

# COMMITTEE AGENDA



TO **Governance Committee**

DATE Tuesday March 1, 2016

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 2:00 p.m.

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## DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

**CONFIRMATION OF MINUTES** – October 6 and November 9, 2015 open meeting minutes and August 4, October 6 and November 9, 2015 closed meeting minutes

## PRESENTATIONS (Items with no accompanying report)

a)

## CONSENT AGENDA

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

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
GOV-2016.1 Governance Options Regarding the County of Wellington's Social Services Committee			

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

## ITEMS EXTRACTED FROM CONSENT AGENDA

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

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

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## **CLOSED MEETING**

THAT the Governance Committee now hold a meeting that is closed to the public with respect to:

### **GOV-C-2016.1    CAO Contract**

*S. 239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees.*

## **STAFF UPDATES AND ANNOUNCEMENTS**

## **ADJOURN**

**NEXT MEETING** – April 7, 2016



**The Corporation of the City of Guelph  
Governance Committee  
Tuesday October 6, 2015 at 3:00 p.m.**

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**Attendance**

Members: Chair Guthrie  
Councillor Bell  
Councillor Downer

Councillor Hofland  
Councillor Wettstein

Councillors: Councillor Gordon  
Councillor MacKinnon

Councillor Salisbury  
Councillor Van Hellemond

Staff: Ms. A. Pappert, Chief Administrative Officer  
Mr. M. Amorosi, Deputy Chief Administrative Officer – Corporate Services  
Ms. B. Swartzentruber, Executive Director Intergovernmental Relations, Policy & Open Government  
Mr. A. Best, Program Manager, Open Government  
Mr. B. Labelle, General Manager Technology Innovation  
Mr. S. O'Brien, City Clerk  
Ms. J. Sweeney, Council Committee Coordinator

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**Call to Order (3:00 p.m.)**

Chair Guthrie called the meeting to order.

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

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Councillor Downer  
Seconded by Councillor Hofland

That the open meeting minutes of the Governance Committee held on July 27 and August 4, 2015 be confirmed as recorded.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)*

*VOTING AGAINST: (0)*

CARRIED

**Open Guelph Progress Report**

Barbara Swartzentruber, Executive Director Intergovernmental Relations, Policy & Open Government advised that the purpose of the presentation was to provide an update on Open Guelph.

Andy Best, Program Manager, Open Government, outlined the problems we're solving and provided a brief history of Open Guelph. He advised that the project is being co-led by the Office and of the CAO and Information Technology, and highlighted the accomplishments to date.

Brad Van Horn, member of a focus group, outlined his experience on the project.

Blair Labelle, General Manager Technology Innovation advised that myGuelph will meet the growing expectations of citizens.

Andy Best briefly outlined the 2015-16 projects and the next steps.

### **Consent Agenda**

The following items were extracted:

<b>GOV-2015.15</b>	<b>Bill 8 Overview and Status of Integrity Commissioner and Ombudsman Positions</b>
<b>GOV-2015.16</b>	<b><i>Municipal Act and Municipal Conflict of Interest Act Review, Consultation and Comments</i></b>
<b>GOV-2015.17</b>	<b>Process for Preparing Budgets: Mayor's Office &amp; Council</b>
<b>GOV-2105.18</b>	<b>New Policy: Mayor and Council Mobile Device use Policy</b>

### **Balance of Consent Items**

2. Moved by Councillor Bell  
Seconded by Councillor Hofland

That the balance of the Governance Committee October 6, 2015 Consent Agenda, as identified below, be adopted:

### **GOV-2015.12/ AUD2015.13 Revisions to the Internal Audit Charter**

That the revisions to the Internal Audit Charter, dated August 4, 2015 be approved.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)*

*VOTING AGAINST: (0)*

CARRIED

### **Extracted Items**

### **GOV-2015.16 *Municipal Act and Municipal Conflict of Interest Act Review, Consultation and Comments***

Martin Collier urged the endorsement of staff's recommendation and advised he supports the recommendation with respect to the potential for provisions for highway tolls being included in the legislation.

3. Moved by Councillor Bell  
Seconded by Councillor Hofland
1. That Report GOV-2015-95 entitled "*Municipal Act and Municipal Conflict of Interest Act Review, Consultation and Comments*" dated October 6, 2015 regarding the 2015 Ontario municipal legislative review, be received.
  2. That response included as Attachment 1 be endorsed and that staff be directed to submit to the Ministry of Municipal Affairs and Housing by the October 31, 2015 deadline.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

**GOV-2015.15 Bill 8 Overview and Status of Integrity Commissioner and Ombudsman Positions**

Stephen O'Brien, City Clerk, provided clarification of the jurisdiction of the Integrity Commissioner and an Ombudsman.

**Main Motion**

4. Moved by Councillor Hofland  
Seconded by Councillor Downer
1. a) That staff be directed to proceed with the issuance of an RFP for the purpose of retaining an Integrity Commissioner, pursuant to the accountability and transparency provisions of the *Municipal Act*; and,  
b) That a by-law be brought forward to Council for the appointment of same.
  2. a) That staff be directed to work with area municipalities in the issuance of a joint RFP for the purpose of retaining a joint Ombudsman, pursuant to the accountability and transparency provisions of the *Municipal Act*; and,  
b) That a by-law be brought forward to Council for the appointment of same; and,  
c) That the costs of an Ombudsman's services be referred to the 2016 budget process.
  3. That staff report back to a subsequent Governance Committee meeting on the details of an internal complaint resolution procedure.

**Amendment**

5. Moved by Councillor Wettstein  
Seconded by Councillor Hofland

That the CAO be directed to review and report back on the opportunity, benefits and costs of introducing the "Lobbyist Registrar" for Guelph.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

**Main Motion as Amended**

It was requested that the clauses be voted on separately.

6. Moved by Councillor Hofland  
Seconded by Councillor Downer

1. a) That staff be directed to proceed with the issuance of an RFP for the purpose of retaining an Integrity Commissioner, pursuant to the accountability and transparency provisions of the *Municipal Act*; and,
- b) That a by-law be brought forward to Council for the appointment of same.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Downer, Hofland and Wettstein (4)

VOTING AGAINST: Councillor Bell (1)

CARRIED

7. Moved by Councillor Hofland  
Seconded by Councillor Downer

2. a) That staff be directed to work with area municipalities in the issuance of a joint RFP for the purpose of retaining a joint Ombudsman, pursuant to the accountability and transparency provisions of the *Municipal Act*; and,
- b) That a by-law be brought forward to Council for the appointment of same; and,
- c) That the costs of an Ombudsman's services be referred to the 2016 budget process.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

8. Moved by Councillor Hofland  
Seconded by Councillor Downer

3. That staff report back to a subsequent Governance Committee meeting on the details of an internal complaint resolution procedure.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)

VOTING AGAINST: (0)

CARRIED

9. Moved by Councillor Hofland  
Seconded by Councillor Downer

**That the CAO be directed to review and report back on the opportunity, benefits and costs of introducing the "Lobbyist Registrar" for Guelph.**

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)*

*VOTING AGAINST: (0)*

CARRIED

**GOV-2015.17 Process for Preparing Budgets: Mayor's Office & Council**

Ann Pappert, CAO provided clarification on Councillor's participation in the preparation of the budgets.

10. Moved by Councillor Hofland  
Seconded by Councillor Bell

That Council approve the accountabilities and procedures as outlined in Report CAO-C-1508 entitled "Process for Preparing Budgets: Mayor's Office and Council"; regarding the preparation, sign off, submission and presentation of budgets related to the Office of the Mayor and City Council.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Downer, Hofland and Wettstein (5)*

*VOTING AGAINST: (0)*

CARRIED

**GOV-2015.18 New Policy: Mayor and Council Mobile Device Use Policy**

Mayor Guthrie advised that there is no policy for the Mayor and Council's use of mobile devices. He advised that other municipalities are starting to report Council's expenses relating to mobile devices use.

There was discussion on the use of various mobile devices.

11. Moved by Councillor Downer  
Seconded by Councillor Bell

That the Policy with respect to Mayor and Council Mobile Device Use be referred back to staff to survey Councillors regarding current IT uses, needs and options, and to circulate the draft policy to members of Council for their feedback.

CARRIED

**Authority to Resolve into a Closed Meeting**

12. Moved by Councillor Bell  
Seconded by Councillor Hofland

That the Governance Committee now hold a meeting that is closed to the public with respect to Sec. 239(2)(b) of the *Municipal Act* with respect to personal matters about identifiable individual.

CARRIED

**Closed Meeting** ( 4:40 p.m.)

The following matters were considered:

**GOV-C-2015.2 CAO Performance Appraisal Process**

**Rise from Closed Meeting** (5:36 p.m.)

13. Moved by Councillor Hofland  
Seconded by Councillor Downer

That the Governance Committee rise from its closed meeting.

CARRIED

**Open Meeting** (5:37 p.m.)

Mayor Guthrie reported that staff were given direction with regard to the closed item GOV-C-2015.2: CAO Performance Appraisal Process.

**Adjournment** (5:39 p.m.)

14. Moved by Councillor Bell  
Seconded by Councillor Downer

That the meeting be adjourned.

CARRIED

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Joyce Sweeney  
Council Committee Coordinator





The Corporation of the City of Guelph  
Governance Committee  
Monday November 9, 2015 at 5:00 p.m.

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**Attendance**

Members: Chair Guthrie  
Councillor Bell  
Councillor Downer  
Councillor Hofland  
Councillor Wettstein

Staff: Ms. A. Pappert, Chief Administrative Officer

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**Call to Order (5:00 p.m.)**

Chair Guthrie called the meeting to order.

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

There were no disclosures.

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

1. Moved by Councillor Wettstein  
Seconded by Councillor Hofland

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of *the Municipal Act*, with respect to a personal matter about an identifiable individual.

CARRIED

**Closed Meeting ( 5:01 p.m.)**

The following matter was considered:

**GOV-C-2015. 3 CAO Performance Appraisal Process**

**Rise from Closed Meeting (6:05 p.m.)**

**Open Meeting (6:06 p.m.)**

Mayor Guthrie called the meeting to order.

Mayor Guthrie spoke regarding the matter addressed in closed and identified the following:

**CS-C-2015.3 CAO Performance Appraisal Process**  
Staff were given direction on this matter.

**Adjournment** (6:06 p.m.)

2. Moved by Councillor Bell  
Seconded by Councillor Downer

That the meeting be adjourned.

CARRIED

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Ann Pappert  
Clerk Designate

**GOVERNANCE COMMITTEE  
CONSENT AGENDA**

**March 1, 2016**

Members of the Governance Committee.

**SUMMARY OF REPORTS:**

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

**Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p><b>GOV-2016.1            Governance Options Regarding the County of Wellington’s Social Services Committee</b></p> <p>1. That Governance Committee recommend to Council: Reconstitute a Strategic Partnership between the City and the County. Components to include:</p> <ul style="list-style-type: none"><li>• A negotiated Terms of Reference – City Council representative(s), with Staff support, to work with County representatives to produce a Terms of Reference.</li><li>• Joint strategic planning sessions – Co-ordinated by City and County staff to be delivered on a regular basis (at least annually). The agenda and focus will be determined through enhanced City and County staff collaboration to ensure that matters of shared interest/responsibilities are tabled.</li><li>• Enhanced City Staff and Council participation at the County’s Social Services Committee – Identified Staff representative(s) to actively participate at the Committee to facilitate information sharing and provide strategic input. One Council representative to participate.</li></ul>	<p>Approve</p>

# STAFF REPORT



TO Governance Committee

SERVICE AREA Policy and Intergovernmental Affairs, Office of the CAO

DATE March 1, 2016

**SUBJECT Governance Options Regarding the County of Wellington's Social Services Committee**

REPORT NUMBER CAO-I-1504

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

On October 26, 2014, Council referred to the Governance Committee "the task of developing our governance options regarding the County of Wellington Social Services Committee and report back by Q1, 2016". Accordingly, City staff, in consultation with Governance Committee members, drafted a range of options. This report articulates the potential options and recommended approach for consideration.

### KEY FINDINGS

Given the significant number of mutual areas of interest between the City of Guelph and the County; including but not limited to economic development initiatives, social services delivery and planning, intergovernmental collaboration and source water protection, the City of Guelph is looking for an opportunity to build an enhanced and strategic relationship/partnership with the County of Wellington. The recommended option articulated below provides the greatest potential to forge a collaborative alliance that will better allow for regional planning and strategy development, including social service issues and other areas of mutual interest.

While there are many examples of how staff and elected officials are working collaboratively within their respective roles, formalizing the relationship between the City and the County of Wellington requires navigating a new way forward through a negotiated Terms of Reference and governance structure - predicated on accountability, transparency, mutual respect and trust.

Models considered included a description and analysis.

### FINANCIAL IMPLICATIONS

Not applicable at this time. Should a new collaborative governance model be

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adopted, financial impacts will be determined.

## **ACTION REQUIRED**

Governance Committee recommend that Council approve the creation of a reconstituted strategic partnership between City and County Councils that will serve to position the City in the role of strategically influencing matters of importance, not just those related to social services, but those of regional and intergovernmental significance as well.

Articulated though a negotiated Terms of Reference, recommendations for the reconstituted relationship include:

- **Joint strategic planning sessions between the City and County Councils, delivered on a regular basis (at least annually) co-coordinated by City and County Staff.**

The agenda and focus will be determined through enhanced City and County staff collaboration to ensure that matters of shared interest/responsibilities are tabled.

- **Enhanced City Staff and Council participation at the County's Social Services Committee.**

Identified Staff representative(s) to actively participate at the County's Committee to facilitate information sharing and provide strategic input. Additionally, a Council representative is to be appointed. Council to determine whether Council representation is in a voting capacity or not.

## **RECOMMENDATION**

1. That Governance Committee recommend to Council:

Reconstitute a Strategic Partnership Between the City and the County.

Components to include:

- A negotiated Terms of Reference - City Council representative(s), with Staff support, to work with County representatives to produce a Terms of Reference.
- Joint strategic planning sessions - Co-coordinated by City and County staff to be delivered on a regular basis (at least annually). The agenda and focus will be determined through enhanced City and County staff collaboration to ensure that matters of shared interest/responsibilities are tabled.
- Enhanced City Staff and Council participation at the County's Social Services Committee - Identified Staff representative(s) to actively participate at the Committee to facilitate information sharing and provide strategic input. One Council representative to be appointed.

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## **BACKGROUND**

Over the past 20 years the governance and delivery of social services within the City of Guelph has undergone a number of significant changes driven by both provincial legislation and locale decision making.

The consolidation of municipal service management, formally initiated in 1998 by the provincial government, resulted in the creation of 47 Consolidated Municipal Service Managers (CMSMs) across Ontario. The CMSMs act as service system managers – responsible for the funding, planning, managing and delivery of human services including early learning and child care, employment and income supports, and housing and homelessness prevention programs.

In the instance of the City and the County, the County is the provincially designated CMSM for social services, including Ontario Works (OW), social housing and child care; while the City delivers land ambulance services.

Regardless of the City's participation on the County's Social Services Committee, all funding decisions related to CMSM delivery are within the jurisdiction of the County and, as such, approved by County Council. However, it is deemed that open and transparent information sharing between the City and the County, as well as joint strategic planning will result in greater accountability and trust between the two partners.

On June 22, 2015 Warden George Bridge of the County of Wellington presented to Council supporting the potential return of the City's representation at the County's Social Services Committee as previously existing. He said "While the County is provincially designated provider for social services, including child care, housing, Ontario Works, we recognize the need for partnership with the City in delivering those services. There [are] a number of issues that Guelph and the County are cooperating...including economic development... These are all things that [are] very important for us to work together. As we all know, everything is getting more global and regional and a lot of our problems are regional, not necessarily Wellington County and Guelph's, so it's really important to keep that going..."

In October 2015, staff presented a report to Public Services Committee and Council (Report Number CAO-I-1502), recounting the history of the City's participation in, and later departure from, Wellington County's Social Services Committee. On October 26, 2015, Council referred to the Governance Committee the task of developing governance options. Accordingly, City staff drafted a range of options. This report articulates the potential options for consideration.

## **REPORT**

In preparation for Governance Committee deliberation, a range of options and associated analysis were considered.

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The following option is recommended:

## **Reconstitute a Strategic Partnership Between the City and the County**

### **Description and Analysis:**

City and County form a renewed relationship and commitment to work together to strategically influence matters of mutual interest – including matters related to social services. In this option, it is recommended that at least one member of council participate on the County’s Social Services Committee.

Staff and council representatives will jointly play a coordinated role to develop a structure to address historical challenges and negotiate new terms of reference (membership structure, communication).

In this scenario, City staff will forge an enhanced relationship with County staff to ensure that matters of shared interest/responsibilities are brought to respective councils for consideration/discussion. Additionally, City and County staff/Council will plan and deliver joint strategic planning sessions on a regular basis (no less than one per year) co-coordinated by City and County Staff.

### Other Options Considered

Staff analyzed other options including maintaining the status quo (i.e. no formal relationship between the City and the County) and requesting the City’s reengagement on the County’s Social Services Committee, under the previous structure. Neither option is recommended.

Maintaining the status quo does not serve to address past issues between the City and the County, nor will it provide the City with a “voice” to influence priority setting or strategic planning. Additionally, a lack of a formalized partnership may result in missed opportunities for intergovernmental collaboration.

Likewise, formally participating on the County’s Social Services Committee as was previously structured does not address past issues nor does it necessarily result in the desired goals of a renewed partnership. Given the County is responsible for the delivery of social services on behalf of the City, as the provincially designated CMSM, and therefore the lead on the Committee itself, the City’s vote will not influence County level decision making. The City is without authority, power or a defined mandate to influence decisions regarding Social Services delivery or funding.

## **CORPORATE STRATEGIC PLAN**

The work will support each of the CSP focus areas:

1. Organization Excellence
  - 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.

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2. Innovation in Local Government
  - 1.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
  - 1.2 Deliver public services better.
  - 1.3 Ensure accountability, transparency and engagement.
  
3. City Building
  - 3.3 Strengthen citizen and stakeholder engagement and communications.

## **DEPARTMENTAL CONSULTATION**

Not applicable.

## **FINANCIAL IMPLICATIONS**

Not applicable at this time. Should a new collaborative governance model be adopted, financial impacts will be determined.

## **COMMUNICATIONS**

Not applicable at this time. If the City and County reengage in a reconstituted collaborative governance model, a communication plan will be developed.

## **ATTACHMENTS**

ATT-1 - Report Number CAO-I-1502

Cathy Kennedy  
**Report Author**



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### **Approved By**

Ann Pappert  
Chief Administrative Officer  
519-822-1260, Ext. 2220  
Ann.Pappert@guelph.ca



# STAFF REPORT

ATT-1 Report  
Number CAO-I-1502



TO Public Services Committee

SERVICE AREA Policy and Intergovernmental Affairs, Office of the CAO

DATE October 5, 2015

**SUBJECT City of Guelph Council Representation on the County of Wellington Social Services Committee**

REPORT NUMBER CAO-I-1502

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To explore the potential City of Guelph Council re-engagement with the County of Wellington, for the purpose of establishing a shared governance model for Social Services. This report documents the history of the City Council's participation in a previous model, details the current context and proposes next steps.

### KEY FINDINGS

There is renewed interest in exploring options that could result in City of Guelph political representation on a shared Social Services Committee with the County of Wellington.

Considerations of any reformulated model of participation on a shared Social Services Committee will necessitate an understanding of the history of the previous relationship, an analysis of potential benefits, a review and understanding of governance, and an articulation of responsibilities and accountabilities.

Reconstitution of any form of Social Services Committee between the City and the County must attempt to address the historical challenges of the original governance structure, while navigating a new way forward through a negotiated Terms of Reference and governance structure – predicated on accountability, transparency, mutual trust and respect.

### FINANCIAL IMPLICATIONS

Not applicable at this time. Should a new collaborative governance model be adopted, financial impacts will be determined.

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## **ACTION REQUIRED**

That Council establish a subcommittee of Council to develop governance options to potentially consider representation on the County of Wellington Social Services Committee.

## **RECOMMENDATIONS**

1. That Council direct the creation of a subcommittee of Council to develop governance options to potentially consider representation on the County of Wellington Social Services Committee.

## **BACKGROUND**

Over the past 20 years the governance and delivery of social services within the City of Guelph has undergone a number of significant changes driven by both provincial legislation and local decision making. Over this period, the City of Guelph participated in and then later parted from a Joint Social Services Committee with Wellington County. The following section documents the history and context of this matter.

### **Key Events - 1990s**

In a City-County agreement dated April 18, 1995, it was agreed that Wellington County would administer Social Services on behalf of the City of Guelph.

The consolidation of municipal service management, formally initiated in 1998 by the provincial government, resulted in the creation of 47 Consolidated Municipal Service Managers (CMSMs) across Ontario. The CMSMs act as service system managers – responsible to the province for funding, planning, managing and delivering human services including early learning and child care, employment and income supports, and housing and homelessness prevention programs.

In the instance of the City and the County, the County is the provincially designated CMSM for social services including Ontario Works (OW), social housing and child care; while the City delivers land ambulance services.

By agreement, approved by the Minister of Community and Social Services, the Joint Wellington County Social Services Committee (The Committee) was created for the purposes of administering these services. It was composed of equal representation from the City and County.

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At the time of the partnership between the City and County, representation from the City and County Council was equal with four members per side. Reportedly, the voting pattern on the joint committee was along City/County lines, resulting in tie votes, with County Council as the final arbiter; causing, at times, a perceived unfair advantage to the County, especially in instances when decisions impacted the City's budget.

Other identified issues during that period included a lack of clarity regarding the degree that a City Councillor was empowered to make a decision that would impact the City (eg. If the City's budget was impacted by a Joint Social Services decision, could City Council representatives commit the City's funds without Council input), as well as a transparent and timely mechanism for report-backs from the Joint Social Services committee to City Council.

## **Key Events - 2000s**

Reports indicate that a lack of clarity regarding governance and financial accountabilities coupled with interpersonal differences began to erode the partnership between the City and the County. Representatives engaged in 'without prejudice' discussions, at times with the assistance of the Provincial Facilitator's office, in an attempt to resolve the issues.

In February, 2008, the City advised the County that they were terminating the previous Social Services agreement. The City commenced an arbitration proceeding to determine the allotment of costs pursuant to the provisions of various social services statutes. The City also forwarded an agreement for the apportionment of land ambulance costs, proposing the continuation of the previous arrangement based on population.

In March of 2009, the County's request that the cost sharing of land ambulance services be included in the arbitration was granted.

An arbitration hearing commenced in October, 2009 with evidence heard over a period of nine days. In January 2010, the arbitrator ruled in favour of the County and ordered that the allocation for costs associated with OW, child care and social housing would be based on the residence of the recipient and the method for apportioning land ambulance average call cost would be based on the locations of call codes.

Also in January 2010, City council elected to withdraw from the joint City-County committees responsible for ambulance and social services. Council created a City Social Services and Housing Committee and council members ceased attending the Joint Social Services Committee. At the same time,

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City council terminated the City's land ambulance committee, which had included representation from the County.

## REPORT

### Current Status

Since the dissolution of the official Joint Social Services Committee, City staff has maintained their relationship with the county, attending the social services committee meetings, working on mutual areas of interest including homelessness, childcare and immigration, as well as reporting back to the City.

Total service expenditures for social housing, OW, child care services and affordable housing was over \$77 M in 2015, cost-shared with various funding sources. The combined total municipal cost (City and County) is almost \$30 M, of which the City pays almost \$23.5 M of the total municipal contribution. Please see **Appendix 1** for a detailed financial review.

In addition to this, historically the County also administered "grant" funding to agencies which provided a service/program that met a need within the community. These grants were 100% municipally funded, some 100% City-funded and others cost-shared with the County. These funds, totalling \$469,000 to 12 different organizations, were included as part of the Social Services budget.

Beginning in 2011, City staff worked with County staff to disentangle this funding from the social services budget. As a result of this work, the City assumed responsibility to administer the City's portion of the funds directly. In the instances where the City and County cost-shared the funding, the City and County worked together to ensure funding processes were compatible and continuous for the organization.

The City's arrangements with these agencies have since been replaced with Community Benefit Agreements (CBAs). The City again worked successfully with the County to ensure that funding processes and reporting expectations for both the City and County were aligned and coordinated for the recipient organization.

There are a variety of perspectives regarding the reinstatement of a Joint Social Services Committee, in terms of both model of governance/constitution and the benefits to the City.

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## Jurisdictional Scan

Selected cities/counties with a similar structure to the City of Guelph were canvassed regarding their social services administration arrangements.

Selection was based on the following criteria:

- Separated city or county
- Did not have CMSM designation
- Likely to be contributing a significant percentage of social service program costs to CMSM

**Appendix 2** details findings from:

- Barrie
- Prince Edward County
- Brockville
- Belleville

An assessment of the scan determined that although each service delivery area had different governance and reporting structures in place, they all had some formal governance structure involving elected representatives from each municipality. Staff-to-staff relationships were also identified as strength for building collaborative interactions. While some municipalities were content with the relationship with its service manager, others identified room for improvement.

## Moving Forward

In anticipation of a potential exploration of renewed Council participation, there appears to be some likely key benefits of working more collaboratively, as has been demonstrated through staff involvement in improved alignment of strategic and operational activities, such as:

- The development of the County's Housing and Homelessness Strategy;
- The development and implementation of the City's Affordable Bus Pass program; and
- Shared efforts in economic development and support provided to new immigrants as part of the Local Immigration Partnership.

These partnerships and opportunities may be further enhanced with involvement at the governance level. Some of the potential benefits to evaluate may include:

- Improved ability to identify and act on opportunities that may bring forward improved efficiency and integration of service planning and delivery;
- Longer range strategic planning;

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- Improved leverage of reputation, intergovernmentally, as a robust partnership;
- Increased opportunities to work together to identify and leverage other sources of funding;
- Potential for pursuing shared interests beyond traditional models of social services;
- Improved ability to leverage local interests with other levels of government; and
- Improved transparency around decision making for Guelph citizens.

## **Considerations**

Reconstitution of any form of Joint Social Services Committee must attempt to address the historical challenges of the original governance structure, while navigating a new way forward through a negotiated Terms of Reference and governance structure – focusing on:

- Membership composition;
- Financial accountabilities;
- Communication;
- Transparency; and
- A commitment to mutually beneficial decision making.

It will need to be predicated on accountability, transparency, mutual trust and respect.

With these considerations in mind, it is envisioned that the subcommittee of Council, with support of City staff, will develop governance options, obtain the endorsement of Council on the options proposed and then work with Wellington County Council to determine next steps regarding a collaborative approach for the future.

## **CORPORATE STRATEGIC PLAN**

The work will support each of the CSP focus areas:

1. Organization Excellence
2. Innovation in Local Government
3. City Building

## **DEPARTMENTAL CONSULTATION**

- Community Investments and Social Services, Culture Tourism and Community Investment, Public Services
- Emergency Services , Public Services
- Administration (Corporate) – Legal Services

## **FINANCIAL IMPLICATIONS**

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# STAFF REPORT

Not applicable at this time. Should the Committee be reconstituted or an alternative collaborative governance model adopted, financial impacts will be determined.

## COMMUNICATIONS

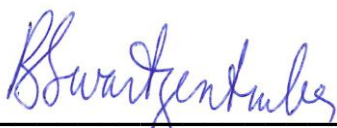
Not applicable at this time. Should the Committee be reconstituted or an alternative collaborative governance model adopted, a communication plan will be developed.

## ATTACHMENTS

- ATT – 1 County of Wellington 2015-2019 Budget Forecast
- ATT – 2 Jurisdictional Scan

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**Appendix 1**  
**County of Wellington 2015-2019 Social Services Budget Forecast**  
**(all figures in \$000's)**

**A) TOTAL PROGRAMME EXPENDITURE**

	2014	2015	2016	2017	2018	2019
Social Housing	\$ 33,502	\$ 35,162	\$ 35,322	\$ 35,640	\$ 36,330	\$ 37,061
Ontario Works	\$ 24,346	\$ 25,231	\$ 25,948	\$ 26,843	\$ 27,764	\$ 28,716
Child Care Services	\$ 14,816	\$ 15,482	\$ 15,778	\$ 16,050	\$ 16,329	\$ 16,568
Affordable Housing	\$ 1,145	\$ 1,279	\$ 1,289	\$ 1,300	\$ 1,310	\$ 1,321
Total Social Service Expenditures	\$ 73,808	\$ 77,154	\$ 78,337	\$ 79,832	\$ 81,733	\$ 83,666
year/year % change	6%	5%	2%	2%	2%	2%

**B) MUNICIPAL PROPERTY TAX REQUIREMENT**

	2014	2015	2016	2017	2018	2019
<b>City of Guelph</b>						
Social Housing	\$ 16,343	\$ 17,116	\$ 17,439	\$ 17,675	\$ 18,195	\$ 18,818
Ontario Works	\$ 3,772	\$ 3,576	\$ 3,561	\$ 3,427	\$ 3,254	\$ 3,424
Child Care Services	\$ 2,223	\$ 2,774	\$ 3,004	\$ 3,215	\$ 3,433	\$ 3,456
Affordable Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total City of Guelph Cost	\$ 22,338	\$ 23,466	\$ 24,005	\$ 24,317	\$ 24,881	\$ 25,698
year/year % change	0%	5%	2%	1%	2%	3%
<b>County of Wellington</b>						
Social Housing	\$ 4,727	\$ 4,259	\$ 4,476	\$ 4,653	\$ 4,843	\$ 5,058
Ontario Works	\$ 1,813	\$ 1,730	\$ 1,749	\$ 1,732	\$ 1,701	\$ 1,772
Child Care Services	\$ 858	\$ 982	\$ 1,048	\$ 1,108	\$ 1,170	\$ 1,184
Affordable Housing	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Total County of Wellington Cost	\$ 7,898	\$ 7,470	\$ 7,773	\$ 7,994	\$ 8,214	\$ 8,514
year/year % change	8%	-5%	4%	3%	3%	4%
Total Municipal Property Tax requirement	\$ 30,236	\$ 30,936	\$ 31,777	\$ 32,311	\$ 33,096	\$ 34,212



## Appendix 2 Jurisdiction Scan

SEPARATED CITY	CMSM <sup>1</sup> PROVIDER	SERVICES PROVIDED BY CMSM	SOCIAL SERVICES <sup>2</sup> BUDGET (MUNICIPAL CONTRIBUTIONS)	SEPARATED CITY'S COST (%)	SERVICE AGREEMENT (SA)	COMMENTS
Barrie	Simcoe County	Social services  LTC  Land ambulance	\$36,831,859	\$12,883,900  (35%)	SA expired Dec 2010  New SA signed 2013 until Dec 31, 2017	<ul style="list-style-type: none"> <li>▪ Councilors have seats on County's Human Services Committee</li> <li>▪ Seats are proportionately allocated</li> <li>▪ County provides program data</li> <li>▪ Under new agreement, Staff Liaison Committee established</li> <li>▪ Composed of CAO and/or the Treasurers, and/or designates, from each of Simcoe, Barrie and Orillia</li> <li>▪ Meets a minimum of 3 times per year or and when required</li> <li>▪ Reviews performance reporting and make recommendations to the administrative staff of Simcoe and to the Human Services Committee about matters of their particular interest including, but not limited to budgets, billings, service delivery, performance measurement and complaints</li> </ul>

<sup>1</sup> CMSM = Consolidated Municipal Service Manager

LTC = long term care facility

<sup>2</sup> Social services = Ontario Works, social housing, child care

## Appendix 2 Jurisdiction Scan

SEPARATED CITY	CMSM <sup>1</sup> PROVIDER	SERVICES PROVIDED BY CMSM	SOCIAL SERVICES <sup>2</sup> BUDGET (MUNICIPAL CONTRIBUTIONS)	SEPARATED CITY'S COST (%)	SERVICE AGREEMENT (SA)	COMMENTS
						related to the Services
County of Prince Edward (PEC)	County of Lennox and Addington (LA)	Social services  LTC  Land ambulance	\$5,197,500	\$1,986,400  (38%)	Signed at time of Local Service Realignment which created a joint services committee	<ul style="list-style-type: none"> <li>▪ Joint social services committee with LA</li> <li>▪ Equal representation on committee</li> <li>▪ Costs are shared using a formula which takes into consideration weighted assistance and social assistance caseload in each county</li> <li>▪ PEC receives information on programs</li> <li>▪ Collaborative relationship</li> </ul>
Brockville	United Counties of Leeds and Grenville	Social services  LTC  Land ambulance	\$9,832,342	\$2,476,891  (25%)	Original SA at time of Local Service Realignment in 2000	<ul style="list-style-type: none"> <li>▪ Joint Services Committee (JSC) with County</li> <li>▪ JSC has an indirect reporting relationship to Counties Council</li> <li>▪ Per capita weighted voting</li> </ul>
Belleville	County of Hastings	Social services  LTC  Land ambulance	\$17,507,189	\$7,198,956  (41%)	Original SA at time of Local Service Realignment in 2000	<ul style="list-style-type: none"> <li>▪ Members of Council sit on County's committee</li> <li>▪ Number of seats based on a formula &amp; City has majority</li> <li>▪ Committee members receive program information</li> <li>▪ Collaborative relationship</li> </ul>