



## **Minutes of Guelph City Council**

**July 19, 2021, 2:00 p.m.**

**Remote meeting live streamed  
on [guelph.ca/live](https://guelph.ca/live)**

**Council:** Mayor C. Guthrie  
Councillor P. Allt  
Councillor B. Bell  
Councillor C. Billings  
Councillor C. Downer  
Councillor D. Gibson  
Councillor R. Goller  
Councillor J. Gordon  
Councillor J. Hofland  
Councillor M. MacKinnon  
Councillor D. O'Rourke  
Councillor M. Salisbury

**Absent:** Councillor L. Caron

**Staff:** S. Stewart, Chief Administrative Officer  
C. Clack-Bush, Deputy Chief Administrative Officer, Public Services  
J. Holmes, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services  
T. Lee, Deputy Chief Administrative Officer, Corporate Services  
T. Baker, General Manager, Finance/City Treasurer  
M. Ellis, General Manger, Human Resources  
R. Jelacic, Acting General Manager, Internal Audit  
S. O'Brien, General Manager, City Clerk's Office/City Clerk  
L. Cline, Council and Committee Coordinator  
J. da Silva, Council and Committee Assistant

Also Present: Bruce Peever, KPMG  
Sana Malik, KPMG  
Esther Lin, KPMG

---

**1. Call to Order**

Mayor Guthrie called the meeting to order (2:02 p.m.).

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

There were no disclosures.

**2. Presentation - Service Rationalization Review**

Trevor Lee, Deputy Chief Administrative Officer, Corporate Services, provided opening remarks regarding the Service Rationalization Review.

Tara Baker, General Manager, Finance/City Treasurer, outlined project deliverables, including key performance indicators and improvement opportunities.

Bruce Peever, KPMG, provided an overview of the project objectives and principles, summarized findings from stakeholder engagement and outlined results from a comparative analysis with comparator municipalities. He also walked through the top opportunities that were identified based on their financial impact, citizen impact, risk and alignment with the City's strategic plan.

**3. Authority to move into closed meeting**

Moved By Councillor Allt

Seconded By Councillor O'Rourke

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2)(b), (d) and (i) of the Municipal Act relating to personal matters about an identifiable individual, including municipal or local board employees; labour relations or employee negotiations; and a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

Voting in Favour: (12): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor Hofland, Councillor MacKinnon, Councillor O'Rourke, and Councillor Salisbury

Carried (12 to 0)

The following items were discussed:

**3.1 Disclosure of Pecuniary Interest and General Nature Thereof (closed item)**

**3.2 Service Rationalization Review - Closed - 2021-226**

**4. Open Meeting**

Mayor Guthrie called the meeting to order (4:29 p.m.).

**4.1 Closed Meeting Summary**

Mayor Guthrie spoke regarding the item discussed in closed and identified the following:

**Service Rationalization Review - Closed - 2021-226**

Information was received regarding this matter.

**5. Service Rationalization Review - 2021-217**

Moved By Councillor O'Rourke

Seconded By Councillor Allt

1. That the KPMG Service Rationalization Final Report as attached in Attachment-1 to the Service Rationalization Review report, dated July 19, 2021, be received.
2. That the Priority Opportunity Action Plan as attached in Attachment-2 to the Service Rationalization Review report, dated July 19, 2021, be approved, subject to any amendments made by Council in Service Rationalization Review closed session.
3. That the remaining 26 opportunities not already underway as attached in Attachment-3 to the Service Rationalization Review report dated July 19, 2021 be approved and staff be directed to incorporate these into future work plans and multi-year budgets that support the Strategic Plan, Guelph. Future Ready, subject to any amendments made by Council.

**Amendment:**

Moved By Councillor O'Rourke  
Seconded By Councillor Goller

That the Priority Opportunity Action Plan as attached in Attachment-2 be amended and approved to include opportunity #29 Enterprise Risk Management (ERM), as identified and described in Attachment-3, for a total of 11 priority action items.

Voting in Favour: (11): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor Hofland, Councillor O'Rourke, and Councillor Salisbury

Voting Against: (1): Councillor MacKinnon

Carried (11 to 1)

**Referral:**

Moved By Councillor Salisbury  
Seconded By Councillor Allt

That clause 3 be referred to the 2022 term of Council.

Voting in Favour: (1): Councillor Salisbury

Voting Against: (11): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor Hofland, Councillor MacKinnon, and Councillor O'Rourke

Defeated (1 to 11)

**Main Motion as Amended:**

It was requested that the clauses be voted on separately.

Moved By Councillor O'Rourke  
Seconded By Councillor Allt

1. That the KPMG Service Rationalization Final Report as attached in Attachment-1 to the Service Rationalization Review report, dated July 19, 2021, be received.

Voting in Favour: (12): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor Hofland, Councillor MacKinnon, Councillor O'Rourke, and Councillor Salisbury

Carried (12 to 0)

Moved By Councillor O'Rourke  
Seconded By Councillor Allt

2. That the Priority Opportunity Action Plan as attached in Attachment-2 to the Service Rationalization Review report, dated July 19, 2021, be approved, subject to any amendments made by Council in Service Rationalization Review closed session, as amended.

Voting in Favour: (12): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor Hofland, Councillor MacKinnon, Councillor O'Rourke, and Councillor Salisbury

Carried (12 to 0)

Moved By Councillor O'Rourke  
Seconded By Councillor Allt

3. That the remaining 25 opportunities not already underway as attached in Attachment-3 to the Service Rationalization Review report dated July 19, 2021 be approved and staff be directed to incorporate these into future work plans and multi-year budgets that support the Strategic Plan, Guelph. Future Ready, subject to any amendments made by Council.

Voting in Favour: (10): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor MacKinnon, and Councillor O'Rourke

Voting Against: (2): Councillor Hofland, and Councillor Salisbury

Carried (10 to 2)

## **6. Adjournment**

That the meeting be adjourned (5:03 p.m.).

---

Mayor Guthrie

---

Stephen O'Brien - City Clerk