

Corporate Policy and Procedure



Policy	Terms of Reference for the Economic Development and Tourism Advisory Committee of Council
Category	Corporate
Authority	City Clerk's Office
Related Policies	Advisory Committees of Council - Meeting Procedures Advisory Committees of Council - Public Appointment Policy A Governance Framework for Advisory Committees of Council (Full Version)
Approved By	City Council
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Mandate and Purpose

The Economic Development and Tourism Advisory Committee (EDTAC) contributes strategic input and advice to City Council and City staff on matters pertaining to economic development and tourism strategic priorities in the City of Guelph and other corporate master and strategic plans, policies, initiatives or regulatory changes that may affect Guelph's employers.

Advisory Committees of Council (ACOC), while not the City's only form of community engagement, are one mechanism for residents to offer advice to City Council. Within its advisory mandate, the ACOC cannot direct City Council or City staff. However, the City of Guelph is committed to taking each ACOC's advice seriously and adhering to the mandate and legislative requirements for operating the ACOC.

The EDTAC champions and promotes economic and tourism development in the City of Guelph. Their mandate includes:

- Advise City Council and staff on the Economic Development and Tourism Strategy, monitoring progress, and providing professional insights.

- Contribute to the development of programming and initiatives that grow Guelph's reputation as the place to do business, invest, and visit.
- Provide a platform for feedback on City initiatives put forward by staff that may have identified impact to Guelph's competitiveness in attracting investment, growing local businesses and attracting visitors.
- Advocate for policies and programs to sustain, grow and nurture a thriving downtown core that attracts investment and visitors.
- Connect with a network of businesses and not-for-profit organizations to leverage community expertise and facilitate strategic partnerships between the public and private sectors.

Strategic Plan Alignment

People and Economy – 11. Grow Guelph's Economy

11.1 - Support businesses, tourism and investment attraction to Guelph by implementing the Economic Development and Tourism Strategy.

People and Economy – 12. Make downtown a vibrant place for everyone

12.2 - Foster a thriving, competitive and safe downtown through collaboration with our community partners.

All ACOCs also align with the Foundations pillar of the Future Guelph Strategic Plan:

Foundations – 5. Provide excellent service

5.3 - Remove barriers by integrating Guelph's Equity Lens into everything we do.

Membership and Composition

The EDTAC shall consist of eleven members appointed by Guelph City Council as per the Public Appointment Policy.

Committee members will bring expertise and knowledge related to one or more of the following:

- manufacturing, agri-innovation, and/or cleantech (and other sectors identified in the Economic Development and Tourism Strategy)
- tourism, including accommodations, food & beverage, attractions and events, and specialty retail
- freight rail, especially as a customer of Guelph Junction Railroad
- operating a business or non-profit in the downtown
- operating small to medium sized and/or large enterprises
- operating a local business with a provincial/national/international market

Members will ideally have leadership experience, including but not limited to owning a business, management, business development and/or human resources.

To ensure the committee can provide advice about the full range of topics discussed by the EDTAC, efforts will be made to include three committee members with experience in not-for-profit organizations, two with experience in tourism related industries, and one with experience operating a business or non-profit in the downtown. Additionally, efforts will be made to recruit members from businesses and non-profits across Guelph's six wards.

The EDTAC's composition should also reflect demographic diversity, including ethnicity, gender, disability, etc., to ensure that the committee's advice to City Council reflects Guelph's diverse community, with a focus on engaging those who are underrepresented in local policy making.

Quorum

50 per cent + 1 of the currently appointed members, to a minimum of three.

Meeting Schedule and Format

- The EDTAC will meet monthly, as required, on the second Tuesday of the month, at 3:00 p.m., excluding August.
- The date and time for meetings will be reviewed by ACOC members and City Staff at the beginning of the term and any changes to the date and time noted above shall be agreed upon by the ACOC and City Staff.
- All meetings will be conducted in a hybrid format, where possible.
- The length of meetings will typically not exceed two hours.
- EDTAC meetings shall not conflict with meetings of City Council or its committees, where possible.

Staff Liaisons

There are two EDTAC Committee staff liaisons.

Manager, Tourism and Destination Development

- oversees the administration and management of the City's Tourism division;
- leads programs and activations that drive local tourism sector growth and are responsible for collecting and administering the Municipal Accommodation Tax and associated policies and programs alongside Guelph's Destination Marketing Organization.

Manager, Economic Development

- oversees the administration and management of the City's Economic Development division;
- champions efforts internal and external to the organization to continuously improve community readiness for investment attraction, business retention and expansion and economic cluster development.

Roles and Responsibilities

Everyone who participates in an ACOC is committed to fulfilling their roles and responsibilities, collectively contributing to the City's public engagement objectives. They share a mutual commitment to advancing the ACOC's deliberative process by engaging in thoughtful, respectful dialogue and carefully considering diverse perspectives to comprehensively address the ACOC's mandate.

Members

ACOC members are resident volunteers who advise City Council and City staff. They engage in thoughtful deliberations, exchanging substantive insights and perspectives across key areas of municipal governance. They draw on all aspects of their lived and professional expertise when providing advice about the topics being discussed by the Committee. These volunteers contribute meaningful policy recommendations through rigorous dialogue, while maintaining a commitment to open-minded and respectful discourse that values diverse viewpoints.

General:

- Be well-prepared to attend and participate in meetings
- Attend mandatory training
- Understand the role and expectations of members and relevant City policies
- Help to evaluate the successes and challenges of the committee, including by contributing to the development of the committee's self-assessment tool as required by the ACOC Governance Framework and by providing feedback about your experiences

During meetings:

- Contribute skills, knowledge, and experience with respect to the ACOC mandate and objectives
- Be curious and flexible in discussions, valuing and encouraging diverse viewpoints
- Bring forward expertise that align with ACOC's mandate
- Follow the agenda with focus on the topic at hand
- Understand and respect the roles and expectations of all participants
- Actively participate and contribute to the work of the ACOC
- Participate as an active voting member, asking questions and seeking clarification through the chair
- Propose agenda items for consideration to the chair and the staff liaison
- If necessary, ask questions and/or request more information from City staff for discussion and/or better decision making
- Ask and receive questions for the agenda items

Chair and Vice-Chair

Chairs and vice-chairs are ACOC members who have been selected by the ACOC. The chair and vice-chair will take on additional tasks to facilitate ACOC work and meetings and ensure that all members have an equal chance to participate and engage.

General:

- Collaborate with staff liaisons on the preparation of agendas for meetings, ensure the agenda will allow ACOC members to learn about the topics and have meaningful deliberative discussions
- Collaborate with staff liaisons to re-prioritize and re-arrange agenda items if meeting volume limits deliberative discussions
- Ensure inclusive discussion and a welcoming environment
- Invite members to propose agenda items
- Approve agendas before public posting and distribution
- Actively understand the roles and responsibilities of City Council and City staff related to ACOC policy topics

During meetings:

- Lead the ACOC through agenda items, maintain order, call votes, and make procedural rulings as needed
- Engage with ACOC members, facilitate deliberative discussions and resolve conflicts to ensure sufficient opportunities to engage members in deliberative discussions
- Manage meeting time including by encouraging members to express themselves succinctly on issues
- Ensure members can share their lived and professional expertise on agenda items
- Ensure all members have opportunities to express their views and comments on agenda items
- Ensure members can engage without feeling pressured or coerced

At City Council meetings:

- The chair shall act as a representative of the ACOC to present at meetings of City Council to share ACOC advice and/or resolutions as desired

Staff Liaison(s)

The staff liaison(s) are City staff with strategic responsibilities who contribute to policy making at the City of Guelph. They play a critical role in collaborating with the City Clerk's Office to support and coordinate the activities of the ACOC, such as by helping to set agendas, liaising with other City staff who wish to present to the

ACOC, etc. Staff liaisons also provide direct support to the chair and vice-chair of the ACOC by offering guidance on managing difficult situations and offering support to help advance the work of the ACOC. Staff liaisons should identify opportunities for the ACOC to contribute to strategic policy and planning discussions.

Strategic roles:

- Advise on high-level decision-making and bring deep knowledge regarding the strategic goals and priorities of the City
- Communicate and collaborate with members and other City staff to ensure ACOC contributions are sought early in policy and planning discussions
- Facilitate communications between City staff, chairs, vice-chairs and members and maximize the value of the ACOC to inform the strategic goals and priorities of the City
- Identify opportunities for the ACOC to contribute to strategic policy and planning discussions
- Engage the ACOC in identifying the goals and purposes of the ACOC, to inform the development of the self-evaluation tool
- Provide opportunities for members to learn technical terms, knowledge and skills related to the ACOC's mandate
- Identify other learning opportunities for the members to improve the effectiveness of the ACOC
- Practice facilitation, conflict management, consensus-building and related skills, as well as awareness of how inequities can be perpetuated even through deliberative approaches
- Understand and value the benefits of the diverse opinions provided by ACOC members for advancing the City's strategic priorities and high-level policy directions

Administrative roles:

- Clearly communicate with the ACOC
- Facilitate the future development of, and revisions to, the ACOC's terms of reference
- Prepare agendas and consult and obtain approval from the chair prior to finalizing the agenda in accordance with the terms of reference and other relevant policies
- Coordinate the attendance of City staff, delegates and other invited guests at meetings
- Ensure other City Staff are briefed so that they clearly understand that their role is to stimulate and support discussions among the participants, not to lead or direct them

- Provide ACOC mandate and subject area orientation to new committee members with support from the City Clerk's Office
- Fulfill reporting and communication functions between the ACOC and City Council (for details see Communication with Council)
- Respond to member requests for information and data
- Advise the City Clerk's Office of vacancies resulting from leaves or resignations

During meetings:

- Attend meetings to provide professional and technical inputs for the ACOC
- When required, respond to inquiries and provide information on policies, plans, initiatives, technical terms and knowledge pertaining to the ACOC's mandate
- Provide professional inputs to the City Clerk's Office when necessary, e.g., drafting resolutions

City Clerk's Office

The primary responsibilities of the City Clerk's Office include providing administrative and procedural (legislative) support to the ACOC, leading recruitment efforts, engaging with members to foster strong working relationships, and planning and arranging training for members and City staff.

General:

- Ensure that members are well-informed regarding meeting procedures and rules for participation
- Coordinate meetings, including communicating and finalizing dates, times and locations to all relevant parties
- With the assistance of the staff liaison, provide secretariat and technical support including the preparation, publication and distribution of meeting agendas and minutes in accordance with the terms of reference, other relevant policies, legislation and bylaws
- Ensure there are sufficient human resources to support the ACOC
- Facilitate and support the recruitment and appointment of ACOC members
- Facilitate chair and committee members' presentations at City Council meetings
- Develop training materials, and organize and coordinate orientation and standardized training sessions for ACOC members and staff liaisons, including the Procedure By-law, Code of Conduct for Council and Local Boards and other relevant legislation/policies
- Ensure all committee members have attended mandatory training provided by the City Clerk's Office

- Understand and value the benefits of the diverse opinions provided by ACOC members for advancing the City's strategic priorities and high-level policy directions

During meetings:

- Attend meetings to provide procedural and legislative advice as well as administrative support
- Check and report quorum to the chair prior to the start of meetings

Communication with Council

Clarity and transparency regarding the sharing of information between ACOCs and City Council, including how recommendations from ACOCs are incorporated into staff reports, is important to realize the full potential of ACOCs. The ACOC should adopt the following communication procedures, which have been approved by City Council as an important part of the Governance Framework:

- Staff reports must clearly articulate the recommendations of the ACOC as well as whether and why these recommendations are being advised by City staff or not.
- Staff reports must also include other factors that influenced/informed City staff recommendations such that ACOC members can clearly see what other priority/factors were considered.
- Staff reports that contain advice/recommendations from a particular ACOC must be sent to that ACOC at the same time as they are provided to City Council and the public.
- When staff reports are provided to ACOC members, the accompanying message must explain to members when the report will be discussed at City Council, and how committee members can participate in the meeting (to affirm their support or convey dissent), including that committee chairs are invited to present at Council and are not limited by the regular 5-minute limit placed on delegates.