

ADDITIONAL AGENDA



GENERAL COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

WEDNESDAY, JANUARY 11, 2012 - 9:00 AM

COUNCIL CHAMBER, CIVIC CENTRE
300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1

ADDITIONAL CORPORATE REPORT

6. City Council Committee Structure Review

Corporate Report dated December 12, 2011 from the City Manager and Chief Administrative Officer with respect to a review of the City Council Committee Structure.

RECOMMENDATION

1. That the report entitled, City Council Committee Structure Review, dated December 12, 2011, from the City Manager and Chief Administrative Officer, be approved for implementation.
2. That staff be directed to develop an RFP for consultant services, as generally described in the report entitled, City Council Committee Structure Review, dated December 12, 2011, from the City Manager and Chief Administrative Officer, which will be reviewed by the Governance Committee for acceptance before it is issued for tender.
3. That the hiring of an external consultant and other ancillary project costs be approved and all necessary by-laws be enacted with funding from Contingency Reserve Account No. 305125, to an upset limit of \$75,000.

CLOSED SESSION

(Pursuant to Subsection 239 (3.1) of the *Municipal Act*)

C. Educational Session – Public Art

Contact:

Sacha Smith, Legislative Coordinator
Office of the City Clerk 905-615-3200 ext 4516 Fax: 905-615-4181
sacha.smith@mississauga.ca



Corporate Report

Clerk's Files

Originator's
Files

6.

DATE: December 12, 2011

TO: Chair and Members of General Committee
Meeting Date: January 11, 2012

FROM: Janice M. Baker, FCA
City Manager and Chief Administrative Officer

SUBJECT: **City Council Committee Structure Review**

GENERAL COMMITTEE

JAN 11 2012

- RECOMMENDATION:**
1. That the report entitled, City Council Committee Structure Review, dated December 12, 2011, from the City Manager and Chief Administrative Officer, be approved for implementation.
 2. That staff be directed to develop an RFP for consultant services, as generally described in the report entitled, City Council Committee Structure Review, dated December 12, 2011, from the City Manager and Chief Administrative Officer, which will be reviewed by the Governance Committee for acceptance before it is issued for tender.
 3. That the hiring of an external consultant and other ancillary project costs be approved and all necessary by-laws be enacted with funding from Contingency Reserve Account No. 305125, to an upset limit of \$75,000.

BACKGROUND: The City of Mississauga has not undergone a fulsome review of the existing City Council Committees for many years. Over the past few years, a number of new Committees of Council have been created and rarely are any retired. Many Council members have expressed interest in undertaking a review of the Committees of Council to ensure they operate efficiently, effectively and in the best interests of the public,

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Benchmarking ten large Canadian municipalities shows nine out of ten of these cities have completed broad reviews of their governance and committee structures within the past decade. Also, many municipalities have policies in place regarding the regular review their committee structures. An analysis of these recent reviews reveal that over half engaged paid consultants (who were generally tasked to provide third-party objectivity and governance expertise), a couple of cities engaged unpaid citizen volunteers to lead the review, and the rest handled their reviews with staff resources.

The Legislative Services division, Corporate Services Department, has previously advanced the idea for a review of city committees, through their budget request #284 of the Business Plan (2011 – 2014).

COMMENTS:

City Council Committees are an important avenue for education on municipal issues, decision-making, public engagement and ultimately, in the case of 'Council as a Whole', ensuring the corporation's business decisions are confirmed.

The purpose of the City Council Committee Structure Review is: 'To undertake a review of the administration, mandate and structure of the existing and potential City of Mississauga Committees of Council, to ensure the processes, terms of references, procedures, and budgets and staff support of these Committees are effective, efficient and meet the needs of City Council, citizens and the Corporation of the City of Mississauga, and make specific recommendations for Council approval.'

As of the writing of this report, the list of City Council Committees include:

- Accessibility Advisory Committee
- Advertising Review Panel
- Audit Committee
- Budget Committee
- Citizen Appointments
- Committee of Adjustment
- Committee of Revision
- Council
- Election Campaign Finances Committee

- Environmental Advisory Committee
- General Committee
- Heritage Advisory Committee
- Incidents in City Facilities Appeal Committee
- International Design Competition Committee
- Mississauga Celebration Square Events Committee
- Mississauga Appeal Tribunal
- Mississauga Cycling Advisory Committee
- Museums of Mississauga Advisory Committee
- Planning and Development Committee
- Property Standards Committee
- Public Vehicle Advisory Committee
- Road Safety Mississauga Advisory Committee
- Traffic Safety Council
- Towing Industry Advisory Committee
- Shark Finning Committee

The list of committees is not fixed and new committees may be added, or existing committees expired, during this review which will be accommodated in the work plan. The committees, as listed above, are a mix of many types of committee structures, from 'Committee(s) of the Whole' (ie. Council, Budget, etc.), to legislated committees (ie. Heritage Advisory Committee), to ad-hoc committees (ie. International Design Competition Committee). The work to analyze these committees will vary depending on the nature of the individual committees' purpose, structure, membership, staff resources, budget, etc.

Also, as stated in the purpose statement above, the research and analysis that will be undertaken may reveal potential new committees that may need to be created; for example, the need for a Transit Committee has been expressed by some Councillors.

The objectives of this review are:

- To analyze Council and the Committees of Council for:
 - the purpose of the committee and how effectively it meets that purpose, aligns with the City's Strategic Plan and corporate values;
 - the membership of the committee;

- the citizen engagement opportunities;
 - the administration of the committee including time commitment, the decision-making framework, work processes, staff role, products and budgets;
 - the history of the committee, including significant revisions over time;
 - the mechanisms and opportunities to delegate authority.
- To benchmark the City of Mississauga against other large cities regarding its Committee structure and administration.
 - To gather information and opinions from and appropriately engage key stakeholders.
 - To determine if the overall Council and Committees of Council structure is appropriate, rigorous and transparent and if any specific Committees should be changed (or retired) and/or if new Committees should be established.
 - To update the existing committees' Terms of Reference documents to ensure a consistent approach and criteria are generally maintained.
 - To examine the existing administrative budgets associated with this work and determine if efficiencies, including technical advances, can be found in the administration of the committees.
 - To make any necessary changes to the Procedural By-law and corporate policies to ensure conformity with the accepted recommendations of this review.
 - To complete this review by December 2012. This review will be considered completed when the recommendations are formally approved by Council. It is important to note that the implementation of the approved recommendations, by December 2014 (which is the start of the next term of Council), is considered a separate project which will be carried out by the Legislative Services Division.

On December 13, 2011, at the first meeting of the new Governance Committee, the purpose and objectives of the City Council Committees Structure Review were tabled for the Governance Committee's information. The Governance Committee was very supportive of this review being undertaken and suggested that the protocol that should be followed would be for decisions and recommendation approval of this review, to be presented to the Governance Committee before proceeding to Council for approval. There were also comments made regarding other types of public and organizational committees that should, or should not, be looked at within the scope of this review. This list includes:

- Enersource
- Living Arts Centre
- Library Board
- Region of Peel committees
- External Committees with City Councillors as members, which include, but not limited to:
 - Conservation Authorities (TRCA, CVC)
 - Airport committees (GTAA)
 - Business Improvement Associations
 - Tourism & Arts Committees (Mississauga West Tourism, Orchestras Mississauga)
 - Economic Development, Education, Marketing (EDAC, GTMA)
 - Foundations (Heritage) and Safety (Safe City)
- Governance Committee

Except for the Governance Committee, the list above are committees and entities that are not under the full control of the City of Mississauga Council, therefore it will be difficult to follow the same research and analysis methods to formulate recommendations for approval. However, there may be some specific work that can be undertaken within the City Council Committee Structure Review to define such things as roles and responsibilities of Council members within those external committees. It is expected that the external consultant, who will be hired to assist on this review, will help define the extent to which we examine these external committee structures. The consultant will also help scope the best approach for citizen engagement for this review.

The staff who will oversee the work of this Review are:

- City Manager and Leadership Team will advise and approve final recommendations to the Governance Committee and Council
- Steering Committee:
 - Gary Kent, Director, City Strategy and Innovations
 - Mary Ellen Bench, City Solicitor
 - Crystal Greer, City Clerk
- Project Lead: Karen Spencer, Advisor, City Strategy and Innovations

The general timeline for the City Council Committee Structure Review:

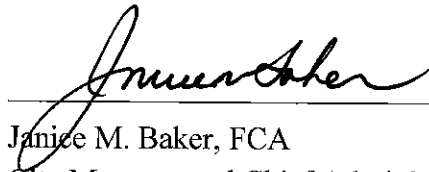
- Develop a Request for Proposal for an external consultant to assist in this Review – for approval by the Governance Committee – and retain consultant – March, 2012.
- Stakeholder engagement, interviews, research, analysis completed by July, 2012.
- Draft recommendations to Governance Committee – October, 2012.
- Revisions and approval by Council – December, 2012

As noted above, the approved recommendations will transfer to the Legislative Services division, to make operational for the next term of Council (December 2014). However, if some recommendations are requested to be put in place on a faster timetable, staff will make all effort to do so, within existing resources.

FINANCIAL IMPACT: The financial impact for an external consultant, to be retained to assist staff throughout the City Council Committee Structure Review, is estimated at an upset limit of \$75,000, to be budgeting from reserves as a one-time expense. This budget would also support any ancillary costs such as focus group meetings, printing, etc. There will also be a requirement to second a person as coverage for the Project Lead's position; funding for this secondment is within existing budgets.

CONCLUSION:

The City Council Committees Structure Review is an important undertaking to ensure that by the next term of Council, beginning in December 2014, the structure, purpose and operation of all City Committees support the engagement and needs of the local residents, the decisions and directions of City Council and the overall work of the corporation, in an effective and efficient manner that meets the needs of the City of Mississauga now and into the future.



Janice M. Baker, FCA
City Manager and Chief Administrative Officer

Prepared By: Karen Spencer, Advisor, City Manager's Office