee meeting held on July 9, 2012 be confirmed as recorded and without being read.

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

VOTING AGAINST: (0)

Carried

Consent Agenda

The following items were extracted from the Consent Agenda to be dealt with separately:

- GOV-2012.18 Measuring Our Success: Corporate Strategic Plan Key Performance Indicators
- GOV-2012.19 Status Report – Service and Operational Reviews
- GOV-2012.20 Audit-Review – New Rating System and Methodology
- GOV-2012.21 Enterprise Risk Management Framework

Measuring Our Success: Corporate Strategic Plan Key Performance Indicators

Ms. B. Boisvert, Corporate Manager, Strategic Planning, provided an overview of the staff report contained in the meeting agenda. She highlighted the key performance indicators and the scorecard for each focus area.

There was considerable discussion on the measures for the focus areas and how the City of Guelph compares to other municipalities.

2. Moved by Councillor Findlay
Seconded by Councillor Dennis

REPORT

That the report dated October 9, 2012 entitled 'Measuring our Success: Corporate Strategic Plan Key Performance Indicators' be approved.

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

VOTING AGAINST: (0)

Carried

Status Report – Service and Operational Reviews

Ms. L. Alonzo, Internal Auditor, provided a highlight of the staff report contained in the meeting agenda. She reviewed what the City has learned with the service and operational reviews conducted to date and discussed the methodology for reviews which could be conducted in the future.

The Committee posed questions for follow up and clarification purposes.

3. Moved by Councillor Findlay
Seconded by Councillor Hofland

Ms. L. Alonzo

That the report dated October 9, 2012 entitled "Status Report – Service and Operational Reviews" be received for information.

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

VOTING AGAINST: (0)

Carried

Audit-Review – New Rating System and Methodology

Ms. L. Alonzo, Internal Auditor, highlighted the staff report contained in the meeting agenda. She provided information on the proposed process for conducting audits. She advised that staff are requesting that the rating and prioritization model be approved in principle based on the four categories and weighting outlined in the staff report.

The Committee discussed referring the matter to a future meeting to allow for a more comprehensive discussion on the matter.

Mayor Farbridge
Ms. L. Alonzo

4. Moved by Councillor Findlay
Seconded by Councillor Hofland

THAT the matter of the proposed new rating system and methodology for future audit-reviews be referred to a special Governance Committee meeting to be held on October 16, 2012.

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

VOTING AGAINST: (0)

Carried

The Governance Committee recessed at 4:55 p.m.

The Governance Committee reconvened at 6:36 p.m.

Enterprise Risk Management Framework

Ms. L. Alonzo, Internal Auditor, summarized the report contained in the meeting agenda. She presented an overview of the enterprise risk management framework and discussed its proposed application.

The Committee posed questions for follow up and clarification purposes.

REPORT

5. Moved by Councillor Dennis
Seconded by Councillor Findlay

THAT the proposed Enterprise Risk Management Framework be approved for implementation.

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

VOTING AGAINST: (0)

Carried

October 9, 2012

Governance Committee

Page 4

6. Moved by Councillor Findlay
Seconded by Councillor Dennis
That the meeting of the Governance Committee of October 9, 2012
be adjourned.

Carried

The meeting adjourned at 7:03 p.m.

.....
Chairperson

**The Corporation of the City of Guelph
Governance Committee
Tuesday, October 16, 2012, 8:10 p.m.**

A special meeting of the Governance Committee was held on Tuesday, October 16 2012 in the Council Chambers at 8:10 p.m.

Present: Mayor Farbridge and Councillors Dennis, Findlay, Hofland, and Piper

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Ms. L. Alonzo, Internal Auditor; Mr. B. Labelle, City Clerk; and Ms. D. Black, Council Committee Co-ordinator.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Consent Agenda

1. Moved in amendment by Councillor Dennis
Seconded by Councillor Findlay

THAT the balance of the Governance Committee October 16, 2012 Consent Agenda, as identified below be adopted:

a) **Audit Review – New Rating System and Methodology**

THAT the proposed new rating system and methodology for future audit-reviews be approved in principle;

AND THAT staff be directed to prepare a complete list of ranked and rated services with recommendations for selected audits for 2013 by the end of November 2012, at which time they will be presented to Committee for approval;

AND THAT staff bring forward a draft service rationalization/assessment project to the next Governance Committee meeting.

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

VOTING AGAINST: (0)

Carried

2. Moved by Councillor Dennis
Seconded by Councillor Findlay

THAT the meeting of the Governance Committee of October 16, 2012
be adjourned.

Carried

The meeting adjourned at 8:18 p.m.

.....
Chairperson

**GOVERNANCE COMMITTEE
CONSENT AGENDA**

November 13, 2012

Members of the Governance Committee.

SUMMARY OF REPORTS:

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

A Reports from Administrative Staff

REPORT	DIRECTION
<p>GOV-2012 A.22) OPEN GOVERNMENT FRAMEWORK</p> <p>THAT the Open Government Framework for the City of Guelph, enclosed as part of the November 13, 2012 report entitled <i>Open Government Framework</i>, be approved.</p>	Approve
<p>GOV-2012 A.23) 2013 COUNCIL AND COMMITTEE MEETING SCHEDULE</p> <p>THAT the 2013 Council and Committee meeting schedule, attached hereto as Appendix "A", be approved.</p>	Approve
<p>GOV-2012 A.24) COUNCILLOR EMPLOYMENT STATUS</p> <p>THAT the November 13, 2012 report entitled "Councillor Employment Status" be received for information.</p>	Receive
<p>GOV-2012 A.25) GOVERNANCE FRAMEWORK</p> <p>THAT the report dated November 13, 2012 entitled "Governance Framework" be received;</p> <p>AND THAT the Governance Committee approves the proposed Governance Framework in principle;</p> <p>AND THAT staff review the alignment of the proposed framework with current governance and administrative practices, the Corporate Strategic Plan and Work Plans and report back to the Governance Committee with recommendations in 2013.</p>	Approve

GOV-2012 A.26) SERVICE RATIONALIZATION AND ASSESSMENT PROJECT

Approve

THAT the Committee approve the Service Rationalization and Organization Assessment projects – Option D of this report, as a two-year, phased project with Phase 1 – Organization Assessment project to be completed in 2013 and Phase 2 – Service Rationalization project to be completed in 2014.

B Items for Information of Committee

GOV-2012 B.1) STATUS OF GOVERNANCE ENHANCEMENTS

Receive

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

attach.

City of Guelph

Open Government Framework



November 13, 2012 Governance Committee

@blair_labelle, City Clerk

#Overview

- History
- Drivers
- Defining Open Gov
- Proposed OGF
- Next Steps



#History

- Open Gov has roots in FOI legislation
- Growth of collaborative technology and mobile infrastructure
- United States Open Gov Directive
- New agencies and partnership models



#Drivers

#External

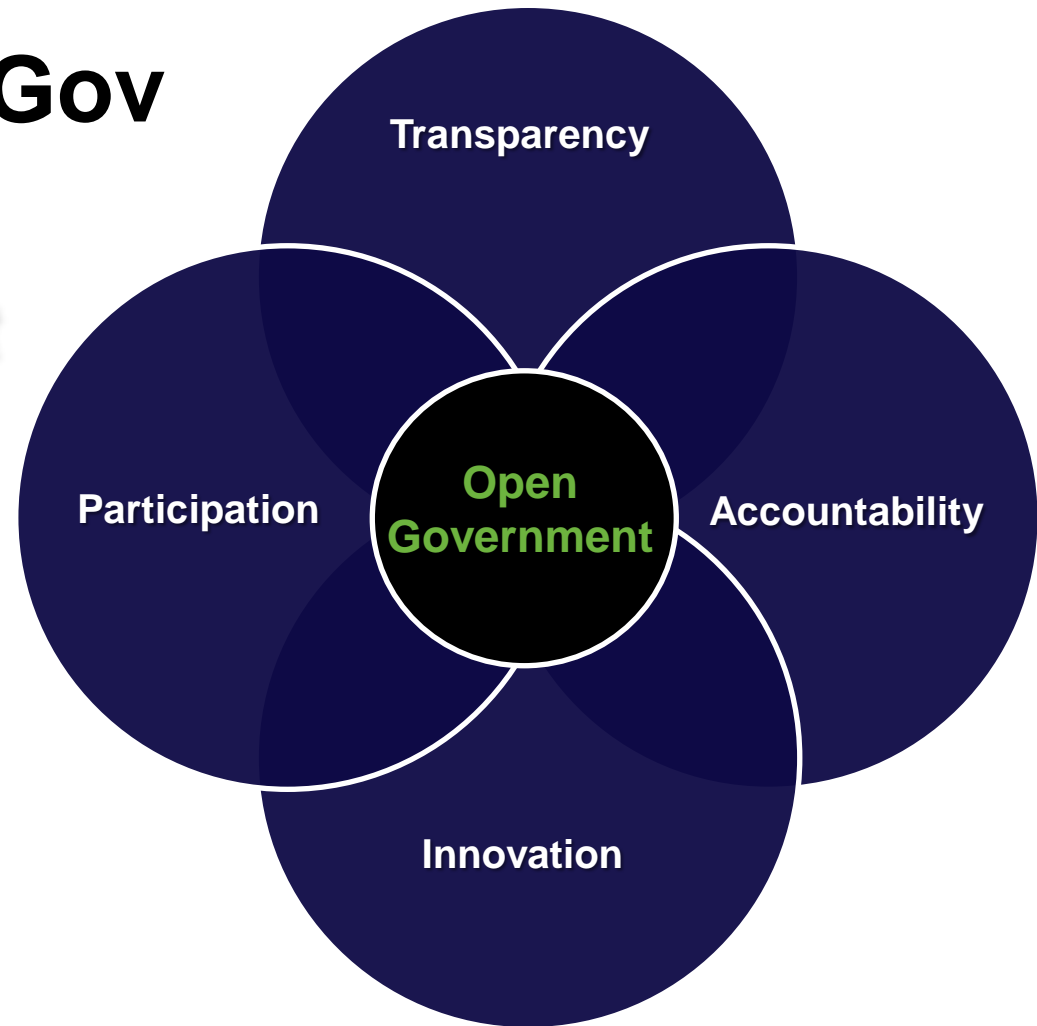
- “FAST” organizations are efficient and effective
- Embrace the changing landscape of government
- Makes government relevant and understandable
- Leads to innovation and added value

#Internal

- Open Gov defined as a pillar of the Council approved Corporate Technology Strategic Plan
- Corporate Strategic Plan key initiative

#Defining Open Gov

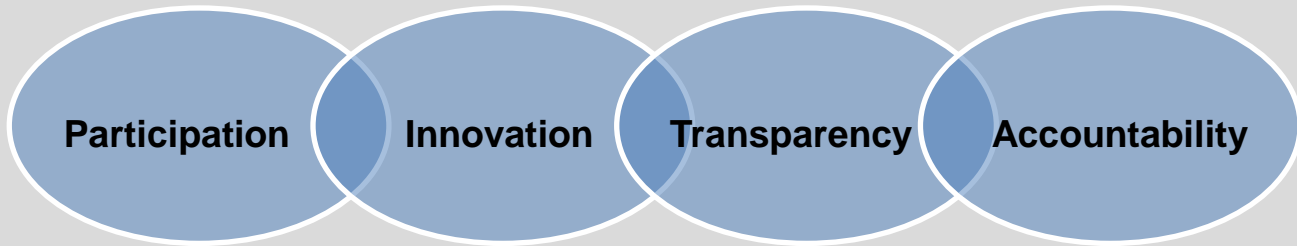
To create a fully transparent and accountable City which leverages technology and empowers the community to generate added value as well as participate in the development of innovative and meaningful solutions.



#Proposed Open Government Framework for the City of Guelph



Open Government



Open Engagement

- Community Engagement Framework
- Web 2.0 Integration
- Collaboration and Knowledge Sharing
- E-Government Services

Open Data

- Open Data Catalogue
- Open Standards
- Development Challenges and Events
- Open Source Procurement

Access to Information

- Information Management
- Enterprise Systems
- Proactive Disclosure

Open Governance

- Policy and Procedure Framework
- Oversight and Control Functions
- Performance Measurement

#Open Engagement

To build on the traditional and legislative foundation of public consultation to realize a transformative approach to the way in which the City can inform, consult, collaborate and empower the community.



Figure 5.3. Shifting paradigms: from Participation 1.0 to Participation 2.0

	Participation 1.0 model	Tools	Participation 2.0 model	Tools
Information		<ul style="list-style-type: none"> E-mail alerts Websites 		<ul style="list-style-type: none"> RSS feeds Tag clouds Podcasts Webcasts
Consultation		<ul style="list-style-type: none"> Online forms Online consultation 		<ul style="list-style-type: none"> Blogs Online polls Online surveys
Participation		<ul style="list-style-type: none"> Discussion forums Shared online workspaces 		<ul style="list-style-type: none"> E-petitions Mash-ups Wikis Tagging Virtual worlds



Source: State Services Commission of New Zealand (2007), Glossary entry for "Participation 2.0".

#Community Wellbeing Initiative

- A partnership between community stakeholders and the City
- Dynamic conversation to develop a shared vision
- Various engagement methods:
 - Ward conversations
 - 'Places and spaces' conversations
 - Household survey (and contest)
 - Comment cards
 - Workshop-in-a-box (toolkit for community conversations)
 - Online discussions (blogs, RSS, social media)
 - Mayor's telephone Town Hall
- Data will be used to develop a City strategy, but the intent of the CWI is also to inspire individuals to take action within their own communities



#Open Data

To encourage the use of public data to be made available in practical formats for the purpose of facilitating the development of innovative and value added solutions.

london.gov.uk

DATA.GOV



open source initiative



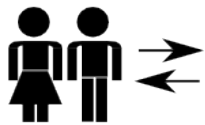
open data TO



Challenge.gov
Government Challenges, Your Solutions



Projecto aporta
The Government of Ontario's
Open Data Hub



OPEN DATA FOR A
READ/WRITE SOCIETY



DISCOVER.
PARTICIPATE.
ENGAGE.

Search the following Data.gov catalogs:



"RAW" DATA
CATALOG



TOOL
CATALOG



GEODATA
CATALOG



#Data Catalogues

An Official Web Site of the United States Government

Change Text Size SHARE

Search Data.gov SEARCH

HOME ABOUT DATA APPS COMMUNITIES METRICS OPEN GOVERNMENT

ENERGY DATAPALOOZA
Celebrating entrepreneurial achievements and open data!

Latest Datasets

- NASA Education Weekly Activity Reports...
- Allens Removed by Criminal Status and...
- Allens Removed or Returned: Fiscal...
- Resource Conservation and Recovery Act...
- ENERGY STAR Qualified Enterprise...
- ENERGY STAR Qualified Commercial Ice...
- ENERGY STAR Qualified Set-Top Boxes and...
- ENERGY STAR Qualified New Vending...
- ENERGY STAR Qualified Rebuilt Vending...
- ENERGY STAR Qualified Uninterruptible...

DATA AND APPS COMMUNITIES OPEN GOVERNMENT

THE CITY OF
Edmonton
Open Data Catalogue

CITY ADMINISTRATION DEMOGRAPHICS EDUCATION EVENTS FACILITIES & STRUCTURES PUBLIC WORKS TRANSIT

Home > City Government > OpenGov > Open Data Catalogue

Search

Clear All Options

View Types

- Datasets
- External Datasets
- Files and Documents
- Filtered Views
- Charts
- Maps
- Calendars
- Forms

Results matching category of City Administration

Name	Popularity	Type
1. City of Edmonton's Properties for Sale City of Edmonton's properties for sale, ranging from single family lots and...	2,391 views	Land sales, land, sales
2. Neighbourhoods (data plus kml file) Boundaries and information of neighbourhoods in Edmonton. Attached to this...	1,338 views	neighbourhood, boundary
3. Land Sales - Map View City of Edmonton's properties for sale, ranging from single family lots and...	834 views	land sales, land, sales
4. 2010 Election Mayor Voting Summary - Pie Chart elections mayor, city councilors, ... Egual 2010 election results for various municipal and school board positions	743 views	2010

HM Government Log in or sign up

Opening up Government

Home Data Participate Apps Location Linked Data Library Lab About

SPEND DATA REPORTING TOOL

Better Open Data
Blog by Tim Davies

OPEN DATA CASE STUDIES

OPEN DATA WHITE PAPER
Unleashing the potential

Read the UK Government's vision for the future of open data

Region of Waterloo

REGION OF WATERLOO HOME | CAREERS | CONTACT US | PUBLIC NOTICES | ACCESSIBILITY

eServices Services List A-Z Search

Doing Business Discovering the Region About the Environment Getting Around Services for You Safe & Healthy Community Regional Government

Open Data

- Open Data Catalogue
- Open Data Licence
- Frequently Asked Questions

Regional Chair

Regional Council

Standing & Advisory Committees

Home / ... / Open Data / Open Data Catalogue

Data Catalogue

Name of Dataset	CSV	XLS	XML	DWG	SHP	KML
Airport Flight Schedule						
Cycling - Regional						
Doors Open 2012						
Food Premise Inspections						

#Apps for Democracy

- 2008 app challenge for local developers to exploit open data
- DC invested \$50K which returned \$2.3Million in shared value



#Toronto 311

- Toronto adopted the Open311 standard
- Led to development of smart phone apps to report issues like potholes and graffiti in real-time



#2010 London Ontario UnLab Hackathon

- A 2010 hackathon held by UnLab supported by Open Data London
- Developers, students, photographers and professionals gathered in order to design an application which provides residents information regarding their waste collection
- londontrash.ca can automate reminders through email, text message or by way of a meeting request through Outlook/iCal

LONDON TRASH

Did You Know?
Yard Waste - Garbage collectors **DO NOT** accept kitchen food scraps.

Your Next Regular Pickup is: (Zone F)

Next Tuesday

November 13th, 2012

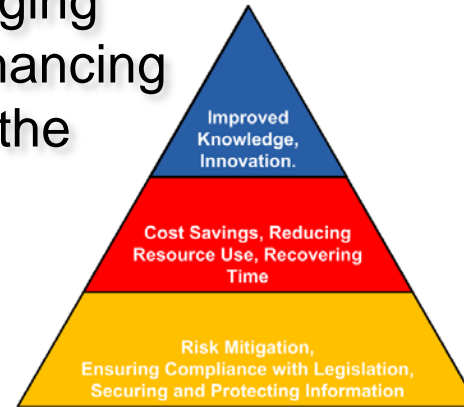
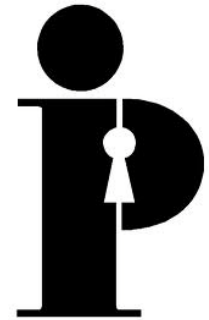
November 2012

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Regular Pickup
 Special Pickup

#Access to Information

To subscribe to best practices and support the necessary tools with respect managing civic information for the purpose of enhancing the transparency of City business and the enrichment of information assets.



#Records and Information Management (RIM)

- Program designed to standardize, classify and manage info
- Reduces cost, creates efficiencies, improves reporting, mitigates risk and increases transparency
- Supports open data efforts and tools such as an EDRMS

#Toronto's TMMIS



- Allows users to easily search and track the business of the City in real-time as it flows through the legislative process
- Users can bookmark and share items and register for e-updates
- Toronto Clerk 'live tweets' from meetings to provide updates

Tweets

-  **Toronto City Clerk** @TorontoCouncil 2h
Notice of Revised Special Meeting for November 19 Executive Committee posted: [ow.ly/f4c7n](#) #tocouncil
Expand
-  **Toronto City Clerk** @TorontoCouncil 3h
Decisions of November 1 Subcommittee on Establishment of Local Appeal Body meeting posted: [ow.ly/f47sv](#) #tocouncil
Expand
-  **Toronto City Clerk** @TorontoCouncil 4h
Decisions of November 2 Graffiti Panel meeting posted: [ow.ly/f4412](#) #tocouncil

City Council

Council Chamber, City Hall

Minutes Published  

[Agenda](#) [Decisions](#) [Minutes](#) [Video Archive](#) [Print List](#) [Map](#) [Bills](#) [Bookmark](#)

City Council - Routine Matters - Meeting 26

RM26.1	Call to Order (Ward All)	Received
RM26.2	Confirmation of Minutes (Ward All)	Adopted
RM26.3	Introduction of Committee Reports and New Business from City	Adopted

#Open Governance

To develop a management and control framework as well as the necessary policy instruments to define expectations and verify the performance of strategic initiatives related to Open Government.

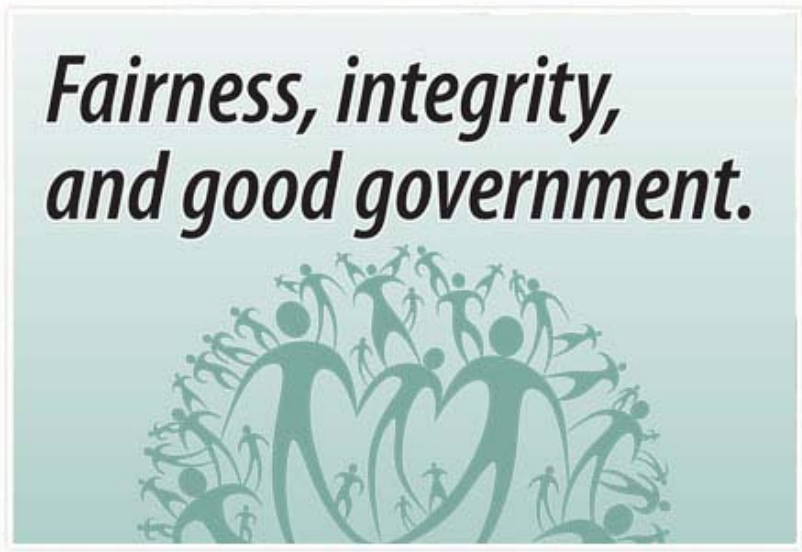
involve

Open Government: beyond static measures

A paper produced by Involve for the OECD

Karin Gavelin, Simon Burall and Richard Wilson

July 2009



#Open Government Dashboard



KEY:

- Meets Expectations
- Progress Toward Expectations
- Fails to Meet Expectations

Agency	High-Value Data	Data Integrity	Open Webpage	Public Consultation	Overall Plan	Formulating the Plan	Transparency	Participation	Collaboration	Flagship Initiative
Agency for International Development	■	■	■	■	■	■	■	■	■	■
Department of Agriculture	■	■	■	■	■	■	■	■	■	■
Department of Energy	■	■	■	■	■	■	■	■	■	■
Department of Education	■	■	■	■	■	■	■	■	■	■
Department of Commerce	■	■	■	■	■	■	■	■	■	■
Department of Defense	■	■	■	■	■	■	■	■	■	■
Department of Health and Human Services	■	■	■	■	■	■	■	■	■	■
Department of Homeland Security	■	■	■	■	■	■	■	■	■	■
Department of Housing and Urban Development	■	■	■	■	■	■	■	■	■	■
Department of the Interior	■	■	■	■	■	■	■	■	■	■
Department of Justice	■	■	■	■	■	■	■	■	■	■
Department of Labor	■	■	■	■	■	■	■	■	■	■
Department of State	■	■	■	■	■	■	■	■	■	■

#Track.dc.gov




track.DC.gov DOH - Department of Health

DOH - Department of Health

line Whether AIDS ... - TheBody.com Jul 27, 2012: International AIDS Conference News: Researchers Examine Whether AIDS ... - Kaiser Health News Jul 26, 2012: D.C. alliance gets cre

Agency Profile




DOH - Department of Health

The Department of Health provides programs and services with the ultimate goal of reducing the burden of disease. We do this through a number of mechanisms that center around prevention, >> more

Dr. Saul M. Levin
Interim Director

Stay Connected

Ask the Director



Agency Website
DEPARTMENT OF HEALTH
Promote. Prevent. Protect.

Performance Plans & Reports

FY12 Performance Plan*


Budget & Operational Information

Personnel Spending

Non-Personnel Spending

	Budget	Spent	Encumbered	Burn Rate
Fixed Costs	\$18,462,066	\$16,524,460	\$0	90%
Other	\$185,454,673	\$176,058,266	\$3,371	95%

Purchase Cards Spending



Customer Service

Agency Responsiveness Quality Assurance Results Q1, 2012

Citywide Average	80%
DOH	85%

Performance Indicators

FY12

24	16	11	22
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FY11

14	4	20	5	26
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FY10

Data

FOIA Freedom of Information Act

Jul 15, 2010
[Assisted Living Residential Facilities](#)

CSV

Jul 12, 2010
[Child Placing Agencies](#)

XML CSV

gov2.0 EXPO



OPEN GOV HACKATHON



Open Demos Monday, October 22 7:00 PM

Come explore and analyze open data with Polychart's drag-and-drop data visualization software. No coding or statistics required.

Sign up free at <http://opendemos.eventbrite.com!>

Communitech Hub
The Matrix Room
151 Charles Street West, Kitchener ON

opendatawr.ca @opendatawr polychart.com

LONDON CHANGE CAMP

HOW DO WE RE-IMAGINE GOVERNMENT & CITIZENSHIP IN THE AGE OF PARTICIPATION?

JOIN THE DISCUSSION
SAT. JUNE 19TH, 2010
9:30AM - 4PM
MUSEUM | LONDON
421 RIDOUT STREET NORTH

FREE EVENT
REGISTER TODAY
OR WALK-INS WELCOME
LONDON.CHANGECAMP.CA
✉ LONDON@CHANGECAMP.ORG

Opening the door to INNOVATION

gov2.0 SUMMIT

Washington, DC
September 7-8, 2010

Apps4Ottawa

Meet. Learn. Grow.

govUP

GOV.UK

APPS FOR ENERGY

Are you a software developer?
Build the best energy app
and you could win part of a **\$100,000 prize.**

WATER HACKATHON

OCT 21-22, 2011
@AUC



BIG DATA

[BIG OPPORTUNITIES]

EXPLORE DATA & ANALYTICS CAREERS
November 1
3:00-5:00pm Maxwell Court 118

ONE SITE TO RULE THEM ALL

Is Alpha.gov.uk - an experimental single UK Government website - the future of public services online?

WEB 2.0 SUMMIT

TORONTO

DATA eh?

- The City of Toronto's sandbox to meet, play, chat and crunch data

Guelph Community Wellbeing Initiative

A Conversation About What Matters

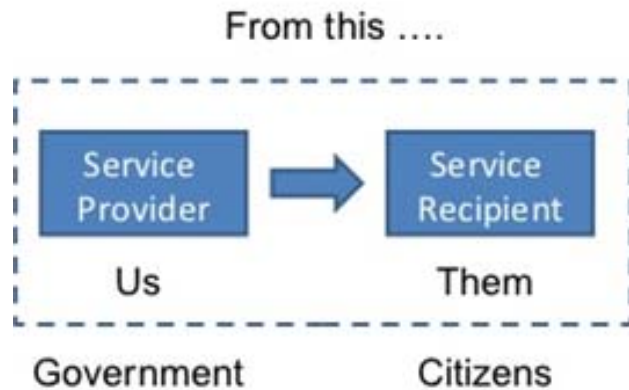
CITY OF Guelph mayor's blog

Making a Difference

LONDON OPEN DATA BUDGET APP CONTEST

ENGAGING THROUGH DATA

#Government 2.0



A Community Approach
To Public Service

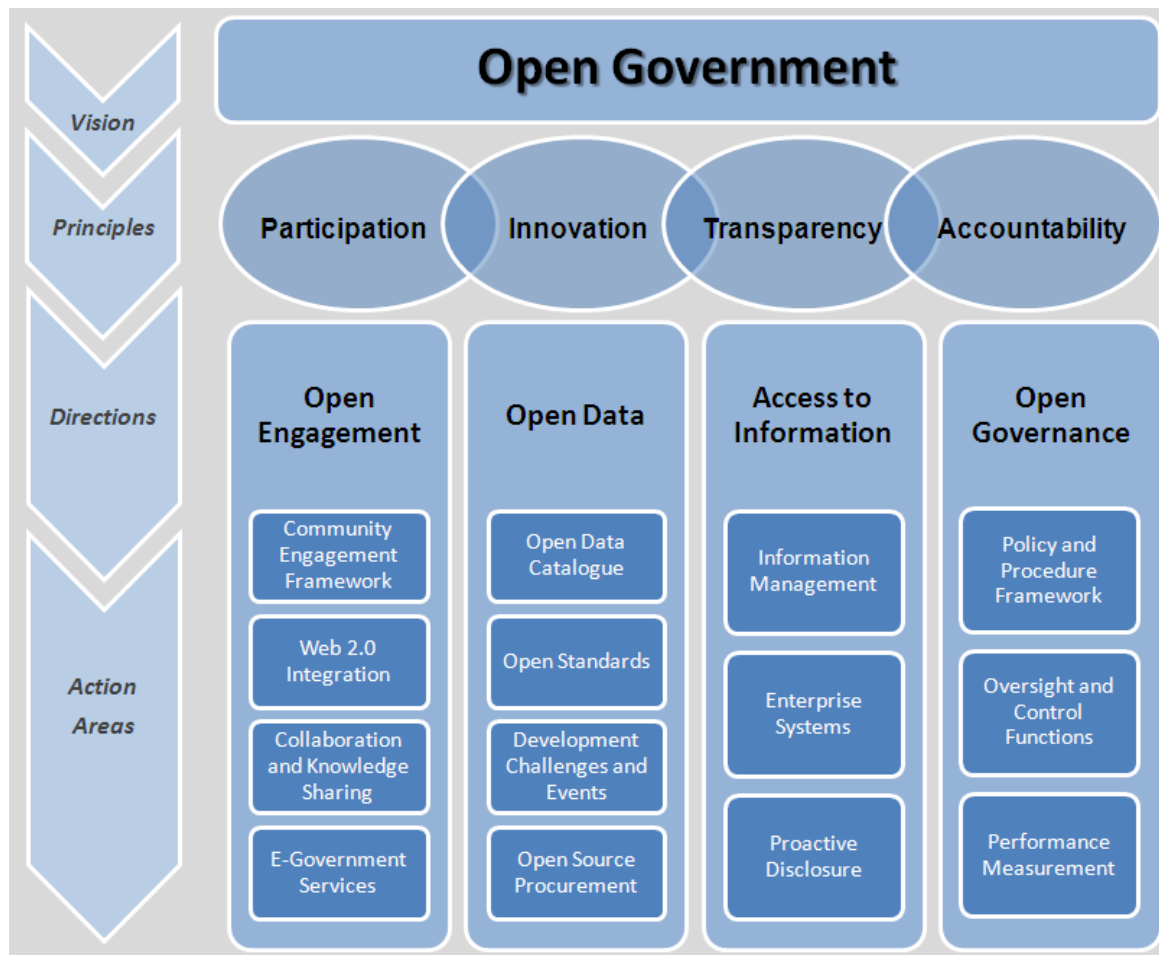
2011 Ontario MISA Conference

#Next Steps

- **Phase 1 (2012)**
 - Council to consider approval of the proposed Open Government Framework
- **Phase 2 (2013 subject to approval)**
 - Expansion request in the 2013 operating budget to retain a subject matter expert to assist in developing an Open Government Action Plan for the City
- **Phase 3 (TBD)**
 - Transform to Open Gov
- **Phase 4 (TBD)**
 - Iterate from community metrics



#Questions?



COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate and Human Resources, City Clerks Department
DATE November 13, 2012

SUBJECT Open Government Framework
REPORT NUMBER CHR-2012-55

SUMMARY

Purpose of Report:

To provide historical context and a rationale for Open Government and to outline a proposed Open Government Framework from which to build an Open Government Action Plan for the City of Guelph.

Committee Action:

To recommend to Council the approval of an Open Government Framework for the City of Guelph.

RECOMMENDATION

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

BACKGROUND

Through the City's development of a [Corporate Technology Strategic Plan](#) (approved by Council on September 24, 2012), it was identified that the IT pillar of Open Government was a component of a much larger strategic objective. As a result, it was determined that staff would further consider Open Government by way of developing a conceptual framework for the City. Open Government is also supported by the Corporate Strategic Plan Framework (approved by Council on June 25, 2012) as it directly relates to several strategic directions under the focus areas of Organizational Excellence, Innovation in Local Government and City Building.

This report will provide a high level summary and overview of the proposed Open Government Framework. The *Survey of Open Government* (Attachment 1) will provide for a more detailed account in relation to the historical evolution of Open

Government and its current context. It also illustrates related initiatives which have been successfully led by a number of jurisdictions. The context included in the paper will serve to provide greater clarity in regards to the proposed Open Government Framework below.

The proposed Open Government Framework can be used as the basis from which to develop an Open Government Action Plan for the City. An Action Plan is necessary as it will allow for a focused use of resources in the preparation of a work plan and implementation schedule. The work plan will propose several new initiatives built on best practice and industry trends in order to supplement existing City programs and services which already support the principles of Open Government. As a long-term strategic focus for the City, Open Government has the potential to be transformational. The proposed framework is a foundational element to inform a strategic roadmap to achieve this vision.

Drivers

As part of an [Open Government Summit in 2010](#), the Organization for Economic Cooperation and Development (OECD) published the following as the key benefits of Open Government:

- Establishing greater trust in government
- Ensuring better outcomes at less cost
- Raising compliance levels
- Ensuring equity of access to public policy making
- Fostering innovation and new economic activity
- Enhancing effectiveness by leveraging knowledge and resources of citizens

Further detail regarding the context and rationale for Open Government can be found in the attached paper.

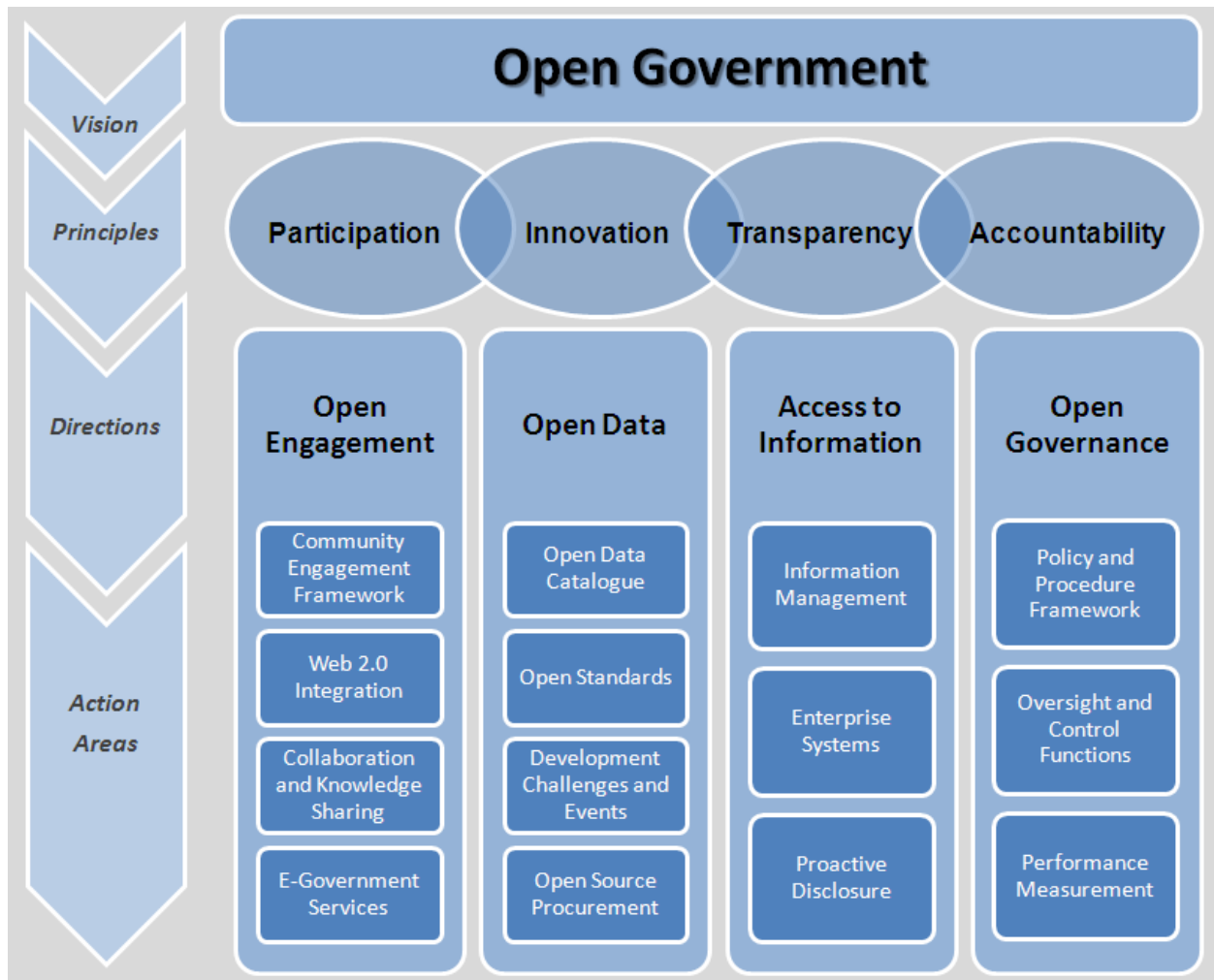
REPORT

Open Government is a movement which seeks to enhance the overall transparency and accountability of government. It is also an attempt to improve the connection between government and citizens - not only to increase democratic participation but also to encourage and support innovation and economic development. Open Government is facilitated by technology but is being driven through public expectation. Related changes are evident in the private sector and in the formation of grassroots and global partnerships focused on moving the agenda forward. Government at all levels have already begun to embrace this new reality, but progress is most apparent at the local levels, especially in Canada.

The implementation of Open Government requires a strategic approach. There are a number of interrelated directions that must be in place to support the overall principles and vision. Consultation with the community around action planning is a key component to the success of any Open Government program. In order to consider an Action Plan, it is necessary to first provide a conceptual account of Open Government through the development of a framework. Within the proposed

framework, the vision of Open Government is supported by four interrelated principles driven through four key directions. There are a number of action areas tied to these directions, however, these are not meant to be exhaustive lists - they are identified only to provide central themes which may be used to inform further development.

The following section provides a summary of the proposed Open Government Framework for the City of Guelph. The attached paper references various examples in an attempt to better operationalize the concepts below.



Vision

The following definition attempts to classify Open Government as a broad and dynamic concept for the City of Guelph.

OPEN GOVERNMENT: To create a fully transparent and accountable City which leverages technology and empowers the community to generate added value as well as participate in the development of innovative and meaningful solutions.

Principles

The vision of Open Government is underpinned by four principles, established in order to provide further clarity and to more fully inform the development of an Open Government Action Plan.

PARTICIPATION: To present the community with an opportunity to contribute to the development of public service, policy and legislation which best serves the common interest. The City of Guelph is committed to the proactive engagement of the community by using a variety of mechanisms to support an open and inclusive dialogue.

INNOVATION: The creation of value through the provision of solutions co-created for the purpose of realizing a shared reward. The City of Guelph is committed to collaborating and partnering with the community in a creative way to inspire a new approach to providing better public service and added value.

TRANSPARENCY: To ensure that the community has access to information with respect to the business and affairs of the City, with limited exceptions, in a timely manner and in open formats without limits on reuse. The City of Guelph is committed to the development and maintenance of information systems designed to manage, safeguard and disseminate civic data in an efficient and meaningful way.

ACCOUNTABILITY: An obligation for the City to account for its activities, accept responsibility for them and disclose the results to the community in a transparent manner. The City of Guelph is committed to supporting a legislative and administrative environment where governance mechanisms manage oversight and drive a commitment to continuous improvement.

Directions

The principles of Open Government are driven through four key directions. Within each direction there are a number of action areas which can encompass a myriad of related initiatives. The attached report references a handful of these initiatives in an attempt to better clarify these areas.

OPEN ENGAGEMENT: To build on the traditional and legislative foundation of public consultation to realize a transformative approach to the way in which the City can inform, consult, collaborate and empower the community.

OPEN DATA: To encourage the use of public data to be made available in practical formats for the purpose of facilitating the development of innovative and value added solutions.

ACCESS TO INFORMATION: To subscribe to best practices and support the necessary tools with respect managing civic information for the purpose of enhancing the transparency of City business and the enrichment of information assets.

OPEN GOVERNANCE: To develop a management and control framework as well as the necessary policy instruments to define expectations and verify the performance of strategic initiatives related to Open Government.

CORPORATE STRATEGIC PLAN

The proposed Open Government Framework establishes a conceptual foundation with which to develop a comprehensive Open Government Action Plan in support of several strategic directions within the Corporate Strategic Plan Framework (2012-2016):

Organizational Excellence

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government

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

City Building

- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

FINANCIAL IMPLICATIONS

An expansion request of \$100,000 is included as part of the 2013 budget process in order to retain the services of a subject matter expert to work with the City Clerk and a Collaborative Work Team to develop a comprehensive Open Government Action Plan for the City of Guelph. The Action Plan would set out a strategic implementation program for various Open Government initiatives based on the proposed framework, a best practice review and an internal state readiness assessment. It will address project management, governance, and resourcing when considering deliverables and a related project timetable. The Action Plan will also reference the City's strategy and policy framework to ensure that future initiatives are aligned appropriately.

DEPARTMENTAL CONSULTATION

The following interim collaborative work team was struck in order to provide input and support to the development of the proposed Open Government Framework:

- City Clerk (Chair)
- Deputy Clerk
- Manager of Information Technology
- Corporate Manager, Strategic Planning and Corporate Initiatives
- Manager of Communications

-
- Senior Communications and Issues Management Coordinator
 - Manager of Integrated Services, Community & Social Services
 - Deputy City Solicitor
 - Access, Privacy and Records Specialist
 - Economic Development Marketing Coordinator
 - Supervisor, Financial Planning
 - General Manager, Planning and Building Services
 - Manager, Development Planning

Subject to Council's approval, members of this group will be used as a resource in the development of an Open Government Action Plan. Community engagement will also be a key component to inform the plan. As part of the strategic development process, further consideration will be given to work teams and governance structures which are required to support implementation.

COMMUNICATIONS

Corporate Communications will assist in the development of a communications plan to support an Open Government Action Plan (subject to approval). The plan's communications tactics may include:

- Dedicated web pages on guelph.ca
- Messaging through a variety of social media channels
- Media relations
- Internal communications
- Public engagement opportunities
- Advertising and promotion

ATTACHMENTS

- Attachment 1: *A Survey of Open Government*, November 13, 2012, Blair Labelle, City Clerk

"original signed by Blair Labelle"

Prepared and Recommended By:

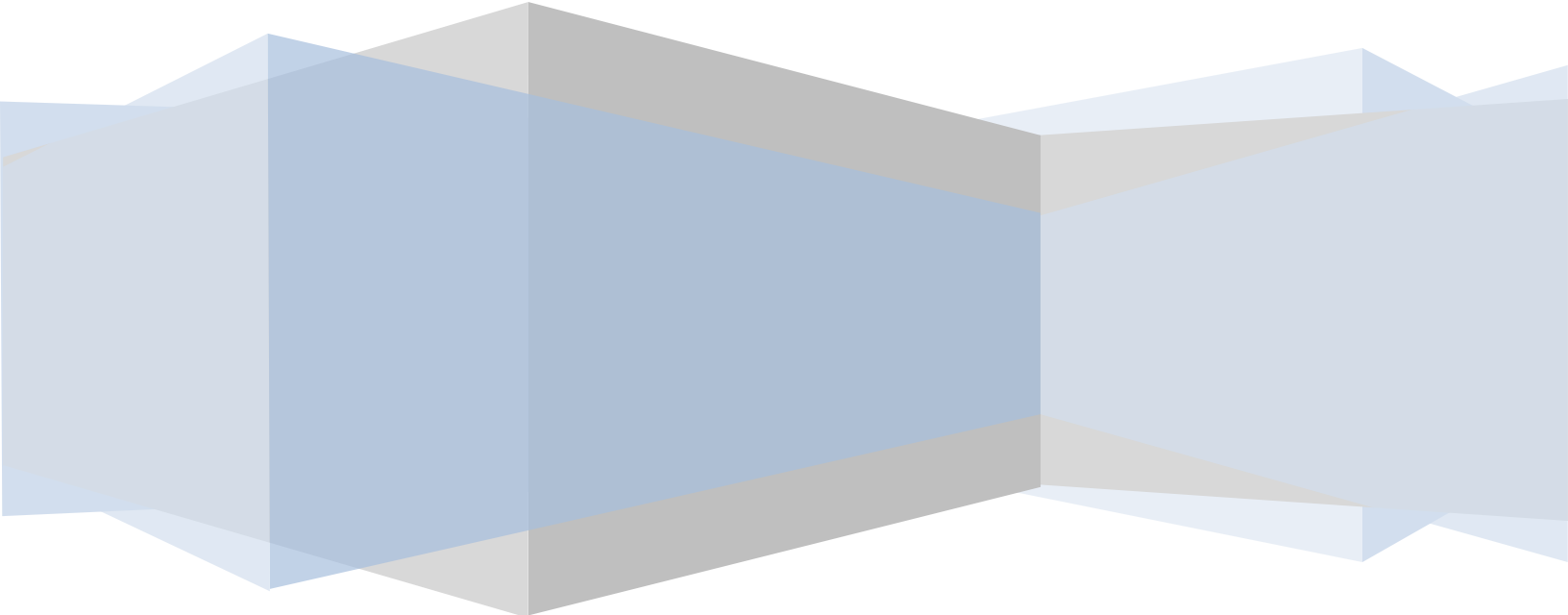
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Blair Labelle, City Clerk



Summary

This paper was drafted in order to provide further context in relation to the Open Government Framework proposed for the City of Guelph. It provides background information with respect to the historical evolution and rationale for Open Government. It also attempts to further define the many interrelated concepts and definitions. The proposed Open Government Framework is incorporated below and is examined through the depiction of initiatives led by the City and other jurisdictions. It should be noted that these examples exist only to provide some insight into what is a vast and rapidly evolving landscape.

History

Open Government is a term used in reference to initiatives which relate, in some way, to enhancing the overall transparency, accountability and value of government. Its roots are founded in Freedom of Information (FOI) legislation which mandates the right to access government held information subject to exemptions designed to protect individual privacy. Since the enactment of related statutes and regulations, many have lobbied for a more proactive mechanism for governments to provide information. Some argue that information in the custody and control of the public sector is, by its very nature, civic information which should be made easily accessible to the public. More recently, however, the term Open Government has grown to encapsulate a new way of thinking about the role of government. Over the last decade there has been mounting support for the public sector to better leverage emerging technologies in order to employ a new and revitalized approach to citizen engagement, service delivery and governance.

Advocacy and support efforts have grown exponentially since 2009 when the U.S. administration issued an [Open Government Directive](#) to all Federal Departments and Agencies. This strategic direction instructed the executive to take specific actions to implement measures in order to improve transparency, participation and collaboration - all of which are considered to be key principles of Open Government. Since then, many jurisdictions have followed suit to formalize a strategic direction to support these principles. In 2011, the Government of Canada issued an [Action Plan on Open Government](#) which commits to fostering three central activity streams; open information, open data and open dialogue.

The Open Government movement has also led to the creation of several international collectives such as the [International Open Government Partnership](#), a global consortium of governments committed to promoting transparency, empowerment and harnessing new technologies to strengthen governance. Notwithstanding these developments, it is difficult to overlook the fact that the success of Open Government has largely been led by local jurisdictions. As noted in the many examples below, governments at the local levels have implemented a wide range of successful initiatives which have inspired others to do the same.

Advancements in technology, particularly in relation to mobile connectivity and Web 2.0 are key drivers for Open Government initiatives. These advancements provide the ability for individuals to connect and carry on conversations in a variety of different ways, a trend furthered by the current demographic shift. This segment of

new workers and consumers have been shaped by technology - not by computers as simple desktop processors or the web as the “information superhighway”, but by technology as an assumed means with which create, communicate and enrich all aspects of life. This attitude and approach has proliferated the mainstream to establish an expectation that individuals ought to be able to participate in, and directly shape their environments.

There are obvious parallels to be made between this evolution and the changing context of democracy. Many have suggested that government would be wise to take more direct cues from certain private sector organizations who have revised their modus operandi with respect to doing business within a changing landscape. There are several examples of business models which have been adjusted to better suit a market where value and success can be achieved through openness and collaboration. In [Wikinomics: How Mass Collaboration Changes Everything](#), Don Tapscott and Anthony Williams propose that the internet has grown beyond a system with which to simply access information into a complex network to support a dynamic dialogue. In effect, this transformation has resulted in the inception of Web 2.0, which is not considered a new technology but rather a repurposing of the web to facilitate a more user-centric, collaborative experience. This revival has created an approach to business which extends beyond the use of traditional e-business models to embrace new approaches for engaging potential consumers. Rather than simply providing information and a means to acquire goods and services on the web, businesses are now embracing collaboration as a means to develop their products and create an ongoing dialogue around them to inform continuous improvement and marketability.

Individuals now directly participate in the development of the products and services they consume. The term [prosumer](#) was first coined in the 1980’s in order to describe the blurring and merging role of consumers and producers - this has never been more evident than it is today. It is now commonplace for individuals to have an ability to submit product reviews directly on a manufacturer’s website as well as compare and comment on competing services through online marketplaces. Consumer communities are now a vital way for companies to listen and participate in customer conversations in order to gather and act on their feedback. Some technology providers have opened up Application Programming Interfaces (APIs) in order to facilitate the creation of third parties applications to run on their operating platforms. Apple is a case in point. The technology company initially developed a handful of applications for their iPhone product, but instead of focusing on the internal development of additional applications they opened up access to their operating platform to allow for third party development. The Apple [App Store](#) now consists of over 500,000 applications which have been downloaded over 10 Billion times. Apple secured market share by allowing its consumer community to focus development on their own individual needs. Apple was certainly not the first to adopt an open, collaborative approach to development, however, its success in doing so is quite possibly unparalleled.

Another important example which further exemplifies the concept of an open and collaborative framework is the [Linux computer operating system](#). The software was

created by Linus Torvalds in 2002 as a means with which to access data on his university server. Once in beta, he released the software code to the development community at large to suggest potential improvements. Through Usenet (an online discussion network forum) and other engagement and development tools, the Linux code was modified through an iterative process by thousands of developers to become what is today – a fully featured computer operating system. Linux is distributed as open source software, licensed under the [GNU General Public License](#) (a free software copyleft licence). This allows the software to be used, modified and/or distributed either commercially or non-commercially by anyone who wishes to do so. Since its inception, Linux has grown in popularity in order to become a direct competitor to proprietary software solutions like Microsoft Windows and Mac OS.

Similar to transitioning within the private sector, government can also be transformed from its traditional focus of being a service and solution provider to an institution that seeks to engage and inspire change. Tim O'Reilly, founder of O'Reilly Media and supporter of the free software movement, argues that government should [serve as a platform](#) to encourage innovation and creativity. He suggests that government should be run much *like* a computer operating system - a framework to host a multitude of interoperable applications bound by a basic set of rules. This analogy views government as an enabler, or a framework to provide raw materials and support in order to encourage the development of value added solutions. It is important to note that this concept does not contemplate the "privatization" of government, nor does it seek to replace its core legislative function, it merely offers a new business for government – one which seeks to enhance transparency, build internal efficiency and promote ingenuity.

Drivers

This new business model for government, often referred to as "Government 2.0", has grown to serve as a foundational concept to support a myriad of knowledge sharing efforts. There are numerous conferences, seminars, workshops and information exchanges led by the public sector in concert with Gov 2.0 agencies and advocates. As part of an [Open Government Summit in 2010](#), the Organization for Economic Cooperation and Development (OECD) published the following as the key potential benefits of Open Government:

- *Establishing greater trust in government. Trust is an outcome of Open Government that can reinforce government performance in other aspects.*
- *Ensuring better outcomes at less cost. Co-design and delivery of policies, programs and services with citizens, businesses and civil society offers the potential to tap a broader reservoir of ideas and resources.*
- *Raising compliance levels. Making people part of the process helps them to understand the stakes of reform and can help ensure that the decisions reached are perceived as legitimate.*

Clearly, technologists see data and information as a crucial component of Open Government. This is not surprising given that the respondents in this case are those which use information in order to develop technology solutions. Many make the assumption that open data equates to Open Government, however, it needs to be considered more broadly.

The other important terms which were highlighted by the technology community which was surveyed are those which relate to collaboration and stakeholder engagement. Providing access to information is important, but leading community engagement in relation to that data will serve to harness creativity, expand capacity and promote innovation. Success with Open Government can be sustainable by framing this commitment to community engagement as fundamental component of an organization's strategic objectives.

The concept of Open Government is transformational by nature, it replaces the [government vending machine model](#) with a notion that the public sector can empower and support a marketplace of ideas to directly participate in finding solutions to problems which effect the community at large. The willingness for governments to explore this new business model is still yet to be determined, however, as illustrated by the numerous examples below, there seems to be a growing commitment to do just that.

The implementation of Open Government requires a strategic approach as there are a number of interrelated directions that must be in place to support the overall principles and vision. Chris Kemp, Chief Technology Officer for IT at NASA (an agency that has fully embraced the U.S. Open Government Directive), adeptly describes the future potential of Open Government;

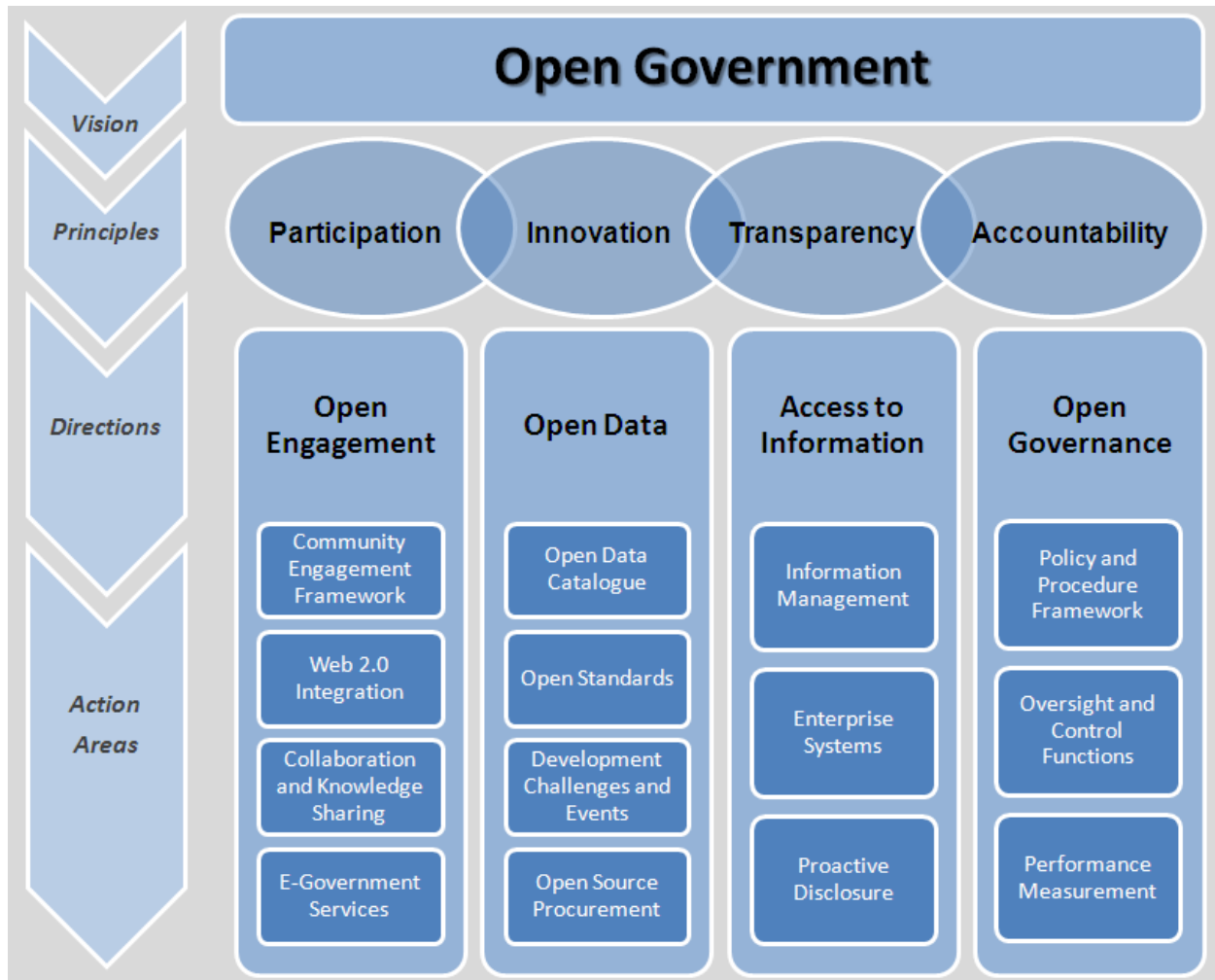
The future of open government is allowing seamless conversations to occur between thousands of employees and people. You can't divorce open government from technology. Technology enables and supports the conversation. We're finding that if we don't stand in the way of that conversation, incredible things can happen.

Proposed Open Government Framework

The proposed Open Government Framework for the City of Guelph is supported by four interrelated principles driven through four key directions. There are a number of action areas tied to these directions, however, these are not meant to be exhaustive lists - they are identified only to provide central themes which may be used to inform further development. As noted above, the intention of the proposed Open Government Framework is to provide a conceptual foundation which can be used as the basis for creating a comprehensive Open Government Action Plan for the City.

The following divides the components of this framework in an effort to provide further detail related to each. Where applicable, a brief description and reference to related Open Government initiatives has been inserted. The implementation of similar initiatives for the City of Guelph may be contemplated through the

development of an Action Plan. Where practical, there is also reference made to City projects which already subscribe to the principles of Open Government.



Vision

The terminology associated with Open Government has been variably applied to fit the circumstance of the moment. Over time, use of this term seems to relate less to the strategic commitments around enhanced transparency and public participation to focus almost solely on the implementation of [open technologies](#). There is no question that value can be driven through the latter, but by losing sight of the former, there is a risk in assuming that the challenges facing government today can simply be solved by implementing technology solutions. The following definition attempts to classify Open Government as a broad and dynamic concept for the City of Guelph.

OPEN GOVERNMENT

To create a fully [transparent](#) and [accountable](#) City which leverages technology and empowers the community to generate added value as well as [participate](#) in the development of [innovative](#) and meaningful solutions.

Principles

The vision of Open Government is underpinned by four principles, established in order to provide further clarity and to more fully inform the proposed development of an Open Government Action Plan.

PARTICIPATION

To present the community with an opportunity to contribute to the development of public service, policy and legislation which best serves the common interest. The City of Guelph is committed to the proactive engagement of the community by using a variety of mechanisms to support an open and inclusive dialogue.

INNOVATION

The creation of value through the provision of solutions co-created for the purpose of realizing a shared reward. The City of Guelph is committed to collaborating and partnering with the community in a creative way to inspire a new approach to providing better public service and added value.

TRANSPARENCY

To ensure that the community has access to information with respect to the business and affairs of the City, with limited exceptions, in a timely manner and in open formats without limits on reuse. The City of Guelph is committed to the development and maintenance of information systems designed to manage, safeguard and disseminate civic data in an efficient and meaningful way.

ACCOUNTABILITY

An obligation for the City to account for its activities, accept responsibility for them and disclose the results to the community in a transparent manner. The City of Guelph is committed to supporting a legislative and administrative environment where governance mechanisms manage oversight and drive a commitment to continuous improvement.

Directions

The section below provides an explanation with respect to the four directions and provides various example initiatives related to each action area within the proposed framework. As noted above, this is not an exhaustive list but does serve to operationalize the identified action areas. Consideration regarding the implementation of similar initiatives would be considered through the development of a comprehensive Open Government Action Plan for the City.

OPEN ENGAGEMENT

To build on the traditional and legislative foundation of public consultation to realize a transformative approach to the way in which the City can inform, consult, collaborate and empower the community.

Community Engagement Framework

A Community Engagement Framework (CEF) for the City of Guelph is currently being developed in response to both internal and external demands, both from the community and from City Staff, with respect to enhancing the level of support for the process of engaging the community. The CEF will provide staff with a toolkit of engagement activities which can be used to interface with the community. There are a vast number of tools available to inform, consult, involve, collaborate and empower the public. Alternative modes of dialogue include such things as; [Open Space Technology \(OST\)](#), [unconferences](#), [change camps](#), [Delphi decision groups](#), and [world cafes](#).

The [City of Guelph Community Wellbeing Initiative \(CWI\)](#) is a good illustration of the use of innovative ways with which to engage the community. The CWI is a dynamic conversation between the City and a wide range of community partners for the purpose of developing a shared vision for the City. In addition to using various alternative approaches to community engagement, the CWI also focuses on inspiring individuals to take action within their own neighbourhoods for the purpose of improving the wellbeing of the City.

Web 2.0 Integration

Web 2.0 technologies allow users to interact and collaborate with each other in a social media dialogue as co-creators of their own content. Networking applications such as [Facebook](#), [Twitter](#), [YouTube](#), [Flickr](#), [Google+](#), [LinkedIn](#) and tools such as [Rich Site Summary \(RSS\) feeds](#), [blogs](#) and [mashups](#) (just to name a few) support thousands of virtual communities which allow participants to share and collaborate through the internet. The City of Guelph has been an early adopter of social media and has enthusiastically embraced the web as a platform for transparency. The City's [Facebook page](#), [Twitter account](#), [YouTube channel](#) and the [Mayor's blog](#) are all great examples of this.

The previous U.S. administration reached out numerous times to the public via social media. The [Twitter Town Hall](#) with the President was one of the most followed Twitter events in history. The #askobama hashtag has continued to exist long after the July 6, 2011 event. Although internet based collaborative technologies are at the heart of Web 2.0, teleseminars are also a proven and effective mechanism to remotely engage a large number of participants. In relation to the CWI, Mayor Farbridge hosted Guelph's first [telephone Town Hall](#) meeting on September 25, 2012 where hundreds of residents joined a real-time conversation about their community.

Web 2.0 also relates to the development of online portals - websites which can be personalized for individual users. Web portals are designed to be interactive and provide access to online services that are specific to the user. The [Planning Portal](#) is a website supported by the UK Government (as part of their very progressive [Directgov](#) platform) in an attempt to provide a "one-stop-shop" for services and information related to the planning process for England and Wales. The portal provides access to interactive guides and information with respect to regulations and fees - all of which can be customized by the user to relate to their specific

jurisdiction. It also allows users to submit planning applications for their areas or purchase plans from a list of accredited suppliers. Search capabilities allow users to view the details of development applications in progress, provide commentary on them and/or submit formal appeals. [Bizpal](#) is a similar initiative which is managed by a partnership of Canadian governments focused on simplifying the permitting and licensing process for entrepreneurs, businesses, governments and third-parties. In latter stages, the [Corporate Technology Strategic Plan](#) would provide the digital platform with which to implement similar services.

Collaboration and Knowledge Sharing

The internet has been used to facilitate the exchange of ideas since the early 1980's, however, the recent proliferation of collaborative technologies and the growing acceptance that *there are more knowledgeable people outside your organization than inside* has created a relatively novel approach to problem solving - crowdsourcing. Crowdsourcing, in the context of Open Government, can be defined as a process where government outsources a challenge to the community in order to generate a number of responses. This can be done using social media or in a more structured way supported by a communications plan. Regardless of the methodology applied, the intent is the same - to generate a high number of responses which then are reviewed collectively in order to inform alternative solutions.

It is now becoming standard practice for organizations to leverage technology in order to support collaboration and knowledge sharing efforts. [GCPEDIA](#) is an internal [wiki](#) which can be accessed and updated by Government of Canada employees. The intent of the site is to provide an opportunity for 250,000 users from over 150 departments and agencies to modify and share content in order to strengthen cross-area knowledge and collaboration efforts. This same principle also applies to [Govloop](#) which is the largest government social network of its kind operated by an organization out of Washington, D.C. This forum allows employees from any level of government to share information and ideas with other public sector professionals. [MuniGov 2.0](#) is a similar initiative but involves a more focused conversation on the government adoption of Web 2.0 principles. Beyond the context of government, the [Open Knowledge Foundation \(OKF\)](#) is a not-for-profit agency that provides a forum for the public to exchange ideas and advocate for "free and open knowledge". Through an open partnership with academics, public sector employees, entrepreneurs, data experts, archivists, web developers and independent activists, the OKF co-develops support tools which can be used in order to facilitate independent knowledge sharing efforts.

Collaborative technologies also allow organizations to collect and share information with a broad base of respondents. The [Wellbeing Toronto](#) initiative was launched in 2011 as way to collect information from residents by allowing them to rank their neighbourhoods in relation to criterion such as crime, the economy, health, education and housing markets. The format used to report this information is geo-based with overlay controls which can be applied by the user to create a customized map of the City. The City of Guelph's ongoing [Cultural Mapping Project](#) is a comparable initiative designed to collect data for the purpose of building a

cultural inventory for Guelph. The gathered information will be compiled and made accessible through an online public portal (to be launched in 2013) which will serve as a valuable planning tool for cultural, economic and tourism development. A cultural mapping project launched for the [City of Mississauga](#) is a good reference point to demonstrate the end result of such a project.

E-government Services

Like Open Government, the term [e-government](#) is often adapted to fit a particular circumstance. For the purposes of the proposed framework “e-government service” can be referred to as an alternative approach to service delivery where technology is used to enhance the accessibility of City services and improve the efficiency of transactions. The City of Guelph currently provides a number of [online services](#). Residents are able to register for overnight parking exemptions, pay parking tickets, register for community programs and apply for building permits online. [ServiceOntario](#) is another example which demonstrates that government services can be delivered through multiple channels. Individuals can renew their driver’s license or health card information or apply for a business license either online or by visiting an automated public kiosk.

Initiatives such as [on-line voting](#) and [alternative approaches to providing services to persons with disabilities](#) demonstrate that by leveraging technology, government can define a new level of service delivery. In addition to mechanisms which are geared towards individuals, there are also a number which can be used by government to deliver services to the business community. The UK’s [Department for Business, Innovation and Skills \(BIS\)](#), the [Canada Business Network](#) and [BC OnLine](#) all exist to create an efficient way to service prospective clients, entrepreneurs and businesses. As the context of local government continues to grow more competitive, e-government services designed to attract and retain business will be an important area of focus.

OPEN DATA

To encourage the use of public data to be made available in practical formats for the purpose of facilitating the development of innovative and value added solutions.

Open Data Catalogue

Launched in 2009 and maintained by the Executive Branch of the U.S. Federal Government, [data.gov](#) is one of the largest open data catalogues available online consisting of nearly 400,000 independent [datasets](#). The primary goal of data.gov is to improve access to Federal data in order to enhance transparency and encourage innovative ideas *beyond the walls of government*. Aside from simply offering raw data for download, the website also allows public access to geospatial data and metrics, an interface to visually represent data through online charts and graphs, as well as an open API and other resources to assist users in the development and publication of applications. A similar open data catalogue in the same order of magnitude is [data.gov.uk](#) which is maintained by the Government of the United Kingdom.

To date, hundreds of jurisdictions manage open data catalogues, all of which vary in scope and scale. The Government of Canada recently launched an [Open Data pilot project](#) which, at the time of this report, contained approximately 13,000 datasets. A number of Canadian municipalities such as [Edmonton](#), [Toronto](#), [Vancouver](#), and [Ottawa](#) have also published and maintain open data catalogues. In fact, the local government sector is considered to be at the leading edge of open data efforts, especially in Canada. In 2011, the cities of Edmonton, Toronto, Vancouver and Ottawa collaborated as the “G4” in order to share their experiences with open data, consider common standardized formats, develop an accepted terms of use and provide leadership and support to other jurisdictions considering the development of open data catalogues. Many municipalities have followed suit based on this work including the [Region of Waterloo](#), [Hamilton](#), [London](#) and [Mississauga](#) (to name only a few).

Open Standards

The development of open standards is an essential component to facilitate the publication of open data. Without the standardization of data, it is difficult and time consuming for users to be able to mine and exploit the information. There are numerous organizations such as the [W3C](#), [OpenStandards](#), and [OASIS](#) which advocate for a set of principles which can be used by government to guide the development of their open data catalogues. Although the semantics of the principles can vary somewhat, [opengovdata](#) established what has been referred to as the *de facto standard*. The group concluded that open government data should be; complete, primary, timely, accessible, machine processable, non-discriminatory, non-proprietary and license-free.

In 2009, the Council of the City of Vancouver passed an [Open City Resolution](#) which formally launched several Open Government initiatives including the adoption of open standards for the organization. Other jurisdictions have also adopted open standards through policy development related to their open data programs. The City of Toronto adopted [Open311](#) which allowed certain mobile applications a direct communication channel with their [existing 311 service technology](#). This decision led to the development of various smartphone applications which allow residents to directly report issues like potholes and graffiti in real-time while they commute through the City. The applications are maintained by the third parties who developed them and are available to the public free of charge.

Development Challenges and Events

One of the motivating factors to open data for unrestricted use is to harness creative capacity in order to realize added value. In order to achieve this end, organizations have to publish the data but they also have to advertise, and in some cases, incentivise its use. A common approach to profiling open data has been to sponsor development contests and events which frame challenges around building applications using the data. [Apps for Democracy](#) is one of the most commonly referenced development contests. It was led by the District of Columbia in 2008. The D.C. made an initial investment of \$50,000 in order to administer the contest and reward the winners. The end result of this endeavour yielded 47 web, smartphone and social media applications which demonstrated a shared value to

the organization of approximately \$2.3 million dollars. Needless to say, this model has been adopted and used by many other jurisdictions since then. Participation in development contests can be restricted by jurisdiction like the [Open Data Challenge](#) or framed around a specific theme as seen with the EPA's [Apps for the Environment contest](#). The most common method used, however, are unrestrictive challenges like [apps4edmonton](#) and [apps4ottawa](#) which simply seek to reward participants for their overall creativity, ingenuity and value added.

[ChallengePost](#) is an organization which enables the public and private sector to define a problem, profile a related challenge then crowdsource for potential solutions. It provides a plug-and-play platform where organizations can easily interface and connect to thousands of people with great ideas. Recently, the US General Service Administration (GSA) in conjunction with ChallengePost, created [Challenge.gov](#), a format specifically designed to profile and crowdsource solutions to problems affecting all levels of government in the U.S.

Another frequently used method to publicize the existence of open data resources are [Codefest or hackathon events](#). Organizations who lead these events will either target certain development communities or open an invitation to anyone interested. These events are not restricted to just developers and/or data experts, many others attend in order to provide alternative contributions. The objective of hosting a challenge-based event is to create an environment where participants have an opportunity to meet, collaborate and use open data in order to build value added solutions. An event can run anywhere from a few hours to weeks on end and, subject to the agenda, is typically focused on development using a particular platform, programming language or API. The events are also an opportunity for advocates of open data to network and socialise. Technology start-ups, the public sector and other agencies will often support challenge-based events as a means of crowdsourcing a challenge or generating new ideas which could then be the focus of further development.

[PennApps](#) is the largest student driven hackathon event in the U.S. Its last event was hosted by the University of Pennsylvania's computer science club but was sponsored by a number of prominent technology companies including Facebook, Google, Yahoo and Microsoft. The second place winner in a recent event was [activist.io](#) who developed a widget built on open data which allows users to access contact information for their congressional representatives. The development philosophy behind the app was focused on creating a solution which could be easily integrated into an advocacy-based website in order to provide users immediate access to their political representatives (phone numbers and social media contact information). This app was developed in less than two days and was awarded \$1,500.

The number of value added applications designed using open data is immense. A quick browser search on "open data applications" provides an easy confirmation of this. It is important to note, however, that the quality of innovation realized through the development of applications is directly proportional to the quality of the data made available. In other words, information must be kept accurate and

provided in a useable format. It must also be what the development community wants. This last point was the focus for an event led by the Toronto Transit Commission called [Transit Camp](#). Using an unconference framework, TTC staff met with members of its ridership and local activists to brainstorm ideas to improve transit services. This led to the City's release of real-time GPS data for transit services which then led to the development of [Rocket Radar](#), a smartphone application which allows users to instantly locate a bus or streetcar heading in their direction. The application was developed by a 27 year old Toronto resident and is available for purchase for \$.99 cents on the Apple App store.

In 2010, the City of Guelph IT Department published [five static datasets](#) in varying formats consisting of information already made available to the public. This initiative was undertaken as a pilot project in response to a request from a local developer group who wanted to work with data that was pertinent to Guelph. Aside from consulting with this group when the data was first published, there has been no communication of the datasets since they were published. In April, 2012 this data was found and then used by a [local developer](#) to build a Windows Phone 7 application designed to find the locations of parks, arenas, pools and leash-free areas within the City. The concept of scraping information from government websites is a testament to the enthusiasm that exists with respect to open data.

Open Source Procurement

Open source software is computer software which is available in source code for use free of charge. Open source procurement is a purchasing model which allows for the consideration of open source solutions along with proprietary products. An [open-source license](#) essentially permits users to modify and redistribute the software as they see fit. The adaptive use of open source software is now a fairly common practice within the private sector - the [Apache HTTP Server](#) and the [Linux operating system](#) are both prominent examples of this. Some public sector organizations have also incorporated this procurement model in order to adopt open source solutions as part of their enterprise platforms. In these cases, policy was developed to help evaluate open source alternatives and to provide a cost-benefit analysis.

The United Kingdom Cabinet Office first adopted an open source procurement model in 2004 as a component of their policy entitled [Open Source, Open Standards and Re-Use: Government Action Plan](#). Since then, they have produced an [Open Source Procurement Toolkit](#) in order to provide best practices for governments considering the adoption of open source solutions. A number of local jurisdictions have also adopted resolutions to support and encourage open source procurement including [San Francisco](#), [Portland](#) and [Vancouver](#).

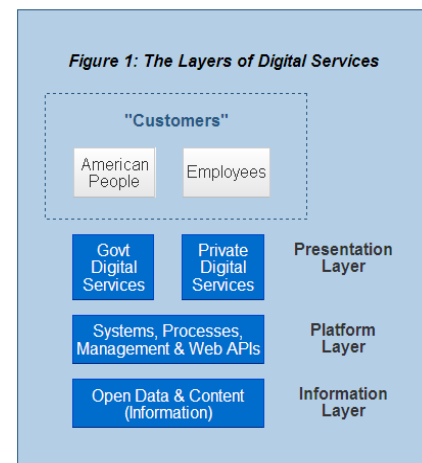
ACCESS TO INFORMATION

To subscribe to best practices and support the necessary tools with respect managing civic information for the purpose of enhancing the transparency of City business and the enrichment of information assets.

Information Management

Information Management (IM) best practice is supported by an appropriate infrastructure with which to accept, classify, manage, retrieve and share data. Nowadays, information is available in a variety of different formats (paper, raw data, electronic documents, audio video etc.) requiring organizations to employ a multi-channel approach to IM. As discussed in the City's [Corporate Technology Strategic Plan](#), current information in the custody and control of the City of Guelph is not *consistently stored, catalogued or electronically searchable*. This requires most of the sourcing of information within the organization to be completed manually. Moreover, information can be lost and/or duplicated as there are no standardized IM practices in place or a system designed to manage corporate and civic information.

As part of a memorandum issued to support the U.S. [Open Government Directive](#) entitled [Digital Government: Building a 21st Century Platform to Better Serve the American People](#), a conceptual model (right) was presented in order to illustrate the various layers associated with what is referred to as *digital service*. As noted in this model, citizens as well as employees are seen as the beneficiaries of an information management system. In order to drive forward this new service delivery model, the following strategic principles were established:



- An **"Information-Centric"** approach – Moves us from managing "documents" to managing discrete pieces of open data and content which can be tagged, shared, secured, mashed up and presented in the way that is most useful for the consumer of that information.
- A **"Shared Platform"** approach – Helps us work together, both within and across agencies, to reduce costs, streamline development, apply consistent standards, and ensure consistency in how we create and deliver information.
- A **"Customer-Centric"** approach – Influences how we create, manage, and present data through websites, mobile applications, raw data sets, and other modes of delivery, and allows customers to shape, share and consume information, whenever and however they want it.
- A platform of **"Security and Privacy"** – Ensures this innovation happens in a way that ensures the safe and secure delivery and use of digital services to protect information and privacy.

In order to realize the many benefits associated with the concept of information management, it is necessary to transform the culture of an organization. The

Technological infrastructure may be in place to support the transition to becoming a “FAST” organization, however, if mindset does not change, the transformation will undoubtedly stall - as noted in the [Corporate Technology Strategic Plan](#);

Effectively leveraging technology for organizational transformation requires a mindset change that embraces technology, digitization, the Internet AND agency openness as being central to service delivery. This requires a change in thinking about how the City designs and delivers its services.

Enterprise Systems

Information Management requires technology solutions that enable a digital platform. Enterprise systems are implemented in order to collect standardized data, manage it, and then process it for presentation to the customer. The City of Guelph maintains a wide range of business systems which provide operational support for the corporation. The [Corporate Technology Strategic Plan](#) recommends that the City focus on fully utilizing the capabilities of its existing enterprise systems in order to support new business processes. The development of a Records and Information Management (RIM) program for the City is a key recommendation of the IT Corporate Strategic Plan. In June, 2012, Council approved funding to support the first phase of this program which will focus on the development of an inventory of City records and current records and information management practices. The findings of this assessment review will be used to inform the future development of a broad-based RIM strategy for the City. A RIM strategy will articulate the needs of the organization with respect to information management and will provide a roadmap for the future.

Aside from developing standardized best practices, one of the objectives of a RIM strategy for the City will be to implement productivity tools such as an Electronic Records and Document Management System (ERDMS). An ERDMS can enhance the efficiency of the organization as a whole and improve service delivery to customers. A [review](#) by the Information and Privacy Commissioner (IPC) of Ontario concluded that an ERDMS also greatly increases public access to information which serves to enhance the overall transparency and accountability of government.

Good information management practices, and the enterprise systems designed to support them, will lead to the effective and efficient dissemination of information. A principle way with which to present this information to users is through the internet. The form and function of websites are transforming from simple, static reference points to sites which use dynamic and interactive tools to engage and encourage participation. There are numerous examples of websites which not only provide quick and easy access to information and services but also engage visitors to explore and participate in the content. Several noteworthy examples are the [NASA](#), [US Air Force](#), the [City of Seattle](#), the [City of Vancouver](#) and the [City of Toronto](#).

As a component of latter, the City of Toronto has developed a Meeting Management Information System ([TMMIS](#)) which allows users to track agenda items as they flow

through the legislative process. Users can access real-time meeting agendas, bookmark items of interest and immediately email them to individuals within their own social networks. The Clerk's Office also uses social media to provide real-time information with respect to the business of Council and its Committees. The City of Toronto, like the City of Guelph, also provides easy access to [RogersTV](#) where users can find live streams and video archives of Council meetings. Some municipalities such as the [City of Oakville](#) and the [City of Santa Barbara](#) host their own video stream solutions which also allow users to automatically download the meetings as regular podcast updates.

Proactive Disclosure

[The Municipal Freedom of Information and Protection of Privacy Act \(MFIPPA\)](#) establishes a general right of access to records held by municipal government and local agencies, boards and commissions. The purpose of the Act is to ensure the transparency and accountability of government by providing civic information while also ensuring that an individual's right to privacy is protected. MFIPPA provides for a [Freedom of Information process](#) whereby individuals can request access to information in the custody and control of the municipality. Upon receipt of a request, a municipality has time to collect the information and, in accordance with MFIPPA, redact that which would inappropriately disclose personal information.

Proactive disclosure is a self-imposed mandatory publication requirement for jurisdictions to automatically release information in order to enhance the transparency and oversight of public resources. The protection of privacy is built into a proactive disclosure model to ensure that which is released does not contain personal information. Dr. Ann Cavoukian, Information & Privacy Commissioner of Ontario released a [paper](#) which presents seven fundamental principles for *Access by Design*, an initiative developed to encourage public institutions to take a proactive approach to releasing information. A similar sentiment is echoed in a [resolution](#) passed by Canada's Information and Privacy Commissioners. As a result of these calls to action, some jurisdictions have instituted routine and/or proactive disclosure practices. The [Canadian Treasury Board of Canada Secretariat](#), the [Government of British Columbia](#), the [City of Toronto](#) and the [City of Barrie](#) are just a few noteworthy examples.

OPEN GOVERNANCE

To develop a management and control framework as well as the necessary policy instruments to define expectations and verify the performance of strategic initiatives related to Open Government.

Policy and Procedure Framework

As part of the development of an Open Government Action and Implementation Plan it is important to undertake a review of existing policies, procedures and practices in order to ensure that they support the principles of Open Government. Along with a gap analysis to identify areas where further policy development is required, there is often an opportunity to refresh the existing policy framework to better support the underlying principles. When undertaking this work it is vital for

organizations to ensure that the necessary safeguards exist to protect themselves and the public. Although regulating Open Government does present a bit of an awkward paradigm, lead organizations have a responsibility to ensure that terms of use are explicit and policies are in place to protect against a wide range of potential liabilities.

Oversight and Control Functions

Accountability and transparency, two principles of Open Government, can be reinforced through various oversight and control functions. Within the context of local government, many of these are mandated by way of statutory requirements, however, others are self-imposed and administered in order to fortify good governance practices. There are a number of good examples which already exist to demonstrate effective oversight and control in relation to open governance.

As part of their legislated responsibility, Councils of municipalities in Ontario are required to subscribe to the closed meeting provisions of the [Municipal Act](#). The Act provides that individuals are able to submit a complaint for an investigation of a meeting, or part thereof, which was allegedly closed to the public in contravention to the rules. Oversight of this investigation is to be led by an independent oversight body that is responsible for reporting the results directly to Council. To date, most of the reports generated by Closed Meeting Investigators have focused recommendations to support continuous improvement efforts related to the transparency of the legislative process.

Two comparable oversight bodies established by the City of Toronto in relation to the [City of Toronto Act](#) are the [Office of the Lobbyist Registrar](#) and the [Office of the Ombudsman](#). The former provides a mechanism for the public disclosure of individuals and groups who lobby Members of Council. Toronto's [Lobbyist Registry](#) is an online searchable index which was the first public online municipal registry in Canada. The Registrar, who reports independently to Council, also provides support, guidance and interpretation of the City's [Lobbying By-law](#). The City of Toronto Ombudsman is an officer of the Toronto City Council who is an impartial investigator of complaints submitted in relation to the administration of City government. The Office of the Ombudsman commits to leading and reporting on formal investigations where required, however, intervention and conflict mediation are also tools employed to resolve grievances. Both the Registrar and Ombudsman report annually to Council regarding their work.

In relation to several discretionary appointments contemplated through the [Bill 130](#) revisions to the Act in 2006, the Council of the City of Guelph approved a Code of Conduct and appointed an Integrity Commissioner to oversee the ethical behaviour of Members of Council. The Integrity Commissioner reports to Council directly and provides advice to Members in order to support a common basis for ethical behaviour. The City also hired an Internal Auditor to provide objective assurance and support as well as to add value and improve the City's overall operational capacity. In relation to this function, the Internal Auditor also provides leadership with respect to risk management best practice. Further accountability and

transparency measures including other control functions can be found on the [City's accountability and transparency webpage](#).

Open data efforts have enhanced the overall transparency of government by facilitating better public oversight. [The Sunlight Foundation](#), a non-profit, non-partisan advocacy group has supported the development of [a large number of applications](#) which focus on providing public access to the actions and influence on government. These tools are dedicated to tracking influence on government, the development of legislation and public policy and government spending. [Checking Influence](#) is one such application which permits an individual to monitor their own personal purchasing statements to uncover how the companies they do business with influence political parties through lobbying efforts and campaign contributions. Another unique application is [Scout](#), which permits a user to search and bookmark any matter to be considered by Congress. The Scout database is powered by another application called [Open States](#) which extends the search capabilities to proposed legislation in all 50 states. The majority of the Sunlight supported applications were built using open data published by the government.

Performance Measurement

In order to assess the overall effectiveness of an Open Government program, it is important to establish metrics which can be used to measure performance. Metrics for the City of Guelph would be established along with the development of an Open Government Action Plan. A common approach to reporting on the progress of Open Government is to first work with community stakeholders to co-create a measurement dashboard to define what to measure, and how to report on it. The [Involve report](#) suggests that *surveying and assessing citizens' needs, preferences and satisfaction is key to delivering public value*. This demand-side approach to developing performance indicators is a logical one as it establishes a reporting model that presents information in a format directly requested by the end user.

In response to the U.S. [Open Government Directive](#), the Chief Information Officer developed a [White House Open Government Dashboard](#) used to assess the progress of the Executive Branch in its ability to execute the [US Open Government Plan](#). The dashboard provides a high level measurement of each executive department and agency in relation to criteria such as Open Data, an open website, public consultation efforts and in relation to the execution of their own divisional plans. Users can click on any department and/or agency to view more detailed information relating to the divisional plan as well as the related strategic objectives and achievements.

Aside from measuring the effectiveness of Open Government specifically, high performing organizations often establish a broad performance measurement program to gauge the overall efficiency and effectiveness of their operations. In relation to the development of the City of Guelph's Corporate Strategic Plan, Council recently adopted Key Performance Indicators (KPIs) to do just that. The City's performance management system will monitor the progress with respect to established strategic goals and objectives and inform continuous improvement

efforts. A measurement dashboard has been developed to clearly and publically share the City's progress.

Some jurisdictions leverage technology in order to enhance the overall accessibility of their performance data. The City of Boston launched an initiative entitled [Boston About Results \(BAR\)](#) which provides an online tool to report on the success of various community services. The website is divided into categories such as Parks, Police, Public Works, Treasury, Transportation etc., all of which can be visited directly to understand the strategic objectives associated with that division and a measurement of their success in relation to their KPIs. [TracDC](#), an online profile tool administered by the District of Columbia advances this concept even further. The TracDC concept allows users to visit a website dedicated to each internal agency in order to view a plethora of information including an overview of that agency's leadership and mandate, links to related media coverage, a measurement of overall financial performance (which can be subdivided by KPIs), budget and operational information including a real-time footprint of agency spending and customer service statics. Each agency portal also provides the information in open data formats and embeds social media links allowing users to immediately share the information with their own personal networks.

Conclusion

Open Government is a vast agenda which requires a strategic approach to implementation. A proposed Open Government Framework was tailored specifically for the City of Guelph in order to establish a conceptual foundation to focus future efforts. Many of the principles of Open Government have been in practice by the City of Guelph for some time, therefore, the proposed framework serves to reference this ongoing work as well as to account for new directions to strengthen and support the overall vision.

Open Government will require an investment. Physical resources will be essential to supporting implementation. Equally important, however, will be the need to invest in rethinking the business model of government. Moving beyond statutory requirements in relation to the provision of service, engaging in meaningful participation with the public and driving innovation through the platform of government are all necessary landmarks on the roadmap to Open Government.

TO **Governance Committee**

SERVICE AREA Corporate & Human Resources
DATE November 13, 2012

SUBJECT 2013 Council and Committee Meeting Schedule
REPORT NUMBER CHR-58

SUMMARY

Purpose of Report:

To propose a 2013 Council and Committee meeting schedule.

Council Action:

To approve the 2013 Council and Committee meeting schedule.

RECOMMENDATION

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

BACKGROUND

Pursuant to the City of Guelph Procedural By-law, Council is required to establish an annual Council and Committee meeting schedule by way of Council resolution.

REPORT

To support the legislative process and to provide public notice regarding meetings of Council and Committee, it is necessary for Council to approve a regular meeting schedule. The approval of a regular schedule does not preclude necessary modifications. Regularly scheduled meetings can be cancelled and others can be called subject to the requirement to do so.

Summary of Proposed 2013 Council and Committee Schedule

Council Meetings

- Regular Council is scheduled to meet on the fourth Monday of the month commencing at 7:00 p.m.

-
- Planning Council is scheduled to meet on the first Monday of the month commencing at 7:00 p.m.
 - Closed meetings will be scheduled immediately prior to a Council meeting subject to the need to do so.

Monthly Standing Committee Meetings

- Community & Social Services Committee (CSS) is scheduled to meet on the second Tuesday of the month commencing at 5:00 p.m.
- Corporate Administration, Finance & Emergency Services Committee (CAFES) is scheduled to meet on the second Monday of the month commencing at 5:00 p.m.
- Operations, Transit & Emergency Services Committee (OTES) is scheduled to meet on the third Monday of the month commencing at 5:00 p.m.
- Planning & Building, Engineering & Environment Committee (PBEE) is scheduled to meet on the third Monday of the month commencing at 12:30 p.m.

Quarterly Governance Committee Meetings

- Governance Committee is scheduled to meet on the second Monday of February, May, September and December commencing at 3:00 p.m.

Bimonthly Audit Committee Meetings

- Audit Committee is scheduled to meet on the second Tuesday of the month every two months beginning in February at 3:00 p.m.

Ad Hoc Meetings

- Nominating Committee will meet at the call of the Chair (November, 2013 will be targeted for Nominating Committee to meet in order to consider annual appointments)
- Emergency Governance Committee will meet only if the need arises.

Holidays and Months with Five Weeks

- The above meeting dates are pushed back by one week in months with five weeks and may be adjusted around statutory holidays in order to provide the necessary time with which to better coordinate the agenda management function.

Proposed Modifications from the 2012 Schedule

Bimonthly Schedule for Audit Committee

In 2012, Audit Committee met at the call of the Chair which resulted in a total of five meetings. In an effort to better inform scheduling efforts and to allow for an enhanced level of public notice six Audit Committee meetings have been proposed for 2013, one every two months beginning in February.

July 2013

An agenda forecast process has been implemented in order to better coordinate and align the business of the City and effectively manage agendas beyond the most immediate meeting cycle in an effort to regulate meeting length and consider

strategic issues management along with the development of reports and presentations. As a result of this process, consideration will be given to consolidate business in an effort to avoid the need for July Council and Committee meetings. The decision to do so will be subject to the quantity of business to be consolidated as well as the associated time sensitivity involved.

January 2014

Informed by the agenda forecast process, staff will advise Council in the fall with respect to a proposed schedule of meetings for January 2014.

CORPORATE STRATEGIC PLAN

N/A

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

The proposed 2013 Council and Committee Meeting Schedule has been reviewed and supported by the Executive Team.

COMMUNICATIONS

The final 2013 Council and Committee Meeting Schedule will be forwarded to the media, internal and community stakeholders, and published on the City's website.

ATTACHMENTS

- Proposed 2013 Council and Committee Meeting Schedule

"original signed by Joyce Sweeney"

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2013 Council and Committee Meeting Schedule



AUD - Audit Committee @ 3pm

CSS - Community & Social Services @ 5pm

CAFES - Corporate Administration, Finance & Enterprise Committee @ 5pm

GOV - Governance Committee @ 3pm

OTES - Operations, Transit & Emergency Services Committee @ 5pm

PBEE - Planning & Building, Engineering & Environment Committee @ 12:30pm

~ JANUARY ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1 New Year's Day	2	3	4	5 6
7	8	9	10	11	12 13
14 Council Planning	15	16	17	18	19 20
21	22	23	24	25	26 27
28	29	30	31		

~ FEBRUARY ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2 3
4 Council Planning	5	6	7	8	9 10
11 GOV CAFE	12 AUD CSS	13	14	15	16 17
18 Family Day	19 PBEE OTES	20	21	22	23 24
25 Council	26	27	28		

2013 Council and Committee Meeting Schedule



AUD - Audit Committee @ 3pm

CSS - Community & Social Services @ 5pm

CAFES - Corporate Administration, Finance & Enterprise Committee @ 5pm

GOV - Governance Committee @ 3pm

OTES - Operations, Transit & Emergency Services Committee @ 5pm

PBEE - Planning & Building, Engineering & Environment Committee @ 12:30pm

~ MARCH ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2 3
4 Council Planning	5	6	7	8	9 10
11 CAFE	12 CSS	13	14	15	16 17
←----- <i>March Break</i> -----→					
18 PBEE OTES	19	20	21	22	23 24
25 Council	26	27	28	29 Good Friday	30 31 Easter

~ APRIL ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 Easter Monday	2	3	4	5	6 7
8 Council Planning	9	10	11	12	13 14
15 CAFE	16 AUD CSS	17	18	19	20 21
22 PBEE OTES	23	24	25	26	27 28
29 Council	30				

2013 Council and Committee Meeting Schedule



AUD - Audit Committee @ 3pm

CSS - Community & Social Services @ 5pm

CAFES - Corporate Administration, Finance & Enterprise Committee @ 5pm

GOV - Governance Committee @ 3pm

OTES - Operations, Transit & Emergency Services Committee @ 5pm

PBEE - Planning & Building, Engineering & Environment Committee @ 12:30pm

~ MAY ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
		1	2	3	4 5
6 Council Planning	7	8	9	10	11 12
13 GOV CAFE	14 CSS	15	16	17	18 19
20 Victoria Day	21 PBEE OTES	22	23	24	25 26
27 Council	28	29	30	31	

~ JUNE ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1 / 2 FCM Conf.
3 FCM Conf.	4 Council Planning	5	6	7	8 9
10 CAFE	11 CSS AUD	12	13	14	15 16
17 PBEE OTES	18	19	20	21	22 23
24 Council	25	26	27	28	29 30

2013 Council and Committee Meeting Schedule



AUD - Audit Committee @ 3pm

CSS - Community & Social Services @ 5pm

CAFES - Corporate Administration, Finance & Enterprise Committee @ 5pm

GOV - Governance Committee @ 3pm

OTES - Operations, Transit & Emergency Services Committee @ 5pm

PBEE - Planning & Building, Engineering & Environment Committee @ 12:30pm

~ JULY ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 Canada Day	2	3	4	5	6 7
8 Council Planning*	9	10	11	12	13 14
15 CAFE*	16 CSS*	17	18	19	20 21
22 PBEE* OTES*	23	24	25	26	27 28
29 Council*	30	31			

*Placeholder Meeting: may be cancelled if business can be consolidated as a part of other regularly scheduled or special meetings of Council/Committee.

~ AUGUST ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3 4
5 John Galt Day	6	7	8	9	10 11
12	13	14	15	16	17 18 AMO Conf.
19 AMO Conf.	20	21	22	23	24 25
26	27	28	29	30	31

2013 Council and Committee Meeting Schedule



AUD - Audit Committee @ 3pm

CSS - Community & Social Services @ 5pm

CAFES - Corporate Administration, Finance & Enterprise Committee @ 5pm

GOV - Governance Committee @ 3pm

OTES - Operations, Transit & Emergency Services Committee @ 5pm

PBEE - Planning & Building, Engineering & Environment Committee @ 12:30pm

~ SEPTEMBER ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 Labour Day	3	4	5	6	7 8
9 Council Planning	10	11	12	13	14 15
16 GOV CAFE	17 AUDIT CSS	18	19	20	21 22
23 PBEE OTES	24	25	26	27	28 29
30 Council					

~ OCTOBER ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1	2	3	4	5 6
7 Council Planning	8 CSS	9	10	11	12 13
14 Thanksgiving Day	15 CAFE	16	17	18	19 20
21 PBEE OTES	22	23	24	25	26 27
28 Council	29	30	31		

2013 Council and Committee Meeting Schedule



AUD - Audit Committee @ 3pm

CSS - Community & Social Services @ 5pm

CAFES - Corporate Administration, Finance & Enterprise Committee @ 5pm

GOV - Governance Committee @ 3pm

OTES - Operations, Transit & Emergency Services Committee @ 5pm

PBEE - Planning & Building, Engineering & Environment Committee @ 12:30pm

~ NOVEMBER ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2 3
4 Council Planning	5	6	7	8	9 10
11 Remembrance Day	12 CAFE	13 AUDIT CSS	14	15	16 17
18 PBEE OTES	19	20	21	22	23 24
25 Council	26	27	28	29	30

~ DECEMBER ~					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 Council Planning	3 GOV CAFE	4	5	6	7 8
9 PBEE OTES	10 CSS	11	12	13	14 15
16 Council	17	18	19	20	21 22
23	24	25 Christmas Day	26 Boxing Day	27	28 29
30	31				

COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate & Human Resources
DATE November 13, 2012

SUBJECT Councillor Employment Status
REPORT NUMBER CHR-2012-62

SUMMARY

Purpose of Report:

To provide information regarding the requirements to review modifications to the employment status of Councillors.

Committee Action:

To receive the information contained in the report.

RECOMMENDATION

That the November 13, 2012 report entitled "Councillor Employment Status" be received for information.

BACKGROUND

On November 18, 2008 a report entitled "Full vs. Part Time Councillors" (Attachment 1) prepared by the Director of Information Services/Clerk was received for information by Council. This staff report provided information relating to:

- The City's transition from an at large method of election to a ward system
- The statutory framework related to altering the composition of council
- A comparative analysis of full vs. part time councillors in Ontario including the related compensation and costs
- Several process review options which could be engaged in order to inform a recommendation in regards to the potential shift from full to part time councillors
- A method to quantify the time commitment associated with being a councillor

In early 2010, a Citizens Committee for Council Remuneration was struck in order to make recommendations with respect to potential salary adjustments for the Mayor and Members of Council to take effect for the 2010-2014 term of office.

In response to the most recent Council Governance Survey conducted in the summer of 2012, Members of Council were asked to agree or disagree with whether "A City of Guelph Councillor should be a full time position". As a response to this comment, 17% of the respondents strongly disagreed, 8% disagreed, 17% were neutral, 25% agreed and 33% strongly agreed. As part of this survey Members of Council were also asked if "Council has the right number of Councillors". In response, 41% of respondents disagreed or strongly disagreed, 16% were neutral and 32% agreed or strongly agreed.

REPORT

Employment Status

The employment status of a member of council is not specifically contemplated within the *Municipal Act*. The Act does provide that municipalities have the authority to establish remuneration for councillors, employees and officers, but it does not set out any requirements related thereto. Any reference made to the "composition" of council refers to the number of councillors and to the process with which they are elected rather than their employment status. In order to transition members of council from part time to full time status, a council would need to direct staff to make the necessary adjustments. This could be done by way of resolution or by-law.

As noted within the 2008 staff report, there are several considerations to be made when contemplating an adjustment to the council's employment status. Primarily, there would need to be a quantification completed with respect to councillor time commitments. In order to assist the 2010 Citizens Committee for Council Remuneration, a survey of Councillor time commitments (Attachment 2) with respect to the 2006-2010 term of office was undertaken.

There has not been a survey conducted with respect to Councillor time commitments for the current term of office. The only existing pertinent data relates to the length of Council and Committee meetings. Based on a preliminary review, Councillors spend approximately 18.25 hours per month attending Council and Committee meetings. The following is a summary of this time commitment over the past 4 years for both Council and Committee.

Council Meetings	2009	2010	2011	2012 forecasted to Dec. 31/12
Number of Public Council Meetings	40	27	45	36
Average Length of Public Council Meeting	2.5 hrs	2.3 hrs	3.3 hrs	2.55 hrs
Average Length of Closed Council Meeting	1.25 hrs	.5 hrs	1 hr	1.1 hrs
Average Monthly Time Spent Attending Council Meetings	12.5 hrs	6.3 hrs	16.1 hrs	11 hrs

Standing Committees	2009	2010	2011	2012 forecasted to Dec. 31/12
Number of Meetings	46	41	51	58
Average length of Meetings*	1.5 hrs	1.3 hrs	1.6 hrs	1.5hrs
Average Monthly Time Spent Attending Committee Meetings	5.75 hrs	4.4 hrs	6.8 hrs	7.25 hrs

The above data is an approximate average of all Council and Committee meetings. Clearly it is not reflective of related time commitments such as research and meeting preparation time, attendance at community events, constituency work etc.

Aside from a current quantification of time commitments, other factors which should be considered prior to modifying the employment status of Councillors include, but are not limited to; budgetary impacts associated with an increase in compensation and benefits and the need for an enhanced level of administrative support. The prospect of transitioning to full time councillor status inherently raises further questions surrounding council composition, ward boundary adjustments and community engagement/support.

The 2008 employment status comparative review considered 31 single and lower tier municipalities in Ontario with populations greater than 60,000. The review concluded that 8 of these municipalities considered their Councillors to be full time. The ratio of elected officials to population for these full time councillors ranged anywhere from 22,600 to 60,800 residents. Based on the 2011 Guelph census population (122,362), the ratio of Ward Councillors to population in Guelph is approximately 1 to 10,200.

A full study, comparative assessment and best practices review would need to be conducted in order to inform a recommendation regarding the employment status of Councillors. The time involvement and costs associated with such an investigation would largely be dependent on the process selected to undertake the review. An approximation based on the 2008 process review options could require anywhere from 3 to 8 months of work and could cost up to \$10,000 in order to complete. As the review would require staff support from multiple areas, there may also need to be adjustments made to those respective departmental work plans.

It is important to note that this approximation is focused only on the process to review the merits of modifying the employment status of Councillors. If the review were to consider potential adjustments to Council composition or the current ward boundary system, there would need to be an additional allocation of resources in order to support the work.

Council Composition Review

The *Municipal Act* provides that the composition of council can be changed by way of council by-law. If the by-law is passed prior to the year of an election, the new composition would come into force the day the new council is organized (the election held immediately prior to the new composition would be conducted as if

they by-law was already in force). Typically, when considering changes to the composition of a council a comprehensive public engagement process is undertaken. The format for consultation is not legislated, however, due to the significant impacts related to compositional changes there is often a decision made to poll the electorate by submitting a related ballot question on the ballot.

The time required to undertake a council composition review would be dependent upon the process selected. Based on the fact that a compositional change would significantly impact the governance framework of a municipality, it is suggested that an associated review and approval process could take a year or longer in order to complete.

Ward Boundary Review

Guelph City Council was elected through an at large method of election from 1929 to 1988. A question appeared on the 1988 ballot which resulted in the electorate supporting a transition to a ward system. Although the result of the referendum was not binding, Council chose to modify the electoral system from 12 at large Councillors, to 6 wards represented by 2 Councillors. In 2006, the ward boundaries were readjusted in order to ensure an equal distribution of voters and to reinforce effective representation. The changes in 2006 were made in order to support elector growth over the next several terms of office. In response to a question on the 2006 ballot, 80% of the electorate voted in support of retaining the ward system. Based on a review of the final 2010 voters' list, the elector distribution between the City's 6 wards is considered to be fair and balanced.

There are no statutory requirements with respect to the format or frequency of conducting ward boundary reviews. Much like a council composition review, changes to ward boundaries should be considered by way of a comprehensive assessment involving significant public consultation. Reviews are often guided by external consultants who are subject matter experts in electoral geography.

Although the Act is silent on the format for a ward boundary review, it does indicate that a by-law to alter the system must be in place a year prior to the preceding municipal election in which it is contemplated to take effect. That is to say, if ward boundary changes were contemplated for the 2014-2018 term of office, the by-law would need to be passed by December 31, 2013. Such a by-law is subject to an appeal process through the Ontario Municipal Board (OMB). The legislated timing associated with submissions and notice provisions constitutes roughly 2 to 3 months. This does not include the time required for the OMB to consider any such appeals which would be impacted by the number registered and the complexity of the arguments made therein. When considering this along with the time necessary to undertake a related assessment a ward boundary review can take anywhere from 6 months to a year in order to complete.

Question on the Ballot

As noted previously, prior to considering changes which would impact the governance framework, a decision is often made to survey the electorate by way of submitting a question on the ballot. In order to place a question on the ballot there must be at least one public meeting to allow for input with respect to the proposed

wording. Council is then required to pass a by-law to approve the final wording at least 180 days prior to voting day (by April 30, 2014 for inclusion on the October 27, 2014 ballot). The Minister or any other person may appeal to the Provincial Chief Election Officer on the grounds that the question is not clear, concise and neutral, or is not capable of being answered in the affirmative or the negative.

CORPORATE STRATEGIC PLAN

2.3 Ensure accountability, transparency and engagement

FINANCIAL IMPLICATIONS

A full investigation into the employment status of Councillors may require financial support subject to the decided method for review. A decision to move forward with a review may also require staff involved to adjust their respective departmental work plans. It is recommended to consider any and all necessary costs associated with a Council composition and/or ward boundary through the annual budget process.

DEPARTMENTAL CONSULTATION

N/A

COMMUNICATIONS

N/A

ATTACHMENTS

- Attachment 1: November 18, 2008 staff report entitled "Full vs. Part time Councillors"
- Attachment 2: 2006-2010 Survey of Councillor Time Commitments

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TO **Guelph City Council**

SERVICE AREA Information Services
DATE November 18, 2008

SUBJECT Full Vs. Part Time Councillors
REPORT NUMBER

RECOMMENDATION

THAT the report of the Director of Information Services/Clerk with respect to full-time vs. part-time councillors, be received.

BACKGROUND

Council requested staff to report back on a process for reviewing full-time vs. part-time councillors, including but not limited to:

1. Establishment and role of a citizen review committee;
2. Measures to quantify time Councillors spent on City business; and
3. Compensation.

REPORT

History: From 1929 until 1988, voters in Guelph elected Councillors under an at large system. The "at large system" meant that all voters were able to vote for every candidate running for a seat as a Councillor.

In early 1988, a group of residents urged the City to change from the current at large system to a ward system for electing councillors. City Council felt it was important to obtain the opinion of the general public, and in November 1988, placed a question on the ballot in the municipal election. 55.43% of the vote returned favoured a change to a ward system. As a result, City Council agreed to implement a ward system of 6 wards with 2 Councillors elected per ward.

In 2006, a question on the ballot in the municipal election, asked voters if they were in favour of retaining the current ward system as the method of electing City councillors. Over 80% of ballots were cast in support of retaining the current system.

Statutory Framework: - Composition is the term used in the Municipal Act to reflect how a council is to be composed, including the method of election. The

Municipal Act provides that a local municipality can change the composition of its council subject to the following rules:

- There shall be a minimum of five members, one of whom shall be the head of council.
- The members of council shall be elected in accordance with the *Municipal Elections Act, 1996*.
- The head of council shall be elected by general vote.
- The members, other than the head of council, shall be elected by general vote or wards or by any combination of general vote and wards.

If the City were to pass a by-law to alter the composition of Council in 2009, it would come into effect for the 2010-2014 term. If the by-law was not passed until 2010, it would come into effect for the 2014-2018 term.

In the event a change in the composition of Council were to necessitate a change in the existing ward structure (i.e. change in number of wards or boundaries of existing wards), the Council would be required to pass a by-law. The Act requires that public notice of the passing of the by-law be given, and the by-law is subject to appeal to the Ontario Municipal Board. Provisions relating to the effective date of a new ward structure law are similar to the composition sections of the Act.

Analysis of Full vs. Part Time Councillors in Ontario: Attached to this report is an analysis of 31 Ontario municipalities with populations over 60,000. Included in the analysis are statistics on population, method of election, number of councillors, full/part time status, ratio of elected representatives to population, etc.

Analysis of the information shows that 8 Ontario municipalities consider their councillors to be full-time. The smallest of these municipalities is Burlington (pop. 151,000), and the largest is Toronto (pop. 2,651,000). Of these 8 municipalities, 3 are single tier and 5 are lower tier. All or a portion of the full-time councillors in the lower tier municipalities serve in a dual capacity on both the local and regional councils.

Where municipalities have deemed their councillors to be full time, the threshold appears to be when the ratio of elected representatives to population exceeds 22,000 per member. In Ontario, this ranges from a low of 22,599 in Richmond Hill, to a high of 60,777 in Mississauga. There are several municipalities with part-time councillors that do exceed this threshold. As well, there are several municipalities that are very close to approaching this threshold. Currently the ratio of elected representatives to population in Guelph is 9,833 per member.

Compensation and Associated Costs: Below is a survey showing annual compensation for Ontario municipalities with full-time councillors. These numbers do not include benefit costs. The salaries for full-time city councillors range from a low of \$49,694 (Burlington) to a high of \$96,805 in Toronto. Where a full-time councillor serves on both the local and regional councils, they receive compensation at both levels. The current annual compensation for a councillor in Guelph is \$27,383.

COMPENSATION FOR FULL-TIME COUNCILLORS

Municipality	Number of Councillors	Tier	City Salary	Regional Salary	Total Salary
Burlington	6	Lower Tier - All Councillors also serve on Halton Regional Council	\$49,694	\$40,550	\$90,244
Brampton	10	Lower Tier - Five City/Regional Councillors elected by wards also serve on Peel Regional Council	\$59,006	\$45,660	\$104,666
Richmond Hill	8	Lower Tier - Two City/Regional Councillors elected at large also serve on York Regional Council	\$61,902	\$46,105	\$108,007
Vaughan	7	Lower Tier - Three City/Regional Councillors elected at large also serve on York Regional Council	\$62,304	\$46,105	\$108,409
Hamilton	15	Single Tier	\$67,637	n/a	\$67,637
Mississauga	11	Lower Tier - All Councillors also serve on Peel Regional Council	\$79,237	\$45,660	\$124,897
Ottawa	23	Single Tier	\$89,426	n/a	\$89,426
Toronto	44	Single Tier	\$96,805	n/a	\$96,805

In addition to compensation costs, municipalities with full-time councillors have dedicated support staff and office expense budgets. There has been minimal research done into these costs, since levels of staff support and expenses vary from municipality to municipality.

Process to Review: There are a number of methods that the City could use to gain public input into whether or not Guelph is well positioned to move from part-time to full-time councillors. Below is a summary of options, along with advantages, disadvantages and potential costs:

Option	Advantages	Disadvantages	Costs
Advisory Committee to research full vs. part time councillors and make recommendations to Council.	Includes Public Involvement Saves time at Council/Committee level. Minimal cost.	Resource intensive at the staff level to support citizen committees – research, reports, circulate agendas, attend meetings, prepare minutes. Prepare reports to Council. May be perceived as having a City bias.	\$1,000 for advertising costs relating to meeting notices.

Option	Advantages	Disadvantages	Costs
<p>Working with a consultant, the City engages the public directly to form the basis of a recommendation to Council</p> <ul style="list-style-type: none"> • focus groups; • a mail or telephone public survey (typically 2000 – 4000 residents); • analysis and final reporting on public opinion. 	<p>Uses Neutral 3rd Party</p> <p>Generates both qualitative and quantitative information</p> <p>Includes public involvement.</p> <p>Ensures public input that more accurately reflects the general population.</p> <p>Saves time at Council/Committee level.</p> <p>Requires less staff resources.</p>	<p>Most costly of options.</p> <p>Public opinion surveys are occasionally criticized.</p> <p>Assumes public is familiar enough with topic to provide a meaningful response if randomly selected in a survey.</p>	<p>\$8,000</p>
<p>Standing Committee to Conduct Public Meetings:</p> <ul style="list-style-type: none"> • Staff presentations of information; • Public Opportunity to Comment • Staff summarize public comment and report to Council. 	<p>Includes public involvement.</p> <p>Minimal advertising cost for meeting notices.</p> <p>Minimal costs for printed material.</p> <p>Council members receive public input directly.</p>	<p>Involves more Council/Committee time.</p> <p>May only attract a vocal minority response.</p> <p>May be perceived as having a City bias.</p> <p>Resource intensive at the staff level.</p>	<p>\$2,000.</p>

Quantifying Council Time: A survey could be conducted in order to determine the amount of time commitment for councillors. This could possibly include past councillors in addition to current councillors. Topics covered by the survey could include the time spent in:

- Council and committee meetings;
- Meetings of Council appointed boards and committees;
- Community activities that are not City sponsored;
- Constituency work (calls, meetings, advocacy, social events, etc.)
- Community engagement (blogs, ward meetings, newsletters, etc.)
- Preparation for meetings;
- Strategic planning activities;
- Budget review;
- Training and development;
- Attendance at conferences and seminars; and
- Media relations.

CORPORATE STRATEGIC PLAN

Supports Goal 5 – A community focused, responsive and accountable government.

FINANCIAL IMPLICATIONS

See report summary. No funds are currently included in the proposed 2009 budget for the Qualitative/Quantitative Feedback Option. Existing funds within the corporate advertising budget would cover meeting notices for other options.

DEPARTMENTAL CONSULTATION

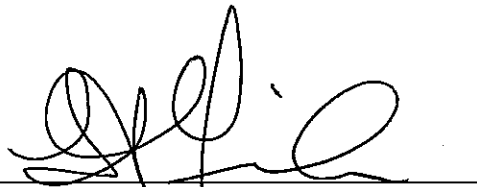
n/a

COMMUNICATIONS

Not at this time.

ATTACHMENTS

1 - Ontario Municipality Survey



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Council Information

Municipality	Population	Ratio of Councillor to Population	Tier	Method of Election	Number of Councillors	Full / Part Time	Dual Representation
Kawartha Lakes	72,000	4,500	Single	16 wards	1 per ward <i>total 16 members</i>	Part time	n/a
Sault Ste. Marie	75,000	6,250	Single	6 wards	2 per ward <i>total 12 members</i>	Part time	No
Chatham-Kent	108,177	6,363	Single	6 wards	2 per 4 wards 3 per 1 ward 6 per 1 ward <i>total 17 members (wards reflect former municipalities prior to amalgamation)</i>	Part time	n/a
Peterborough	74,600	7,460	Single	5 wards	2 per ward <i>total 10 members</i>		n/a
Sarnia	72,125	9,015	Lower	At large - city councillors at large - city/county councillors at large	4 city/county councillors 4 city councillors <i>total 8 members</i>	Part time	4 city/county councillors elected at large serve on Lambton County Council
Thunder Bay	109,140	9,095	Single	7 wards - city councillors by ward - city councillors at large	1 councillor per ward 5 councillors at large <i>total of 12 members</i>	Part time	No
Brantford	93,687	9,368	Single	5 wards	2 per ward <i>total 10 members</i>	Part time	n/a
Kingston	117,207	9,767	Single	12 wards	1 per ward <i>total 12 members</i>	Part time	n/a
Guelph	118,000	9,833	Single	6 wards	2 per ward <i>total 12 members</i>	Part time	n/a
Niagara Falls	78,815	9,851	Lower	At large – 8	<i>total 8 members</i>	Part time	n/a

Municipality	Population	Ratio of Councillor to Population	Tier	Method of Election	Number of Councillors	Full / Part Time	Dual Representation
St. Catharines	132,000	11,000	Lower	6 wards	2 per ward <i>total 12 members</i>	Part time	No
Newmarket	80,395	11,485	Lower	7 wards	1 per ward <i>total 7 members</i>	Part time	n/a
Barrie	132,000	12,000	Single	11 wards	1 per ward <i>total 11 members</i>	Part time	n/a
Gr. Sudbury	157,857	13,154	Single	12 wards	1 per ward <i>total 12 members</i>	Part time	n/a
Oakville	165,000	13,750	Lower	6 wards - city councillors by ward - city/regional councillors by ward	1 city councillor per ward 1 city/regional councillor per ward <i>total 12 members</i>	Part time	6 city/regional councillors elected by ward serve on Halton Regional Council
Oshawa	150,000	15,000	Lower	7 wards - city councillors by ward - city/regional councillors by ward <i>*council resolution that effective with next municipal election, all offices will be elected at large</i>	3 city councillors - 1 per 2 wards 7 city/regional councillors -1 per ward <i>1 ward does not elect a city councillor</i> <i>total 10 members</i>	Do not classify either way – some councillors maintain full-time jobs elsewhere	7 city/regional councillors elected by ward serve on Durham Regional Council
Pickering	91,892	15,315	Lower	3 wards	1 city councillor per ward 1 city/regional councillor per ward <i>total 6 members</i>		3 city/regional councillors elected by ward serve on Durham Regional Council
Waterloo	115,400	16,485	Lower	7 wards	1 per ward <i>total 7 members</i>	Part time	n/a

Municipality	Population	Ratio of Councillor to Population	Tier	Method of Election	Number of Councillors	Full / Part Time	Dual Representation
London	348,000	19,333	Single	14 wards Board of Control elected at large	1 per ward 4 – Board of Control <i>total 18 members</i>	Part time	n/a
Cambridge	120,000	20,000	Lower	6 wards	1 per ward <i>total 6 members</i>	Part time	n/a
Windsor	216,473	21,647	Single	5 wards	2 per ward <i>total 10 members</i>	Part time	n/a
Richmond Hill	180,795	22,599	Lower	6 wards - city councillors by ward - city/regional councillors at large	1 city councillor per ward 2 city/regional councillors at large <i>total 8 members</i>	Full time	2 city/regional councillors elected at large serve on York Regional Council
Markham	287,000	23,916	Lower	8 wards - city councillors by ward - city/regional councillors at large	1 city councillor per ward 4 city/regional councillors at large <i>total 12 members</i>	Part time	4 regional councillors elected at large serve on York Regional Council
Burlington	151,000	25,166	Single	6 wards	1 per ward <i>total 6 members</i>	Full time	All city councillors elected by wards serve on Halton Regional Council
Vaughan	238,573	29,821	Lower	5 wards - city councillors by ward - city/regional councillors at large	1 city councillor per ward (local) 3 city/regional councillors at large <i>total 8 members</i>	Full time	3 city/regional councillors elected at large serve on York Regional Council

Municipality	Population	Ratio of Councillor to Population	Tier	Method of Election	Number of Councillors	Full / Part Time	Dual Representation
Hamilton	504,559	33,637	Single	15 wards	1 per ward total 15 members	Full time	n/a
Ottawa	800,000	34,782	Single	23 wards	1 per ward total 23 members	Full time	n/a
Kitchener	214,000	35,666	Lower	6 wards	1 per ward total 6 members	Part time	n/a
Brampton	450,000	45,000	Lower	10 wards - city councillors by wards - city/ regional councillors by wards	1 city councillor per 2 wards 1 city/regional councillor per 2 wards total 10 members	Full time	6 city/regional councillors elected by wards serve on Halton Regional Council
Toronto	2,651,717	60,266	Single	44 wards	1 per ward total 44 members	Full time	No
Mississauga	668,549	60,777	Lower	11 wards	1 per ward total 11 members	Full time	All councillors serve on Peel Regional Council

2006-2010 Councillor Time Commitments

Topic	Average Time Spent Per Month
Preparing for Meetings of Council – Includes reading agendas, research, inquiries, etc.	8.3
Preparing for Meetings of Standing Committees - Includes reading agendas, research, inquiries, etc.	9.4
Attending Meetings of Council	13
Attending Standing Committees – Average hours is per Committee meeting. This number will be greater for those members who sit on more than one standing committee, or those who regularly attend meetings as an observer.	2
Chairing Committee Meetings – Includes consulting with staff, committee members, other agencies, the public, etc. on matters related to the committee's agenda.	13.3
Meetings of Council appointed boards and committees – Includes preparation time and attendance. Average number of meetings per month was 6.3.	16
Meeting with City Staff	6.5
Community activities that are not City sponsored - Includes volunteering, planning community events, fundraising, etc.) Participating in community activities?	8
Community activities that are sponsored by the City - Includes Public Information Centres, Open Houses, etc.). Average number of events per month was 3.	4.7
Constituency Work – Includes calls, meetings, follow-up (e.g. calls, meetings, e-mails, etc.) and attending community social events.	39.1
Community engagement – Includes blogs, ward meetings, newsletters, etc.	14.1
Representing the City (includes bringing greetings, cutting ribbons, flag raisings, award ceremonies, etc.) Officially representing the City at various events?	3.5
Attending City Corporate Events – Includes recognition events, project kick-off meetings, holiday celebrations, retirements, etc.	2.1

2006-2010 Councillor Time Commitments

Topic	Average Time Spent Per Month
Special Projects –Includes preparing for Budget Meetings, Strategic Planning activities, reviewing priorities and annual reports, updates, etc.	7.1
Training and Development – Includes assessing and identifying learning and development needs and opportunities, and attending educational seminars or workshops on matters of municipal interest.	4.2
Attendance at conferences - Includes travel, attendance, networking, etc.	3.9
Municipal Association Activities Includes preparation for and attendance at meetings of the board or committee of a associations such as AMO or FCM.	1.5
Media Relations – Includes responding to inquiries from the media.	2.6
TOTAL FOR COMMITTEE CHAIRS	159.3
TOTAL FOR NON-COMMITTEE CHAIRS	146
Other Monthly Activities – <i>Includes Attending Meetings with Other Levels of Government, Community Research, Other (single responses for activities that are not included in totals above)</i>	17

Average hours per week for Committee Chairs - 36.7

Average hours per week for Non-Committee Chairs - 33.7

COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Mayor's Office & Corporate Administration
DATE November 13, 2012

SUBJECT Governance Framework
REPORT NUMBER CAO-M-1201

SUMMARY

Purpose of Report:

To propose an overarching framework to connect Council's governance principles with practice.

Committee Action:

To approve the proposed Governance Framework in principle and give direction to staff to review the alignment of the framework with current governance and administrative practices, the Corporate Strategic Plan and Work Plans and report back to the Governance Committee with recommendations in 2013.

RECOMMENDATION

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

And that the Governance Committee approves the proposed Governance Framework in principle;

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

BACKGROUND

The "Institute On Governance" defines governance as "the process whereby societies or organizations make their important decisions, determine who has voice, who is engaged in the process, and how account is rendered."

Good governance creates a strong future for an organization by continuously steering towards its vision while at the same time ensuring that all of its activities are aligned with its strategic goals.

At its core, governance is about leadership.

On a more functional level, governance can further be defined as a set of processes, customs, policies, and laws involved in the administration or control of a corporation, including the relationships among the many stakeholders involved and the vision and strategic objectives for which the corporation is governed.

REPORT

Council has made significant strides in strengthening its governance processes over the last several years, particularly with the establishment of the Governance and Audit Committees.

This work has been completed without an overarching governance framework in place.

The value of adopting a governance framework includes:

- Providing a comprehensive framework to communicate the corporation's governance principles and practices
- Bringing greater transparency to Council's system of governance by "connecting the dots" between principles (e.g. Accountability and Transparency) and practice (e.g. Procedural By-law, Delegation of Authority)
- Establishing the framework by which administration can assess and distinguish management framework of principles and practices.
- Assisting in identifying ongoing improvements to our system of governance.

The report recommends adopting the governance framework developed by the Conference Board of Canada (see Attachment A).

The Conference Board of Canada is a not-for-profit Canadian organization dedicated to researching and analyzing economic trends, as well as organizational performance and public policy issues.

The Conference Board of Canada has developed a governance model that recognizes both the "technical and structural" (rules-based) and the "cultural" (principle-based and behavioural) sides of directorship. The model has identified six broad dimensions:

- leadership and stewardship
- empowerment and accountability
- communication and transparency
- service and fairness
- accomplishment and measurement

-
- continuous learning and growth

These principles are intended to help inform the development of governance processes, customs, policies and laws. They represent best practice in the field of governance for the private, public and not-for-profit sectors.

Attachment B provides a preliminary review of our current practices and aligns them with the proposed governance framework. Also provided in Attachment B are some of the gaps that have been identified over the last year.

CORPORATE STRATEGIC PLAN

Organizational Excellence - 1.3 Build robust systems, structures and frameworks aligned to strategy
Innovation in Local Government - 2.3 Ensure accountability, transparency and engagement

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

The Conference Board of Canada Governance Model has been shared with management of the organization through presentations at Management Leadership Forums and in discussion with the Executive Team and Direct Report Leadership Team Subcommittee on Strategic Planning.

COMMUNICATIONS

N/A

ATTACHMENTS

Appendix A – Conference Board of Canada Governance Model
Appendix B – Preliminary Review of Current Governance Practices Relative to the Proposed Governance Framework



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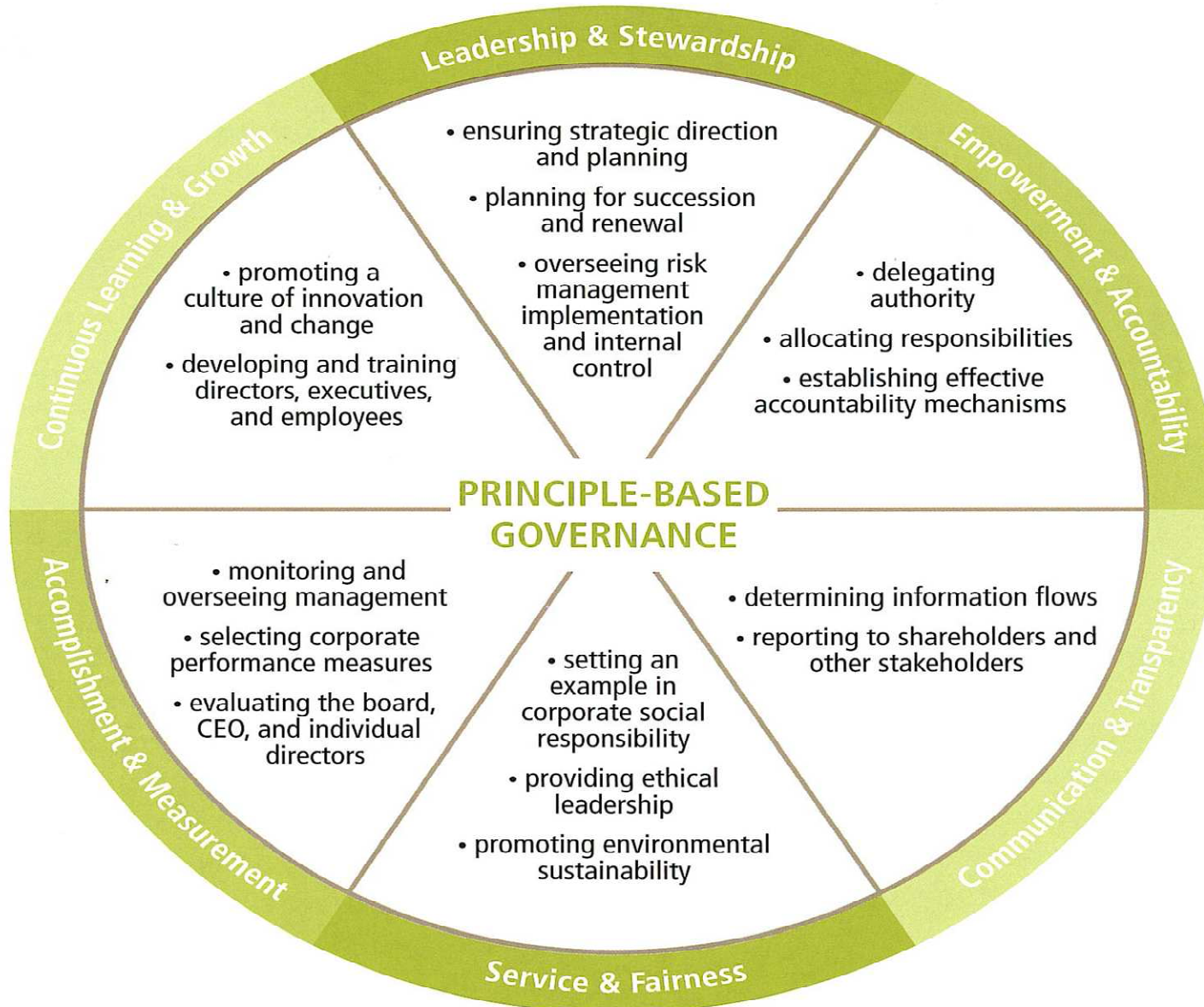
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Appendix A – Conference Board of Canada Governance Model



Appendix B - Preliminary Review of Current Governance Practices Relative to the Proposed Governance Framework

Principle	Practice
Leadership & Stewardship	
Ensuring strategic direction and planning	Strategic Planning Guidelines
	Corporate Strategic Plan Framework
Planning for succession and renewal	CAO Employment Policy
	Procedure for Hiring the CAO
	CAO Position Profile
	CAO Employment Agreement Template
Overseeing risk management	Audit Committee
	<i>Enterprise Risk Management (under development)</i>
Empowerment & Accountability	
Delegating authority	CAO By-law
	Delegation of CAO Duties
	Committee of Adjustment By-law
	Procurement By-law
	Delegation of Administrative Authority By-law
	Delegation of Authority to Emergency Governance Committee
Allocating responsibilities	Committee Mandates and Charters
	<i>Acting Mayor Protocol (under development)</i>
	Advisory Committee Terms of Reference
Establishing effective accountability mechanisms	Internal Audit Function
	<i>Delegation of Authority Reporting Framework (under development)</i>
Communication, Engagement & Transparency	
Determining information flows	<i>Information Flow Protocol (under development)</i>
Communicating with citizens and stakeholders	Procedural by-law
	Public Notice Policy
	Closed Meeting Protocol
	Electronic Voting at Council meetings
	Citizen Survey
	Accountability and Transparency Policy
Engaging citizens and stakeholders	Guiding Principles of Public Involvement
	Citizen Advisory Committees
Reporting to taxpayers and	Annual Making a Difference Financial and Community Report
Service & Fairness	
Setting an example in corporate social responsibility	
Providing ethical leadership	Municipal Conflict of Interest Act
	Code of Conduct for Council and Local Boards

	Integrity Commissioner
	Meeting Investigation By-law
	Harassment and Discrimination Policy Statement
	Hiring of Employees Policy
	Sale and Disposition of Land Policy
	Annual report of Integrity Commissioner
Promoting environmental sustainability	
Accomplishment & Measurement	
Monitoring and overseeing management	Annual reports
Selecting corporate performance measures	Corporate Strategic Plan Key Performance Indicators Departmental Performance Measures (Annual Reports)
Evaluating Council, Committees and members of Council	Biannual governance survey Principles of compensation for Council Citizen Review Committee
Continuous Learning & Growth	
Promoting a culture of innovation and change	Internal Audit Function
Developing administration and employees	Procedure for CAO Performance Appraisal CAO Employment Policy CAO Annual Performance Objectives
Training Councillors	Council Orientation Program Councillor Attendance at Municipal Government Events Policy

COMMITTEE REPORT



TO **Governance Committee**

SERVICE AREA Corporate Administration
DATE November 13, 2012

SUBJECT Service Rationalization and Assessment Project
REPORT NUMBER CAO-A-1207

SUMMARY

Purpose of Report:

As directed by the Committee at the October 9, 2012 meeting, the purpose of the report is to provide members with options for consideration with respect to conducting a Service Rationalization – Assessment project across the Corporation. The report provides information requested by the Committee including approximate costs, duration, and scope of the project.

Committee Action:

To recommend report CAO-A-1207 entitled “Service Rationalization and Assessment Project” to Council for approval.

RECOMMENDATION

That the Committee approve the Service Rationalization and Organization Assessment projects – Option D of this report, as a two-year, phased project with Phase 1 - Organization Assessment project to be completed in 2013 and Phase 2 – Service Rationalization project to be completed in 2014.

BACKGROUND

On October 9, 2012 the Governance Committee received two reports, CAO-A-1201 entitled Status Report on the Service and Operational Reviews and CAO-A-1202 entitled Audit-Review – New Rating System and Methodology.

During the review of these reports, the committee requested staff to provide further audit-based methodologies to achieve Council’s “Service Review Process Principles” approved July 11, 2011 as follows:

1. That the Service Review process should happen outside the budget process.

2. That each year for the next three years, 75 services will be reviewed so that during the 2012-2014 Council term of office, the 300 services will all be examined.
3. That to be effective, the service review process will be a collaborative and respectful process that includes management and resident input.

The question of capacity, pace and prioritization of reviews were further discussed in a Council Workshop on October 16, 2012 and the "Service Rationalization – Assessment" concept was introduced as a possible alternative.

On October 22, 2012 Council passed a resolution to approve report CAO-A-1202 and added a clause directing "THAT staff bring forward a draft Service Rationalization/Assessment project to the next governance committee meeting."

REPORT

Current Situation

Municipalities across the country are focusing on service as a means to address the growing demands from citizens and Councils to manage the cost of delivery and show value for money through:

- ***Improving Services, Programs and Functions***– Can the efficiency, effectiveness and quality of the service be improved?
- ***"Menu" of Services and Programs:*** – What is the total package or menu of services and program that we provide? Are they core to our business and aligned with our mission, values and strategic plan? Are they valued by our community? Are we providing the right "menu" of services and programs to meet our current and future community needs?
- ***Results Based Organizational Alignment:*** Are the required internal systems and functions aligned and fully integrated to effectively deliver the efficient support for the delivery of services and programs? Is the work of the corporation aligned, prioritized and are interdependencies understood? Does the organization have the capacity to achieve its objectives?
- ***Service Levels*** – Are we providing the right level of service? How much would it cost to improve the service level? Is the public prepared to pay for the current level of service or should it be reduced?
- ***Alternate Service Delivery*** – Can services be delivered in other ways such as partnerships, outsourcing, or electronic delivery for some services?
- ***Allocation of Resources*** – Are we fully utilizing our resources and do we have the appropriate level of resources for the existing level of services? Are current resources optimized to deliver required outcomes?

In an effort to demonstrate efficient and effective management of resources and meet their budget challenges, municipalities have been conducting a plethora of audits and reviews to prioritize programs, determining core services, and challenging the status quo. The conflicting demands of continued or increasing services, holding the line on taxes or increasing the revenue stream is forcing municipalities to systematically evaluate what they do.

Some examples of municipalities that have undergone these core service reviews and/or organizational assessments and achieved tangible results include:

1. The Region of Peel used their service delivery review as a means to develop annual budget processes, a corporate performance measurement framework, a corporate re-organization, architecture for Information Technology and a standard methodology for conducting future in-depth service reviews.
2. The City of St. John, NB faced with declining revenues, used service inventories to identify and prioritize opportunities for service improvements and cost reductions.
3. The City of Windsor started in 2008 with service inventories, and then reviewed all services as a means to address significant budget shortfalls. A series of service improvement opportunities were identified – including the exploration of delivering services differently. Windsor has had a 0.6% tax decrease over the last 3 years – the lowest increase in Ontario. Millions of dollars have been saved annually as a result of their service delivery review process.
4. The City of Toronto has used a core service review as a means to move towards a long-term, multi-year budgeting process based on services and to report service performance as part of the annual budget process.
5. The City of Summerside, PEI used service inventories as an input into the strategic planning process in order to do a core services review and set-up a corporate performance measurement system.
6. The City of Moncton, NB with a taxation report showing that the city needed to manage its finances carefully is using its service delivery review to identify opportunities to decrease the cost of delivering service.
7. The City of Prince George, BC is currently in the process of completing a core service review and expects to publish reports by the end of this year.

Historically, an ad hoc approach to service delivery reviews has been based on audit findings, Council and management direction or technology solutions. While this approach may be effective over a short period of time, it is incremental in nature and does not achieve a wholesale review of the organization.

Acknowledging that municipalities deliver a multitude of services, programs and functions, incremental audits are not a substitute for a broad investigation of all potential opportunities that can provide immediate, wide-range and actionable recommendations for cost-saving initiatives and efficiencies.

The appointment of an Internal Auditor to the organization has enabled the development of a framework for reviews using audit standards and processes and we now have the capacity to conduct robust audits across the organization. With existing resources, we could expect our internal audit cycle to cover all major current services over a five-year period.

While we are now poised to deliver on the promises of our new Corporate Strategic Plan, our challenge is to effect bold, impactful and system-wide change that will optimize the taxpayers' value for money and ensure we are delivering the right services, at the right level, in the most effective and efficient way possible.

The following are two processes that are utilized to address the questions posed in this report.

Service Rationalization

The primary objective of a service rationalization process is to define a complete list of services and programs that have the greatest potential for achieving the community's current and future needs, as defined by Council. A current 'menu' or listing of services, programs and functions are reviewed to answer the following questions:

- **"Menu" of Services and Programs:** - What is the total package or menu of services and programs that we provide? Are they core to our business and aligned with our mission, values and strategic plan? Are they valued by our community? Are we providing the right "menu" of services and programs to meet our current and future community needs?
- **Allocation of Resources** – Are we fully utilizing our resources and do we have the appropriate level of resources for the existing level of services? Are current resources optimized to deliver required outcomes?

Items on the list are reviewed for measurable cost savings and/or service improvements and/or rationalization.

If conducted internally, this would be achieved through an Operational Audit with a narrow focus on "Value for Money" analysis.

Depending on the number of services or areas on the current list being reviewed and the resources selected to conduct the review, this work could be completed in less than a year for an organization-wide review. As benchmark data, our research suggests that a team of external professional consultants could complete this work in 14 to 16 weeks.

Deliverables would include:

- Identify and assess the costs and cost drivers of all current services
- Broadly review and assess services, activities and programs
- Municipal comparators / benchmarks
- Data collection and analysis
- Key stakeholder interviews
- Community engagement – public input where appropriate
- Interactive workshops to validate current state and opportunities
- Identify corporate duplications or redundancies
- Identify opportunities of alternate service delivery methods such as outsourcing, automation, shared services, service innovation and service rationalization
- Identify possible reallocation of resources
- Identify cost saving and service improvement opportunities
- Provide advice about any risks and implications for service delivery, finances, human resource impacts and other alternatives and changes.
- Alignment of current programs, services and activities to corporate priorities.

Organizational Assessment

Equally important, the second segment of the proposed project is referred to as the "Organization Assessment". The primary objective of an Organization Assessment is to evaluate the capacity of the organization.

Capacity is defined as: "*The maximum amount of output or productivity; a physical ability to do something; the extent to which an enterprise actually uses its potential output*".

Our corporate strategic directions compel us to evaluate our current state and assess whether we have the capacity to achieve corporate objectives.

Specifically, an Organizational Assessment determines if the right resources are in the right places, with the necessary competencies, systems, processes, tools and strengths, to deliver on commitments.

An Organizational Assessment responds to the following questions:

- **Results Based Organizational Alignment:** - Are the required internal systems and functions aligned and fully integrated to effectively deliver the efficient support for the delivery of services and programs? Is the work of the corporation aligned, prioritized and are interdependencies

understood? Does the organization have the capacity to achieve its objectives?

Scope and deliverables must be clearly defined in the initial proposal but we can expect the Assessment Project to include analysis and evaluation of:

- Informal systems such as relationships between and among people
- Skills, influence, strengths and weaknesses of staff
- Formal systems and the integrating mechanisms such as committees, task forces, dotted lines, roles, etc.
- Alignment of the organization to its strategic priorities
- Clarity of roles and responsibilities
- Appropriateness of spans of control and levels of hierarchy
- Areas of duplication or overlap
- Skills and competencies within service areas
- Critical dependencies and organizational risk
- Succession planning and career paths to motivate performance

Our preliminary research suggests the Assessment Project would take approximately 12 to 16 weeks to complete using a consulting firm with strong municipal experience. Costs are estimated to be between \$80,000 and \$100,000 for this work.

While this type of review does not have cost savings as an objective there may be residual financial benefits as a result of the assessment.

Combining Service Rationalization with Organizational Assessment

The decision to conduct both the Service Rationalization and Organizational Assessment projects answers questions related to approach and pace.

The collective outcomes of a Service Rationalization project will include a number of recommendations, all of which will require intricate implementation planning, vigorous change management and highly effective communication both internally and externally.

Undertaking both of these projects ensures that we have both capacity and capability to deliver the full value of the recommendations and to manage these changes effectively with a minimum of disruption to the community and staff.

Options Considered

While the Assessment project absolutely requires external consultants to complete the work, the Service Rationalization work could be conducted using several different approaches, either as a single approach or a combination of these options.

It is also to be noted that staff are currently re-stating the City of Guelph’s list of services or “auditable entities” and will be reducing the list from approximately 300 services to approximately 90 to 110 services for audit purposes.

We have identified five (5) options for consideration and analyzed the risks, benefits, impacts and resources required for each approach. It should be noted that the costs for public input, surveys or other communications have not been included in these estimates. Where appropriate we will seek public input and incorporate this data in the review process.

Option A: Internal Audit Process Only – Current Level

Continue the status quo with the Internal Audit cycle completing Operational reviews of all major services on the existing list of services and programs described as “auditable entities” over the next five years. The prioritization model would be used to select services and programs for individual audits.

Risks - Internal	Benefits-Internal	Impacts-Resources
Pace may not meet needs or expectations of Council.	Audit function already in budget, no additional costs.	<ul style="list-style-type: none"> • Collaborative and respectful approach meets Council direction. • List of auditable entities will be examined and considered within the audit criteria; this may not satisfy principles set by Council in October 2011. Process will not review ALL services in the term. • Will include public input where appropriate. • Micro approach to reviews. • Could complete approx.7 reviews/yr with staff teams assisting in limited roles to support auditor in research, data collection, etc. • Outcomes will be incremental over 5-year period. • Assumed that the current list of auditable entities meets the current and future needs of the community. • Staff resources will not be over-burdened. Work takes place over a number of years.
Dependency on single auditor with finite capacity. Approximately 7 audits per year.	Staff participation on audit teams to build skills within the organization. 2-3 staff selected to support Internal Auditor with elements such as benchmarking, research etc.	
No material savings may be identified in existing services or levels.	High quality of work is known and reliable.	
Findings may identify that spending or service levels need to be increased, rather than cut.	Pace controlled internally.	
	Management and staff participation and learning. Reinforces the audit function internally.	

Option B: Internal Audit Process Only – Enhanced Level

Expand the capacity of the Internal Audit department with temporary contract employees to conduct multiple, concurrent reviews over a one to two year period utilizing the existing list of auditable entities. The prioritization model would be used to select services for audits. Cost would depend on the number of reviews requested over a given timeline.

Risks - Internal	Benefits - Internal	Impacts-Resources
Recruitment process may be lengthy if hiring more than 1 person.	Expedient completion of multiple, concurrent reviews	<ul style="list-style-type: none"> • Collaborative and respectful approach meets Council direction. • Could be completed in this term of Council per direction. • Would include public input where appropriate. • Micro and incremental approach to reviews continues. • All existing services will be examined as per Council direction. • Assume 50 major services will be audited over 2 years. Completing 25 reviews per year will require a total of 3 auditors. • Hiring 2 additional contract auditors at \$100K per year = \$400K approximate additional costs. • Staff resources will be significantly impacted by multiple, concurrent reviews affecting every department.
Quality of performance, skill level, and “fit” are unknown. Successful hires may be in the 50% to 60% range.	May cost less than external consultants, dependent on timelines and number of reviews requested	
Commitment of contract employees to stay for extended period, particularly if they are seeking full-time, permanent positions.	Maintain I.I.A. standards under direction of Internal Auditor	
Lack of municipal experience will deeply impede reviews and limit the depth-quality of recommendations.	Management and staff participation and learning.	
No material savings may be identified in existing services or levels.	Reinforces the audit function internally.	
Findings may identify that spending or service levels need to be increased, rather than cut.	Micro and incremental approach to reviews continues.	
Risks - Community	Benefits - Community	
No material savings may be identified in existing services or levels or may identify that additional spending is required.	Potential savings will be more quickly realized.	

Option C: Organizational Assessment Only – External

Hire an external consulting firm with significant municipal experience to conduct an Organization Assessment. Internal audit work would continue with the established program of audits based on the prioritization model and approved work plan.

Risks-Internal	Benefits-Internal	<u>Impacts-Resources</u>
Internal focus only on capacity and capabilities of the organization.	Has never been done at City of Guelph. This type of assessment is valuable across the organization at many levels.	<ul style="list-style-type: none"> • Cost of Assessment project is \$100,000. • Significant time commitment from executive team to work with consultants. • Will definitely slow other work of the corporation. • 12-16 weeks to complete.
Possible negative perception by staff that “assessment” must mean “reorganization” even though this is not an objective of the project.	Opportunities to align skills, strengths, roles and responsibilities to strategic priorities of organization AND capacity and capability of the staff.	
Highly effective change management and communication skills are required for successful implementation of recommendations.	Opportunity to engage staff by seeking their input and participation.	
Requires executive team commitment and high degree of staff involvement in all departments. Other work will be delayed for duration of project.	Service delivery almost certain to be improved in many areas as a result.	
No rationalization or examination of services included in this scope of work.		
Staff are “change weary” and may not be fully engaged and open to more changes, even those which are positive.		

Option D: Service Rationalization and Organization Assessment Project –Undertaken Externally

Hire an external consulting firm with significant municipal experience to complete a full Service Rationalization and Organization Assessment project. The Organization Assessment would be a requirement for successful completion of the Service Rationalization project. Of note, in this option, internal audits (Option 1) will continue to be undertaken by the Internal Auditor, on a reduced level to allow the Internal Auditor to provide support to the external consultants.

Risks-Internal	Benefits-Internal	Impacts-Resources
No material savings may be identified in existing services or levels.	Expedient completion of multiple, concurrent reviews – 14 to 16 weeks for full completion of rationalization project.	<ul style="list-style-type: none"> • Meets Council direction to review all services in this term of office. • Resets the full list of services, programs, and functions of the corporation; Core list will be established by consultants for areas to be reviewed. • Macro approach to reviews • Reviews will be high-level thus reporting will not be as detailed as micro level. • Transformational, organization-wide impacts. • Requires task force of Council and senior management throughout process. • Significant impact on staff time and resources for Rationalization and Assessment projects. This will slow work of the corporation. • Cost estimate is between \$600K and \$750K depending on scope of work and level of community consultation required.
Findings may identify that spending or service levels need to be increased, rather than cut.	Additional 12-16 weeks for Organization Assessment project.	
<u>Significant</u> time commitment required from management and staff to work with consultants on <u>their</u> schedule. Current work of the corporation will need to be slowed to allow for staff participation in this process.	Firm timelines, deliverables and reporting process established.	
	Provides immediate, actionable recommendations that can be implemented and included in work plans as priorities.	
	Benefits - Community	
Task Force of Council and senior management is required to achieve success. Time commitments will require the corporation to slow some processes to allow for participation.	Perception of “external review” may be more appealing to Council and community.	
	Expedient completion of multiple, concurrent reviews – 14 to 16 weeks for full completion.	
Risks - Community	Service delivery almost certain to be improved in many areas as a result.	
No material savings may be identified in existing services or levels or may identify that additional spending is required.	Clear, decisive actions by Administration and Council with respect to menu of services and methods of service delivery in most effective and efficient way possible.	
Significant budget implications.		

Option E: Organization Assessment (External) followed by Service Rationalization (Internal)

An Organization Assessment project would be undertaken (**Option C**). Following its completion, the City would establish a task force of Council members and Executive Team with a clear mandate to conduct an internally driven Service Rationalization by consensus.

This is the most holistic approach for the organization as it comes from within. It can only be effective once an organization assessment has been completed first and the stakeholders are fully engaged and committed to the process. Of note, in this option, internal audits (Option 1) will continue to be undertaken by the Internal Auditor, on a reduced level to allow the Internal Auditor to provide support to this work.

Risks - Internal	Benefits - Internal	Impacts-Resources
Requires commitment from the group to make tough decisions in a collective and unified voice.	Holistic approach from within. Healthy organizational behaviour is reinforced.	<ul style="list-style-type: none"> • May not meet Council direction to review all services in this term of office. • Meets Council direction for "collaborative and respectful" process. • Macro approach to reviews • Requires task force of Council and senior management throughout process. • Impact on staff workloads and time will be paced over multiple years. • Uses existing list of services per Council direction as a base. • Estimated cost of Organization Assessment is \$100,000, plus \$50,000 for external facilitation for rationalization team, plus community consultation as deemed appropriate.
Territorial perspectives would limit the effectiveness of the work if this cannot be overcome.	Outcomes are powerful as they come from both Council and Management "in unison" therefore easier to implement.	
Risks - Community	Internal relationship –building and trust increased.	
Could take 1-2 years to complete depending on pace and scope of work. Information and data collection would be done by staff to assist Task Force in decision-making process.	Greater level of "buy-in" from staff.	
	Benefits - Community	
	Public perception would be favourable. Administration and Council viewed as proactive and unified.	
	Almost certain to reduce costs as that is single focus/objective	
	Seeks to ensure that menu of services, functions and programs are right for Guelph.	

OBJECTIVES

AUDIT PLAN

- Examination of existing list of 92 auditable entities / current menu of services.

SERVICE RATIONALIZATION

- Redefine the list of services and programs; Recommend a new menu of auditable entities to meet community's current and future needs as defined by Council.

DELIVERABLES

- Full scope Operational audits include financial analysis, compliance, structure, staffing, culture, technology, management effectiveness, service quality, service delivery options, value for money analysis, overall performance. Use mix of many audit tools.
- Comprehensive, specific findings and reporting on all elements.
- May include public consultation

- Limited scope on Value for Money analysis as primary tool.
- High level findings and reporting including financial analysis, staffing, performance, service quality and delivery options.
- Specific recommendations on service levels and delivery options.
- May include public consultation.

TIMELINE

- 5-year cycle to audit all major services.

- 4-month project plan

AUDITABLE ENTITIES = SERVICES, PROGRAMS, FUNCTIONS

Conclusion

Our strategic plan sets our path to the future and we are committed to the concepts of Organizational Excellence, Innovation in Local Government, and City Building. Staff is committed to proposing a method of reviewing our services that meets the needs of Council, the community and the organization as a whole.

There is no single “best” approach for every municipality. The options offered provide us with the ability to choose a design and approach that is right for Guelph.

There are risks in any approach. When done poorly, service rationalizations and organization assessments generate considerable anxiety within the workforce and community. When these projects are done with consideration, finesse and in collaboration with Council, management, staff and residents, the results are highly positive for the organization and motivational for the employees.

CORPORATE STRATEGIC PLAN

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

FINANCIAL IMPLICATIONS

Option	Estimated Cost	Funding Source
A	No additional costs	In existing budgets
B	\$400,000	To be determined
C	\$100,000	To be determined
D	\$600,000 to \$750,000 + public consultation	To be determined
E	\$150,000 + public consultation	To be determined

DEPARTMENTAL CONSULTATION

The executive team has been consulted in the development of this report.

COMMUNICATIONS

A full communication plan will be developed by Corporate Communications staff.

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INTERNAL MEMO



DATE November 13, 2012
TO **Governance Committee**
FROM Mayor Farbridge, Chair
SUBJECT Status of Governance Enhancements

Through the Governance Survey, Council and ET workshops, and discussions of the Governance Committee, several opportunities have been identified to improve our system of governance.

The status of these opportunities is summarized in this memo.

Strategic Planning

- **Ensure a more prompt start at the beginning of the term**
The change in leadership and the development of an entirely new framework for corporate strategic planning delayed the completion of the strategic plan this term. The Governance Committee will make recommendations before the end of this term to ensure the next term of Council can begin their discussions about revisiting the strategic plan early in their term.
- **Strengthen communications on implementation**
This has been identified as a priority by the Administration.
- **Align with the annual budget process**
This is a focus of the 2013 budget process.
- **Develop key performance indicators (KPIs) to measure implementation**
Preliminary key performance indicators have been developed and approved by Council. The Administration will continue to refine and develop KPIs in 2013.

Role of Council

- **Improve understanding and clarity of roles**
Prior to the next term, the Governance Committee will recommend a 2015 Orientation Program. During this term of office, a training session is being developed in 2013 on Council's legislative responsibilities as approval authority under provincial planning legislation. Members of Council were offered an opportunity to receive media training. Revised Terms of Reference (charter and mandate) Standing Committees are under development to clarify their role and the role of all participants (Chair, Committee Members, Visiting Councillors, Executive Director, City Clerk and Public Delegations).
- **Strengthen linkage between Council's governance principles (e.g. accountability and transparency) and practice**
A governance framework will be recommended to Council to "connect the dots" between our principles and our practice.

- **Improve Closed Meeting Protocols**
Council has approved new protocols. Changes are being made to the room to support good decision making (e.g. seating of staff and the clerk, white board).
- **Review employment status of Council**
There is growing support for the consideration of full-time Councillors. Council will be asked to consider their appetite for a full review of this matter.
- **Improve understanding of Acting Mayor responsibilities and expectations**
A protocol is under development by the Mayor's Office.

Council and CAO/Executive Team Relationship

- **Address areas of past and potential conflict**
A series of workshops have been organized to understand how we can improve understanding of our respective roles, build trust, increase professionalism and respect for different perspectives, as well as identify opportunities to strengthen our working relationship (e.g. development of an Information Flow Protocol). Given time constraints, a fourth workshop cannot be scheduled until 2013. A review of the CAO By-law will be completed in 2013/2014 to ensure alignment with the goals of the Corporate Strategic Plan.
- **Re-establish CAO Performance Appraisal process**
Annual process has been re-established with the appointment of the new CAO.
- **Improve succession planning at the senior executive level**
The CAO will begin to engage Council in annual succession planning discussions in 2013/2014.

Oversight

- **Improve transparency of compliance and performance reporting**
Rolling calendars have been established for all Council Committees.
- **Improve performance reporting**
The role of Standing Committees (and Council) has been strengthened through the receipt of annual reports for department that include new performance metrics.
- **Improve oversight of internal controls**
The role of the Audit Committee (and Council) has been strengthened by the addition of an Internal Audit function. An Internal Audit Charter has been approved by Council.
- **Improve accountability for delegation of authority**
A comprehensive reporting framework for delegation of authority will be recommended to Council in 2013.

- **Develop a Corporate Appeals Entity**

To improve efficiency and effectiveness, a Corporate Appeals Entity will be recommended to Council in 2013 to manage appeals under several pieces of legislation.

Auditing of Existing Services, Programs and Functions

- **Improve progress on conducting audits**

The Internal Auditor has introduced a new framework to conduct risk-based operational audits of services. With existing resources, most major services will be reviewed in 5 years. Council will consider opportunities to accelerate this work during the 2013 budget process.

Risk Management

- **Strengthen risk management through the organization**

Council has approved the framework for Enterprise Risk Management. Implementation is being led by the Internal Auditor.

Communications and Information Systems

- **Improve transparency and understanding of information flow between Council and the Administration**

An Information Flow protocol is under development and will be presented to Council at a future workshop in 2013.

- **Improve communications with stakeholders and citizens**

A Community Engagement Framework is under development by Community and Social Services for the corporation. A framework for Open Government will be presented to Council for approval in 2012. Further work is required in the area of Communications and public affairs.

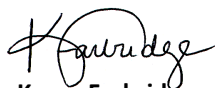
- **Improve information systems**

Council has approved the Corporate Technology Strategy and will discuss its implementation during the 2013 budget process. Council also approved funding to move forward with the first phase of developing a Records and Information Management (RIM) program for the City.

Survey

- **Improve alignment of survey with our governance framework**

A new on-line survey will be developed for 2014 that aligns with our governance framework (see above).



Karen Farbridge
Mayor