



AGENDA

GOVERNANCE COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA
(www.mississauga.ca)

MONDAY, MARCH 18, 2013 – 1:00 P.M.

COUNCIL CHAMBER, SECOND FLOOR, CIVIC CENTRE

300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1

Members

Councillor Jim Tovey, Ward 1 (Chair)
Councillor Pat Saito, Ward 9 (Vice-Chair)
Councillor Chris Fonseca, Ward 3
Councillor Bonnie Crombie, Ward 5
Councillor George Carlson, Ward 11
Mayor Hazel McCallion (Ex-officio)

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

CALL TO ORDER**DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST****APPROVAL OF THE AGENDA****DEPUTATIONS****PUBLIC QUESTION PERIOD**

(Persons who wish to address the Governance Committee about a matter on the Agenda.)

MATTERS TO BE CONSIDERED

1. Approval of Minutes – February 11, 2013 and February 27, 2013

Minutes of the Governance Committee meetings held on February 11, 2013 and February 27, 2013.

2. City Committees of Council Structure Review – Recommendations to Governance Committee

Corporate Report dated March 4, 2013 from the City Manager and Chief Administrative Officer with respect to the final recommendations for the City Committees of Council Structure Review.

RECOMMENDATION

1. That the report entitled, City Committees of Council Structure Review – Recommendations to Governance Committee, dated March 4, 2013, from the City Manager and Chief Administrative Officer, be received for information.
2. That the City Clerk be directed to implement the following recommendations by the start of the next term of Council (2015-2018):
 - a. That an additional Committee-of-the-Whole, specifically organized to deal with issues of transportation and transit items, be created and that the Council committee calendar meeting cycle be changed from a two-week cycle to a three-week cycle to accommodate the new Committee-of-the-Whole.

- b. That the 'Mississauga Cycling Advisory Committee' (MCAC) remain as an Advisory Committee with the following changes:
 - i. That during the next term of Council, MCAC be directed to present a business model for the 'Tour de Mississauga' to determine if it will be a community –run event or a City-run event, including City resources required, for approval of the Budget Committee.
 - ii. That during the next term of Council, staff be directed to analyze the opportunity and requirements to include 'Active Transportation' into the MCAC mandate, for approval of the Governance Committee.

- c. That the 'Traffic Safety Council' (TSC) remain as an Advisory Committee with the following changes:
 - i. The Planning and Building Department be immediately transferred the responsibility for the site plan comments regarding school zones, as per an agreed upon checklist of criteria from the TSC.
 - ii. That by no later than the start of the next term of Council, items that wholly occur on school board property, specifically Dismissal Reports and Kiss and Ride Reports, be transferred to school board officials to manage.
 - iii. That by no later than the start of the next term of Council, the Engineering and Works division be transferred the duty from the Clerk's Office for both inspection(s) scheduling and creating the inspection reports from the field data collected.
 - iv. That during the next term of Council, staff be directed to analyze opportunities for the work of the Traffic Safety Council to be handled by City staff, and report back to the Governance Committee with this analysis.

- d. That the 'Museums of Mississauga Advisory Committee' (MOMAC) be changed at the direction of the Governance Committee to one of the following options:

Option 1: That the 'Museums of Mississauga Advisory Committee' be retired at the end of this term of Council (November 2014).

Option 2: That the 'Museums of Mississauga Advisory Committee' be reorganized to provide input, guidance and support to the Manager, Museums and Traditions regarding the artifact collection and the future city-wide museum either through a) Committee of Council or b) Community Reference Group as described in Appendix 1.

- e. That the 'Mississauga Celebration Square Events Committee' (MCSEC) be changed at the direction of the Governance Committee to one of the following options:

Option 1: That the 'Mississauga Celebration Square Events Committee' be retired at the end of this term of Council (November 2014).

Option 2: That the 'Mississauga Celebration Square Events Committee' be reorganized to provide input, guidance and support to the Manager, Mississauga Celebration Square on sponsorship and other revenue opportunities to help the financial sustainability of the Square and strategic policies that affect the Square either through a) Committee of Council or b) Community Reference Group as described in Appendix 1.

- f. That the 'Road Safety Mississauga Advisory Committee' (RSM) be retired at the end of this term of Council (November 2014).

- g. That the 'Public Vehicle Advisory Committee' (PVAC) be changed at the direction of the Governance Committee to one of the following options:

Option 1: That the 'Public Vehicle Advisory Committee' be retired at the end of this term of Council (November 2014).

Option 2: That the membership of 'Public Vehicle Advisory Committee' be restructured with a broad stakeholder membership and a specific mandate to provide input and advice on policy issues affecting the taxi industry.

- h. That the 'Towing Industry Advisory Committee' (TIAC) be changed at the direction of the Governance Committee to one of the following options:

Option 1: That the 'Towing Industry Advisory Committee' be retired at the end of this term of Council (November 2014).

- Option 2: That the 'Towing Industry Advisory Committee' be restructured with a broad stakeholder membership and a specific mandate to provide input and advice on policy issues affecting the towing industry.
- i. That the membership of the 'Citizen Appointments Committee' be restructured to include all Members of Council.
 - j. That the policy entitled, 'Citizen Appointments to Committees, Boards and Authorities' (#02-01-01) be changed regarding Eligibility to also include citizens who own businesses in the City of Mississauga.
 - k. That a process be implemented whereby a proposed new Committee of Council is analyzed against the criteria list attached as Appendix 2, before the Governance Committee deliberates and approves the new Committee.
 - l. That the Clerk's Office work with the Finance division to redefine the budgetary processes and accounting associated with the running of the Committees of Council by:
 - a. Creating a single operating budget account that supports all typical annual expenditures for the Committees of Council including a policy outlining approved expenditures.
 - b. Developing a system by which Committees of Council can receive Council-approved project funding in stand-alone capital accounts.
3. That the Clerk's Office be directed to consider the administrative suggestions outlined in the report attached as Appendix 1 and report back to the Governance Committee at a later date regarding implementation.
4. That all applicable by-laws and policies be updated accordingly.

3. Revised Conflict of Interest Policy

Corporate Report dated March 1, 2013 from the City Manager and Chief Administrative Officer with respect to a revised Conflict of Interest Policy.

RECOMMENDATION

That the revised Corporate Policy and Procedure – Conflict of Interest, attached as Appendix 1 to the report dated March 01, 2013 from the City Manager and Chief Administrative Officer, be approved.

4. Governance Committee Outstanding Items List

Listing of outstanding items that were directed to staff by the Governance Committee.

5. Correspondence List

List of correspondence received by the Governance Committee and an update on the status for each matter.

OTHER BUSINESS

CLOSED SESSION

DATE OF NEXT MEETING – Monday, April 15, 2013 at 1:00 P.M.

ADJOURNMENT



Governance Committee

MAR 18 2013

MINUTES

GOVERNANCE COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA
(www.mississauga.ca)

MONDAY, FEBRUARY 11, 2013 – 1:03 P.M.

COUNCIL CHAMBER, SECOND FLOOR, CIVIC CENTRE

300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1

Members Present:

Councillor Pat Saito, Ward 9 (Vice-Chair)
Councillor Chris Fonseca, Ward 3
Councillor Bonnie Crombie, Ward 5
Councillor George Carlson, Ward 11

Members Absent:

Councillor Jim Tovey, Ward 1 (Chair)
Mayor Hazel McCallion (Ex-Officio)

Staff Present:

Janice Baker, City Manager and CAO
Mary Ellen Bench, City Solicitor
Ivana Di Millo, Director, Communications
Karen Spencer, Advisor
Crystal Greer, Director, Legislative Services and City Clerk
Diana Rusnov, Manager, Legislative Services and Deputy Clerk
Sacha Smith, Legislative Coordinator

In the absence of the Chair, Councillor Saito chaired the meeting.

CALL TO ORDER – 1:03 P.M.

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST - Nil

APPROVAL OF THE AGENDA

Approved (Councillor Carlson)

DEPUTATIONS

- A. Item 3 Jeremy Harvey, Chair, Museums of Mississauga Advisory Committee (MOMAC)

See discussion under Item 3.

- B. Item 4 Karen Spencer, Advisor

See discussion under Item 4.

PUBLIC QUESTION PERIOD

(Persons who wish to address the Governance Committee about a matter on the Agenda.)

Wendy Davies, Citizen Member, Museums of Mississauga Advisory Committee (MOMAC) commented that MOMAC should remain as a committee of Council.

MATTERS CONSIDERED

1. Approval of Minutes – November 12, 2012

Memorandum dated February 7, 2013 from the Legislative Coordinator with respect to the approval of the November 12, 2012 Governance Committee Minutes.

Approved (Councillor Crombie)

2. Approval of Previous Minutes – January 14, 2013

Minutes of the Governance Committee meeting held on January 14, 2013.

Approved (Councillor Crombie)

3. City Committees of Council Structure Review – Museums of Mississauga Advisory Committee (MOMAC)

Written submission from Jeremy Harvey, Chair, Museums of Mississauga Advisory Committee with respect to the staff recommendations in the City Committees of Council Structure Review regarding MOMAC.

Mr. Harvey spoke to his written submission regarding the City Committees of Council Structure Review. He indicated that the Museums of Mississauga Advisory Committee (MOMAC) should not be retired as the committee allows two-way communication with Council and the community. Furthermore, the committee is working on issues with the collection and storage of artefacts, and it is important that the community remain engaged to ensure that a storage facility is in place. He further noted that MOMAC would be willing to give up the resource of having the City Clerks staff present at Collection and Storage Subcommittee meetings.

Councillor Saito clarified that the purpose of the review is to review the efficiency and relevancy of the current committee structure and to ensure input from citizens are maximized. She noted that Mr. Harvey's comments would be taken into consideration for the final recommendations.

Mr. Harvey further spoke to the relevance of MOMAC and the need for a storage facility. Councillors Saito and Carlson reiterated that the purpose of the review is not to diminish the work of the committees but to look for increased efficiencies and streamlining the system.

RECOMMENDATION

That the deputation and written submission from Jeremy Harvey, Chair, Museums of Mississauga Advisory Committee (MOMAC) with respect to the staff recommendations in the City Committees of Council Structure Review regarding MOMAC.

Received (Councillor Fonseca)

Recommendation GOV-0012-2013

4. City Committees of Council Structure Review – Transportation and Transit Committee Research, Adjudication Committee Overview

Corporate Report dated February 5, 2013 from the City Manager and Chief Administrative Officer with respect to transportation and transit committee research, adjudication committee overview.

Ms. Spencer reviewed the benchmarked cities and noted that some cities had a similar Transportation and Transit Committee or combination of two standing committees that would address transportation and transit related issues. She indicated that 50% of the General Committee Agenda items for 2012 were related to transportation and transit issues.

Ms. Spencer outlined potential changes to the committee calendar that would include a 3rd major Committee of the Whole committee and a potential change to a 3 week cycle for Council, General Committee, Planning and Development Committee and the Transportation and Transit Committee. She noted that the total number of meetings would be reduced from 58 to 52.

Ms. Spencer highlighted the Adjudication Committees and noted that no changes were proposed.

Ms. Spencer noted that there are five advisory committees with budgets. She suggested that changes are proposed to include an operating account for committee expenditures. She further suggested that there should be a budget proposal for committee projects for Council's approval.

Ms. Spencer spoke to an Agenda Management System and the efficiencies it would provide and noted that it was approved as part of the 2013 budget. She suggested that the creation of another meeting room be considered through a future budget cycle. She further suggested training and orientation for staff and citizen members, dissolving committees at end of the 4 year term, creation of a Terms of Reference template and committee work plans.

Councillor Crombie suggested that the transportation committee address infrastructure issues. Ms. Spencer advised that there are cities that combine these items and that she could bring back an analysis to the committee. Councillor Crombie enquired as to why a transportation and transit committee would be a committee of the whole. Ms. Spencer explained that there are major policies involved with this committee, and it would be more beneficial to have all

members of council sit on the committee. Councillor Crombie expressed concern with a 3 week meeting cycle. Discussion ensued with respect to a new meeting room budget request. Councillor Crombie noted that she agrees that committees should advise Council on their work plan.

Councillor Carlson noted that the proposal for a 3 week cycle could be an improvement and could give more discussion time for items. Councillor Fonseca noted the importance to evaluate committees against a checklist and how it fits within the City's Plan. She enquired about committees utilizing the Council Chamber as a meeting room. Crystal Greer, City Clerk clarified that for some committees, the Council Chamber is utilized due to the lack of space and audio visual capacity in other meeting rooms. Councillor Fonseca indicated that a 3 week cycle would be more efficient as the agenda items and presentations would be more concentrated. Councillor Fonseca enquired about the level of support from staff and Council at the advisory committees that would report to a Transportation and Transit Committee. Ms. Spencer explained that there are ideas to streamline committees reporting to the Transportation and Transit Committee.

Councillor Saito spoke to the 3 week cycle and noted that the agenda items on the General Committee Agenda would be reduced. Ms. Spencer noted that the 3 week cycle may allow opportunities for other items to be included on the Agenda. Councillor Saito suggested that with a 3 week cycle occasional evening meetings should be looked at for General Committee and the Transportation and Transit Committee. Councillor Saito noted that it was her understanding that the transportation committee would be a citizen committee. Discussion ensued with respect to a transportation advisory committee with citizen representation. Councillor Saito requested that staff review an advisory committee with a focus on Transit. Councillor Saito further spoke to committee budgets and noted that she agrees with the committee budget suggestions.

Further discussion ensued with respect to a transportation standing committee and transit advisory committee. Councillor Fonseca requested that examples be brought back to the Committee on how committees would flow into a transportation committee.

RECOMMENDATION

1. That the report entitled, City Committees of Council Structure Review – Transportation and Transit Committee Research, Adjudication Committee Overview, dated February 5, 2013, from the City Manager and Chief Administrative Officer, be received for information.

2. That the Governance Committee direct the City Clerk to forward final recommendations of the Governance Committee with respect to the City Committees of Council Structure Review to General Committee for discussion, instead of being forwarded directly to City Council as per the usual process.

Approved (Councillor Crombie)
Recommendation GOV-0013-2013

5. Governance Committee Outstanding Items List

Listing of outstanding items that were directed to staff by the Governance Committee.

RECOMMENDATION

That the listing of outstanding items presented at the February 11, 2013 meeting that were directed to staff by the Governance Committee, be received.

Received (Councillor Crombie)
Recommendation GOV-0014-2013

6. Correspondence List

List of correspondence received by the Governance Committee and an update on the status for each matter.

RECOMMENDATION

That the list of correspondence received by the Governance Committee and an update on the status for each matter as presented at the February 11, 2013 meeting, be received.

Received (Councillor Fonseca)
Recommendation GOV-0015-2013

OTHER BUSINESS -Nil

CLOSED SESSION

DATE OF NEXT MEETING – Wednesday, February 27, 2013 Immediately Following
General Committee

ADJOURNMENT - 2:30 P.M

DRAFT



Governance Committee

MAR 18 2013

MINUTES

GOVERNANCE COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA
(www.mississauga.ca)

WEDNESDAY, FEBRUARY 27, 2013 - 10:41 A.M.

COUNCIL CHAMBER, SECOND FLOOR, CIVIC CENTRE

300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1

Members Present:

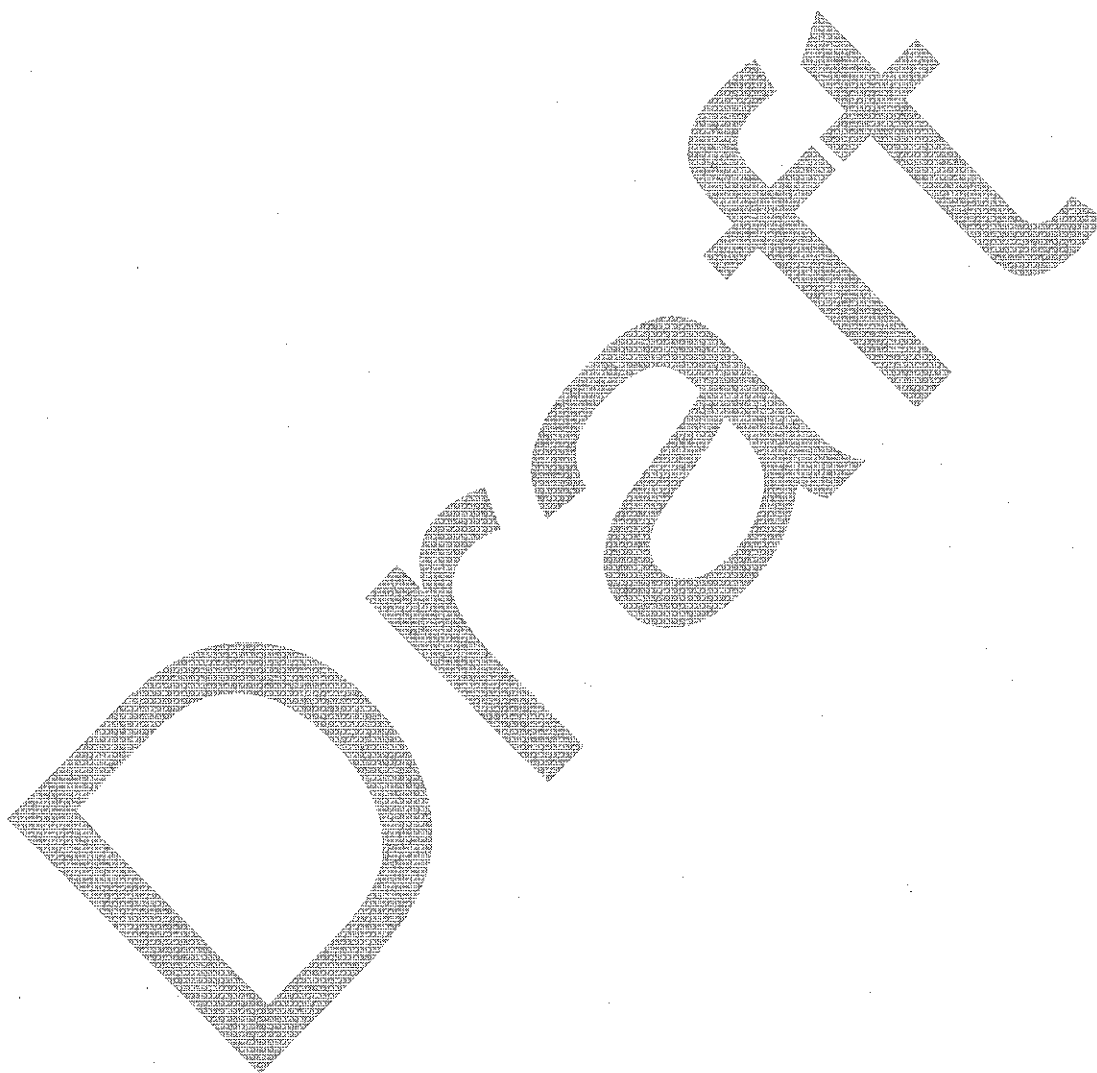
Councillor Jim Tovey, Ward 1 (Chair)
Councillor Pat Saito, Ward 9 (Vice-Chair)
Councillor Chris Fonseca, Ward 3
Councillor George Carlson, Ward 11
Mayor Hazel McCallion (Ex-officio)

Members Absent:

Councillor Bonnie Crombie, Ward 5

Staff Present:

Janice Baker, City Manager and CAO
Brenda Breault, Commissioner, Corporate Services and Treasurer
Mary Ellen Bench, City Solicitor
Robert Swayze, Integrity Commissioner
Ivana Di Millo, Director, Communications
Crystal Greer, Director, Legislative Services and City Clerk
Diana Rusnov, Manager, Legislative Services and Deputy Clerk
Sacha Smith, Legislative Coordinator



CALL TO ORDER - 10:41 A.M.**DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST - Nil****APPROVAL OF THE AGENDA**

Approved (Councillor Fonseca)

DEPUTATIONS - Nil**PUBLIC QUESTION PERIOD - Nil**

(Persons who wish to address the Governance Committee about a matter on the Agenda.)

MATTERS CONSIDERED

1. **Local Board Codes of Conduct and Complaint Protocol**

Corporate Report dated February 8, 2013 from the Integrity Commissioner with respect to local board codes of conduct and complaint protocol.

Councillor Saito requested clarification on Rule No. 5 in the proposed Code of Conduct and Complaint Protocol and noted that the Rule goes beyond the restrictions on City staff with respect to campaign-related activities. Robert Swayze, Integrity Commissioner explained that he thought about the worst case scenario where a member of an adjudicative board fundraises for a candidate, and requests donations from developers that may appear at the same committee that the member is sitting on. Councillor Saito further enquired about a reference to members of Council sitting on external boards. Mr. Swayze advised that it is addressed as commentary in the proposed Code.

Mayor McCallion enquired about the opportunity for input from board members and expressed concern that the document is complicated and too restrictive, and may discourage people from serving. Mr. Swayze advised that there would be input and advised the Committee that the Code is a draft document and changes could be made.

Councillor Carlson expressed concerns that the proposed Code was too restrictive. Mr. Swayze advised that he would meet with all the chairs of the Boards and would bring their comments back to the Committee. Councillor Carlson enquired if members of Council are in a conflict situation if they serve on an external Board. Mr. Swayze explained that a member of Council should not

be in conflict if they vote according to their conscience. He further spoke to the Council Code of Conduct.

Councillor Fonseca expressed concern that the document is complicated and may lead to questioning of decision making. She further noted that feedback would be important. Councillor Tovey spoke to the matter and noted that he was interested in the feedback that would be received.

Mr. Swayze spoke to a provision in the Toronto Code where a member of a Committee could apply for funding to receive advice.

Councillor Carlson requested clarification about members of Council communicating with the Committee of Adjustment. Mr. Swayze explained that a Councillor can send a letter addressing the position of the community to the Secretary of the Committee of Adjustment, but don't speak about the hearing with members of the Committee in advance of the hearing. Councillors can attend the meetings, but should not speak on a position at the meeting. He further confirmed that the same rules apply with attending the Ontario Municipal Board hearings.

RECOMMENDATION

1. That the report of the Integrity Commissioner dated February 8, 2013 including draft proposed Codes of Conduct and Complaint Protocol applicable to Local Boards of the City of Mississauga be received and that the adoption of a Code of Conduct and Complaint Protocol applicable to Local Boards of the City of Mississauga be approved in principle;
2. That staff be directed to invite the Chairs or designates of all Mississauga Local Boards including all committees created by Council with citizen members, to a meeting with the Integrity Commissioner who will present and explain the draft documents attached to this report to the members of such boards and report back to Governance Committee with his recommendation as to final documents for adoption by Council having taken into consideration all input from such Local Board members.

Approved (Councillor Carlson)

Recommendation GOV-0016-2013

lj

2. Municipal Election Campaign Contribution Rebate Program

Corporate Report dated February 21, 2013 from the Commissioner of Corporate Services and Treasurer with respect to the establishment of a rebate program for the 2014 Municipal Election.

Councillor Tovey expressed concern that the financial information for an election campaign contribution rebate program may be a lot more than anticipated based on comparisons to other municipalities. Brenda Breault, Commissioner, Corporate Services and Treasurer explained that it would depend on the type of the program Council approves, and that it could be closer to \$500,000.

Councillor Carlson noted that the rebates should be provided once the financial statements are submitted. Ms. Breault confirmed that the process would address this issue.

RECOMMENDATION

That the report dated February 21, 2013 from the Commissioner of Corporate Services and Treasurer, entitled Municipal Election Campaign Contribution Rebate Program be received, and that staff be directed to pursue the rebate program identified as Option 2 in the report for the 2014 Municipal Election and report back to the Governance Committee.

Approved (Councillor Carlson)
Recommendation GOV-0017-2013

3. Feasibility of Establishing an Election Finance Review Committee

Corporate Report dated February 20, 2013 from the Commissioner of Corporate Services and Treasurer with respect to the feasibility of establishing an Election Finance Review Committee.

Councillor Saito noted that she supports the staff recommendation and noted her concerns with the City taking responsibility for Provincial legislation or guidelines. She suggested that a letter be sent to the Province and the Association of Municipalities Ontario to request better resources and education for municipal election candidates. She further noted that the Province should be encouraged to develop an interactive website where candidates can have questions answered quickly.

Councillor Carlson spoke in support of the staff recommendation and noted that more education and resources are needed for municipal election candidates.

Mayor McCallion spoke to the matter and noted that there needs to be a look at the *Conflict of Interest Act* and the election expense situation to discourage people from using it politically.

Councillor Fonseca suggested that the Province offer live chats and webinars to help address some of the issues provide a consistent message to municipal election candidates.

RECOMMENDATION

1. That the Report dated February 20, 2013 from the Commissioner of Corporate Services and Treasurer entitled "Feasibility of Establishing an Election Finance Review Committee" be received.
2. That a letter be sent from the Mayor to the Minister of Municipal Affairs and Housing and the Association of Municipalities Ontario to request better communication and education for municipal election candidates.

Approved (Councillor Saito)
Recommendation GOV-0018-2013

OTHER BUSINESS - Nil

CLOSED SESSION – Nil

DATE OF NEXT MEETING – Wednesday, March 18, 2013, 1:00 P.M.

ADJOURNMENT - 11:23 A.M.



Corporate Report

Clerk's Files

Originator's
Files

2.

DATE: March 4, 2013

TO: Chair and Members of Governance Committee
Meeting Date: March 18, 2013

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

SUBJECT: **City Committees of Council Structure Review –
Recommendations to Governance Committee**

Governance Committee

MAR 18 2013

- RECOMMENDATION:**
1. That the report entitled, City Committees of Council Structure Review – Recommendations to Governance Committee, dated March 4, 2013, from the City Manager and Chief Administrative Officer, be received for information.
 2. That the City Clerk be directed to implement the following recommendations by the start of the next term of Council (2015-2018):
 - a. That an additional Committee-of-the-Whole, specifically organized to deal with issues of transportation and transit items, be created and that the Council committee calendar meeting cycle be changed from a two-week cycle to a three-week cycle to accommodate the new Committee-of-the-Whole.
 - b. That the 'Mississauga Cycling Advisory Committee' (MCAC) remain as an Advisory Committee with the following changes:
 - i. That during the next term of Council, MCAC be directed to present a business model for the 'Tour de

- Mississauga' to determine if it will be a community – run event or a City-run event, including City resources required, for approval of the Budget Committee.
- ii. That during the next term of Council, staff be directed to analyze the opportunity and requirements to include 'Active Transportation' into the MCAC mandate, for approval of the Governance Committee.
- c. That the 'Traffic Safety Council' (TSC) remain as an Advisory Committee with the following changes:
- i. The Planning and Building Department be immediately transferred the responsibility for the site plan comments regarding school zones, as per an agreed upon checklist of criteria from the TSC.
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 - iii. That by no later than the start of the next term of Council, the Engineering and Works division be transferred the duty from the Clerk's Office for both inspection(s) scheduling and creating the inspection reports from the field data collected.
 - iv. That during the next term of Council, staff be directed to analyze opportunities for the work of the Traffic Safety Council to be handled by City staff, and report back to the Governance Committee with this analysis.
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- Option 1: That the 'Museums of Mississauga Advisory Committee' be retired at the end of this term of Council (November 2014).
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museum either through a) Committee of Council or b) Community Reference Group as described in Appendix 1.

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Option 2: That the 'Mississauga Celebration Square Events Committee' be reorganized to provide input, guidance and support to the Manager, Mississauga Celebration Square on sponsorship and other revenue opportunities to help the financial sustainability of the Square and strategic policies that affect the Square either through a) Committee of Council or b) Community Reference Group as described in Appendix 1.

- f. That the 'Road Safety Mississauga Advisory Committee' (RSM) be retired at the end of this term of Council (November 2014).

- g. That the 'Public Vehicle Advisory Committee' (PVAC) be changed at the direction of the Governance Committee to one of the following options:

Option 1: That the 'Public Vehicle Advisory Committee' be retired at the end of this term of Council (November 2014).

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2014).

Option 2: That the 'Towing Industry Advisory Committee' be restructured with a broad stakeholder membership and a specific mandate to provide input and advice on policy issues affecting the towing industry.

- i. That the membership of the 'Citizen Appointments Committee' be restructured to include all Members of Council.
 - j. That the policy entitled, 'Citizen Appointments to Committees, Boards and Authorities' (#02-01-01) be changed regarding Eligibility to also include citizens who own businesses in the City of Mississauga.
 - k. That a process be implemented whereby a proposed new Committee of Council is analyzed against the criteria list attached as Appendix 2, before the Governance Committee deliberates and approves the new Committee.
 - l. That the Clerk's Office work with the Finance division to redefine the budgetary processes and accounting associated with the running of the Committees of Council by:
 - a. Creating a single operating budget account that supports all typical annual expenditures for the Committees of Council including a policy outlining approved expenditures.
 - b. Developing a system by which Committees of Council can receive Council-approved project funding in stand-alone capital accounts.
3. That the Clerk's Office be directed to consider the administrative suggestions outlined in the report attached as Appendix 1 and report back to the Governance Committee at a later date regarding implementation.
 4. That all applicable by-laws and policies be updated accordingly.

**REPORT
HIGHLIGHTS:**

- Over the past year, the City Manager's Office undertook a review of the 23 Committees of Council.
- The scope of the work included information gathering, including observing Committees and an on-line survey, benchmarking and an analysis of ways to make Committees more efficient and effective.
- The recommendations include a proposal for new Committee-of-the-Whole to be created specifically focussed on transit and transportation issues.
- Fifteen (15) existing Committees of Council are recommended to remain as is, and eight (8) Committees of Council have recommendations proposed to either retire the committee or change their mandate or membership in various ways. These changes will assist in keeping the committee structure efficient, effective and aligned with the Strategic Plan.

BACKGROUND:

At the request of Council, the City Manager's Office has completed a review of all Committees of Council (23). Presentations were made at the Governance Committee meetings in October 2012, January 2013 and February 2013, regarding the findings of this review and seeking direction and endorsement in principle of some of the ideas presented. More background information is presented in the appended corporate report, outlining the process and methodology of the Review.

COMMENTS:

All comments are found in the 'City Committees of Council Structure Review' appended to this corporate report. (Appendix 1)

FINANCIAL IMPACT:

The recommendations presented in this report regarding changes to the way Committee of Council budgets are created and handled will allow a range of unspent budgeted funds to be freed up within the City's operating budget. (example: for 2010 to 2012 the unspent funds ranged from \$64,000 to \$103,000)

Many suggestions on making the processes more efficient and using our staff resources more effectively are also outlined throughout the report.

CONCLUSION:

In taking time to review all of the City of Mississauga's Committees of Council a number of issues were raised and options presented to ensure that the committee structure remains efficient, effective and inclusive to all parties.

ATTACHMENTS:

- Appendix 1: City Committees of Council Structure Review
- Appendix 2: Criteria List to Form a New Committee
- Appendix 3: Transit Advisory Committee – memo
- Appendix 4: CCCSR Benchmarked Municipalities



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

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

Appendix 1

CITY OF MISSISSAUGA

**CITY COMMITTEES OF COUNCIL
STRUCTURE REVIEW**

SPRING, 2013

29

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

TABLE OF CONTENTS

INTRODUCTION	4
BACKGROUND	5
BENCHMARKING	5
SURVEY	8
ADVISORY COMMITTEES	9
• Advisory Committee Evaluation Methodology	10
• Accessibility Advisory Committee	11
• Environmental Advisory Committee	11
• Heritage Advisory Committee	11
• Mississauga Cycling Advisory Committee	12
• Traffic Safety Council	13
• Museums of Mississauga Advisory Committee	14
• Mississauga Celebration Square Events Committee	15
• Road Safety Mississauga Advisory Committee	16
• Public Vehicle Advisory Committee	16
• Towing Industry Advisory Committee	16
ADJUDICATION COMMITTEES	17
• Committee of Revision	17
• Election Campaign Finances Committee	18
• Property Standards Committee	18
• Mississauga Appeal Tribunal	18
• Advertising Review Panel	18
• Incidents in City Facilities Appeal Committee	18
COMMITTEES-OF-THE-WHOLE and STANDING COMMITTEES	19
• Council	19
• General Committee	19
• Planning and Development Committee	19
• Budget Committee	20
• Audit Committee	23
• Governance Committee	24

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

COMMITTEE MEMBERSHIP AND CHAIRPERSON	24
• Citizen Appointments Committee	24
TRANSPORTATION AND TRANSIT COMMITTEE	26
CRITERIA TO FORM A NEW ADVISORY COMMITTEE	31
ADVISORY and ADJUDICATION COMMITTEES BUDGETS	33
ADMINISTRATIVE IDEAS	34
• Agenda Management System	34
• Upgraded Meeting Room Facility	34
• Refreshing Committees to Stay Relevant	35
CONCLUSION	36

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

INTRODUCTION:

The 'City Committees of Council Structure Review' (CCCSR) was requested to be undertaken by the City of Mississauga Council and the scope of this Review was verified through the Governance Committee, a Standing Committee of Council, in spring 2012. The stated purpose of this project is:

To review the administration, mandate and structure of existing (and potential) City of Mississauga Committees of Council, and to make specific recommendations regarding these committees for Council approval. The analysis will critically assess whether the committees operate effectively and efficiently while meeting the needs of City Council, citizens and the corporation.

The Governance Committee also gave direction that there was general satisfaction among Council Members for the existing Committees of Council structure and the Review was to be general in nature, rather than a wholesale governance renewal exercise. Also, it was clearly stated that the Committee-of-the-Whole structure, which is favoured in the City of Mississauga's governance structure for the key public policy matters, should remain unchanged.

There are 23 Committees reviewed included (in alphabetical order):

- Accessibility Advisory Committee
- Advertising Review Panel
- Audit Committee
- Budget Committee
- Citizen Appointments
- Committee of Revision
- Council
- Election Campaign Finances Committee
- Environmental Advisory Committee
- General Committee
- Governance Committee
- Heritage Advisory Committee
- Incidents in City Facilities Appeal Committee
- Mississauga Appeal Tribunal
- Mississauga Celebration Square Events Committee
- 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
- Towing Industry Advisory Committee
- Traffic Safety Council

It is estimated that in an annual year, a total of 425 hours of meeting time takes place for these 23 Committees. Considering the multiple Councillors, Citizen Members, staff and the general public who work at, or appear before, these committees, the hours grow much larger. A review of the entire Committees of Council structure for the City of Mississauga is essential to ensure these important decision-making committees remain strong and aligned with the City's plans and resources.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

BACKGROUND:

The City of Mississauga has not undertaken a fulsome review of all Committees of Council for many years. The last large review occurred in 1993 when the General Committee System was approved to continue after having been implemented for a six-month trial period. Also, in 2006, following receipt of a staff report, Council approved the creation of an Environmental Advisory Committee.

For the City Committees of Council Structure Review, the Governance Committee has heard a number of presentations on various aspects of the research and analysis over a period of 6 months, which have helped shape the final report.

- October 22, 2012 – presentation outlining the benchmarking information gathered and the survey information received to date.
- January 14, 2013 – three important ‘principles’ were endorsed by the Governance Committee regarding Advisory Committees specifically, which were: a) reducing the total number of committees, b) ensuring pre-set criteria is met before a new committee is established and, c) ensuring committees continually evolve to align with the City of Mississauga’s changing priorities.
- February 11, 2013 – discussion regarding Adjudication Committees and the potential for a new Committee-of-the-Whole regarding transportation and transit issues.

BENCHMARKING:

Eleven municipalities were benchmarked regarding their governance and committee structures, which included: Vancouver, Edmonton, Calgary, Regina, Winnipeg, London, Kitchener, Hamilton, Brampton, Ottawa and Halifax.

All of those cities described the importance of their committee structure in a similar way as Mississauga does. That the structure must be: modern, adaptive and effective; focussed on the strategic direction of the municipality; respectful, inclusive and open to a variety of ideas; governed in an accountable fashion with well-defined roles and solid rules of procedure.

An important finding was the comparison of numbers of committees between the municipalities. With 23 committees, Mississauga is clearly the city with the highest number of combined Committees-of-the-Whole, Standing Committees, Adjudication and Advisory Committees as compared to the other cities (with 17.5 average number of committees).

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Further, in looking at the types of committees these cities had, the following was observed:

- All cities had:
 - Council
 - Planning/Development
 - Budget/Finance
 - Audit
 - Accessibility
 - Environment
- Most (75%) of cities had:
 - Executive/Administration/General
 - Transportation/Public Works/Infrastructure
 - Heritage
- Half (50%) of cities had:
 - Cycling/Active Transportation
 - Urban Design
 - Arts/Culture
 - Economic Development/Business
- Some (30%) of cities had:
 - Youth
 - Seniors/Older Adults
 - Community/Neighbourhood/Downtown/Natural Feature
 - Utilities/Telecommunications
 - Intergovernmental Affairs
 - Taxi
 - Diversity/Alliances

The City of Mississauga has a few committees not found in any of the benchmarked cities which are Museums and Towing. Also, the high number of committees that Mississauga has dedicated to 'road movement' is unusual – Mississauga has five such Committees (Towing, Public Vehicle, Cycling, Road Safety, Traffic Safety).

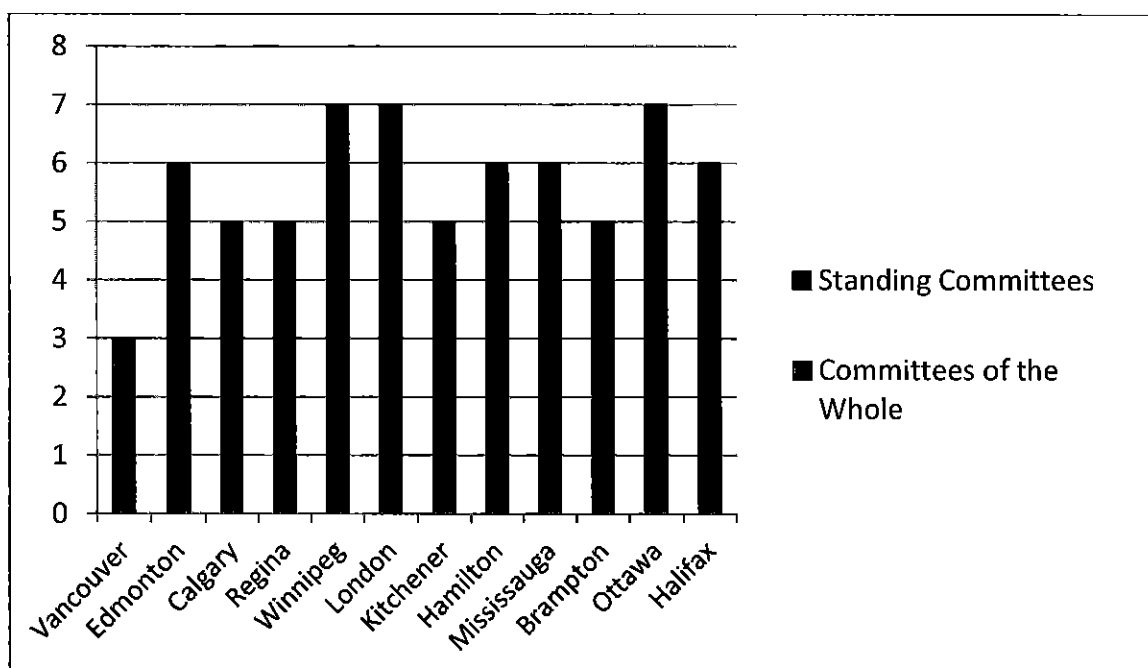
As mentioned previously, the City of Mississauga favours the Committee-of-a-Whole structure, as does Vancouver, Brampton and Kitchener among the cities benchmarked. The following is a description of the similarities and differences between the Committees-of-a-Whole and major Standing Committees among those cities. A Committee-of-the-Whole is simply a committee with all

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

elected Council Members as members and no others. Standing Committees include only Council Members but does not have the entire Council as members.

Mississauga has four Committees-of-the-Whole (Council, General Committee, Planning & Development Committee and Budget Committee) and two policy Standing Committees¹ (Governance Committee and Audit Committee). As shown in the chart below, the line for Mississauga is therefore shown as having six committees in total. In comparison with the other cities, Mississauga has one of the highest total number of Committees-of-the-Whole, but when examining the total combined number of committees, our municipality is just above the average.

CHART 1: Number of Committees-of-the-Whole & Standing Committees



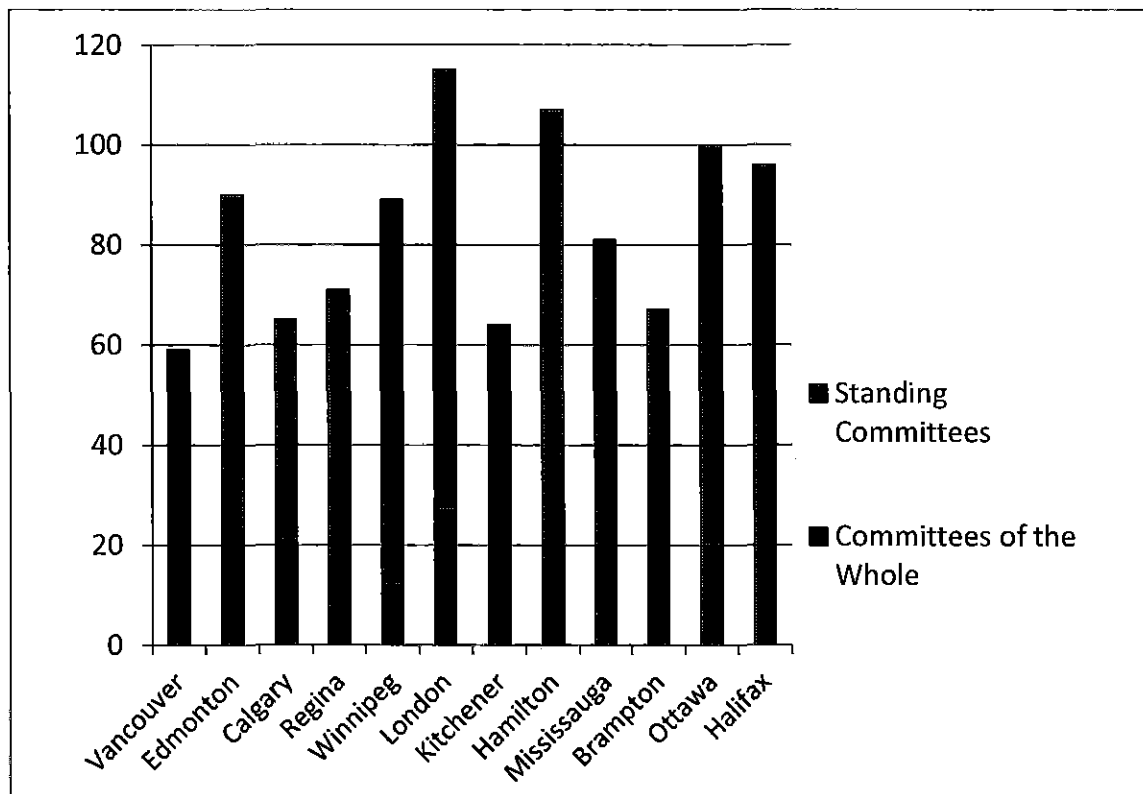
What is interesting is that four (33%) of these large cities operate with only one Committee-of-the-Whole, which is Council. For these four municipalities, a number of Standing Committees with a portion of the Council Members (usually a half or one-third of the total Council), meet and debate on a wide range of policy issues, and determine recommendations that ultimately Council will approve. This illustrates that large cities can operate under any number of different committee and governance structures and provide solid decision-making for their citizens.

¹ Mississauga has a Citizen Appointments Committee which is a Standing Committee – it is not considered a policy committee and is discussed later in the document

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Another important aspect is the total number of meetings that Council Members are present at to make their own particular governance structure viable. Chart 2 below tallies up the number of annual meetings found on each of their 2013 committee's calendars. It is clear that the total number of separate committees (chart above) in no way dictates the number of actual meetings per year.

CHART 2: Number of Committee Meetings (2013 Calendar)



For Mississauga, Council Members and the corporation's Leadership Team have emphatically indicated their support for the Committee-of-the-Whole governance structure.

SURVEY:

An on-line survey was created to elicit responses from Council Members, Citizen Members and staff throughout the corporation that are directly involved in the support and functioning of the Committees of Council. The survey was originally created for Council Members to provide direction as to the scope of work for the City Committees of Council Structure Review. Afterward,

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

the survey was redesigned for both staff and again for Citizen Members. Many questions remained the same throughout all the surveys but additional questions were also added. The surveys cannot be considered statistically significant but they do provide insight and suggestions on what works and what areas need revamping or streamlining.

General ideas from the survey results suggest:

- overall, the City of Mississauga has a good Committee of Council structure with solid practices and mandates that further the City's strategic priorities
- the Committees-of-the-Whole are running satisfactorily although there is concern expressed that the Budget Committee lacks meetings and should include more avenues for public input
- that some duplication occurs between committees
- that committees are an important way for the community to engage with Council in decision-making
- that there needs to be some stream-lining of administration practices

ADVISORY COMMITTEES:

Within the 23 Committees of Council, there are ten Committees that meet on a regular basis and include citizens within the Committee membership. These ten Committees include (alphabetical order):

- Accessibility Advisory Committee
- Environmental Advisory Committee
- Heritage Advisory Committee
- Mississauga Celebration Square Events Committee
- Mississauga Cycling Advisory Committee
- Museums of Mississauga Advisory Committee
- Public Vehicle Advisory Committee
- Road Safety Mississauga Advisory Committee
- Towing Industry Advisory Committee
- Traffic Safety Council

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Advisory Committee Evaluation Methodology: As suggested by the survey responses, there is an overall general agreement that the City's Advisory Committees work well – good discussion which allows for solid decision-making and policy development. Also Advisory Committees help promote events and activities associated with the Strategic Plan, the City's various master plans, and other issues of importance. Evidence through this Review indicate that the corporation has a high number of Advisory Committees and some efficiencies and streamlining are possible.

Determining the 'importance' or 'worth' of an Advisory Committee requires an analysis of a Committee's activities in moving the City of Mississauga forward on its stated strategic goals. The methodology used to analyze this was to systematically review all activities of these ten Advisory Committees as described in the minutes for each. This was completed for meetings that occurred in the years 2011 and 2012.

The number of items per each meeting's Minutes were recorded (presentations, matters to be considered and other business) as were all of the recommendations (i.e. referrals to staff, approvals, accepted for information, etc.). Further, the decisions and recommendations were looked at as to whether they dealt with the administrative of the committee, policy issues, promotion, advocacy, awareness, etc. The following are examples of the types of work that were catalogued under these headings:

- administration: minutes received, member resignations, naming Chairs/Vice-Chairs, resourcing, work plans, payments, receipt of non-essential emails and documents, etc.
- policy / focussed discussion: legislation, policies, guidelines, forum for discussion on topics within terms of references
- advocacy: partnerships, helping other groups, working together to change attitudes / actions / rules
- promotion / awareness: emerging trends, public engagement, getting the word out, campaigns, events

Through this methodology over 100 separate meetings for these ten Advisory Committees were analyzed, which described over 1000 items; the findings revealed:

- Work (all items described per the combined Advisory Committees' Minutes):
 - approximately 53% of all items are focussed on the core mandates of the Advisory Committees (47% on administrative / informational)

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

- Recommendations (all official recommendations per the ten Advisory Committees' Minutes):
 - approximately 57% of the total items created a specific recommendation
 - 36% of these recommendations are administrative
 - 64% of these recommendations are 'focussed' (policy, promotion, emerging issues, advocacy, etc.)

These numbers suggest that there is more that can be done to ensure the Advisory Committees focus on more than administrative type conversations.

Specific Findings for Advisory Committees: The following outlines key points that the research to date has revealed:

- Accessibility Advisory Committee (AAC): There is a statutory requirement that must be met and as the AODA legislation continues to evolve it is important this committee exists. It is well resourced with a specific staff person (Accessibility Coordinator) in place. Meetings are four times per year. (No changes to this committee are proposed.)
- Environmental Advisory Committee (EAC): A relatively new committee created in 2006, a few years prior to the adoption of the Living Green Master Plan (LGMP) and creation of the Office of Environment (both 2012). There is a long list of issues, so priority setting is underway at this time. One of the LGMP's key priorities is outreach to the community to bring environmental issues, tactics, information and support to the external community. Even though this committee is well resourced staff wise, due to the community outreach over the next many years it is important to have a strong citizen membership on this committee. (No changes to this committee are proposed.)
- Heritage Advisory Committee (HAC): The *Ontario Heritage Act* provides for Council to establish, under by-law, a municipal heritage committee and the requirement to consult with the committee on matters related to heritage designated property. While not a direct statutory requirement (such as the Accessibility Committee is formed), the City of Mississauga chooses to form a Heritage Committee because it is a strategic priority and because there are deep and complex discussions at the HAC which help advance decision-making at General Committee. (No changes to this committee are proposed.)

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

- Mississauga Cycling Advisory Committee (MCAC): This committee was created in 1993 when cycling or trail network were not on the forefront of municipal issues. It was and remains very much a citizen driven committee and continues to assist in setting network priorities, trail locations and providing cyclist expertise. Two major changes in the past

few years have been the approval of the Cycling Master Plan and the creation of the Cycling Office, in 2010. Therefore the corporation is now very much more resourced, with approved cycling priorities. However it has been suggested that sometimes the committee and staff are at odds with these approved priorities and staff sometimes are defending these, rather than working hand-in-hand. In the past two years the Minutes reveal a great amount of energy and discussion on the 'Tour de Mississauga' event, which has been a successful community event to promote cycling. The Tour continues to grow in popularity and staff resources to support the event are stretched.

In benchmarked cities, a trend has occurred in the past few years to redefine 'cycling' committees to 'active transportation' committees. Active transportation is described as all forms of 'human power' to get to a destination (walking, cycling, in-line skates, wheelchairs, etc.). The idea of providing mobility choices is in the Strategic Plan (Connect Pillar) and the newly approved Official Plan, which outlines a 'policy shift from automobiles towards transit, cycling and walking as desirable transportation choices' (OP – Executive Summary). At the January 14th Governance Committee meeting, the question was raised as to whether it was time to redefine MCAC as an Active Transportation Committee. In discussions with staff, work already is channeled in this direction as there is always consideration for the pedestrian in the safe planning for a cycling network and that an analysis is required to analyze resources required for the potential of MCAC evolving to this new mandate (membership, city resources, objectives, etc.).

Two changes to MCAC are proposed:

- a business model needs to be developed to determine if the 'Tour de Mississauga' should be a community-run event or a city-run event.
- an analysis is required to determine if the MCAC committee can support aspects of 'Active Transportation' into its mandate.

RATIONALE:

- ☑ Effective use of City Resources: 'Tour de Mississauga' event is successful and growing and it is important to understand the future staff and city resource implications for future years.
- ☑ Alignment with Strategic Plan and Official Plan: Active Transportation concepts are found in all of the City's key strategic documents and having an Advisory Committee with this mandate could be an important entity within the committee structure.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

- Traffic Safety Council (TSC): The TSC is over a half century old and almost exclusively deals with traffic issues surrounding schools. It is a large committee with many citizen members and stakeholder groups attending; there have been attrition issues with citizen members retiring and stakeholder groups lacking attendance. It has the highest number of items per agenda and recommendations made at each meeting. The meetings are very organized and rigorous in the work they perform.

While the corporation have staff that can perform this work, staff indicate they appreciate the citizen members working with them as school officials and residents appear to be more approachable with ideas when a citizen is involved in the discussion. However, the mandate appears to have some flexibility as well depending on the expertise and interest of the Citizen Members. For example, the recent resignation of the TSC Chair means that a specific duty only he performed (site plan comments at school sites) is now unfilled. Concern has also been raised regarding the work that is performed wholly on school board property (Dismissal reports and Kiss and Ride reports). As a City of Mississauga committee the focus should remain on those traffic safety concerns relating to the interface between the street and surrounds with the school zone.

Four changes to TSC are proposed:

- transfer the responsibility for the site plan comments regarding school zones to the Planning staff
- discontinue working on items wholly occurring on school board property
- have the Engineering and Works division be responsible for inspection(s) scheduling and creating the inspection reports from the field data collected which the Legislative Coordinators complete at this time
- continue to analyze opportunities for TSC work to be handled by City staff

RATIONALE:

- ☒ Effective use of City Resources: Site Plan Comments - a single TSC member (Chair Dave Brown) handles the site plan comments function because of his specific expertise; his resignation will mean either finding a replacement with this planning qualification or transfer this function to Planning staff who have the expertise and are set up to provide this function. The outgoing Chair has indicated he will provide guidance to Planning staff (and training session if needed).
- ☒ Jurisdictional: School Board property – the TSC should focus on the interface zones between the school and adjacent streets.
- ☒ Efficient use of City Resources: Transfer to Engineering and Works – for many years the Clerk's Office staff have handled inspection scheduling requests, etc. which is outside the typical role of the Legislative Coordinator. Also, site inspections are a common practice in the Works division.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

- ☒ **Effective use of City Resources:** there may be other opportunities to move some of the work of the TSC to staff, especially when future resignations occur of Citizen Members with specific expertise that may be difficult to replicate.
- **Museums of Mississauga Advisory Committee (MOMAC):** This committee has evolved many times over the years and having a stand-alone Advisory Committee specifically for museums is an unusual occurrence compared to other cities. Suggestions were advanced through the survey responses that MOMAC issues could be dealt with by the Heritage Advisory Committee but in fact HAC's mandate does not easily extend to meet the MOMAC endeavours. In the past few years the corporation has created and fully resourced a Culture Division which ties together heritage and museum work. The work that consumes most of the discussion is the need for a Collections Facility, which in the 2013 approved budget discussions it was approved to remain as an unfunded item (the Culture Division is working on a business case for a leased facility for the 2014 budget deliberations). There is an established 'Friends of the Museums' organization in Mississauga as well, that seems well connected with MOMAC and has good community outreach and fundraising activities. There is the potential for MOMAC to be retired as a committee or change to a different committee which is not as structured as a Committee of Council.

Public Comment Received: The MOMAC citizen members have met and discussed the evaluation above, as presented at the January 14th Governance Committee meeting. The members of MOMAC presented the Governance Committee with a written and verbal deputation on February 11th, 2013.

Staff Response: The MOMAC citizen members are very clear in their desire to retain the MOMAC committee. Their deputation was thoughtful and well worded; MOMAC indicated they understand the need for clarity of both the MOMAC role and resource considerations. There is no disputing that MOMAC is a key champion of the museums and have provided focus and advice to staff and Council in the decision-making on museum issues. The City has also evolved and the Museums business unit, within the new Culture division, now has much clearer future plans as a direct result of both the Culture Master Plan and the Arts and Culture four year business plan.

If MOMAC were to remain there are two types of possible committee structure: a) to continue as an Advisory Committee of Council or b) as a committee that exists outside of the Committee of Council structure but has a specific group of individuals as members who meet with the Manager, Museums and Traditions within a prescribed schedule and with a specific items to discuss. The difference between the two is that the rules and

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

procedures are lessened and there is more flexibility for the Manager to seek assistance when needed.

Two options for MOMAC are proposed:

- Retire MOMAC at the end of this term of Council
- Realign MOMAC to focus on the artifacts collection and the future city-wide museum – this can be as a Committee of Council or a Community Reference Group²

RATIONALE:

- ☒ **Effective use of City Resources:** Option to retire MOMAC - over the past few years the City of Mississauga has created and resourced the Culture division, with a section specific to Museums and Traditions, which is now much more able to handle multiple museum tasks and approved strategic plans affecting the museums.
 - ☒ **Efficiency of Committee:** Option to reorganize MOMAC – if a decision is made to retain MOMAC, focussing on the artifacts collection and the future museum will help keep the discussion to those two important themes at the Committee or Community Reference Group level.
- Mississauga Celebration Square Events Committee (MCSEC): A new committee formed upon opening of the Mississauga Celebration Square and this committee has dealt with an array of big issues quickly. The MCSEC meets monthly. Also, the City has recently created a staff unit dedicated to the Square which is now functioning, with systems in place and priorities set. There is a question as to how many meetings per year are required or when the work of this Committee becomes business as usual. A case can be made to retire the Mississauga Celebration Square Events Committee because many of the initial objectives of this Committee have been, or are in the process, of being met. Some of the recent discussions have focussed on the more operational aspects of the Square, in the manner more of a ‘management board’, which is likely untenable in the long term.

Two options for MCSEC are proposed:

- Retire MCSEC at the end of this term of Council
- Realign MCSEC to focus on sponsorship and revenue opportunities and strategic policies that affect the Square – this can be as a Committee of Council or a Community Reference Group

² For the purposes of this Review the term ‘Community Reference Group’ is used to describe a committee, organized by city staff with the objective of providing advice on a specific city plan or task, but does not work within the procedural rules prescribed for Advisory Committees of Council.

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CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

RATIONALE:

- ☒ **Effective use of City Resources:** Option to retire MCSEC – with the opening of Celebration Square the City of Mississauga has created and resourced the Culture division, with a section specific to Mississauga Celebration Square. Also the MCSEC has handled a number of initial tasks in a short period of time and staff is now well positioned to handle most issues that arise.
 - ☒ **Efficiency of Committee:** Option to reorganize MCSEC – if a decision is made to retain MCSEC, focussing on the financial sustainability and any major policies affecting the Square will help keep the discussion to those two important themes at the Committee or Community Reference Group level.
- Road Safety Mississauga Advisory Committee (RSM): The committee deals with safety issues city wide such as traffic calming and red-light cameras. On occasion pilot projects are undertaken. A Road Safety Handbook has been produced and various public safety campaigns. Safety issues are a duplication throughout many Committees (along with Safe City Mississauga and CPTED training that exist within the City). The corporation now has a specific staff resource (Integrated Road Safety Coordinator) who deals with all the same work. Also, many rules and guidelines that municipalities use regarding road safety, have been developed over time and there is very few times that anything is disputed. There is the potential for the Road Safety Committee to be retired.

One option for RSM is proposed:

- Retire RSM at the end of this term of Council

RATIONALE:

- ☒ **Effective use of City Resources:** the City now has staff dedicated to road safety issues and the guidelines that the municipality use are now well known and used across like municipalities. Safety issues overlap to other committees, staff training and external organizations.
- Public Vehicle Advisory Committee (PVAC) and Towing Industry Advisory Committee (TIAC): Both of these committees provide a forum for discussion about the towing and taxi industries so this helps relieve the General Committee meetings of these long conversations. In looking at the Minutes of each committee, many reports seem to return back to staff multiple times (more research, verification, etc.) before being forwarded to General Committee. The citizen members on both committees are from their respective industries so there is natural tension between industry Citizen Members and the Enforcement staff, whose duty it is to create and enforce the by-laws within which these industries operate. Looking at the benchmarked municipalities there is no similar towing

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

committee found however, there are two examples of taxi committees in Calgary and in Brampton. Brampton's committee is structured with a much broader membership representing citizens, taxi and limo operators and major businesses that connect with the taxi operations (airport, hotels, etc.).

Two options for both PVAC and TIAC are proposed:

- Retire PVSC and TIAC at the end of this term of Council
- Realign PVAC and TIAC to focus on strategic policy issues and re-establish the Committee(s) membership to be a broad stakeholder group

RATIONALE:

- ☒ **Efficient use of City Resources:** a committee made up solely from one industry, with a mandate to discuss the City's regulations that the industry must operate under, is not optimal as it slows the decision-making process down when issues do not move from committee level to be formally approved by Council. If PVAC and TIAC are not retired it will be important to change the membership to include a larger stakeholder group.

ADJUDICATION COMMITTEES:

Within the Committees of Council structure, there are a number of adjudication committees which include:

- Committee of Revision
- Election Campaign Finances Committee
- Property Standards Committee
- Mississauga Appeal Tribunal
- Advertising Review Panel
- Incidents in City Facilities Appeal Committee

The following outlines the key points regarding each of these committees:

- **Committee of Revision:** a quasi-judicial committee mandated by the *Ontario Municipal Act*, which sets out the local improvement process and the subsequent imposition of charges to the individual tax rolls of affected owners. The Committee of Revision is the body constituted to hear residents' objections and operates according to the *Statutory Powers Procedures Act*. Council delegates this authority to three citizen members. (No changes to this committee are proposed.)

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

- Election Campaign Finances Committee: pursuant to the *Municipal Elections Act, 1996*, the Election Campaign Finances Committee considers applications for election campaign finance compliance audits and makes a determination as to whether the application should be granted or rejected, and undertakes all other responsibilities set out in the Legislation. Council is mandated to have such a committee, which is made up of five citizen members. (No changes to this committee are proposed.)

- Property Standards Committee: is authorized by the *Building Code Act* and operates according to the *Statutory Powers Procedures Act*. The Property Standards Committee hears appeals by registered owners of property who have received a Property Standards Order regarding a component(s) of their property that does not conform to the Property Standards By-law. Council delegates this authority to five citizen members. (No changes to this committee are proposed.)

- Mississauga Appeal Tribunal: required pursuant to the *Ontario Municipal Act*, to hear appeals regarding business licences, tow truck licences, taxicab owner's licences resulting from a recommendation of the Licensing Manager to refuse or revoke such licences. Council is mandated to have such a committee, which is made up of five citizen members. (No changes to this committee are proposed.)

- Incidents in City Facilities Appeal Committee: an individual or group, who has been issued a ban by City staff under the 'Responding to Incidents in City Facilities' policy, may seek a review of the decision through this Committee. This Committee was established in 2010 and the five citizen members of the Mississauga Appeal Tribunal make up the membership of this committee and very limited work has occurred to date. (No changes to this committee are proposed.)

- Advertising Appeal Committee: the purpose of the Advertising Review Panel is to review advertising as requested under the corporation's 'Placing Advertisement with the City' policy. All reviews are conducted in accordance with the approved terms of reference. The panel is made up of five Council Members and very limited work has occurred to date. (No changes to this committee are proposed.)

NOTE: The six committees described above do not bring their decisions through City Council for final approval as their decisions are final and binding.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

COMMITTEES-OF-THE-WHOLE & STANDING COMMITTEES:

The City of Mississauga has a total of six Committees-of-the-Whole (4) and Standing Committees (2) which together are the key public policy and decision-making committees of the municipality, and includes:

Committees-of-the-Whole:

- Council
- General Committee
- Planning and Development Committee
- Budget Committee

Standing Committees:

- Audit Committee
- Governance Committee

(Note: The Citizen Appointments Committee is also a Standing Committee however, for the purpose of this report, it is not considered a major policy committee. Please refer to the section on Membership for a discussion on the Citizen Appointments Committee)

Committees-of-the-Whole: Council, General Committee (GC), Planning & Development Committee (PDC):

Creating a Council of elected municipal officials, as a Committee-of-the-Whole, is legislated by the *Municipal Act, 2001*, and therefore no changes to Council are proposed.

In their survey responses, Mississauga's Council Members indicated a desire to keep the Committees-of-the-Whole structure and this was verified in discussion with the Governance Committee. The Leadership Team of the City of Mississauga has also indicated a strong desire to keep the Committees-of-the-Whole structure.

With a Council of only twelve elected officials, Committees-of-the-Whole are quite workable. Of the benchmarked cities, about one-third (Vancouver, Kitchener, Brampton) also favour Committees-of-the-Whole in their governance structures, whereas two-thirds of Canada's larger municipalities favour Standing Committees for their major public policy committees (refer to Chart #1 in the Benchmarking section).

The last time the structure of these committees were realigned was in 1992-1993 when a committee dealing with general items and a committee dealing with planning matters (that require statutory public meetings) were set in place. After a six month trial, these were confirmed as the 'General Committee' (GC) and the 'Planning and Development Committee' (PDC). The advantages of

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

keeping these committees as Committees-of-the-Whole, as outlined in the 1993 corporate report, remain true today:

- when all Council Members are present they are fully conversant on the issues, with increased opportunity for equal input
- it frees up time and requires fewer agendas, minutes and reports
- it is fairly simple to determine which committee an item should go to

At this time, all three of these Committees operate on a two-week cycle through the calendar year bringing the total number to 19-20 (60 total) meetings annually for each of Council, GC and PDC. Compared to the other large municipalities in Canada, this is an average number although Mississauga has a longer summer break than most cities. Of note, over the past term of Council, the need for PDC meetings has slightly lessened and now PDC meetings are only scheduled in the evenings, rather than both the afternoon and the evenings as before. More information on meeting times and Chairing meetings is found in the 'Committee Membership' section later in the document.

There appears to be no indication that there is a need for any change in the structure of these three Committees. (Please note that General Committee is further discussed in the 'Transportation and Transit Committee' and the 'Potential Changes to the Committee Calendar' sections later in this report)

Committee-of-the-Whole: Budget Committee

Budget Committee, while a Committee-of-the-Whole, is structured much differently in its processes and procedures compared to the three others described above. The mandate of the Budget Committee is to deliberate on the future year's Business Plan and Budget for both the capital and current budgets.

The approved 2013 Business Plan and Budget outlines the annual budget process as follows:

The proposed 2013 Budget is the result of an extensive process undertaken by staff. Throughout the spring Service Areas prepared their 2013-2016 Business Plans. These plans were reviewed, revised and approved by the Leadership Team. The Budget provides the resources to implement the first year of the Business Plan. Service Areas prepared their operating and capital budgets through June to mid-August. Budget submissions were reviewed by the Leadership Team through September and October and the proposed budget was finalized for Council review. The process for Council review of the budget is set out below. All Budget Committee meetings are open to the Public and will be broadcast by Rogers TV.

- Distribution of the Budget Document – November 19, 2012
- Presentation of Budget Overview – November 26, 2012 Budget Committee

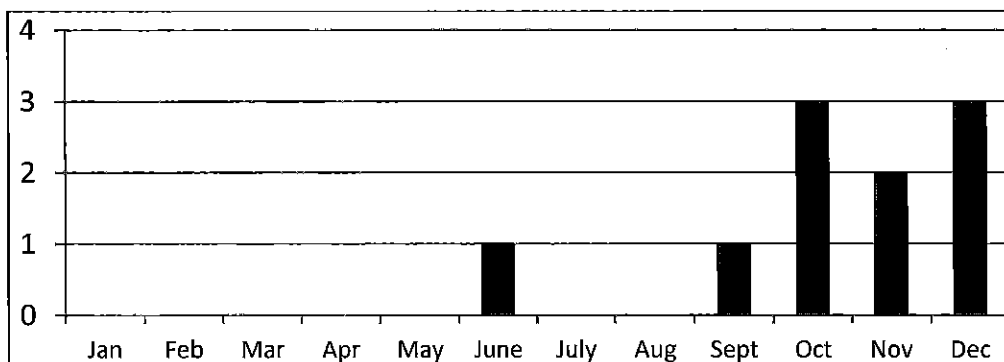
CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

- Service Area Budget Presentations – November 26 and 27, 2012
- City Public Open House – November 27, 2012
- Budget Committee Deliberations – December 3, 4 & 5, 2012
- Council Approval – December 12, 2012

(2013-2016 Business Plan and Budget pgs. C5-C6)

Clearly the discussions required to approve the next year's budget, which begin generally and become increasingly specific as the final budget decisions are made, are on a calendar cycle much different to the reports and presentations that occur at either GC or PDC meetings. Mississauga has a single spring (June) Budget Committee meeting and in the fall the detailed discussions get underway for approval of the budget before the new fiscal year begins. Chart #3 helps illustrate this point.

CHART 3: Mississauga: No. of Budget Meetings on 2013 Committee Calendar



Looking at how Budget meetings are handled in other large cities we find generally the same progression of meetings. In all cases, the budget discussion cycles are lean in the spring / summer months and heavy in the fall / early winter months. It should be noted that some municipalities (Mississauga included) approve their budget before the fiscal year starts (those cities that schedule their budget meetings during the Oct.-Dec. months); some municipalities chose to approve their budget well into the fiscal year (those cities that schedule their budget meetings during January – March).

One aspect that sets the City of Mississauga apart from the other benchmarked municipalities is having a stand-alone Budget Committee only focussed on the approval of the future year's business plan and budget (both operating and capital). A similar committee cannot be found in any of the other large municipalities looked at. All other cities attach budget discussions into another committee, usually a 'finance' or 'executive' type committee and, on occasion, directly attached to

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

'Council' meetings. On their annual Committees Calendar, 'budget' meetings are still specifically noted (ie. Executive Committee – Budget) when all (or a majority) of the committee meeting are intended for budget discussions. While all meetings are open to the public some 'Special Budget' meetings can be found on some of the cities official calendars for meetings or workshops specifically organized to engage the public in the budget deliberations. For example, Mississauga organized for seven evening Budget Town Hall meetings in 2011.

Whether a municipality has a stand-alone Budget Committee or one combined with another Committee of Council is not really important if, in the end, the annual budget gets approved within a well-organized and understood process. The main advantage of a stand-alone Budget Committee is that it is absolutely clear what the committee's mandate is and the agendas/presentations/minutes, etc. are focussed and distinct from other matters. The main disadvantage is that for a number of months in the first half of the year there are no Budget Committee meetings on the calendar. Also, Mississauga tends to schedule the Budget Committee meetings just after General Committee adjourns, which is difficult for members of the public scheduled to give a deputation at Budget Committee because there is no exact meeting start time.

How each municipality organizes who chairs their Budget Committee is varied as well:

- Mayor (Mississauga's system and found in a number of other municipalities)
- Appointed Chair of the committee that handles budget discussions, appointed for all or a portion of a term of Council (typical for cities with lots of Standing Committees)
- Budget Chair appointed annually (found infrequently)

What is not found is a rotating chairperson; this is understandable as there is a need to have only one Council Member guide the budget discussions through its annual process to final approval. Otherwise, the process would become disjointed as new voices take control of the conversation through many months.

Another aspect is the time of day the budget meetings are held. Almost all large cities appear to have discussions through the day rather than evening, which relates to the time of day the committee that holds the budget function is held. On occasion there might be 'Special Budget' meeting (as discussed above) in the evening as well.

Budget Committee, relating to the annual scheduled meetings, the time of day the meetings are held and the Chairing of this Committee are typical among other large cities and therefore no changes are proposed.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Standing Committee: Audit Committee The Audit Committee includes the Mayor and four Councillors that are appointed for the term of Council and meet four times per year. The Director of Internal Audit reports functionally to the Audit Committee and reports administratively to the City Manager. Internal Audit's stated mission is '*...to assist the City in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.*'

Independent and objective assessments are critical in the functions performed by the Internal Audit division. The division is also guided by standards of professional practice as laid out by their professional association, and internal guidelines including the Internal Audit Charter and the Internal Audit Process Policy (#03-04-01).

The only suggestion made throughout this review regarding the Audit Committee was whether it could be combined with our Budget Committee. In looking at other cities there are a number of examples where Audit is found within a larger Standing Committee such as finance, administration or executive type committee. Half (6) of the cities benchmarked have a stand-alone committee and five have a combined committee. Also, it appears half have Audit Committees of just Council Members and half include one or two citizens as members of their Audit Committees, all requiring chartered accountant designation.

It appears through comments in the survey regarding the Budget Committee that the regularity of meetings throughout the year is of issue, more than the combining of two committees for efficiency or because of similar functions. In the discussion about Budget Committee (above) this issue is reviewed.

Because of the lack of any described issues with the existing structure of the Audit Committee no changes are proposed.

Standing Committee: Governance Committee The Governance Committee is the newest Committee of Council which began at the end of 2011. Five Councillors are members and the Chair is appointed for the term of Council. Issues that arose which prompted the Governance Committee to be created were in regard to elections, the recent inquiry, code of conduct and general governance issues (such as this Review). There are no changes proposed for this committee however over time, after the initial list of issues have been dealt with, it will be important to determine if monthly meetings are necessary or if quarterly or bi-monthly meetings will suffice.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

COMMITTEE MEMBERSHIP AND CHAIRPERSON:

In looking at the general membership, including the Chairperson position, across the eleven other large municipalities, a number of similarities are found. Generally, for Advisory type committees, with Citizen Members as the majority of the committee members, there are almost always one or two Council Members as full members. Some cities have rules that give an exact number (Ottawa allows 1 Councillor as a non-voting member on each Advisory Committee) and for some there is flexibility such as Mississauga (typically 2 Council Members, but ranges from 1 (MCAC) to 4 (MCSEC)). Universally across all cities, the Mayor is an *ex-officio* of all committees of which they are not formal members. For most cities there appears to be no limits on the number, or length of time, an individual Council Member can sit on a specific committee. Likewise, no limits are found for the number of continuous terms of Council that an appointed Chair can remain in that position.

Regarding the Deputy Mayor position, Mississauga is similar to almost all municipalities in that the 'Deputy' or 'Acting' Mayor rotates among all Council members. There are a few exceptions – for example the City of Winnipeg (which is a Charter City) appoints a Deputy Mayor for the full term of Council. In fact they also appoint an Acting Deputy Mayor for the same length of time. In this instance the Deputy Mayor gets paid more than the Council Members. Regarding the duties of a Deputy or Acting Mayor, the procedure by-laws of the benchmarked cities generally state, as Mississauga's does, that they will perform the duties and functions of the Mayor when the Mayor is absent or unable, but gives no details on the exact list of duties and functions.

Standing Committee: Citizen Appointments Committee The 'Citizen Appointments Committee' is a Standing Committee of Council made up of five Council Members. The Chair and members are appointed for the full Term of Council. This committee is responsible for handling the process by which Citizen Members are appointed to the Advisory Committees (and other boards, etc.). This is a fairly new committee in the City's committee structure and was formed to ensure the selections of Citizen Members followed a prescribed process and that the appointments took into account the total citizen requirements for the Advisory and Adjudication Committees all together.

The most pressing work of this Committee comes at the start of the Term of Council when the membership on all committees is reviewed and appointments made. Considering that there are a total of approximately 130 Citizen Members on the Advisory and Adjudication Committees, this makes for an enormous task. The Clerk's Office assists with the notices and applications from individuals who have applied for positions. The Citizen Appointments Committee members work diligently to organize, interview, and make final recommendations for approval. Meetings for this Committee are significant as the new Term of Council begins, and they meet on an 'as required' basis through the rest of the Term of Council.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

In looking at other municipalities, an 'Appointment' committee (also called a Nominating Committee or Striking Committee) is a common committee although there are differences found in the make-up of the membership. Most committees are Councillors only; a few cities include one or two citizens (or staff) on the committee (example: Kitchener). One city has a Striking Committee of citizen's only; the City of London has a committee of eight citizens made up of five representatives from set organizations (Urban League of London, London Chamber of Commerce, etc.), a retired Council Member and 2 citizens at large. Regardless of the membership, and the process, these committees exist in almost all the benchmarked municipalities.

Beside the issue of workload, there are occasions that there is difficulty finding a citizen with the correct expertise or qualifications required on an Advisory Committee (ie. chartered accountant, lawyer). Mississauga's 'Citizen Appointments to Committees, Boards and Authorities' policy (#02-01-01) describes citizen eligibility as a Canadian citizen, Mississauga resident, clean criminal record and a non-employee of either the City or the Region of Peel. If the eligibility could be extended to include individuals who are business owners within Mississauga it might help grow the number of candidates for various Citizen Member positions.

Two changes regarding the 'Citizen Appointments Committee' are proposed:

- the membership of the 'Citizen Appointments Committee' be restructured to include all Members of Council.
- the policy entitled, 'Citizen Appointments to Committees, Boards and Authorities' (#02-01-01) be changed to also include citizens who own businesses in Mississauga.

RATIONALE:

- ☑ Efficiency in handling workload: expanding the Citizen Appointments Committee to include all Council members will make the task of appointing citizens to various Committees of Council less onerous, by spreading the workload across all members of Council.
- ☑ Effectiveness of City policy: on occasion the eligibility requirements cannot be met when the city seeks a very specific expertise of a Citizen Member and allowing individuals who own businesses in within Mississauga may help enlarge the pool of possible candidates.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

TRANSPORTATION & TRANSIT COMMITTEE:

At the on-set of this review, the question of the need for a Transportation & Transit Committee was raised. Accordingly, this review's on-line survey asked for participant's opinion of the following statement, "*The creation of a 'Transit and/or Transportation Committee', would be desirable.*" The chart below shows the results.

OPINION	Council Member	Staff	Citizen Member
Strongly agree	5	8	22
Agree	2	32	24
Neutral, Neither Agree nor Disagree	1	14	12
Disagree	0	8	3
Strongly disagree	0	1	1
N/A, Not enough information	1	5	3

Within the comment space for this specific question there were numerous and varied comments of what this committee might, or might not, have a mandate for, especially in light of the five existing committees associated with movement on our rights-of-ways (Advisory Committees for road safety, cycling, traffic safety, public vehicles (taxi) and the towing industry). Many comments also described transportation and transit issues as key priorities of the City of Mississauga, indicating it was time to focus that discussion.

While discussions occur at these five Advisory Committees (mentioned above), for the most part, high level, strategic discussions for transportation and transit issues are tabled at General Committee. To understand the volume of agenda items that relate to transportation and transit issues tabled at GC, the total agendas in 2012 were reviewed. In total, there were 237 agenda items (not including in-camera and Advisory Committee reports), and of these 119 (50%) were related to transportation and transit. The breakdown of types of items within this 50% include:

- Deputations - 2.5%
- Large construction projects – 7%
- Cycling / Auto share – 1%
- Transit – 2.5%
- Typical reports – 37% (noise, parking, 4-way stops, road closures, assumption of municipal services, lane closures, driveways, etc.)

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

In looking at the eleven benchmarked cities for similar Transportation and Transit Committees, a number of variations of committees are found. Four of these cities have stand-alone Transportation and Transit Committees (note: if a municipality operates their transit business through a separate commission, most often the Transit committees are separate entities). These four examples are Standing Committees, not Committees-of-the-Whole, because those cities entire governance structure is set up with Standing Committees as the norm. The City of Edmonton's 'Transportation Committee' is an example of a committee focussed on every aspect of transportation including small and large items associated with the fleet, road network, strategic planning, customer issues, traffic flow, regional area networks are listed. Also, Edmonton has a separate 'Edmonton Transit System Advisory Board' reporting to the Transportation Committee.

As well, five of the eleven cities have a combination of two Standing Committees to cover off all of the items associated with transportation and transit issues. For example, a 'public works' committee might exist, but for safety and active transportation issues, these would go to a 'community and protection' committee for discussion.

For the City of Mississauga, if there is a desire to institute a new committee with a strategic focus on transportation and transit, it would be difficult to do this at the Advisory Committee level. Council has been clear in their desire to maintain the Committee-of-the-Whole structure and therefore the challenge will be to find a way to work this new committee into the annual calendar without creating more workload for City Council, staff or citizens.

Potential Changes In The Committee Calendar: At this time, the City of Mississauga operates on a two-week cycle of Council throughout the year, allowing for statutory holidays, summer break and the Christmas holiday shut-down period. Typically the Planning and Development Committee (PDC) and the General Committee occur the week prior to Council meetings. This two week cycle means these committees are held 19 times in a year. Benchmarking the other cities (refer to chart 2), Mississauga's number of meetings is very average.

Working a new Committee-of-the-Whole into the annual calendar can be achieved if Council were to move from a two week cycle to a three week cycle. Week one would be PDC and the new Transportation/Transit Committee; week two would be General Committee; week three would be Council.

A typical 3-week cycle would look like this (example only):

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	PDC		Trans. & Transit		
Week 2			General Committee		
Week 3			Council		

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

If this three week cycle is acceptable, the total number of meetings would be as follows:

Meeting	Existing	Proposed
Council	19	13
General Comm.	20	13
PDC	19	13*
Trans. & Transit	-	13
TOTAL	58	52

*PDC meetings can be scheduled on a 3-week cycle with the agreement that special meetings can be called if such events as an OMB Hearing, etc. require additional discussion at PDC.

Therefore, if there is approval for a newly created Transportation and Transit Committee to be a Committee-of-the-Whole, it would not increase the number of meetings the Council Members attend and it has the extra benefit of likely lessening the number of 'additional agendas' as staff would often have an additional week to respond to questions of Council Members. If the three week cycle causes a major slowdown in decision-making on an important issue, the option is always available to take the item directly to General Committee, or even Council if there is no other option.

One change regarding the Committee-of-the-Whole structure is proposed:

- a new Committee-of-the-Whole specifically related to transportation and transit issues be formed and in doing so allow the Committee Calendar to change to a three-week cycle to accommodate this new committee.

RATIONALE:

☒ Alignment with the Strategic Plan: transportation and transit are two of the highest priorities of the City and constitutes a wide range of discussion items that at this time are tabled at General Committee. A committee specific set out to focus on these issues (small and large) will allow time for deeper discussions.

☒ Effectiveness of GC: At this time General Committee handles all items other than specific planning items at PDC. Transportation and Works items take up half of the GC agenda which leaves little time for substantive discussion on major issues.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Governance Committee Comments (Feb. 11, 2013): At the Governance Committee in February, while discussing the material presented above on a potential new Transportation and Transit Committee, there were two questions asked:

- a) Could 'infrastructure' also be added to a new Transportation & Transit Committee-of-the-Whole?
- b) Should a 'Transit Advisory Committee' also be created to provide for more public engagement?

Response:

- a) Infrastructure Renewal: In looking at the benchmarked municipalities, infrastructure items tend to be discussed at the committee most closely linked to the type of infrastructure it is: public transit infrastructure within a transit or roads committee; community centres within a community services or neighbourhood committee. The City of Winnipeg comes closest to aligning infrastructure with transportation/transit in their 'Infrastructure Renewal & Public Works Standing Policy Committee'. For example, items relating to streets, transit, utilities, waterworks, waste, airports, parking, quarries, transit shelters are handled by this committee; items such as assets in the downtown area, community centres, libraries and parkland are handled by other committees.

The City of Kitchener has a 'Community and Infrastructure Services Committee' which considers issues affecting programs and services for roads, recreation, parks and community centres; however they also have a 'Planning and Strategic Initiatives Committee' dealing with all planning and engineering matters and major strategic initiatives related to city growth. Clearly infrastructure for a large Canadian municipality is such a huge catch-all that every aspect of building, operating, maintaining and renewing infrastructure is very difficult to pull into a single committee's mandate.

For the City of Mississauga, all community neighbourhood infrastructure (libraries, museums, community centres, fire halls, heritage buildings, pools, etc.) are the domain of the Community Services Department, and all the assets associated with roads and transit are the domain of the Transportation and Works Department. The Corporate Services Department (Facilities and Property Management division) plays a key role in the municipality's infrastructure for the maintenance and construction of facilities. All matters on infrastructure that require Council's attention are considered at General Committee. If all these matters were to move to the proposed 'Transportation and Transit Committee' it would not only load that new committee's agenda but it would also take away from the core reason to create the new committee in the first place, which is to have a forum for more directed and strategic conversations regarding public transit and the road network. It is

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

intended that all discussions regarding strategic transit and transportation infrastructure projects would be tabled at this new Committee.

Infrastructure issues are also very prominent in inter-governmental discussions at this time. The approved 2013-2016 Business Plan and Budget, names 'maintaining our infrastructure' as one of the four strategic priorities of the Plan, and the City is '*... committed to providing quality services and infrastructure while continuing to build our City for the future in a fiscally responsible manner. ... The cost to provide our services and maintain our aging infrastructure is increasing at a faster rate than our revenues. Access to new revenue sources is limited which puts more pressure on property taxes.*' (pg. B-5). The financial aspects of infrastructure are many and these matters are considered either at GC or Budget Committee.

For the reasons cited above staff recommend that infrastructure items, except strategic transit and transportation infrastructure projects not be combined with the proposed Transportation and Transit Committee.

- b) Transit Advisory Committee for more public engagement: On Nov. 29, 2006, Council considered a report entitled, 'Committees of Council Update' in which two new Committees of Council were outlined. One was the Environmental Advisory Committee (which staff recommended and was subsequently approved) and the other was a Transit Advisory Committee (which staff did not recommend and was not approved). Regarding public engagement, the 2006 report stated, '*With regard to citizen engagement on a potential transit committee, while it would be straightforward to engage a representative or representatives from the ridership community, it would not be so straightforward to engage the non-ridership community.*' (pg. 5) That issue still remains.

Examining benchmarked municipalities, we find few examples of a Transit Advisory Committee in cities that also have Standing Committees specific to Transit. Geoff Marinoff, Director of Transit, has provided a well-documented memo and benchmarking chart regarding Transit Advisory Committees (please refer to Appendix 3). Mr. Marinoff's summary reads:

Mississauga Transit is a front facing service with a mandate to deliver cost effective, safe, reliable transportation for the City of Mississauga. The business is capital intensive and complex due to the operating environment, regulation, increasing technical content and the involvement of organized labour.

The addition of a Transit Advisory Committee of lay-persons has the potential to add further complexity to the current governance structure. In the case of transit, the items most requested or commented on relate to fares and service levels which have direct budget impact or employee performance which is protected by privacy legislation. Consequently, the degree of

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

influence an advisory committee could have is low. Perhaps for this reason, less than half of the 14 largest and neighbouring systems have an advisory committee. Rather, municipalities have elected to either establish specific Committees of Council or report through a General Committee or some similar Committee of Council.

A more recent trend is the establishment of customer service committee/panels as a forum to raise customer issues and collect citizen input.

For the reasons cited above and in Appendix 3, staff recommend that a Transit Advisory Committee not be created if the proposed Transportation and Transit Committee Committee-of-the-Whole were to be approved. The Transportation and Works Department will have an opportunity to create more avenues for public engagement within this new committee which may satisfy Council, staff and citizens alike.

CRITERIA TO FORM A NEW ADVISORY COMMITTEE:

The Advisory Committees, within the City of Mississauga governance structure, have unique histories on how and why they came to be. The oldest Advisory Committee, the Traffic Safety Council, dates to before the City of Mississauga was incorporated, and one of the newest Committees, the Mississauga Celebration Square Events Committee, was created upon the opening of the new Square in 2010. While the Terms of Reference for all Advisory Committees are specific and unique to each, overlaps and duplication of effort can also be found. Also, overtime the City of Mississauga approved new strategic plans and created new staff positions or units, and some committees have not stayed current with these corporate changes.

Analysis of Mississauga's Advisory Committees mandates and work, coupled with what was learned through the benchmarking exercise has helped to draw together a proposed list of the criteria by which a municipality might consider in the creation of an Advisory Committee. This would be a useful tool in determining the true need for an Advisory Committee of Council, or whether in fact a different type of committee or work group would better serve (ie. task force, ad-hoc committee, forum for discussion, etc.).

The proposed process and criteria are as follows: assuming there is no legal impediment to creating the proposed committee, the first criteria would be whether there was a statutory requirement for an Advisory Committee (such as the Accessibility Advisory Committee). If so, it is clear the municipality must ensure its creation and resource it appropriately. If no statutory requirement is involved, the mandate of the new Advisory Committee would be analyzed and, only if it meets at least five of the eight criteria below, could it be considered as a new Advisory Committee of Council:

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

1. Aligns with Strategic Plan (and other Master Plans or guiding documents).
2. Requires citizen voice(s) or external stakeholder expertise to develop public policy or fulfill corporate mandate.
3. Broad subject matter is handled by multiple internal divisions and/or external stakeholders.
4. Emerging issue of clear importance to the municipality.
5. Significantly helps stream-line discussion and decision-making at Standing Committees.
6. Handles work that staff do not perform.
7. Needed for the long-term (minimum of five years).
8. Mandate and work plan can be clearly articulated.

In setting up the proposed criteria, the analysis would occur prior to the approval to create a new Committee of Council. This is an effective way of ensuring that the proposed new committee is correct for the subject matter and to ensure no duplication exists on other committees. This criteria list (also found as Appendix 2) is also applicable when determining if an existing committee is still a strong and viable committee within the Committee of Council structure.

One recommendation is proposed:

- Implement a process to examine the potential of a new Advisory Committee against set criteria prior to approval of the Committee

RATIONALE:

- ☒ Efficiency in creating new Committees: taking time to consider the creation of a new Committee prior to its creation will assist in determining overlaps in mandates, staff resources required, etc. so Council can consider all aspects beforehand
- ☒ Alignment with Strategic Plan: one of the criteria in the proposed list is 'alignment with the Strategic Plan'; a process to examine this will help define the mandate and the objectives of the new Committee

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

ADVISORY & ADJUDICATION COMMITTEE BUDGETS:

Over many years and many decisions, a number of operating budget accounts have been created specifically attached to an individual Advisory Committee. The five committees with these accounts are:

- Mississauga Cycling Advisory Committee
- Road Safety Mississauga Advisory Committee
- Traffic Safety Council
- Heritage Advisory Committee
- Accessibility Advisory Committee

Beyond this, there are funds made available to handle costs associated with our adjudication committees and a portion of the Clerk's Office budget also helps support some of the costs for these committees.

When all of these budgets are combined, the breakdown is as follows:

Advisory & Adjudication Committees (2012 totals*)	TOTAL
Annual Budget (combined)	\$131,900
Expenditures	\$114,766
Revenues	\$23,513
Balance (unspent)	\$64,859

*does not include labour costs, professional (legal) services, printing costs other than material printed at the Print Shop.

Of concern is the significant balance of annual unspent funds. The balance might vary year to year but almost always there remains funds unspent. Over the past few years the corporation has changed the method of requesting and funding new initiatives, and as funding gets tighter for all of the programs and projects that City Council ultimately approves in the annual budget cycle, it would be important to bring these budgets in line with our current practices as well.

Two suggestions are made in this regard:

- Operating Account: using past averages for committee expenditures, create a single current account for typical expenditures to operate the Committees of Council. (items to be included, but not limited to: food & beverage, printing, honourariums, mileage and parking, professional services, operating materials, advertising, etc.). Developing a policy that clearly outlines the acceptable typical expenditures would be important to create so

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

all committee members understand the parameters and to ensure equity occurs between committees.

- Projects: all 'projects' have a separate capital account created for this work, with approval of City Council. Whenever possible, this approval would align with the Budget Committee approvals for the upcoming budget year.

RATIONALE:

- ☑ Effective use of City Resources: funds that are held in committee accounts but are unspent at years end are now available for other programs.
- ☑ Efficiency: one operating account will mean tracking committee funds is easier

ADMINISTRATIVE IDEAS:

Over the course of this review a number of ideas have been generated that would potentially make many of the Committees of Council more efficient and effective. Some of the ideas are noted below and the full breadth of all of these administrative ideas will be formally discussed in the final report for this review:

- Agenda Management System: The budget request for an Agenda Management System was approved as part of the 2013 Budget. The ability to move toward an electronic agenda management system and video digitizing of meetings enhances the entire legislative process. Such a system simplifies every aspect of creating and producing Council and Committee agendas, while providing improved access and transparency for the public. It allows for greater efficiency, both from a labour perspective for those submitting agenda items and later, increased ease for those who access and use the information.
- Upgraded Meeting Room Facility: The City of Mississauga has a large number of committees but has problems with accommodating these meetings, both in the sheer number of meetings but also in the room features and amenities. The Hearing Room is at capacity for meetings and now the Council Chamber is being used on a consistent basis to hold many of the Advisory Committee meetings. When the Council Chamber is used it requires the presence of an Audio Visual Technician to operate the room lights and projectors, even for the simplest presentation. Consideration to create another well-appointed meeting room, to hold committee meetings in, would need to be addressed through a future budget cycle.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

- Refreshing Committees to Stay Relevant: Much of the discussion to date, especially regarding Advisory Committees, is about keeping the committees within their Council approved mandates, and making sure that as priorities and city resources change and evolve, so to do the Committees of Council. Some suggestions would be:
 - All Advisory Committees, where possible, should dissolve at the end of each term of Council, allowing for a refresh of the committee structure as a whole.
 - The Clerk's Office should organize for a template by which all Terms of Reference need to conform. This will help all parties clearly understand their mandate and responsibilities and help uncover overlaps between committees.
 - At the start of each term of Council, and upon the committee members being affirmed, the Committee Members must reflect on their Terms of Reference and create a high level work plan, both of which are approved by Council. If changes to either the Terms of Reference or work plan occur, approval by Council is required.
 - At the end of each year, a report is submitted to Council that describes the work that occurred in relation to the approved work plan.

One recommendation is proposed regarding Administration Ideas:

- that the Clerk's Office consider the suggestions made above and report back on their potential implementation

RATIONALE:

- ☒ Efficiency and Effectiveness of Committee processes and procedures: all the suggestions above are ways to allow the Committees to run smoothly and meet the needs of all parties.

200

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

CONCLUSION:

The City of Mississauga has 23 Committees of Council with a wide variety of mandates, processes, memberships, and issues that are discussed. The most important aspect of the City Committees of Council Structure Review was determining if these 23 Committees enabled good discussion and solid decision-making to move the City forward on its many plans and aspirations.

The scope of this Review, as outlined by the Governance Committee, was to be general in nature, not a full governance renewal project. Council Members, staff and Citizen Members were polled through a survey for their satisfaction with the existing structure which showed a fairly high level of satisfaction among all three groups. Within the report there is analysis of existing Committees for how effective and efficient they are and whether they align with the Strategic Plan, and other important master plans and public policies. It was revealed through this research that many of the City of Mississauga's Committees are strong and require no changes.

It was important to look across other large Canadian municipalities to understand different structures and practices. What was found was an array of different committees in their focus, their processes, their memberships and their authorities. It is clear that each city creates what works for their own set of circumstances and there is no 'best practice' when thinking of entire Committee of Council structure. However, benchmarking individual Committees has brought out some interesting ideas to consider, which are documented in this report.

The City Committees of Council Structure Review offers an evaluation of each of the 23 Committees for consideration. Fifteen Committees examined are recommended to remain as is and there are a variety of recommendations proposed for the other eight committees. A number of other recommendations speak to efficiencies that might be achieved such as a policy change. As mentioned in the introduction of this report, there are 425 hours per year of Committee time for all 23 Committees. Any streamlining that can be found will undoubtedly reduce these hours in some capacity, and approving a change in the way committee budgets are handled will allow significant funds to be freed up for other important programs. While difficult to make decisions to change, or even retire, a Committee it is important to ensure that the Committee structure continues to evolve to meet the ever changing plans and resources of the City of Mississauga.

Criteria List to Form a New Advisory Committee of Council

(assumes there is no legislation prohibiting the creation of the new committee)

- ☐ **Statutory requirement requiring the Committee**

If not a Statutory requirement, must fulfill five (5) of the following criteria:

- ☐ Aligns with Strategic Plan (or other approved Master Plans, guiding documents)
- ☐ Requires citizen voice(s) or external stakeholder expertise to develop public policy or fulfill corporate mandate
- ☐ Broad subject matter is handled by multiple internal divisions and/or external stakeholders
- ☐ Emerging issue of clear importance to the municipality
- ☐ Significantly helps stream-line discussion and decision-making at Standing Committees
- ☐ Handles work that staff do not perform
- ☐ Needed for the long-term (i.e. minimum five years)
- ☐ Mandate and work plan and can be clearly articulated

299

Memorandum



APPENDIX 3

TO: Karen Spencer

FROM: Geoff Marinoff

DATE: February 28, 2013

SUBJECT: **Transit Advisory Committee**

Further to our meeting on February 19, 2013 enclosed is the requested information for inclusion in a Corporate Report.

Background

The City's Transit Advisory Committee was discontinued in 1986 when Council streamlined the committee structure. Since that time, the full Council has performed the function of a Transit Advisory Committee at General Committee, Budget Committee and Council.

Council last considered this subject at its meeting of November 29, 2006 where it was concluded that Mississauga Transit can effectively report to General Committee without the need for an advisory committee.

Mississauga Transit is the third largest municipal transit provider in the Province of Ontario (excluding GO Transit which provides regional services) and the tenth largest system in Canada (vehicles).

The federal and provincial governments have been providing gas tax revenue and other allocations which Council has directed to both transit infrastructure and, in the case of provincial gas tax, to the provision of on-street service. Transit capacity has increased in facilities and fleet as well as service hours. The largest City infrastructure project, Mississauga's Bus Rapid Transitway will open the first phase this fall.

The City's Strategic Plan identifies Developing a Transit Oriented City as one of the five pillars and Mississauga Transit, as a service area, plays a pivotal role in delivering the strategic goals of: Connect our City; Build a Reliable and Convenient System; and Increase Transportation Capacity.

In light of Mississauga Transit's obligations both strategically and day to day, Council may wish to consider re-establishing a Transit Advisory Committee or another type of committee to obtain citizen input to provide additional insight to this area.

Transit Governance and Advisory Committees

A review of neighbouring municipalities and the ten largest systems in the country (appendix 1) indicates that most large systems have a commission/board of director structure and in some cases, an advisory committee.

The composition of commissions/boards varies but can include Members of Council as well as professional and citizen members. Some commissions are exclusive to Council and some boards consist only of professionals. Transit advisory committees typically are more mixed, with Council and citizen/user representatives plus staff involvement.

Of the 14 systems listed in appendix 1, only 6 have advisory committees and three (Montreal, Toronto, Ottawa) include transit user representatives on their board.

Where the transit system serves a single municipality, the commission, board or advisory committee reports back to full Council.

Transit Advisory Committees

Transit advisory committees typically have authority to recommend changes to policy, service levels and operational practices however, as changes to any of these items usually has a budget impact, the authority to act upon these recommendations rests with Council or the commission/board as applicable.

In the case of Mississauga Transit, fare policy and rates are set by Council as are service levels through the budget/business planning process. Operational practices flow out of these policies and resource levels.

Customer Service Advisory Committees

GO Transit established its Customer Service Advisory Committee in 2008 and the TTC established a Customer Liaison Panel in 2011. This forum provides input from a customer perspective outside of the governance model. Both systems have adopted a passenger charter that provides service and communication commitments that arose out of the work of these committees/panels. The GO/Metrolinx committee is composed of 10 customers selected from volunteer applicants joined by an ex-officio member of the Metrolinx Board. The TTC's Customer Liaison Panel consists of 11 customers selected via an application process joined by the commission chair and one other commission member plus the CEO, chief customer officer, and member of the TTC committee on accessible transportation.

Mississauga Transit Customer Contact Statistics

The following table provides a summary of the customer contacts for 2007-2012:

	2007	2008	2009	2010	2011	2012	2007 - 2012 % change
Requests for Improvements	142	133	86	101	65	77	-45%
Complaints	2545	2443	2483	2816	2591	2534	0%
Compliments	164	160	202	258	241	238	+45%
Service Hours	1.07	1.14	1.17	1.29	1.32	1.34	+25%

A review of Mississauga Transit customer contacts for the last six years reveals that existing and potential customers contact us to request service, file complaints or leave a compliment.

Requests for service have dropped by 45% as additional gas tax funded services were added starting in 2007. Almost all of the new service requests, earlier starts, later finish, or weekends have a budget impact and in many instances are not cost effective as they require a higher level of subsidy than our established 50% revenue/cost ratio.

Complaints are usually focussed on two areas: fares or service delivery. Fare levels and policy have a direct budget impact and most fare complaints are about rates (too high) or enforcement. In contrast, most service delivery complaints are about individual behaviour (early, late, did not pickup or drop-off, unfriendly). There are usually specific instances that can be attributed to an individual which require management action to address. Given the collective agreement and the Municipal Freedom of Information Act, the details cannot be revealed publicly.

It is worth noting that complaints have remained relatively constant in a period where service hours have increased over 25%. Compliments have shown a 45% increase which is a favourable trend.

Customer Surveys

Mississauga Transit conducted a transit ridership marketing survey in 2006 and in 2009 conducted extensive outreach and focus group activities with both riders and non-riders as part of the Branding Strategy. In 2012 a customer satisfaction survey was conducted that collected responses from over 10,000 riders and included focus groups of riders and non-riders. Overall, customer satisfaction was 82%. Common to all these activities was a desire from both riders and non-riders for improved:

- Frequency
- Speed of travel (transit priority)
- Information (real time)
- Reliability
- Comfort
- Destinations

While progress in all these areas has or will occur additional resources (budget) are needed if further improvements are to be made.

Existing Committees

Mississauga Transit staff have active relationships with the following committees on transit related issues:

- Accessibility Advisory Committee
- Cycling Advisory Committee
- Safe Driving Committee
- Environmental Committee
- Canada Day Committee

The addition of a Transit Advisory Committee will increase this heavy workload and add a layer of complexity to the interactions with other Committees of Council.

Summary

Mississauga Transit is a front facing service with a mandate to deliver cost effective, safe, reliable transportation for the City of Mississauga. The business is capital intensive and complex due to the operating environment, regulation, increasing technical content and the involvement of organized labour.

The addition of a Transit Advisory Committee of lay-persons has the potential to add further complexity to the current governance structure. In the case of transit, the items most requested or commented on relate to fares and service levels which have direct budget impact or employee performance which is protected by privacy legislation. Consequently, the degree of influence an advisory committee could have is low. Perhaps for this reason, less than half of the 14 largest and neighbouring systems have an advisory committee. Rather, municipalities have elected to either establish specific Committees of Council or report through a General Committee or some similar Committee of Council.

A more recent trend is the establishment of customer service committee/panels as a forum to raise customer issues and collect citizen input.

244

Conclusion

The existing General Committee structure along with responsiveness to system complaints and previous outreach and focus group activities of both riders and non-riders by Mi Way appear to be addressing most issues as confirmed in the 2012 Customer Satisfaction Survey. If Council approves a new Committee structure with a Transportation and Transit Committee this will provide greater focus on Transit. If a Transit Advisory Committee is established Council may want to consider a Customer Service Advisory Committee modeled after the GO Transit Customer Advisory Committee or the TTC Customer Liaison Panel.

Sincerely,

Geoff Marinoff, P.Eng.
Transit Director

Attach: Appendix 1

TRANSIT COMMITTEES / COMMISSIONS / ADVISORY BOARDS
(10 Largest Systems in Canada plus neighbouring systems)

10 LARGEST SYSTEMS IN CANADA				
RANKING	MUNICIPALITY	TRANSIT COMMITTEE / COMMISSIONS / ADVISORY BOARDS	COMPOSITION OF COMMISSION / COMMITTEE	HOW APPOINTED / RESPONSIBILITIES:
1	TORONTO (www.toronto.ca/abcc/sp-ttc.htm#transit)	Toronto Transit Commission Board	<ul style="list-style-type: none"> The Commission Board consists of seven (7) City Council members, including a Chair appointed by City Council Four (4) citizen members appointed by City Council; the Commission shall appoint a Vice Chair from among the four citizen members 	<p>Members of the Commission are appointed by City Council. The Chair and Vice-Chair are elected by the Commission.</p> <p>Council members will serve a 2-year term; Citizen members will service for a 4-year term of office.</p>
2	MONTRÉAL (http://www.stm.info/english/en-bref/a-ca.htm)	The Société de transport de Montréal (STM) Board of Directors	<ul style="list-style-type: none"> Board of Directors composed of seven (7) municipal elected officials, two (2) Transit user representatives, and one (1) ParaTransit user representative 	Appointed by City Council.
3	VANCOUVER (http://vancouver.ca/your-government/city-planning-transportation-environment-standing-committee-meetings.aspx) (http://www.translink.ca/en/About-Us/Governance-and-Board/Mayors-Council.aspx)	<p>Planning, Transportation & Environment Standing Committee</p> <p>TransLink Board of Directors</p> <p>Mayor's Council of Regional Transportation</p>	<ul style="list-style-type: none"> Planning, Transportation, & Environment Standing Committee consists of all members of Council. The TransLink Board of Directors is composed of nine (9) independent directors. The Mayors' Council contains representatives from each of the 21 municipalities within the transportation service region 	The Mayor's Council appoints the TransLink Board members.
4	CALGARY (bcconline.calgary.ca/publish/bcc.aspx?id=87)	Standing Policy Committee (SPC) on Land Use, Planning and Transportation	<ul style="list-style-type: none"> Composed of the Mayor and seven (7) members of Council. 	<p>Each term lasts one year.</p> <p>The Committee reports to City Council.</p>
5	OTTAWA (http://ottawa.ca/en/city-hall/your-city-government/standing-committees)	<p>Transit Commission</p> <p>Transportation (Standing) Committee</p>	<ul style="list-style-type: none"> Transit Commission shall consist of eight (8) members of Council and four (4) citizen members, as approved by Council; the Mayor is an <i>ex-officio</i> member of the Commission Transportation Committee consists of eleven (11) members of City Council 	<p>Members of the Transit Commission are approved by Council; the Chair and Vice-Chair shall be appointed by the membership of the Commission from among the members of the Commission who are also Members of Council.</p> <p>Membership of the Transportation Committee shall consist of Members of Council, as approved by Council. The Mayor is an <i>ex-officio</i> member.</p>

6	EDMONTON http://www.edmonton.ca/bylaws_licences/C12454.pdf	Edmonton Transit System Advisory Board	<ul style="list-style-type: none"> The Board consists of 12 members and one ex-officio member. 	<p>Board members are appointed by Council.</p> <p>The Board will have representation from Edmonton Transit System (ETS) regular services, ETS paratransit services; businesses that benefit from ETS services; and citizens.</p>
7	WINNIPEG http://winnipeg.ca/publicworks/MajorProjects/ActiveTransportation/advisory-committee.stm	Active Transportation Advisory Committee (ATAC)	<ul style="list-style-type: none"> The Active Transportation Advisory Committee consists of 18 members 	The Committee reports to the Director of Public Works for the purpose of providing advice and recommendations on Active Transportation policies, programs, priorities, facilities, and standards.
8	GO TRANSIT / METROLINX http://www.gotransit.com/public/en/service/csa.aspx http://www.metrolinx.com/en/aboutus/boardandexecutive/board_of_directors_bios.aspx	Metrolinx Board of Directors Customer Service Advisory Committee	<ul style="list-style-type: none"> The Metrolinx Board of Directors consists of 15 members. The Customer Service Advisory Committee consists of ten (10) customers selected from volunteer applicants and represents a cross section of customers from different customer groups. 	<p>Customer Service Advisory Committee is an advisory committee for GO Transit that provides for ongoing public participation in customer service improvements.</p> <p>The Customer Service Advisory Committee was established in 2008. The Committee meets at least once each quarter.</p>
9	QUEBEC CITY http://www.ville.quebec.qc.ca/EN/apropos/vie_democratique/elus/conseil_agglomeration/index.aspx	The Quebec City Agglomeration Council	<ul style="list-style-type: none"> The Agglomeration Council is made up of 9 members of council 	The Agglomeration Council is responsible for decisions in several areas including public transportation.
10	MISSISSAUGA http://www.mississauga.ca/portal/cityhall/committees	Does not have a Transit Committee	n/a	n/a
NEIGHBOURING SYSTEMS				
	BRAMPTON http://www.brampton.ca/EN/CITY-HALL/MEETINGS-AGENDAS/Pages/welcome.aspx	Does not have a Transit Committee	n/a	n/a
	OAKVILLE http://www.oakville.ca/townhall/committees.html	Community Services Committee	<ul style="list-style-type: none"> Community Services Committee is composed of seven (7) members of Council including the Mayor. 	This committee addresses community service issues including facilities and services primarily relating to the Infrastructure and Transportation Services Commission, which includes Transit.

	DURHAM REGION http://www.durhamregiontransit.com/AboutDRT/Pages/DRT%20Commission.aspx	Durham Region Transit Commission Durham Region Transit Executive Committee Durham Region Transit Advisory Committee	<ul style="list-style-type: none"> • Durham Region Transit Commission consists of 29 commissioners. • The Durham Region Transit Executive Committee consists of 9 commissioners. • The Durham Region Transit Advisory Board consists of 18 members with representatives from the various Townships and the community. 	Members of the Commission are elected members of Durham Regional Council.
	YORK REGION http://www.york.ca/Regional+Government/Regional+Committees/default+Regional+Committees.htm	Transportation Services Committee York Region Rapid Transit Corporation	<ul style="list-style-type: none"> • Transportation Services Committee consists of eight (8) members of the York Regional council. • York Region Rapid Transit Corporation consists of 5 members of the York Regional council. 	The members of York Regional Council serve on a variety of committees, task forces, and outside agencies. These committees review matters within their mandates and make recommendations for action to Regional Council, which retains the approval authority. Standing Committees meet monthly. Each committee elects its chair and vice-chair annually. These elections occur in January of each year.

Please Note: Source for Rankings based on the Top 10 Largest Systems in Canada according to the 2011 CUTA Canadian Transit Fact Book

244

CCCSR - Benchmarked Cities

(Number of Committees: Committees-of-the-Whole and Standing (policy) Committees)

CITY Pop. (StatsCan 2011)	Council size	Committees-of-the-Whole			Standing (policy) Committees			TOTAL
Vancouver 603,502 (Charter City)	11	No.	COMM. NAME	Mtgs.*	No.	COMM. NAME (x) represents number of Council Members on Committee	Mtgs.*	59
		3	1. Council * 2. Planning, Transportation & Environment 3. Finance & Services (* Vancouver also adds extra Council meetings into the annual calendar for 'in-camera' and 'budget' Council mtgs. (17))	20 19 <u>20</u> 59				
Edmonton 812,201	13	2	1. Council 2. Council Services	20 <u>3</u> 23	4	1. Community Services (4) 2. Transportation (4) 3. Executive (5) 4. Utility (4)	20 20 20 <u>7</u> 67	90
Calgary 1,096,833	15	1	1. Council	21	4	1. SPC: Community & Protective Services (7) 2. SPC: Transportation & Transit (7) 3. SPC: Planning & Urban Development (7) 4. SPC: Utilities & Corporate Services (7)	11 11 11 <u>11</u> 44	65

CCCSR - Benchmarked Cities

(Number of Committees: Committees-of-the-Whole and Standing (policy) Committees)

Regina 193,100	11	2	1. Council 2. Executive	19 <u>17</u> 36	3	1. Community & Protective Services (5) 2. Finance & Administration (5) 3. Public Works (5)	12 11 <u>12</u> 35	71
Winnipeg 663,617 (Charter City)	16	1	1. Council	12	6	1. Executive Policy (7) 2. Downtown Development, Heritage & Riverbank Management (5) 3. Finance (4) 4. Infrastructure Renewal & Public Works (5) 5. Property and Development (5) 6. Community Services (5)	28 11 7 10 11 <u>10</u> 77	89
London 366,191	15	2	1. Council 2. Strategic Priorities & Policy	17 <u>10</u> 27	5	1. Corporate Services (5) 2. Civic Works (5) 3. Investment & Economic Prosperity (5) 4. Community and Protective Services (5) 5. Planning and Environment (5)	19 18 12 19 <u>20</u> 88	115
Kitchener 444,681	11	5	1. Council 2. Community and Infrastructure 3. Planning and Strategic Initiatives 4. Finance and Corporate Services 5. Audit	15 15 15 15 <u>4</u> 64				64

CCCSR - Benchmarked Cities

(Number of Committees: Committees-of-the-Whole and Standing (policy) Committees)

Hamilton 519,949	16	2	1. Council 2. General Issues	19 <u>19</u> 38	4	1. Public Works (9) 2. Audit, Administration & Finance(5) 3. Emergency & Community Services(8) 4. Planning (9)	16 16 19 <u>18</u> 69	107
Brampton 523,911	11		1. Council 2. Committee of Council 3. Planning and Development	19 20 <u>20</u> 59	2	1. Audit (4) 2. Flower City (5)	4 <u>4</u> 8	67
Mississauga 713,443	12	4	1. Council 2. GC 3. PDC 4. Budget	20 20 17 <u>10</u> 67	2	1. Audit (4), 2. Governance (5)	4 <u>10</u> 14	81
Ottawa 883,391	24	1	1. Council	20	6	1. Environment (9) 2. Agri. & Rural (5) 3. Comm. & Protective Services (7) 4. Finance & Economic Development (11) 5. Planning (10) 6. Transportation (10)	12 12 11 13 21 <u>11</u> 80	100
Halifax 390,096	17	1	1. Council (regional)	36	5	1. Executive (8) 2. Audit & Finance (8) 3. Community Planning and Econ. Develop(6) 4. Environment & Sustainability (5) 5. Transportation (8)	12 14 11 12 <u>11</u> 60	60



Corporate Report

Clerk's Files

Originator's
Files

DATE: March 01, 2013

TO: Chair and Members of the Governance Committee
Meeting Date: March 18, 2013

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

SUBJECT: Revised Conflict of Interest Policy

Governance Committee

MAR 18 2013

RECOMMENDATION: That the revised Corporate Policy and Procedure – Conflict of Interest, attached as Appendix 1 to the report dated March 01, 2013 from the City Manager and Chief Administrative Officer, be approved.

**REPORT
HIGHLIGHTS:**

- Staff were asked to benchmark other municipalities with respect to senior staff compiling a list of gifts/favours received and while doing so also compare the City's Conflict of Interest policy with the benchmark group
- Benchmarking revealed the City of Mississauga Conflict of Interest policy could be improved in some areas to meet current standards.
- Policy revision focused on the acceptance of gifts/favours/hospitality, with more stringent guidelines put in place in some instances

BACKGROUND: The following recommendation was approved at the September 17, 2012 Governance Committee meeting: "That the City Manager report back to the Governance Committee on a reporting structure for senior staff to report gifts and benefits that have been received."

Subsequently, the City Manager provided Council with the current approved Conflict of Interest policy respecting acceptance of gifts by staff for their information and advised Council that staff had been requested to undertake benchmarking of the Mississauga policy with other municipalities. Staff were requested to specifically look at other municipalities' requirement for staff to compile and submit a list of gifts and/or attendance at events paid for by other parties; and how the City's Conflict of Interest policy compares in terms of limitations with respect to gifts and hospitality. Since the Conflict of Interest policy has not been reviewed since 2006, the benchmarking was seen to be valuable in an overall review of the policy.

COMMENTS:

The purpose of this report is to outline the results of the benchmarking that was undertaken and to provide a proposed revised Conflict of Interest policy.

Benchmarking revealed that the practice of staff maintaining a list of gifts and hospitality is not a common one. Eight cities responded to the benchmarking request, with only one (Hamilton) indicating they have a requirement for employees to list any gifts or other hospitality (e.g. tickets to events) received. Vancouver requires employees to complete a form if multiple gifts of a nominal value (less than \$50) are received from the same person/organization in a calendar year. Windsor requires employees to complete a "conflict of interest disclosure form" for any conflict of interest situation.

The more common practice and philosophy is to promote the principle of employees not accepting any gifts, favours or hospitality if such acceptance can in any way influence, or be perceived to influence, the performance of the employee's duties.

An emphasis on a general prohibition is similarly reflected in "Recommendation 20" of the Cunningham Inquiry with respect to the provisions regarding gifts and benefits in the Mississauga Council *Code of Conduct*:

Rule No. 2 of the Mississauga Code, which addresses the permissibility of a councillor accepting gifts and benefits, contains a fairly detailed list of exceptions. I recommend that instead of setting out such a list, *an overarching principle be articulated* in the Mississauga Code: No inappropriate gifts are

allowed “that would to a reasonable member of the public appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved.” The simplicity of such a rule is attractive, and it could be supplemented with a detailed commentary...” (p.177, emphasis added).

In terms of limitations on acceptance of gifts and hospitality, and other restrictions related to Conflict of Interest, Mississauga’s policy is consistent with those of the majority of the benchmark cities. However, benchmarking has also shown that the language in the Conflict of Interest policy needs to be tightened to reflect current standards in the public sector. The revised policy provides clearer direction to employees on what is and is not acceptable.

The main areas of revision are in the Acceptance of Gifts, Hospitality, Benefits, or Favours and Social/Charity Events and Functions sections of the policy.

- 1.) Social/Charity Events and Functions: The current policy states that staff may accept infrequent tickets with a supervisor’s approval and if the business contact is also in attendance at the event. This section of the policy has been replaced by a general guiding principle and a set of criteria, outlined below, that staff can use to determine whether or not acceptance of an invitation or an offer of tickets constitutes a real or perceived conflict of interest:

“In general, invitations or tickets from those currently doing business with the City (e.g. vendors; developers; contractors), those who may wish to do business with the City in the future, or any corporation or organizations currently in negotiations or discussions with the City, or currently part of any regulatory process, investigation or penalty should be declined.

Invitations or tickets to social/charity events and functions may be accepted if they meet one or more of the following criteria:

- a. The employee is one of many employees with similar municipal roles to attend the event. i.e. the invitation is

- being extended to the broader public sector or a specific professional audience (e.g. Human Resources professionals; Planners).
- b. There is value in attending. I.e. the event/function will offer the opportunity to gather information relevant to the attendee's specific role/responsibility.
 - c. The purpose of the event/function is information sharing or customer/partner appreciation where there may be an expectation that invited staff will attend as a representative of the City.
 - d. Staff in attendance are there to represent or promote the City. For example, staff in a leadership role or in divisions such as the Economic Development Office, City Manager's Office, may accept invitations or tickets from stakeholders and/or strategic partners, (e.g.) local business associations, local non-profit or charitable organizations, other public sector agencies or local community groups, and in some cases corporations, where attendance by relevant City staff is deemed to be part of their role and/or business responsibilities in advancing the interests of the City of Mississauga
 - e. The source of the invitation or tickets does not pose a real or perceived conflict of interest
 - f. The employee will receive no personal gain or benefit in attending in their role as a representative of the City

Any tickets in categories (a) to (f) above that are of more than a nominal value may require increased scrutiny by the employee to ensure that no real or perceived conflict of interest exists. If in doubt, employees should either decline the invitation or purchase a ticket if attendance is deemed suitable. Legitimate business expenses will be reimbursed in accordance with the City's policies dealing with expense reimbursement."

Commentary: Setting out overarching criteria provides staff with consistent guidelines that can be applied to any situation and recognizes that attendance by City staff at certain social functions is not only expected, but required (e.g. Economic Development staff or department heads). For example, an invitation to an event celebrating a cultural milestone within the community or successful completion of a major project

could serve a legitimate business purpose and be seen as part of the employee's role and responsibilities. Attendance at such functions would not provide the employee with any personal gain.

- 2.) Gifts of a Nominal Value: The policy will now clarify that cash may never be accepted and that "gifts of a nominal value" means gifts valued at less than \$50. Acceptance of numerous gifts of nominal value from the same source is also not acceptable.

Commentary: It is recognized that gift-giving can be a token of respect and appreciation and that declining such a gift can be perceived as being impolite. The intent of this section is to provide staff with clear guidelines on what may be accepted. Gifts that exceed a nominal value, such as gift baskets, may be accepted on behalf of all employees within a work group, provided that appropriate action is taken to ensure that no individual employee can be seen to have a real or perceived conflict of interest.

- 3.) Solicitation of Donations and Sponsorship: The current policy permits staff to solicit and accept sponsors for staff teams, such as staff baseball teams. Staff who organize three of the City's employee sports teams were polled to ascertain what financial impact removal of this provision would have on their teams. One has never solicited sponsorship from City suppliers or vendors and the other two have tried but have been unsuccessful. Removing this section will have little financial impact on the existing leagues.

Commentary: Being approached by City staff for a team sponsorship can put our customers in an awkward position. Removing the option to solicit sponsors for staff teams from the policy will ensure there is no perception of a conflict of interest. Benchmarking with other municipalities has shown that this practice is not permitted.

- 4.) What is Conflict of Interest? and the Avoid/Disclose Conflicts of Interest sections:

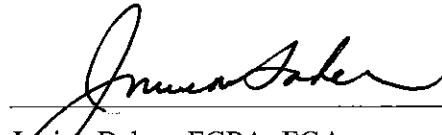
Commentary: These sections have been expanded to better

define a conflict of interest. It is important for staff to first understand the concept of what constitutes a real or perceived conflict of interest before applying the principles to specific situations.

FINANCIAL IMPACT: Not Applicable

CONCLUSION: The revised Conflict of Interest policy will provide staff with additional direction and guidance with respect to the acceptance of gifts/hospitality and reduce the risk of a perceived or actual conflict of interest occurring.

ATTACHMENTS: Appendix 1: Revised Conflict of Interest policy



Janice Baker, FCPA, FCA
City Manager and Chief Administrative Officer

Prepared By: Pam Shanks, Corporate Policy Analyst

Corporate Policy and Procedure



Policy No. Appendix 1 3f
Page 01-03-02
1 of 11
Effective Date FINAL
Revised Draft
2013 02 28
2006 07 05
Supersedes 1993 02 10

TAB: HUMAN RESOURCES
SECTION: EMPLOYEE CONDUCT
SUBJECT: CONFLICT OF INTEREST

POLICY STATEMENT City of Mississauga employees must avoid conflict of interest situations and the appearance of a conflict where possible and, if a potential conflict of interest cannot be avoided, it must be declared.

PURPOSE This policy identifies the Corporation's expectations of employees, and establishes guidelines for the appropriate conduct of employees regarding conflict of interest.

SCOPE This policy applies to all union and non-union employees. Elected officials are not subject to this policy, but must comply with the *Municipal Conflict of Interest Act* and the *Council Code of Conduct*.

WHAT IS CONFLICT OF INTEREST?

Conflict of interest is any situation in which an individual has an interest in a matter that is beyond the interest they have in common with others in the municipality, which may be the result of relationships with individuals or with other organizations. When employees act in any professional or official capacity, they must ensure that all City duties are carried out in an unbiased, professional manner, and must conduct themselves in such a way as to avoid any reasonable apprehension that they would use their is in a position to exploit a professional or official capacity in some way for their personal benefit. Even if there is no evidence of improper actions, a conflict of interest can create an appearance of impropriety that can undermine confidence in the

39

Corporate Policy and Procedure



Policy No. Appendix 1
Page 01-03-02
2 of 11
Effective Date FINAL
Revised Draft
2013 02 28
2006 07 05
Supersedes 1993 02 10

ability of that person to act properly.

Following are types of situations in which an employee may have a conflict of interest, whether or not any improper acts occur:

- being in a position to make a decision or influence a decision that will affect, in either a positive or negative way, the personal, financial, or business interests of either the employee, or of a friend, relative or associate of the employee; or
- being in a position to use information or resources, which are available to the employee solely through his or her employment, for the purpose of financial gain, either to the benefit of the employee or of a friend, relative or associate of the employee; or
- engaging in employment outside the Corporation; or
- soliciting or being offered gifts, hospitality or favours of any kind from persons doing business with the City, or seeking to do business with the City, or seeking employment with the City; or
- engaging in political activity which would bring into question the employee's neutrality with respect to political issues or particular elected municipal officials.

A personal interest in common with all or most residents or taxpayers of the City of Mississauga, due to Mississauga residency, or a personal interest in common with all or a substantial number of employees, does not constitute a conflict of interest.

Corporate Policy and Procedure



Policy No. Appendix 1
Page 01-03-02
3 of 11
Effective Date FINAL
Revised Draft
2013 02 28
2006 07 05
Supersedes 1993 02 10

WHAT ARE THE CITY'S EXPECTATIONS?

The public must have confidence in the integrity of City employees, and in their dedication to the City's best interests. The Corporation expects employees to be, and to be seen by others to be, independent, impartial, and responsible to the public in carrying out their duties.

The Corporation's expectations of its employees in common conflict of interest situations are outlined in the guidelines below.

CONFLICT OF INTEREST GUIDELINES

The following guidelines represent the maximum level of tolerance with respect to conflicts of interest.

Individual departments or divisions may establish more stringent requirements (i.e. lower tolerance levels) based on operational needs and, if they do so, the department or division head is responsible for ensuring that all affected employees have been advised of their requirements.

~~In addition, from time to time by laws may be enacted or policies adopted that will establish a lower tolerance level in these cases, the requirements of the by law or other policy will apply.~~

The employee is ultimately responsible and accountable for using good judgment in the course of the exercise of Corporate duties. If an employee is in doubt about any of the following, or if the particular situation is not covered in this policy, the employee should ask his or her supervisor for assistance in determining whether a conflict of interest exists, and appropriate action to be taken with respect to disclosure.

Avoid/Disclose Conflicts

Whenever possible, employees must avoid situations ~~with the~~

Corporate Policy and Procedure



Policy No. **Appendix I**
 Page **01-03-02**
 4 of 11
 Effective Date **FINAL**
Revised Draft
2013 02 28
 2006 07 05
 Supersedes 1993 02 10

of Interest

potential for where conflicts of interest can arise. However, some as it is expected that employees will have interests outside of their employment, the potential for conflicts of interest are will sometimes be unavoidable. These must be disclosed to the employee's supervisor and department head, in writing, as soon as the employee is aware of the potential for conflict. The department head will determine appropriate action to mitigate the any conflict, which may include re-assignment of the employee.

Making or Influencing Decisions

Employees must not allow their personal interests to influence their decisions, nor may they use their positions as City employees to influence the decisions of others.

Examples include:

- Financial Interests in Another Organization

An employee, or friends, relatives or associates of the employee, may have a financial interest in another organization. If the employee is in a position to make a decision or to influence a decision regarding the organization's business dealings with the City (e.g. the award of a licence, permit, contract etc.) there is a conflict of interest. In this case, the employee must not participate in discussions or processes related to the decision, and must immediately disclose the conflict of interest to the employee's supervisor and department head. The department head will determine appropriate steps to mitigate the conflict.

If the employee is in no position to make or influence decisions affecting the other organization, there is no conflict and the relationship need not be disclosed. At any time, if the employee is in doubt about how the relationship with the other organization would be viewed by an outside party, the employee should disclose the relationship to the applicable

Corporate Policy and Procedure



Policy No. Appendix 1
Page 01-03-02
5 of 11
Effective Date FINAL
Revised Draft
2013 02 28
2006 07 05
Supersedes 1993 02 10

3j

supervisor, director and/or department head.

- Hiring Decisions

The City's recruitment processes must be, and must be seen to be, fair and impartial. Employees must not attempt to influence hiring decisions in favour of family members, friends or associates.

For additional information on the City's recruitment process in general refer to Corporate Policy and Procedure – Human Resources – Recruitment – Candidate Selection Process. For additional information on hiring relatives refer to Corporate Policy and Procedure – Human Resources – Recruitment – Employment of Relatives.

Use of City Property or Confidential Information

City property, including facilities, assets and supplies, and confidential information available to City employees by virtue of their employment, must not be used by employees for the purposes of benefiting in any way either themselves or ~~anyone~~ person or organization associated with them.

Engaging in Outside Employment

An employee must not engage in any outside employment or business undertaking that interferes with the performance of his or her duties as a City employee, or from which an economic advantage may be derived solely as a result of information gained from employment with the City.

An employee may be permitted to provide his or her expertise to another government body on the approval of the City Manager applicable director and department head. ~~For example, the provision of consulting services to another municipality on an established City of Mississauga program may be approved.~~

3x

Corporate Policy and Procedure



Policy No. Appendix 1
 Page 01-03-02
 6 of 11
 Effective Date FINAL
 Revised Draft
 2013 02 28
 2006 07 05
 Supersedes 1993 02 10

Acceptance of Gifts, Hospitality, Benefits, or Favours

Employees must avoid being influenced, and they must avoid the appearance of being influenced. An employee ~~should~~ **must** not accept any gifts, ~~hospitality~~, benefits or favours from any person or organization whose business or financial interests may be impacted in any fashion by the employee in the course of the exercise of the employee's Corporate duties, ~~or where acceptance could be construed as being given in anticipation of future special considerations, or recognition of past consideration by the City.~~

The City will tolerate the acceptance of gifts, ~~hospitality~~, benefits or favours only when they can be viewed to be within the boundaries of generally accepted business practices. ~~Employees may not solicit gifts, benefits or favours, except in conjunction with donations or sponsorship as outlined in the next section of this policy. Acceptable practices are outlined below. With respect to acceptable practice during an acquisition process, refer to the Purchasing By-law, Section 6 - Conflicts of Interest.~~

An employee who is in doubt about whether he or she should accept a gift, benefit or favour should politely decline, or pay for his or her own entertainment. ~~Legitimate business expenses will be reimbursed in accordance with the City's policies dealing with expense reimbursement.~~

Acceptable business practices are as follows:

Business Meals

1. Business Meals:

From time to time, it may be necessary to conduct a business meeting over lunch ~~a meal~~. Employees may accept occasional business meals from a person doing business with the City or seeking to do business with the City.

Social/Charity Events and

2. Social/~~Sporting~~/Charity Events ~~and Functions.~~

Corporate Policy and Procedure



Policy No. Appendix 4

Page 01-03-02
7 of 11

Effective Date FINAL

Revised Draft
2013-02-28

2006 07 05

Supersedes 1993 02 10

Functions

Employees may accept tickets to social or sporting events from a business contact, provided:

1. acceptance of such tickets is infrequent, and
2. the business contact attends the event with the employees; and
3. the employee's immediate supervisor has approved.

In general, invitations or tickets from those currently doing business with the City (e.g. vendors; developers; contractors), those who may wish to do business with the City in the future, or any corporation or organizations currently in negotiations or discussions with the City, or currently part of any regulatory process, investigation or penalty should be declined.

Invitations or tickets to social/charity events and functions may be accepted if they meet one or more of the following criteria:

- a. The employee is one of many employees with similar municipal roles to attend the event. I.e. the invitation is being extended to the broader public sector or a specific professional audience (e.g. Human Resources professionals; Planners).
- b. There is value in attending. I.e. the event/function will offer the opportunity to gather information relevant to the attendee's specific role/responsibility.
- c. The purpose of the event/function is information sharing or customer/partner appreciation where there may be an expectation that invited staff will attend as a representative of the City.
- d. Staff in attendance are there to represent or promote the City. For example, staff in a leadership role or in divisions such as the Economic Development Office, City Manager's Office, may accept invitations or

3m Corporate Policy and Procedure



Policy No. Appendix 1
Page 01-03-02
8 of 11
Effective Date FINAL
Revised Draft
2013 02 28
2006 07 05
Supersedes 1993 02 10

tickets from stakeholders and/or strategic partners, (e.g.) local business associations, local non-profit or charitable organizations, other public sector agencies or local community groups, and in some cases corporations, where attendance by relevant City staff is deemed to be part of their role and/or business responsibilities in advancing the interests of the City of Mississauga

- e. The source of the invitation or tickets does not pose a real or perceived conflict of interest
- f. The employee will receive no personal gain or benefit in attending in their role as a representative of the City.

Any tickets in categories (a) to (f) above that are of more than a nominal value may require increased scrutiny by the employee to ensure that no real or perceived conflict of interest exists. If in doubt, employees should either decline the invitation or purchase a ticket if attendance is deemed suitable. Legitimate business expenses will be reimbursed in accordance with the City's policies dealing with expense reimbursement.

Gifts of a Nominal Value

3. Gifts of a Nominal Value:

Individual employees may accept an occasional gift that is offered as a common expression of courtesy or is within the normal standards of hospitality, provided the gift has a nominal value of \$50 or less only. Gifts of cash may never be accepted.

Gifts that exceed a nominal value, or numerous, cumulative gifts of nominal value from the same source, should must be refused or returned to the sender. Gift baskets, boxes of

Corporate Policy and Procedure



Policy No. Appendix 1
Page 01-03-02
9 of 11
Effective Date FINAL
Revised Draft
2013-02-28
2006 07 05
Supersedes 1993 02 10

3n

chocolates, and the like may be accepted on behalf of all employees within a work group, even if the gift exceeds a nominal value, provided that appropriate action is taken to ensure that no individual employee can be seen to have a real or perceived conflict of interest. For example, the gift may be opened and shared with all members of the work group, or used in support of a charitable cause. Gift items such as art may also be forwarded to the applicable department for inclusion as a Corporate donation, in accordance with the City's donation policies.

Where the event is a tournament involving an employee has accepted an invitation to an event/function, prizes and the employee's supervisor has approved attendance, the employee may keep any gifts/prizes won that are of a nominal value.

4. Speaking Engagements:

Employees may accept a nominal gift or nominal honorarium given in return for a speaking engagement.

Solicitation of Donations and Sponsorship

Employees may not solicit gifts, hospitality, benefits or favours, except in conjunction with donations or sponsorship, as outlined in the next section of this policy. Employees must avoid situations in which they could be viewed as providing preferential treatment in exchange for a gift or favour.

- Donations and Sponsorship of City Programs and Charities:

Employees may solicit and accept donations or sponsors in support of City facilities, programs or services, through City-sanctioned sponsorship programs and/or in accordance with the City's policies and procedures on donations. Employees may solicit and accept donations for charitable events (e.g. the United Way Campaign, charity golf tournaments, etc.)

Corporate Policy and Procedure



Policy No. Appendix 1
 Page 01-03-02
 10 of 11
 Effective Date FINAL
Revised Draft
2013 02 28
 2006 07 05
 Supersedes 1993 02 10

provided the event has been sanctioned by the department head of the department organizing the event, or the City Manager.

- ~~Sponsorship of Staff Teams:~~

~~Employees may solicit and accept sponsors for staff teams (such as staff baseball teams). Where the team will be identified as a "City of Mississauga" team, the department head's approval is required prior to obtaining a sponsor.~~

Political Activity

City employees must always be impartial and must always be seen by the public as being impartial. City employees must take steps to ensure that no personal bias interferes, or appears to interfere, with the performance of their official duties.

- Election Campaigns:

An employee may campaign for an election candidate provided the campaigning does not interfere with the employee's normal duties and the campaigning is done without reference to the fact that the employee is a City employee. Specifically, an employee who chooses to work on an election campaign:

- may work on the campaign only when not at outside of City work hours only for the City; and
- must not use City resources, assets, or equipment of any kind for campaign any purpose related to a political campaign; and
- must not campaign while wearing a City uniform, badge, crest or any other item that would identify the employee as City staff.

- Political Issues:

City employees may not publicly, in a personal capacity, state

Corporate Policy and Procedure



Policy No. Appendix 1
Page 01-03-02
11 of 11
Effective Date FINAL
Revised Draft
2013-02-28
2006 07 05
Supersedes 1993 02 10

3p

an opinion which is in opposition to an official City position on an issue, at any time or in any way that would identify the individual as a City employee.

DISCIPLINARY ACTION Any employee who fails to act in accordance with the provisions of this policy will be subject to appropriate disciplinary action including termination of employment.

REFERENCE: GC-0485-2006 – 2006 07 05
GC-0157-2011 – 2011-03-30 – added reference to new policy - Employment of Relatives

LAST REVIEW DATE: April, 2006

CONTACT: For more information, contact the departmental Human Resources Business Partner Manager or your supervisor.

Governance Committee-Outstanding Items List

Governance Committee

MAR 18 2013

Issue	Last Discussed on	Who	Status
1. Proposed options for standing committees with respect to the City Council Committee Structure Review	February 11, 2013	Karen Spencer	Final recommendations presented in the Corporate Report dated March 4, 2013 from the City Manager for the March 18, 2013 meeting.
2. Public Question Period at committees of Council	May 14, 2012	Karen Spencer	Will be reported as part of the Committees of Council Structure Review.
3. Council Committee Structure Review	February 11, 2013	Karen Spencer	Final recommendations presented in the Corporate Report dated March 4, 2013 from the City Manager for the March 18, 2013 meeting.
4. Reporting Structure for senior staff to report gifts and benefits	September 17, 2012	City Manager	Addressed in the report dated March 1, 2013 from the City Manager for the March 18, 2013 meeting.
5. Code of conduct for citizen members on committees of Council (including for profit Boards)	February 27, 2013	City Clerk and Integrity Commissioner	Integrity Commissioner to meet with Chairs of committees of Council.
6. Review any differentiation between the Mayor and Councillors accepting gifts and citizen members working for municipal election campaigns	November 12, 2012	Integrity Commissioner	Coming to a future meeting date.

57

Governance Committee

MAR 18 2013

Correspondence List

Who	Meeting Date	Matter	Status
David Culham	January 23, 2012	Review of committee structure	Mr. Culham advised of the dates when the overview of the City Committees of Council Structure Review will be presented to the Governance Committee.
Alan Kan	September 17, 2012	Review Council meeting times and Public Question Period	Mr. Kan advised of final recommendations for the City Committees of Council Structure Review.