



City Clerk's Office 2014 Annual Report

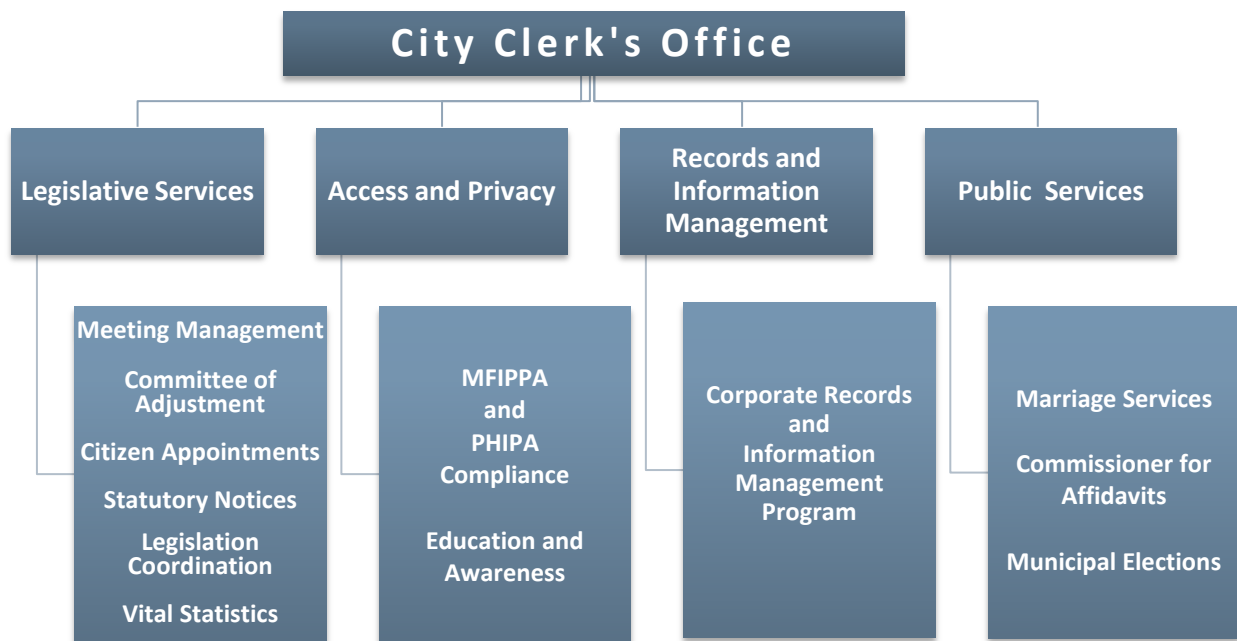
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INTRODUCTION

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

Functional Structure



Report Format

This is the 2nd Annual Report under the new format prepared by the City Clerk's Office and will follow the format used last year. This report is working towards a transition from statistical reporting to performance measurement, a goal which will take a few years to be fully realized. This report is divided into the following five Sections:

Section 1: Key Initiative Summary

The Municipal election which took place on October 27, 2014 was the main focus of the City Clerk's Office in 2014. In addition, Clerks continued to meet its legislated obligations and support the Council's decision making process. The electoral process was enhanced with a higher level of citizen engagement through the introduction of electronic additions to the voters' list and internet voting which were combined with the City's traditional paper ballot voting process. The City Clerk's Office also assumed responsibility for servicing and processing applications to the Committee of Adjustment.

The following is a list of key accomplishments for the City Clerk's Office in 2014:

- Administration of the Council and School Board Municipal Elections and added enhancements
- Assumption of the Committee of Adjustment responsibilities
- Council orientation and inaugural
- Kick start of a Records and Information Management (RIM) Strategy
- Access and Privacy Program.

Section 2: Dashboard and Scorecard

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

Section 3: Performance Analysis Overview

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

Section 4: 2015 and Beyond

This section includes a brief overview of the City Clerk's Office 2015 work plan including actions resulting from the analysis in Performance Analysis Overview section.

Section 5: Data Tables, Charts and Graphs

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

SECTION 1: KEY INITIATIVE SUMMARY

2014 Election

The City Clerk's Office managed the entire electoral process in 2014 commencing with the tendering of software, hardware and equipment and culminating in a successful ward recount. This process included, but was not limited, to: the realignment of poll boundaries within wards and leasing of voting locations; the preparation of legislated by-laws, documents, forms procedures and internal training materials; outreach communication through various mediums; the management of an electronic voters list; staff support for all applications and methods of voting; the hiring and training of approximately 300 election day staff; and, the conduct of a recount.

Electronic voter registration and internet voting

For the first time, electors in the City of Guelph were able to add themselves to the voters' list using an electronic application on the City's website. In addition, everyone on the voters list was able to vote online, at their convenience, for an eighteen (18) day period between October 7 and October 24. This service existed in addition to the traditional paper ballot method at various voting locations on five (5) advance voting days and on Election Day. This provided a great deal of flexibility as electors were no longer required to come to City Hall or a voting location to exercise their right to vote. Furthermore, this provided more options for electors with accessibility needs. In 2014, the City Clerk's Office supported 442 total hours of available voting time for electors. This was up from 39 hours in 2010 and 432 hours more than the minimum legislative requirements of 10 hours (Election Day).

Committee of Adjustment

In June 2014, the administration of the Committee of Adjustment was transferred from Building Services to the City Clerk's Office. The City Clerk's Office provided one full-time staff member, which included a Secretary-Treasurer. The Committee of Adjustment is an independent quasi-judicial committee of seven citizens appointed by Guelph City Council that hears applications under the *Planning Act*. There are two major types of applications to the Committee of Adjustment: applications for minor variances to the municipal Zoning By-law requirements, or permission to extend land uses that have existed prior to the passing of the current By-law, and applications for consent (to divide land) to create new lots or to adjust existing boundaries.

Council Orientation/Leadership Development Program and Inaugural

Following the completion of the election, staff in the City Clerk's Office organized and facilitated, 4 sessions for Council to attend which provided an introduction to various municipal responsibilities as a high-level overview. These sessions formed the foundation of the broader Council Orientation/Leadership Development Program which will continue over Council's term of office. On December 1, the City Clerk's Office made arrangements for the installation of the new 2014-2018 Municipal Council, including the administration of Oaths.

Access and Privacy Program

An Access and Privacy program fosters a culture of privacy throughout an organization. Without a strong privacy program, the organization risks the loss of trust with citizens, residents and stakeholders. A properly designed and implemented privacy management program will help minimize the risk of a breach, while maximizing the Corporation's ability to identify and address incidents and minimize their damage. Given the vast amount of personal information the Corporation holds, the increasing economic value of it, and the heightened attention and concern regarding breaches, it is vital that organizations take steps to develop and strengthen their privacy management programs to minimize risk and increase compliance. The Privacy Management Project began in 2012 as a three year project. The aggressive work plan included auditing all Departments in 2013, policy development in 2014 and the final year of the project will focus on privacy training for all staff.

The project focus for 2014 was policy review and development, identification of gaps, and if required develop policies to address them. A comprehensive review of the City of Guelph's policies, a scan of our comparator municipalities was completed as part of this phase of the project. The new and revised policies will be presented to the Corporate Management Team for review and to the Executive Team for final review and approval.

Records and Information Management (RIM) Program

The Records Inventory Assessment, first rolled out in 2013, was completed in April 2014. The Assessment involved City wide meetings with working groups from each department and focused on documenting records holdings and current practices. Information collected during the Assessment is currently being used to develop a Corporate Records and Information Management (RIM) Strategy with the goal of creating a five year road map which will outline key milestones and requirements for the development of the City's Records and Information Management (RIM) Program. The RIM Strategy began development in Fall 2014 and is planned for completion in 2015.

SECTION 2: DASHBOARD AND SCORECARD

As illustrated below, several measures have been established and allocated to four performance areas within the City Clerk's Office. Items in the dashboard marked by **GREEN** indicate that the measure is reporting positively to benchmarks. **YELLOW** and **RED** indicate items that are not currently aligned to the benchmarks. **PLUS** and **MINUS** signs indicate the direction that these items are trending. For further context, the 2014 dashboard provides a comparison of the progress made on these measures from 2011 through to 2014.

2014 Dashboard

Access to Information	2012	2013	2014	Service Excellence	2012	2013	2014
Access and Privacy Program			+	Marriage Services		+	+
Records Management Program			+	Agenda Production			
Legislated Compliance	2012	2013	2014	Business Excellence	2012	2013	2014
FOI Requests				Agenda Production Costs			
Records Retention				Staffing Requirements			+
Public Notification				Internal Report Deadlines			-

2014 Scorecard

Value Creation

Access to Information

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>	<i>2015 Target</i>
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Access and Privacy Program

Internal requests	98 internal requests	89 internal requests	Respond to internal requests in 5 business days (*)
Privacy process improvements	58 privacy process improvements	50 privacy process improvements	50 privacy process improvements
Routine disclosure	272 routine disclosures (Building & Planning)	447 routine disclosures (13 from Fire and 434 from Building & Planning)	450 routine disclosures

Records Management

Internal requests	40 requests for consultation and advice	12 requests for consultation and advice	20 requests for consultation and advice
Records search	No data collected	12,472 searches conducted	12,000 searches conducted

Service Excellence

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>	<i>2015 Target</i>
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Marriage Services	165 marriage ceremonies	192 ceremonies were performed, including 149 on site and 43 off site	200 marriage ceremonies
Agenda Production			
Internal submission timelines met	13.5% average preview & recommendations late 18.5% final reports late	19 % average preview & recommendations late 22.5% final reports late	10% preview & recommendations late 15% final reports late
Publication timelines met	100% agenda and addendum published within legislative timeframes	100% agenda and addendum published within legislative timeframes	100% agenda and addendum published within legislative timeframes

Compliance

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>	<i>2015 Target</i>
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FOI Requests

Initial 30 day timeline	153/153 = 100%	125/126 = 99%	100%
Extended timeline	7/7 = 100%	5/5 = 100%	100%
Records Retention	351 boxes of records out of retention destroyed	335 boxes of records out of retention destroyed	Maintain rate of compliance

Statutory Public Notification			
Public Notices	100%	29= 100%	100%
OMB Appeals	100%	8 = 100%	100%
OMB Decisions	100%	1 = 100%	100%

Cost Control

Business Excellence

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>	<i>2015 Target</i>
Agenda Printing Costs			
Printing (physical costs)	\$23,303.36	\$20,049.24	\$20,000.00
Staff Time (labour costs)	\$13,816.18 for 96 agenda (11,686 pgs.)	\$9,298.88 for 82 agenda (10,387 pgs.)	
	=\$143.92/agenda	=\$113.39/agenda	\$120.00/agenda
Staff Complement (FTE complement vs. comparator municipalities with the same responsibilities.)	Council 4.6 FTE vs. 2 FTE for Guelph	Council 4.8 FTE vs. 3 current FTE for Guelph	Council 100% (4.8 FTE vs. 3 current FTE for Guelph)
	Print Shop 1.5 FTE vs. 0 FTE for Guelph	Print Shop 2.1 FTE vs. 0 FTE for Guelph	Print Shop 100% (2.1 FTE vs. 0 FTE for Guelph)
	N/A	For C of A 2.6 FTE vs. 1 current FTE for Guelph	C of A 100% (2.6 FTE vs. 1 Current FTE for Guelph)

SECTION 3: DATA ANALYSIS OVERVIEW

Access to Information

Access to information should transcend beyond meeting legislated requirements in order to develop and support a culture of privacy and openness. These concepts are, in fact, complementary and are fundamental to the success of any open government initiative. Freely accessible civic information is quickly becoming the new standard. Consequently, focus is on establishing information management programs to generate awareness and support the organization. The City's access and privacy program is currently being developed to do just that. The program continues to mature with a corporate privacy audit and policy development in phase 1 and 2 of the project and a delivery of corporate training in phase 3. These information gathering and sharing exercises will assist in better supporting the development of a proactive privacy program, and meeting the standards set out in Privacy by Design principles. As the program continues to develop, the performance measures presented below may need to be adjusted in future years.

Access and Privacy Program

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

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

The Privacy Audit created an awareness of privacy related matters and put a face on the program; who to contact for privacy questions, inquiries, clarification of privacy requirements.

* Beginning in 2015, this metric will be enhanced to track the percentage of internal requests responded to within five (5) business days.

- 2. Privacy process improvements** - Process improvements enhance the way with which the municipality notifies, collects and manages personal information. The total number of privacy process improvements reveals the overall commitment to the principles of access and privacy. An example is enhancements which are often made to consent notices appearing on signs and collection forms. Privacy process improvements, generally speaking, arise from internal requests for information/support through the City's Access and Privacy program.

- 3. Routine disclosure** - Routine disclosure facilitates access to information by creating procedures that are less restrictive than formal Freedom of Information Requests (FOI) and as such, provides the public with timelier access to civic information. A key goal of the Access and Privacy program is to develop and implement departmental routine disclosure practices. A quantification of all such practices within the organization will be a valuable measure to assess the program's impact in this regard. Improvements in the 2015 routine disclosure metric will be linked to the implementation of Open Gov and Access by Design principles.

The City Clerk's Department formalized the Routine Disclosure process for the Building and Planning Departments and expanded the process to the Fire Department.

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>
Access and Privacy Program		
Internal requests	98 internal requests	89 internal request
Privacy process improvements	58 process improvements	50 process improvements
Routine disclosure	272 releases (all from Planning & Building)	447 routine disclosures (13 from Fire and 434 from Building & Planning)

Moving forward, data in relation to the above noted metrics will be collected and used to measure performance in relation to the overall effectiveness of this program. Beginning in 2015, the City Clerk's Office will enhance the reporting metrics associated with the Access and Privacy Program by measuring the time to respond to internal requests in addition simply the total number of requests received.

Records Management Program

This measure assesses the overall effectiveness of the corporate records management program. Records and information management is the foundation of an accountable and transparent organization as it

facilitates both internal and external information exchange. For this reason, the following measures are being used to reflect records management at the City of Guelph and are defined as follows:

- 1. Internal requests** - The number of all internal advice or support requests serves to demonstrate awareness with respect to the records program within the organization. Now in its second year of being measured, 12 internal requests for consultation or advice were received in 2014 compared to the 40 received in 2013.

This metric is likely the result of two factors. First, a higher engagement level in 2013 was likely a result of the Records Inventory Assessment engagement with staff and the implementation of new corporate records processes. With an active engagement initiative underway and new processes that staff were becoming familiar with, a higher rate of advice and support requests can be understood in the previous year. Second, with timelines and priorities for the 2014 Municipal Election established early in the year, active engagement and training initiatives with staff could not be prioritized and only ongoing incoming requests for advice or assistance were responded to as they were received.

- 2. Records search** - This measure relates to the total number of record searches conducted using the Records Search database. The total number of record searches conducted demonstrates the staff interest and usage of search tools to efficiently access City information resources. As Enterprise Content Management (ECM) is a key objective of the records program, this metric is likely to evolve along with the implementation of an ECM system.

This measure was added in 2013; however, data was unavailable at the time for the 2013 Annual Report. The 2014 result will act as the benchmark to reflect staff usage of the Records Search database and index.

- 3. By-laws requested for retrieval** - This measure relates to the number of original City by-law retrieval requests that the City Clerk's Office received in 2014. This measure reflects the new By-Law Request and Retrieval Standard Operating Procedure that was implemented in March 2014. This procedure was put in place for all internal staff requests to retrieve original City by-laws and secured the City Clerk's Office filing room with vital records only directly taken and tracked by City Clerk's Office staff.

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>
Records Management		
Internal requests	40 requests for consultation and advice	12 requests for consultation and advice
Records search	No data collected	12,472 searches conducted

These measures were chosen because they reflect the key areas where internal efficiencies can be supported through effective records storage and retrieval methods. They will reflect ongoing efforts to engage with staff in all Service Areas to support the transition to new processes and resources available through the Records and Information Management Program. Records Management was new to the scorecard in 2012 and the data collected in 2013 and 2014 will serve as the second and third year of data to compare in future years for performance reporting. Future measures and metrics will be addressed in the RIM Strategy in 2015.

Service Excellence

The City Clerk's Office is a support service to Council, staff and the community. The department supports Council's governance process, serves as an interface with the public to disseminate civic information and deliver services as well as supports the organization with compliance measures and leading practices for various legislated requirements. Despite the fact that, on average, 19% of all preview materials and 22.5% of all final documents did not meet submission timelines, the City Clerk's Office was able to produce the internal preview documents and the agenda for all Council and its committee meetings within the legislated timelines 100% of the time.

In addition to the Municipal Election, which was the focus of the City Clerk's Office daily operations in 2014, staff continued to provide program foundations to support the organization with respect to Council/committee support services, access, privacy and records management.

Marriage Services

This measure applies to the total number of marriage ceremonies performed per year. Although this measure is difficult to predict, the associated revenue is budgeted in accordance to patterns demonstrated over several years. The overall number of ceremonies has increased from 165 in 2013, to 192 in 2014. This increase in 2014 is due to enhancements made to the levels of service introduced in relation to providing off site ceremonies outside regular office hours and also outside the city limits.

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>
Marriage Services	165 ceremonies	192 ceremonies were performed, including 149 on-site and 43 off site

Agenda Production

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

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

To provide some context with respect to this metric, there are a limited number of times when reports are delayed due to extenuating circumstances that relate external negotiations or legislated reasons.

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>
Agenda Production		
Percent late preview titles and recommendations (Based on annual average)	13.5 %	19%
Percent late final reports (Based on annual average)	18.5%	22.5%

Compliance

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

Freedom of Information (FOI) Requests

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

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

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>
FOI Requests		
Initial 30 day timeline	153/153 = 100%	130/131= 99%
Extended timeline	7/7 = 100%	7/7 = 100%

Last year, the City Clerk's Office obtained a 99% compliance rate with respect to FOI compliance. One request was not extended and the deadline was missed by 9 business days. This error occurred during the election and was attributed to human error. The City Clerk's office will target 100% for 2015 as late responses to FOI requests can carry significant risk and liability to the organization.

Records Retention

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

The Ontario Municipal Records Management System (TOMRMS) is a municipal standard which clearly outlines the legislated retention requirements for how long each category of records must be legally retained. TOMRMS is updated yearly to ensure that the City is adhering to current requirements. As part of the Records Inventory Assessment conducted in 2014, current retention timelines are communicated to each department and any updates to retention periods, based on business needs, are made in consultation with the business area. To ensure that the City is meeting legislated requirements, destruction compliance will be measured in accordance with the most up to date version of TOMRMS. The previous Records Retention By-law, and any amendments, were repealed and a new Records Retention By-law (2014)-19770 was passed by Council in June 2014. An annual review process for the this by-law will be undertaken going forward to include any legislation and updates to TOMRMS and in collaboration with City staff to reflect any changing business needs.

This single metric relates to Records Retention By-law compliant destruction as defined by the number of boxes or files destroyed in compliance with the most current Records Retention By-law timelines. The records destruction process that is currently in place was established at the beginning of 2013. As such, data collected in 2014 will serve as the second year of data to compare in future years for performance reporting.

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>
Records Retention	351 boxes destroyed pursuant to the Records Retention By-law	335 boxes destroyed pursuant to the Records Retention By-law

Public Notification

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

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

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>
Statutory Public Notification		
Public Notices	20=100%	29=100%
OMB Appeals	2=100%	8=100%
OMB Decisions	9=100%	1=100%

The City Clerk's Office met a 100% compliance rate with respect to the publication of notices under the *Planning Act*.

Business Excellence

Agenda Production Costs

This measure calculates the costs with respect to the production of an agenda. Although coordination of agendas is a crucial component of the process, this metric will be focused on the staff resources, printing and delivery costs associated with agenda production. The printing costs do not take into account the material that was reprinted due to last minute changes. This data was not collected prior to 2013, but is now reflected as a total cost of paper, printing and staff time to produce the agenda.

<i>Measure</i>	<i>2013 Result</i>	<i>2014 Result</i>
Agenda Production Costs:		
Printing	\$23,303.36	\$20,049.24
Staff Time	\$13,816.18	\$9,289.88

Staffing Complement

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

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

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

- Resident population
- The number of employees within the organization
- Authority configuration (lower tier, single tier etc.)
- The total number of Council, Committee, and Advisory Committee meetings serviced by the Clerk's office

Measure	2013 Result	2014 Result
Staff Complement	Council: 2 FTE (vs. 4.6 for comparators)	Council: 3 FTE (vs. 3.8 for comparators)
(FTE complement vs. comparator municipalities with the same responsibilities.)	C of A : N/A*	C of A: 1 FTE (vs. 2.6 for comparators)
* results not available for C of A FTE given that this service was not under City Clerk's Office	Print Shop : 0 FTE (vs. 1.5 for comparators)	Print Shop: 0 FTE (vs. 2.1 for comparators)

Appreciating the many challenges of defining this comparator group, this measurement is extremely valuable in terms of benchmarking overall service delivery in relation to an average staffing complement seen within other similarly functioning Clerk's offices. The target for this metric is to maintain an average staffing complement when evaluated against the comparator group. The following is an analysis of the comparison made for 2014.

Council Support

The Guelph City Clerk's Office supported 81 Council and Standing Committee meetings with 38% less staff than the comparator group average. In 2014 Council approved the addition of a Council Committee Coordinator which improved these numbers from previous years. The Legislative Services (i.e. Council Support) division supported 81 meetings compared to an average of 45.5 by the comparator group. If Advisory Committees serviced by Clerks are included, the ratio of staffing is 81 meetings for the City of Guelph serviced by 3 staff as compared to 89 on the average for our comparators serviced by 4.8 staff plus print shop support. The staffing ratio to workload is further polarized considering that staff in Guelph's City Clerk's Office were responsible for physically printing agenda packages, where the average comparator group consisted of an additional 2.1 FTE's allocated to the Print Shop in order to coordinate this function on behalf of their respective Council Support division.



Legislation Coordination

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

Records/FOI

Currently, there is an Access and Privacy Specialist (permanent FTE) as well as a Records and Information Specialist (contract FTE until 3Q of 2014) within the Guelph City Clerk's Office. This division of responsibilities is far more delineated in Guelph as there was more of a blend of records and FOI responsibilities seen in the comparator group with some of these functions even being provided either by the Deputy Clerk or a combination of others within the department. Given this, the current complement in Guelph is below the municipal comparator group functioning at approximately 0.7 FTE less than the average. That said, because the Records and Information Specialist position is a currently a contract position expiring in 3Q of 2014, this measurement will drop to be far more disproportionate after that point. Another factor to consider when evaluating this comparison is the fact that both the records and privacy programs are currently under development in Guelph when they are far more mature in other comparator municipalities such as Barrie, Kingston and Kitchener. The risk in place

currently is that the City's pending Records and Information Management Strategy will not have the staff resources allotted for the required implementation of said strategy.

Civil Marriage Services

The City began to perform in house Civil Marriage ceremonies as a public service in 2009 following the construction of new City Hall. City Clerk's Office staff coordinates the issuance of marriage licenses as well as customizes and delivers a full service civil marriage ceremony to members of the public. In 2013, 165 ceremonies were performed. Commencing in 2013, and in response to public demand, the City Clerk's Office commenced providing "off-site" marriage ceremonies after business hours and on weekends. As this service is not offered by many municipalities, this service level was extended in 2014 to include performing marriage services outside of City of Guelph boundaries. Due to demand created by word of mouth references and advertisements, 43 off-site ceremonies were performed in 2014.

Print Shop

The City Clerk's Office previously had one (1) staff dedicated to the corporate Print Shop. This individual coordinated the printing of agenda packages as well as managed the in-house production of other printing requirements for the corporation. On average, the comparator group has an additional 2.1 FTE's (up 0.6 from the previous year) dedicated to this function in comparison to Guelph's City Clerk's Office who currently has no resource allocated. This disparity continues to widen each year. Aside from agenda coordination and consolidation for what amounts to eight (8) meetings a month on average, the three (3) Council Support staff and the Secretary Treasurer of the Committee of Adjustment are also required to physically manage the printing process as it relates to the agenda production for these meetings. In 2014, corporate print projects are either managed and coordinated directly by the internal user or outsourced to an external company.

A 2014 audit of the Print Shop conducted by the City's Internal Auditor has seen a reduction in the number of hard copy agendas printed per meeting. Despite this reduction, a large portion of the time spent on agenda production remains in place given that City Clerk's Office staff are required to manually collate reports and agendas.

Committee of Adjustment

In 2014, the City Clerk's Office assumed responsibility for the Secretary-Treasurer function of the Committee of Adjustment and all administrative functions associated with the processing of applications and the receipt of payments for various fees. When the City Clerk's Office assumed the Committee of Adjustment responsibilities for the corporation, one position was inherited from Building Services. Previously and when the Committee of Adjustment function was situated within Building Services there were two (2) staff persons fulfilling the Secretary-Treasurer and Assistant Secretary-Treasurer positions. In 2014, one staff serviced the Committee of Adjustment to process 155 applications while the average amount of staff for our comparators, was 2.6 staff to process 127 applications. This means that the Committee of Adjustment staffing is under resourced by 160%. Further compounding this disparity is the added agenda and document printing requirements that this position carries out, whereas all comparators identified have printing staff which reduces the workload for Committee of Adjustment staff. Currently, none of the comparators identified house the Committee of Adjustment function in the City Clerk's office.

Staffing Requirements Summary

The overall complement in the City Clerk's Office consists of nine (9) permanent FTE's and one (1) contract FTE in comparison to 16.5 FTE on average for our comparators. In relation to the average of the identified comparators, this is more than 65% lower than the resources in place within the comparator group. This disparity is further exacerbated by the fact that business in every division within the City Clerk's Office has continued to increase over the past two terms of Council. The most

significant intensification has occurred in relation to Legislative Services where staff support is in place to manage increased standing committee meetings along with a higher frequency of special Council meetings. During this same time the staff complement serving to support Legislative Services has declined as one (1) Print Shop staff was eliminated in 2010. Furthermore, the City Clerk's Office produced the agenda for distribution two weeks prior to the meeting rather than one week, necessitating the need to produce addendums for each Council meeting. Additionally, a review of our comparators indicates that the City of Guelph Committee of Adjustment is also under staffed. In summary, the comparison data suggests that the City Clerk's Office is under resourced in relation to Council Support, the Print Shop, and Committee of Adjustment when evaluated alongside municipal comparators.

SECTION 4: 2015 AND BEYOND



The strategic focus for the City Clerk's Office in 2015 will be to continue the streamlining of the council committee process through a comprehensive Meeting Management Review. In addition, the City Clerk's Office will facilitate a Council Composition and Employment Status Review. Much of the project and program development work led by the City Clerk's Office are long-term strategic initiatives designed to establish the groundwork to transform, modernize and improve the way the City delivers service and support to its various stakeholders. Much of this work will extend beyond the 2015 work plan. The following is a high level list and synopsis of the 2015 work plan for the City Clerk's Office. This information is not meant to be exhaustive but rather provide some context regarding the key strategic initiatives and compliance measures which will be a focus of the 2015 work plan.

Meeting Management Review

City Clerk's Office staff will conduct a quality improvement process review of the meeting management process from its inception of the title of a report in the forecast calendar to the final council decision/implementation and all stages in between. This will include, but not be limited to, a review of meeting management trends, best practices in comparator municipalities, a comprehensive review of internal current practices and an investigation and evaluation of potential efficiencies to the City of Guelph's meeting management processes. The City Clerk's Office is ultimately looking to develop and document processes, and make improvements to work flow, administrative tools and document formats to drive efficiencies in the meeting management process.

Council Composition & Employment Status Review

On December 16 2013, Council passed a resolution to direct:

1. That a Council Composition and Employment Status Review be conducted by a third party subject matter expert during the 2014-2018 term of Council with the intent that any proposed changes to be subsequently approved by Council take effect for the 2018-2022 term of office.
2. That all costs associated with the review be referred to the 2015 budget process for Council approval.
3. That the Terms of Reference for the Council Composition and Employment Status Review come back to the Governance Committee for approval.

This review will involve a governance review relating to representation by population, and an associated equitable distribution of councillors based on an analysis of comparators. The review will also assess population within wards and an examination of an equitable population distribution and, finally, a further examination of Council remuneration, status and support based on the results of the review.

In 2015 it is anticipated that the terms of reference be established and a request for proposals of this review be initiated in order to determine the budgeting implications to commence this review in 2016 by a third party under the supervision of the City Clerk.

Access and Privacy

A comprehensive privacy management program provides an effective way for organizations to bolster public trust and assure compliance with applicable legislation such as the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and the *Personal Health Information Protection Act* (PHIPA). In 2013, a privacy audit of the Corporation was conducted, the findings and recommendations were forwarded to Department Managers and General Managers. The final report will be presented to the Executive Team in Q1 of 2015. The policies developed in 2014, will be forwarded to the Corporate Management Team (CMT) in Q1 of 2015, and finally to the Executive Team for approval and implementation. The final phase of the Privacy Management Program will be addressed in 2015. The Access and Privacy program will develop an orientation and training program built to foster a culture of privacy throughout the organization. The training program will include an online component as well as face-to-face training.

Records and Information Management (RIM) Program

The information gathered during the Records Inventory Assessment was used in the development of an RFP and a consultant was selected to begin work on the RIM Strategy using this information to reflect the current recordkeeping environment at the City. This RIM Strategy is projected to be completed by summer of 2015 and this will establish a 5 year road map of key milestones and tasks that will be necessary to ensure that our RIM Program is current, addressing risk and maximizing best practices and opportunities across service areas. The Strategy will also outline resources necessary to run the Program effectively and establish a collaborative governance structure for information management broadly, including areas of records management, knowledge management and data management.

Implementation of Print Room Audit recommendations

In 2014, the City's Internal Auditor completed an audit of the City's corporate Print Room. The Print Room is housed on the 4th floor of City Hall and falls under the auspices of the City Clerk's Office. The Print Room is equipped to serve staff at City Hall through the corporate network and is also used when compiling agenda materials for Council and its Standing Committees. The Internal Auditor set forth eight (8) recommendations, which the City Clerk's Office fully supports. Most notably the Print Room Audit confirms that the City continues to deliver print room services internally and not move to an outsourced process for this job requirement. The Internal Auditor's Print Room recommendations as outlined in the Management Response report that went before Council on February 23, 2015 are already being addressed, most notably the reduction in hard copy agendas printed, and will continue to be acted upon throughout the remainder of 2015.

SECTION 5: DATA

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

Legislative Services

Meeting Statistics – Number of Meetings & Time in Session

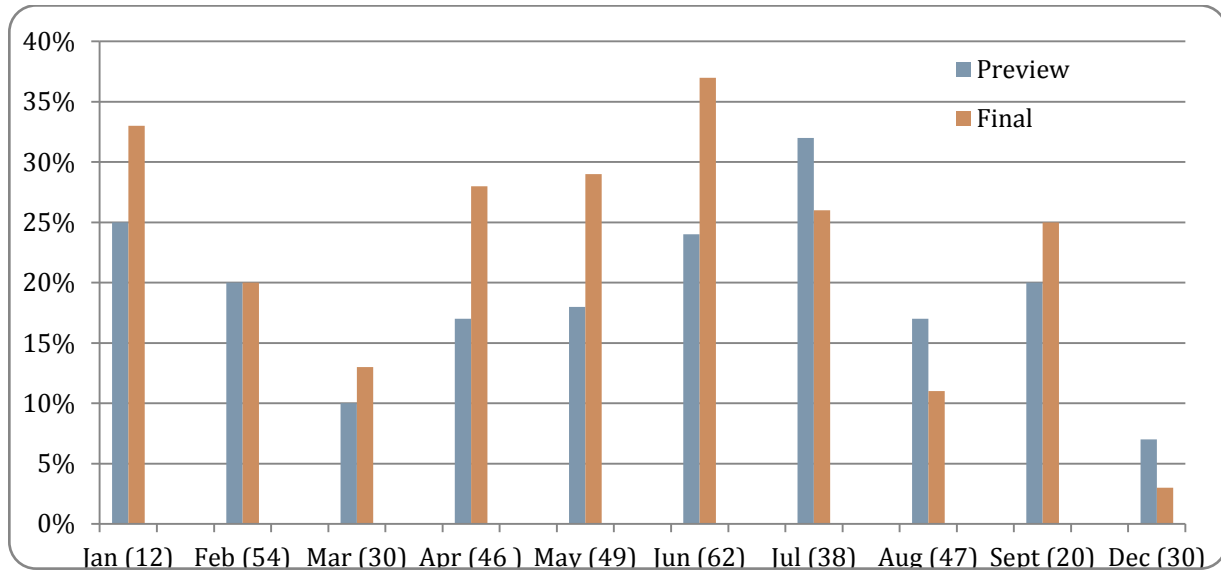
	2012	2013	2014
Council			
Regular Council Meetings	22	20	20
Closed Council Meetings	26	20	16
Special Council Meetings	23	11	11
Hours in Council Session			
Regular	59	46.25	53
Closed	40	26.75	17.25
Special	35	25.5	15
Council Total	134	98.5	85.25
Committee			
Standing Committee Meetings	53	52	34
Committee of Adjustment Meetings	17	17	16
Hours in Committee Session			
Regular	72.75	62.5	40.75
Closed		7	5
Council & all Committees			
Total Number of Meetings	90	103	81
Total Hours in Session	206.75	168	131

**In 2014 there were no Committee meetings September to December and few Council meetings during that time period due to the 2014 Municipal Election event.*

Meeting Statistics - Agenda Stats

	2011	2012	2013	2014
Council				
Average No. of Agenda Pages	134	165	209	316
Number of Delegations	163	214	183	168
By-laws Approved	206	190	237	167
Committee				
Number of Delegations	52	75	113	74

Monthly Late Reports Submission



*Data not shown for October and November as no meetings took place

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

Citizen Appointments to Boards and Committees

	2012	2013	2014
Vacancies Filled	72	75	191
Applications Received	144	101	259

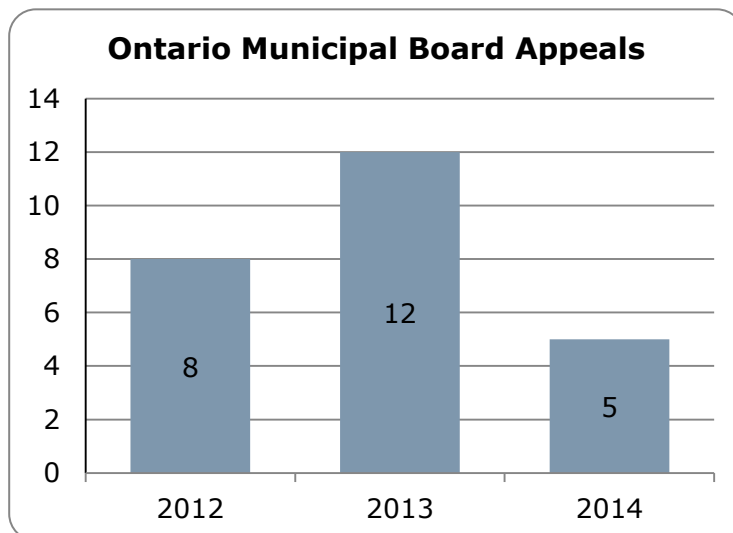
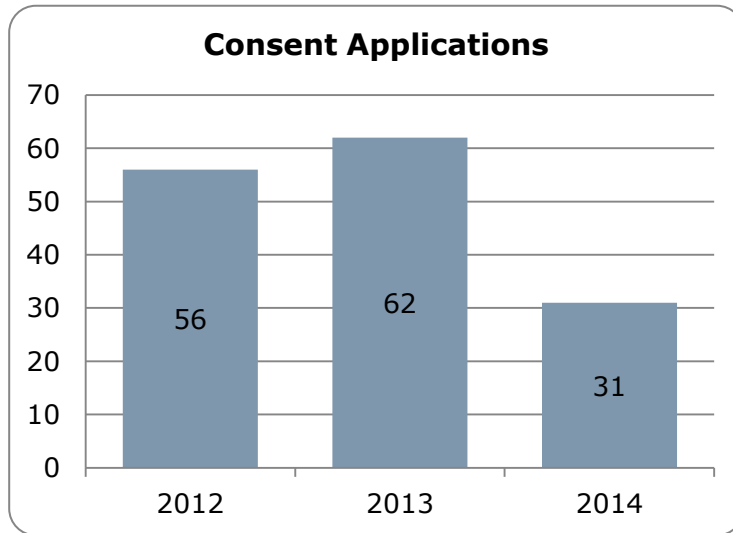
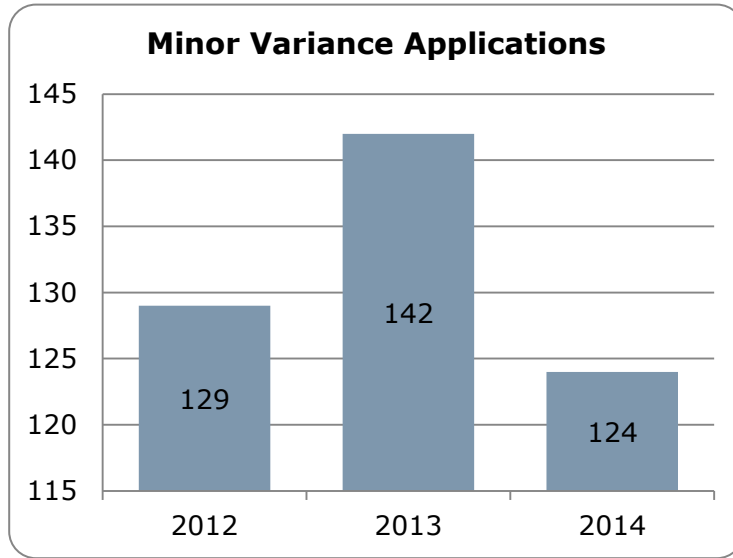
*Following an election, a high amount of vacancies are required to be filled resulting in a higher than usual number of applications

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

	2012	2013	2014
OMB Appeals*/Ministry Approvals	10/10	2/0	8/0
Committee of Adjustment Appeals	8	12	5
Public Notices	62	20	29
Certificates	62	45	32
By-Laws by OMB Order	N/A	9	0

*Zonings, Official Plan Amendment and Subdivision appeals

Applications for Committee of Adjustment under the *Planning Act*



Vital Statistics

	2012	2013	2014
Death Registrations	919	1020	938
Revenue	\$27,570	\$30,000	\$28,140
Other Death Registrations (buried elsewhere)*	194	312	270

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

Access and Privacy

Freedom of Information (FOI)

	2012	2013	2014
FOI Requests Processed	121	160	131
Completed within 30 days	115	153	125
Completed within extended timelines	6	7	6

Public Services

Marriages

	2012	2013	2014
No. of Ceremonies Performed	139	165	192 (\$43,200)
Licenses Issued	738	737	756 (\$68,040)
Total Revenue	\$98,489	\$101,000	\$111,240

Clerk's Office Comparator Data*

	Guelph	Barrie	Burlington	Cambridge	Kingston	Kitchener	Oakville
Population	127K	145K	176K	133 K	123K	235K	186K
Total FTE's	1,230	839	902	540	1,260	1,100	1,100
Status	Single	Single	Lower	Lower	Single	Lower	Lower
No. Meetings per year**	81 (0)***	44 (76) ***	25 (57) ***	30 (0) ***	76 (74) ***	33 (24) ***	65 (33) ***
Committee of Adjustment applications per year	155	68	142	68	43 (+47)****	197	247 (+4)****
Clerk	1	1	1	1	1	1	1
Deputy Clerk	1	1	2	1	1	1	1
Admin Support	1	2	1	1	2	1	1
Records and FOI	2	3	1	2	5	3	2
Council Support	3	5	6	3	3	8	4
Legislative Coordinator	1	1	0	1	1	2	1
Print Shop	0	1	3	1.5	1	2	4
Committee of Adjustment *****	1	2.5	2	3	2	3	3
TOTAL CLERKS FTE's	10	16.5	15	13.5	16	21	17

* Data based on an organizational scan of comparator municipalities as well as by way of direct follow up with each municipal Clerk's Office & number of meetings per year includes all meetings serviced by Clerk's staff including Council, all Committees and Boards etc.).

** Council & Standing Committee meetings only

*** Advisory Committee meetings

**** applications processed under Delegated Authority.

***** Includes Secretary Treasurer and administrative Committee of Adjustment staff corporately