City Clerk's Office 2015 Annual Report

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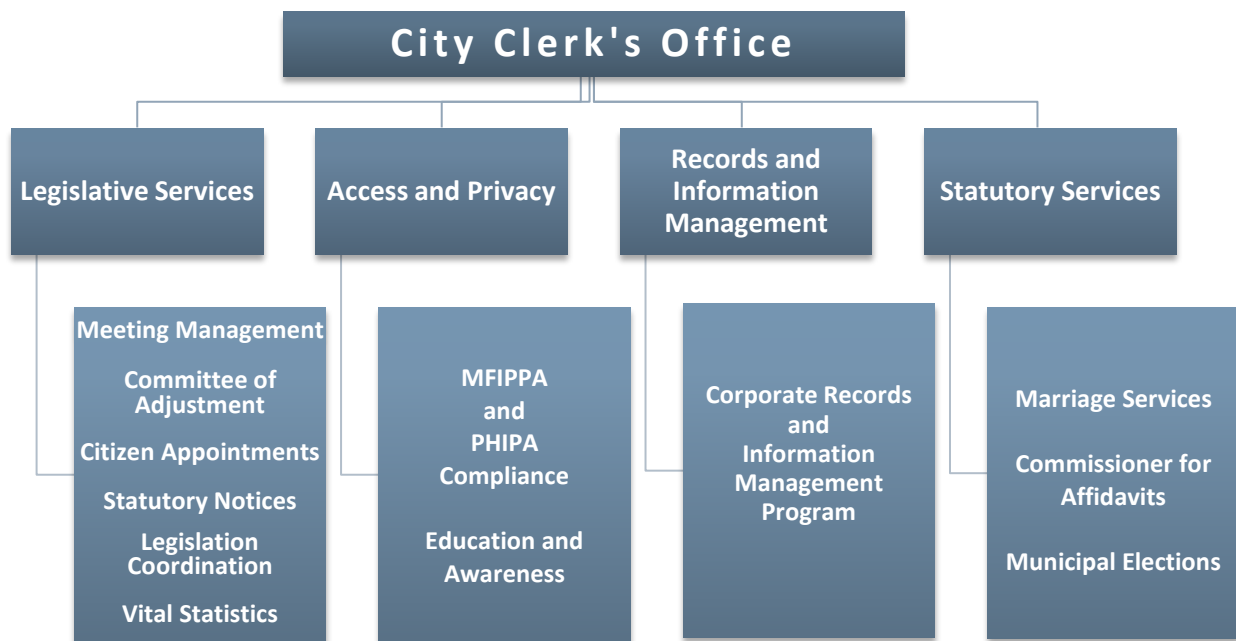
INTRODUCTION

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

City Clerk's Office

Legislative Services	Access and Privacy	Records and Information Management	Statutory Services
Meeting Management Committee of Adjustment Citizen Appointments Statutory Notices Legislation Coordination Vital Statistics	MFIPPA and PHIPA Compliance Education and Awareness	Corporate Records and Information Management Program	Marriage Services Commissioner for Affidavits Municipal Elections

Report Format

This is the 3rd Annual Report under the new format prepared by the City Clerk's Office. This report is working towards a transition from statistical reporting to performance measurement through the reporting of key performance indicators. This report is divided into the following five Sections:

Section 1: Key Initiative Summary

Supporting the Council Committee process, which included two budget cycles in 2015, was the main focus of the City Clerk's Office in 2015. In addition to continuing to meet its legislated obligations and support Council's decision making process, the City Clerk's Office took the final steps in the election by making public the final financial filings of candidates and processing a request for a compliance audit. Staff undertook the development of a Records and Information Management (RIM) Strategy to create a 5-year roadmap for the RIM program. Privacy training was expanded and included in orientation sessions for all full time and seasonal City staff. Staff completed background work, research and engagement process for a fulsome collection of information, required to make recommendations regarding improvements to the City's Meeting Management Process, which is to be reported in 2016. There was also a surge in volume for marriage ceremonies, which has been steadily increasing since the service was introduced in 2009.

The following is a list of key accomplishments for the City Clerk's Office in 2015:
- Research and background work for the Meeting Management Review (MMR) Process
- Completion of Municipal election responsibilities
- Development and initial implementation of a Records and Information Management (RIM) Strategy
- Access and privacy orientation training for all new full time and seasonal staff

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: 2016 and Beyond

This section includes a brief overview of the City Clerk's Office 2016 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

Council and Committee Support

The Clerk's office was able to support a 50% increase in meetings from 2014 to 2015. The additional meetings were necessitated as a result of having two series of budget meeting approvals for the 2015 and 2016 budgets. In addition, extra meetings were required to orient a new council with more than 50% turnover in members. Despite this spike in the number of meetings, overtime was mitigated by instituting flex hour provisions for staff and print shop costs were mitigated through the implementation of recommendations from the 2015 Print Shop Audit, which included reducing the number of paper agendas and the amount of printing done in colour. In addition, corporate staff has begun to include links to associated documentation in reports, rather than including the documents to be reprinted in their entirety. As a result, the City Clerk's Office projects continued savings in printing costs in 2016.

2014 Election

The City Clerk's Office completed the management of the municipal election by providing the financial filing statements publically. As a result of an application for a financial compliance audit of one of the candidates, the Municipal Election Compliance Audit Committee was convened and an auditor hired to provide professional advice. Moving forward, staff continues to be involved in a series of AMCTO meetings respecting Municipal election reform and ranked balloting. The City Clerk has been involved in consultations with staff from the Ministry of Municipal Affairs and Housing in relation to voters' list enhancements, the introduction of ranked balloting and general Municipal Elections Act (MEA) reform.

Marriage Services

Volumes for marriage services and demand for off-site and off-hour marriage services has been steadily increasing since the City Clerk's Office started performing ceremonies in house. Services were commenced in 2009, with off-site and after hours being offered in 2013. Numbers of ceremonies have increased from 128 in 2009 to 212 in 2015 with revenues increasing from $26,108 to $49,588.

Access and Privacy Program

An Access and Privacy program fosters a culture of access and 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 proactively develop solutions before issues arise, as well as, identify and contain situations to minimize impact.

With the increasing amount of personal information collected and managed by the City, particularly around increasing interactive tools and applications used to engage

the public, it is essential to foster a culture of privacy that proactively mitigates risks and ensures compliance.

Following the policy review and development in 2014, policies were presented to the Corporate Management Team in November of 2015. With additional feedback received, the policies developed are planned for revision with additional staff input from impacted departments and will be presented to the Corporate Management Team again in 2016 for final approval. Privacy training was expanded and offered during the orientation training sessions for all new full-time and part-time seasonal staff. Due to staffing changes and capacity impacts, a corporate training plan for all staff that was to be implemented in 2015 will instead be developed and implemented in 2016.

Records and Information Management (RIM) Program

The development of the City's RIM Program began in 2012 and 2013 with the first City wide review of current recordkeeping practices as part of the Records Inventory Assessment. The goal was to better understand our current challenges and opportunities for staff to manage their information in new and more efficient ways.

These findings were used to inform the creation of a Corporate Records and Information Management (RIM) Strategy which began in the Fall of 2014. In the process of creating a five year roadmap for the City's RIM Program, staff was surveyed to further identify their challenges and priorities, the City's current program was benchmarked with comparator municipalities and senior leaders were engaged in a focus group session to highlight the risks and necessary steps associated with making the Strategy a reality.

Following a successful presentation to the Corporate Management Team in September 2015, the Strategy was approved by Council in October 2015. With the first year of the five year strategy to start in 2016, key initiatives will involve developing governance and oversight, conducting a policy review, developing and updating policies and planning for multi-year projects around file cleanup and classification standards.

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.

2015 Dashboard

Access to Information	2013	2014	2015
Access and Privacy Program	N/A	● Y +	● Y +
Records Management Program	● Y	● Y +	● Y +
Legislated Compliance	**2013**	**2014**	**2015**
FOI/Privacy Processes	● G	● G	● G
Records Retention	● Y	● Y	● G
Public Notification	● G	● G	● G
Service Excellence	**2013**	**2014**	**2015**
Marriage Services	● G +	● G +	● +G
Agenda Production	● Y	● Y	● R
Business Excellence	**2013**	**2014**	**2015**
Agenda Printing Costs	● Y	● Y	● G
Staffing Requirements	● R	● R +	● Y +

2015 Scorecard

Value Creation

Measure	2014 Result	2015 Result	2016 Target
Access and Privacy Program			
Internal requests	89 internal requests	97 internal requests	90 internal requests
Privacy process improvements	50 privacy process improvements	31 privacy process improvements	50 privacy process improvements
Routine disclosure	447 routine disclosures	578 routine disclosures	600 routine disclosures
Records Management			
Internal requests	12 requests for consultation and advice	46 requests for consultation and advice	40 requests for consultation and advice
Records search	12,472 searches conducted	15,411 searches conducted	16,000 searches conducted
By-laws digitized	No data collected	578 by-laws digitized	3,000 by-laws digitized

Measure	2014 Result	2015 Result	2016 Target
Marriage Services	192 ceremonies were performed, including 149 on site and 43 off site	212 ceremonies were performed, including 151 on site and 61 off site	220 marriage ceremonies
Agenda Production			
Internal submission timelines met	19 % average preview & recommendations late 22.5% final reports late	14 % average preview & recommendations late 24% 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

FOI Requests Processed			
Initial 30 day timeline	125/126 = 99%	152/152 = 100%	100%
Extended timeline	5/5 = 100%	5/5 = 100%	100%
FOI Appeals			
Appeals received	New to scorecard	0	0
Appeals resolved	New to scorecard	0	0
Appeals ongoing	New to scorecard	0	0
Privacy Complaints			
Complaints received	New to scorecard	2	0
Complaints resolved	New to scorecard	1	0
Complaints ongoing	New to scorecard	1	0
Records Retention	335 boxes of records out of retention destroyed	757 boxes of records out of retention destroyed	Maintain rate of compliance
Statutory Public Notification			
Public Notices	29= 100%	25=100%	100%
OMB Appeals	8 = 100%	5=100%	100%
OMB Decisions	1 = 100%	3=100%	100%

Cost Control

Agenda Printing Costs			
Printing (physical costs)	$20,049.24	$12,278.53	$12,000
Staff Time (labour costs)	$9,298.88 for 82 agenda (10,387 pgs.) =$113.39/agenda	$9,504.57 for 134 agenda (12,310 pgs.) =$70.93/agenda	$85.00/agenda
Staff Complement* Council	4.8 FTE vs. 3 FTE for Guelph	3.5 FTE vs. 3 FTE for Guelph	3.5=100% FTE average
Print Shop	2.1 FTE vs. 0 FTE for Guelph	1.5 FTE vs. 0 FTE for Guelph	2.25=100% FTE average
Committee of Adjustment	2.6 FTE vs. 1 current FTE for Guelph	2.25 FTE vs. 2 FTE for Guelph	1.5=100% FTE average
*(FTE complement vs. comparator municipalities with the same responsibilities)			

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 that balances privacy and openness. These concepts are, in fact, complementary and are fundamental to the success of any open government. Developing an open by default approach, with limited exceptions, is essential to public accountability, transparency and customer focused service. As the Access, Privacy and RIM programs continue to evolve, 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.

   In 2015, the number of internal requests continued to grow with 97 requests received, an increase from 89 in 2014. This reflects the continued increase in privacy awareness across the organization and a growing involvement of access and privacy as part of the project and day to day processes at the City.

   The 2014 City Clerk's Office Annual Report indicated a change to this metric, from the number of requests received to the number of days taken to respond to a request. While this change to a performance measurement would be valuable, with capacity and staffing limitations, it was not possible to measure this as requests came in. For this reason the metric will remain the number of requests received until such time that a consistent measurement method can be developed for performance response times.

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.

With the completion of the Privacy Audit in 2014, the number of privacy process improvements was higher as the initial process reviews were done. Process improvements continued to be in demand in 2015 with 31 process improvements. The 2015 numbers reflect the ongoing need for project reviews and notification development however, following the Privacy Audit in 2013 and 2014, the largest numbers of higher risk improvements have been addressed.

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 a result, 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.

   The number of routine disclosures continues to grow with over 100 additional disclosures in 2015 compared to 2014. Currently routine disclosure processes have been developed with Building Services and Fire Services, however, expansion is planned for 2016 to include additional departments which frequently receive requests for records.

Measure	2014 Result	2015 Result
Access & Privacy Program		
Internal requests	89 internal requests	97 internal request
Privacy process improvements	50 process improvements	31 process improvements
Routine disclosure	447 releases	578 routine disclosures

Records Management Program

This measure assesses the overall effectiveness of the corporate records management program. Records and information management are the foundation of an accountable and transparent organization as it facilitates both internal and external information exchange. These measures were chosen because they reflect the key areas where internal efficiencies can be supported through effective records storage and retrieval methods. Records Management was new to the scorecard in 2012 and the data collected in 2015 will serve as the fourth year of data to compare in future years for performance reporting. Future measures and metrics will added based on the key initiatives in the RIM Strategy in 2016 to 2020.

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 third year of being measured, 46 internal requests for consultation or advice were received in 2015 compared to the 12 received in 2014. These numbers are likely a result of the increased staff engagement during the development of the RIM Strategy, as well as, the increasingly limited storage capacity at City facilities. As a result staff is initiating records cleanups throughout the year and is requesting assistance and advice on the organization of digital network drive files and the destruction of boxes of paper records out of retention.

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.

   Council and Committee Coordinators in the City Clerk's Office dedicate a significant amount of time to ensure that information on newly approved by-laws and agreements are up to date in the Records Search database. 2014 was the benchmark year for this metric and the number of searches is significantly up from last year with over 15,000 searches conducted in 2015. This likely reflects an increasing reliance on central search tools to more efficiently find information by all Service Areas. A new initiative to digitize by-laws and agreements and link them through the Records Search database started at the end of 2015 and is reflected in the new metric below. The number of searches is anticipated to continue to grow in 2016.

3. **By-laws digitized** – This measure relates to a new initiative in the Clerk's office to digitize the City's by-laws and agreements. This initiative began in November 2015 and will be ongoing in 2016. Once digitized, by-laws and agreements will be linked though the Records Search database to provide more efficient access to all internal staff and will allow for greater customer service. This will also result in more secure storage and preservation of the original by-laws and agreements which are often the only original signed documents held by the City Clerk's Office.

Measure	2014 Result	2015 Result
Records Management		
Internal requests	12 requests for consultation and advice	46 requests for consultation and advice
Records search	12,472 searches conducted	15,411 searches conducted
By-laws digitized	No data collected	578 by-laws digitized

Service Excellence

The City Clerk's Office is a support service to Council, staff and the community. This service area 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, 14% of all preview materials and 24% 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. Of note, is the increase in the number of meetings processed in 2015. 134 Council and committee meetings took place in 2015 in comparison with 81 for 2014 and 103 for 2013. Of these, 50 were special council meetings in 2015 in comparison with 11 special meetings each in 2014 and 2013. This is partially attributed to the fact that there were two budget cycles of meeting in 2015.

Meeting management and a comprehensive meeting management review was the focus of the City Clerk's Office daily operations in 2015. In this regard, data was collected through comparative research, environmental scans, and focus group meetings with council , staff and the public, which will be used to inform the recommendations going to Council in 2016.Staff also 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 performed has increased from 192 in 2014, to 212 in 2015. The increase in marriage services since its inception in 2009 is due to enhancements made to the levels of service introduced in relation to providing ceremonies which are off site, outside regular office hours, and outside city limits. Many are due to referrals as a result of a high satisfaction levels. In 2016, additional staff support has been allocated to providing expanded service in this area. This added support will be accomplished within existing budgets and will support the growing requests for these services.

Measure	2014 Result	2015 Result
Marriage Services	192 including 149 on site and 43 off site	212 including 151 on site and 61 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 staff to target and follow up on late submissions in an effort to support continuous improvement.

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

Measure	2014 Result	2015 Result
Agenda Production		
Percent late preview titles & recommendations (Based on annual average)	19%	14%
Percent late final reports (Based on annual average)	22.5%	24%

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.

Last year, the City Clerk's Office obtained a 100% compliance rate with respect to FOI compliance which was continued in 2015. The City Clerk's Office will target 100% again for 2016.

Measure	2014 Result	2015 Result
FOI Requests Processed		
Initial 30 day timeline	125/126 = 99%	152/152 = 100%
Extended timeline	5/5 = 100%	5/5 = 100%

FOI Appeals

This measure refers to number of FOI appeals received from the Information and Privacy Commissioner (IPC) of Ontario, processed and resolved as legislated by MFIPPA/PHIPA and will be calculated based on three internal metrics:

1. **Appeals received** - The number of appeals received from the IPC in a given year.

2. **Appeals resolved** - The number of appeals that are resolved with the complainant and closed through the IPC appeal process in a given year.

3. **Appeals ongoing** - The number of appeals that are ongoing or outstanding that have not yet been resolved with the complainant and closed through the IPC process in a given year.

These three measures have been added as new to the scorecard in 2015 for increased transparency and accountability. In 2015 the City Clerk's Office did not receive any appeals from the IPC and is targeting to receive zero (0) again in 2016.

Measure	2014 Result	2015 Result
FOI Appeals		
Appeals received	New to scorecard	0
Appeals resolved	New to scorecard	0
Appeals ongoing	New to scorecard	0

Privacy Complaints

This measure refers to the total number of formal privacy complaints received from the IPC, processed and resolved and will be calculated based on three internal metrics:

1. **Complaints received** – The number of formal privacy complaints received from the IPC in a given year.

2. **Complaints resolved** - The number of formal privacy complaints that are resolved with the complainant and closed through the IPC complaint process in a given year.

3. **Complaints ongoing** - The number of formal privacy complaints that are ongoing or outstanding that have not yet been resolved with the complainant and closed through the IPC process in a given year.

This is the second set of measures new to the scorecard in 2015 that have been added for increased transparency and accountability. In 2015 the City Clerk's Office received two (2) privacy complaints, one (1) of which was resolved and one (1) of which is still ongoing. The City Clerk's Office is targeting to receive zero (0) complaints in 2016.

Measure	2014 Result	2015 Result
Privacy Complaints		
Complaints received	New to scorecard	2
Complaints resolved	New to scorecard	1
Complaints ongoing	New to scorecard	1

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 *Public Sector and MPP Accountability and Transparency Act, 2014* also recently amended the MFIPPA and introduced the requirements that municipalities ensure that reasonable measures are developed, documented and put in place to preserve organizational records in accordance with any records retention requirements that apply to it.

Records retention timelines are established by By-law (2014)-19770. 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. One of the larger initiatives that will begin in 2016, as a result of the RIM Strategy, will be a review of the current retention by-law to update compliance with legislated requirements and business needs. This is expected to continue into 2017 before a revised by-law is passed.

Measure	2014 Result	2015 Result
Records Retention	335 boxes destroyed pursuant to the Records Retention By-law	757 boxes destroyed pursuant to the Records Retention By-law

Public Notification - Official Plans, Zoning, Subdivisions and Condos
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 the following 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 metric relates to documents processed as a result of OMB decisions which resulted in amendments to the City's by-laws or creation of new by-laws by Board Order.

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

Measure	2014 Result	2015 Result
Statutory Public Notification: *Official Plans, Zonings, Subdivisions*		
Public Notices	29 = 100%	25 = 100%
OMB Appeals	8 = 100%	5 = 100%
OMB Decisions	1 = 100%	3 = 100%
Statutory Public Notification: *Minor Variances and Consents*		
Public Hearing Notices & Notices of Decision	313 = 100%	256 = 100%

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 is reflected as a total cost of paper, printing and staff time to produce the agenda. Although there were more agendas produced in 2015 than 2014, the costs for printing decreased. This is partially as a result of the implementation of the Print Shop Audit recommendations. The hardcopy agenda distribution list was decreased by 25% which resulted in volumes being reduced to 24 from 32 on average. An abbreviated version of the agenda that was distributed to a select group, which included the face pages and consent agenda, were eliminated; which ranged from 3 to 14 copies depending on the committee. In addition, the addendum agenda was posted online and no longer printed in hardcopy to a broader distribution list and only printed for members of Council. Many pages previously printed in colour are now printed in black and white, which also reduces the cost. Report authors are now including attachments through inclusion of web links rather than by hard copy attached to the agenda. All these initiatives in combination have helped reduce the costs of printing.

Measure	2014 Result	2015 Result
Agenda Production Costs:		
Printing	$20,049.24	$12,278.53
Staff Time	$9,289.88	$9,504.57

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, a municipal 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 municipal 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 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	2014 Result	2015 Result
Council & Committee Compliment		
Council	3 FTE vs. 4.8 for comparators	3 FTE vs. 3.5 For comparators
Committee of Adjustment	1 FTE vs. 2.6 for comparators	2 FTE vs 2.25 for comparators
Print Shop	0 FTE vs. 2.1 for comparators	0 FTE vs. 1.5 for comparators
Total Council & Committee support (FTE complement vs. comparator municipalities with the same responsibilities.)	4 FTE vs. 9.5 for comparators	5 FTE vs. 7.25 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 2015.

Council & Committee Support
The Guelph City Clerk's Office supported 152 Council, Standing and Legislated Committee meetings with 47% 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. In 2015 an additional staff was hired to support the Council and Committee process. The 152 meetings supported is in comparison to an average of 117 supported by the comparator group. The staffing ratio to workload is 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 1.5 FTE's allocated to the Print Shop in order to coordinate this function on behalf of their respective Council Support division. As such, the City Clerk's Office serviced 35 more Council and Standing Committee meetings or 30% more than the average of the comparators with 47% less staff.

Legislated 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

In 2014 the positions of Access and Privacy Specialist (permanent FTE) and Records and Information Specialist (contract FTE until 3Q of 2014) were merged to one position. As such, in 2015 the complement in Guelph was far below the municipal comparator group functioning at approximately 1 FTE whereas the comparator average was 2.4 FTE. During the 2016 budget deliberations, Council further supported the City's work on the RIM Strategy and approved an Information and Access Coordinator as an additional FTE to assist in the implementation and future operation of the program. The addition to this additional FTE will serve to ensure that the City Clerk's Office is aligned with the comparator group.

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 2014, 192 ceremonies were performed. In response to public demand in 2013, 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, 61 off-site ceremonies were performed in 2015 as compared to 43 in 2014.

Print Shop

The City Clerk's Office previously had one (1) staff 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 1.5 FTE's dedicated to this function in comparison to Guelph's City Clerk's Office who currently has no resource allocated. Clerk's staff supporting council and committees is also required to physically manage the printing process as it relates to the agenda production for these meetings. In 2015, corporate print projects are either managed and coordinated directly by the Service Area or outsourced to an external company.

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

Committee of Adjustment

In 2014, the City Clerk's Office assumed responsibility for all administrative functions associated with the processing of Committee of Adjustment applications and with this transition, the Clerk's office gained one FTE. In the 2015 Budget, Council approved an additional FTE as a support to the Council Committee Coordinators to assist with the administration of the Committee of Adjustment as well as other Committees administered by the City Clerk's Office. The City of Guelph staffing is now more in keeping with the Comparator average of 2.25 FTE's for this service.

Staffing Requirements Summary

The overall complement in the City Clerk's Office consists of ten (10) permanent FTE's in comparison to 14.5 FTE on average for our comparators. In relation to the average of the identified comparators, this is 40% lower than the average for the comparator group. This disparity is increased 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 a higher frequency of special Council meetings and frequent changes to agenda material before and after addendum preparation. This frequency of change is partially due to the fact that the City Clerk's Office now produces the agenda for distribution two weeks prior to the meeting rather than one week. The addition of two Council Committee Coordinators, one that predominately supports Committee of Adjustment, through the 2014 budget deliberations and a Council Committee Assistant as a 2015 budget approval, has greatly improved the capacity of the City Clerk's Office to respond to the changing needs of the organization. In summary, the comparison data suggests that the City Clerk's Office is still somewhat under resourced in relation to Council Support, the Print Shop, and Committee of Adjustment when evaluated alongside municipal comparators, but the staffing gap is narrowing. That being stated, the City Clerk's Office is continually looking for operational efficiencies by implementing flex-time provisions and addressing internal audit recommendations relating to the operations of the Print Shop. These, in addition to future efficiency exercises (including the Meeting Management Review) are aimed at allowing the City Clerk's Office to continue to provide high-quality internal and public service within existing staff complements and budget.

SECTION 4: 2016 AND BEYOND

The strategic focus for the City Clerk's Office in 2016 will be to continue the streamlining of the council committee process through a comprehensive Meeting Management Review, and the implementation of the recommendations of this review. This work will require a public communication program, changes to the Procedural By-law and potential changes to council/committee processes. 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 services and support to its various stakeholders. Related to these improvements, will be the 2016 implementation of a portable meeting recording system that will be used to record meeting proceedings in any location. In addition, the RIM Strategy provides the City with a five-year road map to modernize the City's records and information structures and processes. Supported by additional staff that will join the City Clerk's Office in Q2 2016, the implementation of the RIM Strategy will improve access to digital records, address archival records and ensure more efficient delivery of services. This work will serve as a foundation to the City's work on Open Government. The work outlined by the RIM Strategy will begin in Q2 2016 and carry on through 2017 and beyond. The following is a high level list and synopsis of the 2016 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 2016 work plan.

Meeting Management Review

In 2016 the City Clerk's Office staff will make recommendations relating to the Meeting Management Review project. In addition, staff will be implementing administrative efficiencies to the internal processes to facilitate the process whereby reports make their way to the agenda. The analysis included a review of meeting management trends, best practices in comparator municipalities, focus group sessions with the public, elected officials and staff, 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, document formats and Council and committee processes 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 (CCESR) 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.

On June 30, 2015 the Governance Committee received report CS-2015-58 entitled Council Composition and Employment Status Review – Update. That report contained the terms of reference for an RFP to acquire the services of a third party to complete the CCESR. An expansion package for this project was put forward as part of the 2016 budget process but did not receive funding. As a result of this, and legislated timelines for the review of ward boundaries, a similar review will not take place in 2016 and cannot be considered for implementation until the next term of Council in 2018.

Access and Privacy

The policies developed in 2014 as a result of the Privacy Audit were forwarded to the Corporate Management Team (CMT) in November 2015. With feedback received from CMT, additional staff consultation and revisions to the policies will be made in 2016 before they are brought back to CMT in 2016 for approval. With capacity and staffing transitions, the final phase of the Access and Privacy program was partially implemented to provide training as part of all new full-time and part-time seasonal staff orientations. However, the development of online and face-to-face training to reach all staff across the City will be completed during 2016 following the approval of policies.

The development of a more formalized Privacy Impact Assessment (PIA) process is also planned for 2016, to ensure that privacy considerations and solutions are proactively developed as part of the project management process. Finally, expansion of the routine disclosure process is planned beyond the current two participating departments. With the growth of an Open Government approach that places citizen's first, it is essential to facilitate access to information through more routine and accessible methods. Departments will be identified that regularly receive requests for records that do not contain personal information or confidential business information and a tailored routine disclosure process will be developed with them.

Records and Information Management (RIM) Program

Following a successful presentation to the Corporate Management Team in September, the RIM Strategy was approved by Council in October 2015. 2016 will be a foundational year for the RIM program as the first year of the five-year implementation of the Strategy.

Key initiatives will involve developing governance and oversight through the IT Governance Committee (ITGC) structure through the creation of a RIM specific sub-committee and a network of department liaisons, conducting a review of internal and external policies and developing RIM policies and updating related policies and processes as needed. A significant part of 2016 will also lay the ground work for multi-year projects that will involve engaging with staff in all departments and

Service Areas to create classification standards for paper and digital records, cleaning up network files and physical storage areas and beginning the update to the current Records Retention By-law.

Committee of Adjustment

Since the City Clerk's Office took responsibility for the administration of Committee of Adjustment applications in 2014, a number of procedural and administrative changes have been made to increase efficiencies. A focus for Committee of Adjustment staff in 2016 will be a comprehensive review and update of the Committee of Adjustment procedural and administrative policies. Preliminary review commenced in 2014, and the goal is to have updated policies in place by the end of 2016. This update will organize and streamline policies so that the Committee can operate effectively and ensure that policies are applicable, clear, and consistent.

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

	2013	2014	2015
Council			
Regular Council Meetings	20	20	20
Closed Council Meetings	20	16	15
Special Council Meetings	11	11	50
Committee			
Standing Committee Meetings	52	34	49
Total	103	81	134
Hours in Council Session			
Regular	46.25	53	50.5
Closed	26.75	17.25	23.75
Special Council	25.5	15	130.75
Total	98.5	85.25	205
Hours in Committee Session			
Regular	62.5	40.75	66
Closed	7	5	6
Total	69.5	45.75	72
Total hours in Council & Standing Committee Meetings	168	131	277
Committee of Adjustment			
Regular Committee of Adjustment Hearings	17	14	16
Special Committee of Adjustment Hearings	0	2	2
Total Number of CoA Hearings	17	16	18
Total hours in CoA Hearings	31	28	30

Meeting Statistics - Agenda Statistics

	2013	2014	2015
Council			
Average Agenda Pages	209	316	142
Number of Delegations	183	168	267
By-laws Approved	237	167	187
Committee			
Number of Delegations	113	74	75
Average Agenda Pages	n/a	115	97
Committee of Adjustment			
Average Applications/ hearing	13	11	8.2

2015 Monthly Late Submissions
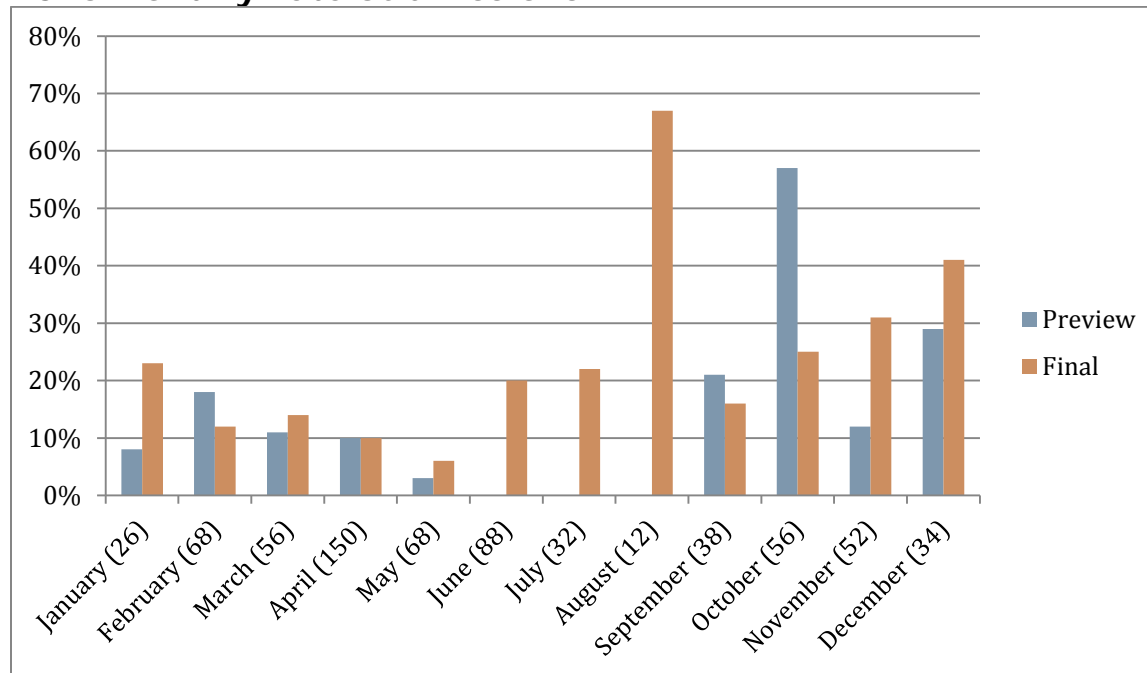
*number in brackets represents the total number of submissions (preview, final and addendum) made by all service areas in that month

Citizen Appointments to Boards and Committees

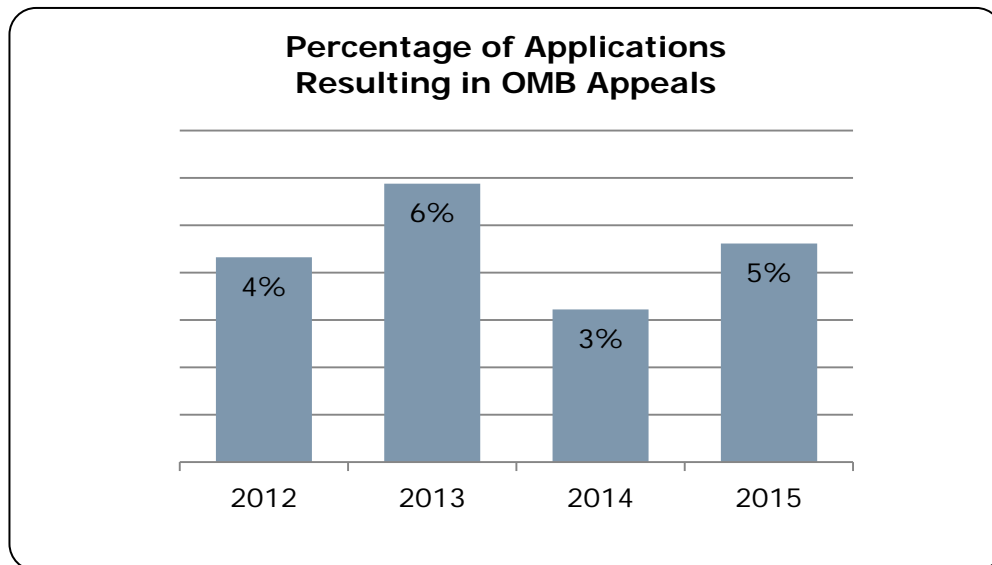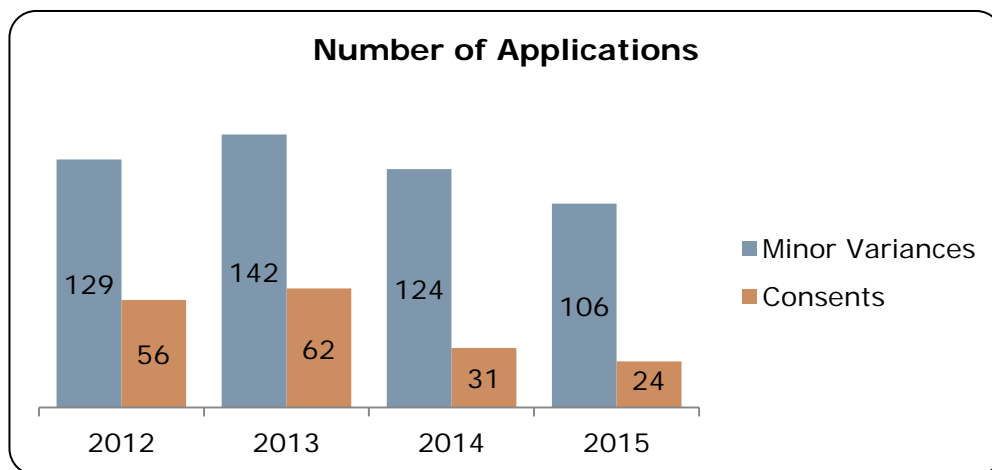|	*2013*	*2014**	*2015*
Vacancies Filled	75	191	97
Applications Received	101	259	158

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

Clerk's Issued Statutory Notices Under the *Planning Act*

	2013	*2014*	*2015*
OMB Appeals*/Ministry Approvals	2/0	8/0	5/0
OMB Appeals: Committee of Adjustment	12	5	6
Public Notices	20	29	23
Committee of Adjustment Public Hearing Notices & Notices of Decision	373	315	265
Certificates	45	32	32
By-Laws by OMB Order	9	0	3

Applications for Committee of Adjustment under the *Planning Act*

Number of Applications

Minor Variances / Consents

Year	Minor Variances	Consents
2012	129	56
2013	142	62
2014	124	31
2015	106	24

Percentage of Applications Resulting in OMB Appeals

Year	Percentage
2012	4%
2013	6%
2014	3%
2015	5%

Vital Statistics

	2013	2014	2015
Death Registrations	1,004	936	1,005
Revenue*	$30,120	$28,100	$30,160
Other Death Registrations	328	275	320

This category is for those deceased in the City of Guelph, but buried elsewhere, and deaths 3 months and under.

Access and Privacy

Freedom of Information (FOI)

	2013	2014	2015
FOI Requests Processed	160	131	157
Completed in 30 days	153	125	152
Completed in extended timelines	7	5	5

Public Services

Marriages

	2013	2014	2015
Ceremonies Performed/ Revenue	165/$37,521	192/$43,463	212/$49,588
Licenses Issued & Revenue	737/$64,032	756/$65,598	749/$64,815
Total Revenue	$101,553	$109,061	$114,403

Clerk's Office Comparator Data*

	Guelph	Barrie	Burlington	Cambridge	Kingston	Kitchener	Oakville
Population^	122K	136K	176K	127 K	123K	219K	182K
Status	Single	Single	Lower	Lower	Single	Lower	Lower
No. Meetings per year**	134 (18)***	56 (62) ***	50 (72) ***	66 (0) ***	75 (68) ***	100 (31) ***	66 (55) ***
C of A applications per year	130	65#	151	56	68 (+59)****	150	270
Clerk	1	1	1	1	1	1	1
Deputy Clerk	1	1	2	1	1	1	0
Admin Support	1	1	1	1	2	1	1
Records and FOI	1	2.5	1	1	5	3	2
Council Support	3	3	6	3	3	2	4
Legislative Coordinator	1	1.5	0	1	1	1	1
Print Shop	0	1	3	1.5	1	0	2.25
Committee of Adjustment *****	2	1.5#	2	3	2	2	3
TOTAL CLERKS FTE's	**10**	**12.5**	**35**	**12.5**	**16**	**11**	**15**

^ Based on the 2011 Canada Census
* 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 & other Committee meetings supported by Clerks Staff
**** Applications processed under Delegated Authority.
*****Includes Secretary Treasurer and administrative Committee of Adjustment staff corporately
#Not supported by Clerks office