



## **AGENDA**

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### **GOVERNANCE COMMITTEE**

THE CORPORATION OF THE CITY OF MISSISSAUGA  
([www.mississauga.ca](http://www.mississauga.ca))

**MONDAY, MAY 14, 2012 – 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 Chris Fonseca, Ward 3

Councillor Bonnie Crombie, Ward 5

Councillor Pat Saito, Ward 9 (Vice-Chair)

Councillor George Carlson, Ward 11

Contact: Carmela Radice, Legislative Coordinator, Office of the City Clerk  
905-615-3200 ext. 4526 Fax: 905-615-4181  
[Carmela.Radice@mississauga.ca](mailto:Carmela.Radice@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 of Previous Meeting

Minutes of the Governance Committee meeting held on April 16, 2012.

2. Corporate Report dated May 2, 2012 - "City Council Committee Structure Review – Survey Results and Revised Project Scope"

Corporate Report dated May 2, 2012 from the City Manager and Chief Administrative Officer, titled "City Council Committee Structure Review – Survey Results and Revised Project Scope".

**RECOMMENDATION**

That the Governance Committee give direction on the eight (8) questions asked within the report entitled, City Council Committee Structure Review – Survey Results and Revised Project Scope, dated May 2, 2012, from the City Manager and Chief Administrative Officer, and that staff be directed to implement per direction given.

3. Memorandum dated May 4, 2012 from the Director of Legislative Services and City Clerk

Memorandum dated May 4, 2012 from the Director of Legislative Services and City Clerk with respect to Resolutions of Council Pertaining to Communication Devices and Council Lunch Recess.

4. CLOSED SESSION

(a) Pursuant to Subsection 239 (2) of the *Municipal Act*)

- (i) Personal matters about an identifiable individual including municipal or local board employees - **Integrity Commissioner RFP – Next Steps**

OTHER BUSINESS

ADJOURNMENT



Governance Committee

MAY 14 2012

# MINUTES

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## GOVERNANCE COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA  
([www.mississauga.ca](http://www.mississauga.ca))

MONDAY, APRIL 16, 2012 – 1:02 P.M.

COUNCIL CHAMBER, SECOND FLOOR, CIVIC CENTRE

300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1

Members Present:

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

Members Absent:

Councillor Bonnie Crombie, Ward 5

Staff Present:

Janice Baker, City Manager and CAO  
Mary Ellen Bench, City Solicitor  
Catherine Monast, Team Leader, Media External  
Communications  
Karen Spencer, Advisor  
Crystal Greer, Director, Legislative Services and City Clerk  
Sacha Smith, Legislative Coordinator

**CALL TO ORDER - 1:02 PM****DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST – Nil****APPROVAL OF THE AGENDA**

Councillor Chris Fonseca moved approval of the agenda as presented. This motion was voted on and carried.

Approved (Councillor C. Fonseca)

**DEPUTATIONS**

Ursula Keuper-Bennett, resident with respect to the Code of Conduct and the mandate of the Integrity Commissioner.

Ms. Keuper-Bennett made a DVD presentation providing comments on the mandate and role of the Integrity Commissioner. She noted that complaints against City staff should be investigated by the Integrity Commissioner. She requested that the Governance Committee consider expanding the mandate of the Integrity Commissioner to include complaints against City staff.

Councillor Pat Saito clarified that complaints made about a Member of Council would not be referred by the Integrity Commissioner to the Human Resources Division for an investigation. She noted that it is anticipated that an Integrity Commissioner would be hired by the end of June 2012 and the Governance Committee would work with them on the revisions to the Council Code of Conduct. She further spoke to the matter of the Integrity Commissioner not reviewing complaints against City staff.

Councillors Chris Fonseca and Jim Tovey spoke to the matter and noted that there would be a close look at reviewing the Council Code of Conduct.

**PUBLIC QUESTION PERIOD**

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

Dorothy Tomiuk on behalf of MIRANET noted support to share costs with the Region of Peel for an Integrity Commissioner and expressed concern with professional or service club memberships from the Councillors' budget. She further noted that there should be a review of Council budgets based on the demands for each ward. She enquired when the Council Committee Structure Survey would be available for public input.

**MATTERS CONSIDERED:****1. Approval of Minutes of Previous Meeting**

Minutes of the Governance Committee meeting held on February 27, 2012.

Approved (Councillor P. Saito)

**2. Appointment of Integrity Commissioner - Update**

Corporate Report dated April 10, 2012 from the City Solicitor providing an update on the appointment of an Integrity Commissioner.

Councillor Saito enquired if the comments and concerns expressed at the February 27, 2012 were incorporated in the RFP for the Integrity Commissioner. Mary Ellen Bench, City Solicitor advised that the disbursements that were not appropriate were removed, block fees for certain services were included and a request that the retainer include advice on matters under 30 minutes research.

Councillor Saito enquired if the role of the Integrity Commissioner could be expanded beyond what is included in the RFP. Ms. Bench advised that it would have to be negotiated.

**RECOMMENDATION**

That the report titled "Appointment of Integrity Commissioner – Update" dated April 10, 2012 from the City Solicitor be received for information.

Received (Councillor P. Saito)  
Recommendation GOV-0011-2012

**3. Amendment to the Municipal Elections Act**

Memorandum dated April 11, 2012 from the Director, Legislative Services and City Clerk with respect to Resolution 0291-2011 that was repealed by Council on February 22, 2012.

Crystal Greer, City Clerk explained that there were concerns expressed by Council that the resolution did not deal with school trustees or a costly by-election.

Councillor Chris Fonseca suggested that "or school board trustees" be added after "municipal councillors" in the resolution. She further suggested that in paragraph 4 that "and if elected the municipality is then faced with the prospect of an expensive by election" be removed from the resolution.

Councillor Pat Saito supported Councillor Fonseca's suggestions and spoke to the matter.

Councillor George Carlson suggested that where a Councillor forfeits their seat to run for provincial or federal office, that their severance package be used towards the cost of a by-election. Janice Baker, City Manager advised that staff could bring a report back to the Governance Committee on what the amendments regarding the severance package would look like, for the Committee's consideration.

Direction

4. Correspondence

Letter from Grant Isaac, resident with respect to the appointment of an Integrity Commissioner. This letter was attached to an email received by the Mayor's Office.

RECOMMENDATION

That the letter from Grant Isaac, resident with respect to the appointment of an Integrity Commissioner on the April 16, 2012 Governance Committee agenda be received for information.

Received (Councillor P. Saito)  
Recommendation GOV-0012-2012

OTHER BUSINESS - Nil

ADJOURNMENT - 1:56 P.M.



# Corporate Report

Clerk's Files

Originator's  
Files

Governance Committee

MAY 14 2012

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**DATE:** May 2, 2012

**TO:** Chair and Members of Governance Committee  
Meeting Date: May 14, 2012

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

**SUBJECT:** City Council Committee Structure Review – Survey Results and Revised Project Scope

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**RECOMMENDATION:** That the Governance Committee give direction on the eight (8) questions asked within the report entitled, City Council Committee Structure Review – Survey Results and Revised Project Scope, dated May 2, 2012, from the City Manager and Chief Administrative Officer, and that staff be directed to implement per direction given.

**BACKGROUND:** On January 11, 2012, the General Committee of Council considered a report entitled, 'City Council Committee Structure Review'. Recommendations #1 and #2 of the report were approved and #3 was deferred to the Governance Committee for further discussion. Recommendation #3 read:

1. That the hiring of an external consultant and other ancillary project costs be approved and all necessary by-laws be enacted with funding from Contingency Reserve Account No. 305125, to an upset limit of \$75,000.

Subsequently, on January 23, 2012, the Governance Committee, requested:



1. That the City Clerk be directed to report back to the Governance Committee with proposed options for standing committees with respect to the City Council Committee Structure Review.
2. That staff be directed to come back with a proposed survey and circulation of the survey for the City Council Committee Structure Review at the next Governance Committee.

Staff developed a survey of 35 questions which the Governance Committee considered at the February 27, 2012 meeting, and further recommended:

That the City Council Committee Structure survey be circulated to the Mayor and Members of Council and that staff report back to the Governance Committee on the results of the survey.

The survey was revised as directed and circulated to the twelve members of Council on-line; survey hard-copies were also made available. Nine surveys (75%) were received back. The results of the surveys are attached as Appendix 1.

**COMMENTS:**

The survey results indicate that there are generally high satisfaction levels with the existing governance structure among Council Members. However, there were a number of suggestions given by Council Members in the survey regarding new ways to administer and organize the Committees of Council. This report separates the review's scope of work comments into two categories/phases of work:

- Phase I: Administrative / Public Engagement
- Phase II: Potential New Governance Structures / Procedures

**SURVEY RESULTS  
REQUIRING DIRECTION /  
CONFIRMATION**

Observations from the survey results, with a number of specific questions seeking the Governance Committee's direction on the pending scope of work are outlined below:

**Phase I: Administrative / Public Engagement:**

Phase I work will include research and analysis on such things as the committee membership, purpose, alignment to the Strategic Plan, budgets, staff resources, work processes, efficiencies, decision-making framework, time commitments, etc., that exist within all 25 committees (see Appendix 2 for Committee list). An important aspect for review within this category will be to analyse the procedures and processes by which ratepayers, businesses, media, interest groups and the general public connect in a meaningful way with these committees.

- The survey indicates that the 'Committee-of-the-Whole' structure for Council, General Committee, Planning & Development Committee and Budget Committee is the preferred structure for those four important standing committees. (survey questions 1-3)  
**1. Do you agree that the four Committees listed above should remain as 'Committees-of-the-Whole'?**  
**If yes, do you wish staff to complete an administrative review of these four Committees?**
- For the 21 Advisory Committees of Council, the survey indicates an administration review is required. (survey question 21)  
**2. Do you wish staff to complete an administrative review of the 21 Advisory Committees?**
- Specific interest was expressed in analyzing how we can more effectively reach out and engage the public. Also, technical advances, such as live streaming, were often mentioned.\* (based on survey responses throughout the entire survey)  
**3. Do you want more effective public engagement, including technical advances, to be researched within the scope of this review?**

\*Notes: staff will ensure coordination of research between this review and the Communication Master Plan on public engagement aspects. Also, due to the cost implications, any recommendations for the implementation of technical advances

would require approval through the Business Plan and Budget process.

**Phase II: Potential New Governance Structures / Procedures:**

Research and analysis on more complex issues such as creating new committees and potential new leadership positions within committees; retiring or combining committees would be analyzed as well. Specific analysis and recommendations regarding the Budget Committee would be within this category.

- The survey indicated mixed views on whether the scope of work should include research regarding a Deputy Mayor and/or a Budget Chief. (survey question 24 & 25)

**4. Direction is required on this issue.**

- There were a range of comments made on the question of the number of Councillors on individual committees, and on the total number of Committees an individual Member can sit on. (survey questions 26 & 27)

**5. Direction is required on this issue.**

- Interest was shown in the survey for potentially establishing new committees, such as a 'Transit & Transportation Committee', and an 'Appointments/Striking Committee'. (survey questions 16 & 28)

**6. Do you wish staff to examine and make recommendations on the potential of these new committees?**

- Interest was expressed in the survey for potentially combining committees or retiring committees. (survey questions 18 & 30)

**7. Do you wish staff to examine and make recommendations on combining or retiring committees?**

- Survey question #34 clearly illustrates that Council Members are interested in solid research and analysis of all Committees, with a focus on the structure, work and administrative processes, including:
  - some targeted public stakeholder involvement (other than that available through the Governance Committee)

- benchmarking for specific aspects, as needed.

**8. Do you wish staff to complete this review with 'targeted' or 'broad' public stakeholder involvement and benchmarking?**

Due to the reduced scope of the overall City Council Committee Structure Review, and no external consultant as additional support, any requests to add extra components to the scope of this review will require discussion and approval on a case-by-case basis.

**OUT OF SCOPE:**

Other types of public and organizational committees that are out of scope of this review, include:

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

**STAKEHOLDERS TO BE CONSULTED:**

During this review, staff will gather information and opinions from key stakeholders. At this time it is expected the stakeholders would include:

- Council Members (and their staff if appropriate)
- Citizen members on existing Committees (potentially including past members)
- Leadership Team
- Clerks division staff, specifically the Legislative Coordinators
- Directors and key staff members who engage with Committees on a regular basis

- Individuals or organizations that have specific knowledge of importance
- General public, businesses, ratepayers, interest groups: outreach is expected to be through the regularly scheduled meetings of the Governance Committee, GC and Council as reports or presentations are tabled.

**PROJECT TIMETABLE:**

The general timeline for the City Council Committee Structure Review:

- Phase I – Administration / Public Engagement: analysis completed by September, 2012
- Phase II – Potential New Governance Structures / Procedures: analysis completed by November, 2012. Note: Before Phase II analysis begins, staff will present a more defined scope of work and project plan to the Governance Committee to ensure clarity and direction.
- Draft recommendations to Governance Committee – January, 2013
- Revisions and approval by Council – February, 2013

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

**FINANCIAL IMPACT:** There may be a requirement to second a person as coverage for a portion of the Project Lead's position through the duration of the review; funding for this secondment is within existing budgets.

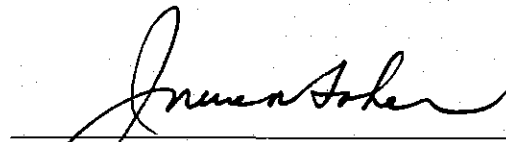
**CONCLUSION:** City Council Members have expressed opinions through a survey regarding the upcoming City Council Committees Structure Review (CCCSR). There has been strong indication through the survey that

the four large standing Committees (Council, General Committee, Planning and Development Committee and Budget Committee) should remain as Committees-of-the-Whole. Further, the need for extensive benchmarking and public engagement process has been reduced. In consideration of these changes, the scope of work for the CCCSR has been reduced as well.

**ATTACHMENTS:**

Appendix 1: City Council Committees Structure Review: Scope Survey – Members of Council Responses

Appendix 2: City Council Committees Structure Review: Committee List



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

*Prepared By: Karen Spencer, Advisor, City Manager's Department*

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

1. The 'Committee(s)-Of-The-Whole' governance model works well and it is important to have all 12 members of Council sit on these four committees.

**a. COUNCIL:**

Strongly agree	8
Agree	1
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	8
Agree	1
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	7
Agree	2
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	6
Agree	1
Neutral, Neither Agree nor Disagree	1
Disagree	1
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Budget Committee should meet on a more regular basis
- Budget can contain members who have more interest and understanding of the issues. The Mayor does not necessarily need to Chair the Sub-committee
- P&D, Council, GC and COA should be streamed live and archived on the city web site.

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

**2. The 'Committee(s)-Of-The-Whole' structure allows for effective accountability and transparency.**

**a. COUNCIL:**

Strongly agree	8
Agree	1
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	8
Agree	1
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	6
Agree	3
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	5
Agree	3
Neutral, Neither Agree nor Disagree	1
Disagree	
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Budget Committee should meet more regularly
- See comment re: 'Streaming' above (Question 1)



**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

3. The decision-making authority for each of the 'Committee(s)-Of-The-Whole', is well defined and understood.

**a. COUNCIL:**

Strongly agree	8
Agree	1
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	7
Agree	2
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	6
Agree	3
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	6
Agree	3
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Better briefings are necessary for new members
- Budget should have monthly updates to ensure that we stay on track and prepare the next year's cycle

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

4. The number of times the 'Committee(s)-Of-The-Whole' formally meet (per the Clerk's Calendar) is ample, which allows for effective decision-making.

**a. COUNCIL:**

Strongly agree	8
Agree	
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	8
Agree	
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	6
Agree	2
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	4
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Need to start Budget earlier so we can make decisions knowing the impacts.
- Sometimes flexible times are needed as long term dates and councillors personal/meeting agendas conflict, which could mean missing meetings
- Planning does not need to meet as often as we do as agendas are lighter. Could be 1x per month with anything necessary going to GC.
- Budget Committee needs to meet more regularly and also consider review of this committee with Audit
- I believe Council should meet more often than once per week. The House of Commons and provincial legislature meets each day.

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

5. The scheduled timing (morning, afternoon, evening) of the 'Committee(s)-Of-The-Whole' is appropriate, which allows for effective decision-making.

**a. COUNCIL:**

Strongly agree	6
Agree	2
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	6
Agree	2
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	5
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	3
Agree	1
Neutral, Neither Agree nor Disagree	1
Disagree	3
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- As above, re: flexible times (Question 4)
- All day meetings are not good for keeping alert and involved. We lose members on the longer days. I prefer half days
- Budget needs to meet more regularly. I would not be opposed to reviewing the option of a night meeting of Council, or General Committee, alternating or once per month or some schedule that allows for more members of the public to attend.
- I believe Council should meet at least twice per week, and once or twice per month should host evening meetings
- Budget Committee in the evening may eliminate the need for 'Town Hall meetings'

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

6. The 'Committee(s)-Of-The-Whole' agendas are easy to navigate, well organized and include the right amount of information, which allows for effective decision-making.

**a. COUNCIL:**

Strongly agree	5
Agree	3
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	1
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	5
Agree	3
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	1
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	2
Agree	4
Neutral, Neither Agree nor Disagree	1
Disagree	1
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	3
Agree	3
Neutral, Neither Agree nor Disagree	2
Disagree	1
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Need more information from the Region on impacts we make at planning that relate to water, sewer, roads, police in intensification
- Planning Committee process seems clear, but not always clear to citizens
- Budget Committee format should be reviewed
- There are too many last minute amendments and 'integrated pages' and 'additional items', I often can't keep up with the changes. Some are even dropped off just ahead of the meeting. Given that Council occurs only once per week, we should not be inundated with changes the night before.
- Electronic agendas are also helpful. See Comment above re: Budget Committee in evening (Question 5)

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

7. There is sufficient time available at each 'Committee-Of-The-Whole' meeting to complete the daily agenda's business.

**a. COUNCIL:**

Strongly agree	4
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	4
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	5
Agree	3
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	2
Agree	3
Neutral, Neither Agree nor Disagree	2
Disagree	2
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- I feel Budget should meet more regularly
- I strongly believe we need better time management at meetings to allow the agenda to flow more smoothly and allow for more efficient and effective meetings. Time allocations for deputants and Council members are necessary and must be adhered to. I suggest 10 minutes for both, with an opportunity to respond to an issue once for a 3 minute allocation.
- I would appreciate budget information and consulting all year long

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

8. The 'Committee(s)-Of-The-Whole' structure allows for effective public discussion and citizen engagement.

**a. COUNCIL:**

Strongly agree	1
Agree	6
Neutral, Neither Agree nor Disagree	1
Disagree	1
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	1
Agree	6
Neutral, Neither Agree nor Disagree	1
Disagree	1
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	4
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	
Agree	6
Neutral, Neither Agree nor Disagree	1
Disagree	2
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Even when evening meetings were held on the Budget we have few citizens attend. With media and TV coverage public gets information. However, believe we need someone in the Mayor's Office that can do more in-depth research to get a better way of getting information out
  - Over and above the Committee format, the Town Halls allowed the public the opportunity to comment and ask questions about the budget
  - I agree that citizen engagement is well addressed, however not necessarily public discussion. Perhaps more Town Halls on hot issues are required to accommodate greater citizen engagement.
- (continued on page 9)

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

- Most citizens I have talked to would prefer these meetings in the evening, which may not be practical given the number of events and community meetings we are committed to at night.
- Streaming and archiving, as they do in Oakville, would be a large step forward.

**9. The 'Committee(s)-Of-The-Whole' structure allows for sufficient time for public (and staff) deputations /presentations.**

**a. COUNCIL:**

Strongly agree	2
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	2
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	2
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	2
Agree	4
Neutral, Neither Agree nor Disagree	2
Disagree	1
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Could be stricter time allocations, better time controls
- I believe we must adhere to stricter time controls whether they be 10, 15, or 20 minutes.

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

10. The 'Committee(s)-Of-The-Whole' structure allows for sufficient media (including citizen/non-accredited media) access.

**a. COUNCIL:**

Strongly agree	3
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	3
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	3
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	3
Agree	5
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- I think a time for media questions at end of meeting on budget would be helpful so Council can respond directly
- I believe there is too much indulgence of 'citizen journalists' and feel very strongly that only accredited media outlets be permitted to film Council proceedings or that permits be sought on certain occasions when warranted. Otherwise only Rogers or Global who have negotiated an agreement to tape the proceedings should be permitted to tape. I often feel personally 'violated' being filmed by individual citizen journalists who later re-edit and 'mash-up' their videos in very unflattering formats, and then present these homemade videos back to Council. This is disrespectful of the office, and to Council members.
- Most media make their inquiries from members of Council as we are about to go in-camera. This has delayed Councillors from promptly attending in-camera meetings.



**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

**11. General Committee and Planning & Development Committee work well with a rotating Chairperson.**

**a. GENERAL COMMITTEE:**

Strongly agree	3
Agree	5
Neutral, Neither Agree nor Disagree	1
Disagree	
Strongly disagree	
N/A, Not enough information	

**b. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	3
Agree	5
Neutral, Neither Agree nor Disagree	1
Disagree	
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Could have permanent chairs elected annually / biannually (school boards work this way), don't feel strongly about it
- Believe it is important to rotate; gives Councillors experience which help them chair meetings in their communities
- We could consider a monthly rotation since there is 12 of us.

**12. The 'Committee(s)-Of-The-Whole' are well managed administratively (agenda distribution, meeting logistics, presentations, minutes, calendar notifications, on-line resources, etc.).**

**a. COUNCIL:**

Strongly agree	3
Agree	5
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	4
Agree	5
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	4
Agree	5
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**d. BUDGET COMMITTEE:**

Strongly agree	4
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

Additional Comments:

- Can all be live streamed
- Well managed other than late additions to the agenda

**13. The 'Committee(s)-Of-The-Whole' structure allows for a sufficient amount of time for Members of Council to speak on an individual issue.**

**a. COUNCIL:**

Strongly agree	5
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**b. GENERAL COMMITTEE:**

Strongly agree	5
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**c. PLANNING & DEVELOPMENT COMMITTEE:**

Strongly agree	5
Agree	4
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

**d. BUDGET COMMITTEE:**

Strongly agree	4
Agree	4
Neutral, Neither Agree nor Disagree	1
Disagree	
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- I strongly believe that Council members need to limit their interventions and speeches in the spirit of efficiency, fairness and effectiveness. Some Councillors speak at length without consideration for the agenda, or without respect for other Councillors or deputants. Councillors need to be held to a timetable: 10 minutes to respond to an issue, with a 3 minute rebuttal should one be necessary. Other Councillors will pick up on topics not covered. Special consideration can be given during important debates when all could speak formally for up to 20 minutes.

**End of Section A**

**14. The discussion and work of the 'Other Committees of Council' helps achieve good decision-making, when matters move to Council for approval.**

Strongly agree	4
Agree	3
Neutral, Neither Agree nor Disagree	1
Disagree	
Strongly disagree	
N/A, Not enough information	1

Additional Comments: (none)

**15. The general public understands the 'Other Committees of Council' structure and knows how to bring forward their item to the attention of the appropriate committee.**

Strongly agree	
Agree	4
Neutral, Neither Agree nor Disagree	3
Disagree	1
Strongly disagree	1
N/A, Not enough information	

**Additional Comments:**

- The "regulars" do but not the newbies!
- The general public does not understand 'Other Committees of Council' – need a better way to get this message out
- Public understands some more than others

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

**16. The creation of a 'Transit and/or Transportation Committee', would be desirable.**

Strongly agree	5
Agree	2
Neutral, Neither Agree nor Disagree	1
Disagree	
Strongly disagree	
N/A, Not enough information	1

**Additional Comments:**

- Could support it, not a top priority
- Needed in light of commitment to transit, active transportation plan

**17. Please list any new Committees of Council (other than question 16 above) that you believe are important to create.**

**Additional Comments:**

- Do not support adding a new committee
- Public Works
- Transportation and Infrastructure
- Culture and Heritage
- I would appreciate reading the mandate and terms of reference for the committees before answering this question

**18. Please list any of the existing Committees of Council that you believe should be retired and/or combined with the work of another committee.**

**Additional Comments:**

- Audit folded into Budget
- Traffic Safety folded into Road Safety
- There likely are, but I am unfamiliar with many of them
- I think Road Safety and Traffic Safety could be combined into one
- Budget should meet more regularly, and I would be open to the discussion of combining it with Audit

**19. The Committees of Council structure allows for effective public discussion and citizen engagement.**

Strongly agree	2
Agree	5
Neutral, Neither Agree nor Disagree	
Disagree	2
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- This is done during question period and also the ability to come as a deputation
- I don't believe most people understand how the Committee structure operates or that they have the option of making a deputation, attending or participating

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

20. The Committees of Council structure allows for sufficient time for public (and staff) deputations /presentations.

Strongly agree	3
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

Additional Comments: (none)

21. The upcoming City Council Committee Structure Review should include research, analysis and recommendations on:

- a. The number of meetings of the 'Other Committees of Council' (per the Clerk's calendar).

Strongly agree	1
Agree	6
Neutral, Neither Agree nor Disagree	2
Disagree	
Strongly disagree	
N/A, Not enough information	

- b. The time allocation (daytime, evening, meeting length) of the 'Other Committees of Council'.

Strongly agree	1
Agree	5
Neutral, Neither Agree nor Disagree	1
Disagree	
Strongly disagree	
N/A, Not enough information	

- c. The membership (Councillors, citizens, etc.) on the 'Other Committees of Council' including the quorum requirements.

Strongly agree	3
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

- d. The Terms of Reference for the 'Other Committees of Council' to ensure general consistency and that they reflect the work of the existing Committee.

Strongly agree	2
Agree	7
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

- e. The staff and budget resources required to complete the procedures and programs of the 'Other Committees of Council'.

Strongly agree	1
Agree	7
Neutral, Neither Agree nor Disagree	
Disagree	1
Strongly disagree	
N/A, Not enough information	

- f. The alignment to the Strategic Plan of the 'Other Committees of Council'.

Strongly agree	2
Agree	6
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

- g. The administrative processes (logistics, agenda development, minutes, etc.) required to meet the needs of the 'Other Committees of Council'.

Strongly agree	3
Agree	5
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	
N/A, Not enough information	

- h. The future opportunity for the 'Other Committees of Council' to conduct meetings by tele-conference (or other means).

Strongly agree	1
Agree	4
Neutral, Neither Agree nor Disagree	2
Disagree	1
Strongly disagree	
N/A, Not enough information	

**Additional Comments:**

- Do not support additional evening meetings given that many of us have focus groups or ratepayer meetings that are already booked in the evening
- The issue of tele-conference or other means would need controls to ensure no misuse ie. members should regularly attend in person, tele-conference or other means only to be utilized in extreme circumstances.

**End of Section B**

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

22. The public 'Question Period' for all Committees needs to be reviewed within the upcoming City Council Committee Structure Review.

Strongly agree	1
Agree	4
Neutral, Neither Agree nor Disagree	2
Disagree	1
Strongly disagree	
N/A, Not enough information	1

**Additional Comments:**

- I'm not sure why – we already welcome public questions at meetings.
- We don't always stick to the 15 min. timeframe when someone does
- Every committee needs to have public question period opportunity

23. The protocols and decorum (use of blackberries, phones, time limitations, etc.) for all Committees needs to be reviewed within the upcoming City Council Committee Structure Review.

Strongly agree	2
Agree	5
Neutral, Neither Agree nor Disagree	
Disagree	
Strongly disagree	1
N/A, Not enough information	

**Additional Comments:**

- Less formal meetings – no need to limit/ban electronics
- Believe we have already dealt with this
- We should discuss and clarify the policy
- I strongly agree with the use of both time allocations and blackberries (email only, on silent so as to be discreet)

24. The City of Mississauga's Committees structure would benefit from having a Deputy Mayor.

Strongly agree	1
Agree	1
Neutral, Neither Agree nor Disagree	3
Disagree	1
Strongly disagree	3
N/A, Not enough information	

**Additional Comments:**

- We don't need a Deputy Mayor, there is enough division on this Council without adding another one.
- I am open to discussion. Right now the rotating Chairs of each committee-of-the-whole works well.

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

**25. The City of Mississauga's Committees structure would benefit from having a Budget Chair.**

Strongly agree	
Agree	5
Neutral, Neither Agree nor Disagree	1
Disagree	2
Strongly disagree	
N/A, Not enough information	1

**Additional Comments:**

- Yes, should not be the Mayor
- I believe we should rotate as we do with other committees
- Chair the budget meetings, meet with staff prior to budget to get an overall perspective and give suggestions to staff on agendas and presentations. There should also be a Vice Chair
- I am open to discussion. Right now I don't think we meet enough as Budget Committee. We do have an Audit Chair, so I think a Budget Chair should be at least considered, but then I think the schedule would have to change.

**26. The total number of Committees of Council that an individual Council member can sit on, at any one time, is appropriate.**

Strongly agree	
Agree	3
Neutral, Neither Agree nor Disagree	2
Disagree	
Strongly disagree	
N/A, Not enough information	2

**Additional Comments:**

- Don't quite understand this question
- I was not aware that there is a limit
- Would like to see a complete list of all committees the Councillors sit on. Perhaps more balance?
- The total number of Councillors on committees needs to be reviewed
- I have mixed views on this because some Councillors have more time and more interest than others. I don't sit on any substantive Committees or Boards and this is a deficiency of the system.
- I was not aware there is a limitation

**27. The total number of Committees of Council that an individual Council member can be Chair or Vice-Chair, at any one time, is appropriate.**

Strongly agree	0
Agree	3
Neutral, Neither Agree nor Disagree	3
Disagree	
Strongly disagree	
N/A, Not enough information	2



**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

**Additional Comments:**

- Don't quite understand this question
- I was not aware of a limit
- Should be part of the review
- I am unaware of what the limit is
- See comment above – not aware there was a limitation (Question 26)

- 28. The City of Mississauga's Committees structure would benefit from an 'Appointments Committee' which would be tasked with determining the Committee membership, Chair and Vice-Chair positions.**

Strongly agree	1
Agree	2
Neutral, Neither Agree nor Disagree	2
Disagree	2
Strongly disagree	2
N/A, Not enough information	

**Additional Comments:**

- Strongly agree with an Appointment's Committee for membership (but strongly disagree that this Appointment's Committee would determine Chair & Vice-Chair positions)
- School Board does this "Striking Committee"
- Individual Committees should pick their own Chairs / Vice-Chairs
- This would create 'factions' on Council, particularly with respect to Chair and Vice-Chair positions.
- Would agree that there should be discussion by all Councillors to bring out all issues and concerns
- Yes, Councillors should rank their choices and the Appointment Committee should attempt to accommodate their choices. Committees should select their own Chairs.

- 29. List any Committees that you believe the 'Chair' position should be determined by all 12 members of Council.**

**Additional Comments:**

- Budget, Planning, GC
- None, The committee itself should elect the Chair and Vice-Chair
- As above - should be discussion by all Councillors to bring out all issues (Question 28)
- Budget
- Will depend on new committees, if structure changes, if some committees merge and others fall under larger categories, then Chair must be part of overall discussion. For example, Transit - if we end up having one; Budget - if we change the format. What about Regional Committees? Should be considered as comparison, review, duplication, etc.
- Budget
- Planning and GC should rotate, unless there is a Deputy Mayor who would Chair Budget and GC.

# **City Council Committee Structure Review** **Scope Survey – Members of Council Responses**

**30. Is there any significant duplication that exists between any Committees of Council and if so, do you have any suggestions to rectify the duplication?**

**Additional Comments:**

- Not that I know of; staff should comment
- Unknown
- No
- Don't see any
- No
- Yes, Planning could be combined with GC for most items and only hold public meetings at an evening planning session.
- If we end up with a Transit Committee, Accessibility, Cycling, and Towing might be considered as sub-Committees of this and they may report differently, with a different structure to Transit.
- Budget may be a broader committee with Audit, and others reporting to it, etc.

**31. Do you believe that there are agenda items that could be delegated to staff to handle and if so, which items?**

**Additional Comments:**

- Would like this to go to staff for comments.
- No
- Perhaps needs discussion...seems that over the years many minor items have been delegated to staff and/or committees
- No, I think Council should be dealing with the items we do today
- Needs more discussion
- Unknown

**32. Do you like the way another municipality organizes and/or manages their Committees of Council and if so, which municipality?**

**Additional Comments:**

- I don't know any
- Unknown
- No
- Needs discussion and comparison
- Am not familiar enough with other municipality's organization other than the Region of Peel which operates in a similar fashion to Mississauga. There are only minor differences at Peel, nothing substantial to effect change in our processes.
- Not sure / would like to see a matrix/chart of other municipalities

**33. Do you think the City Council Committee Structure Review should include a benchmarking review of other large Canadian cities, within the Review?**

Yes	8
No	1

**Additional Comments:**

- A quick look at 4-5 big cities should do.
- Yes, but only as information, does not mean I support a different structure
- Only if the review can be done in house without consultants

**City Council Committee Structure Review**  
**Scope Survey – Members of Council Responses**

34. Check what you believe should be the depth to which the City Council Committee Structure Review should research, analyze and make recommendations:

Full	
General	8
Minimal	1

END OF SECTION C:

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35. Any last thoughts, suggestions or comments?

**Additional Comments:**

- We have a small Council, so I suggest we look at reducing the 'core' number of Councillors needed for a Committee ie. from 3 to 2, or from 2 to 1, with a properly designated "alternate" to fill in for any illness / absences.
- I hope we will not be identified by our specific comments
- Would have a concern with wholesale, dramatic changes in advance of what could be a dramatically different Council in 2014
- I believe the system under which we operate works well to ensure an equal voice for all members of Council and the general public. A review of the effectiveness of the existing committees of Council which would include commentary and opinion from past and present citizen members would be helpful to ensure the existing viability and effectiveness of those committees. I believe that Council would benefit from the implementation of a Transit Committee so we better understand the business of Transit, and so that the general public can provide knowledgeable and informed input from a user perspective, as well as gain insight into the intricacies of funding and overall operations.
- Probably more after we analyze this exercise
- With a variety of changes, priorities of this Council, now is a good time to review
- A package with the Terms of Reference and Mandate of committees for study purpose would be helpful.

**City Council Committee Structure Review**  
**Committee List**

The list of City Council Committees that would be in scope include:

- 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
- International Design Competition Committee (not as yet begun)
- Mississauga Celebration Square Events Committee
- Mississauga Appeal Tribunal
- Mississauga Cycling Advisory Committee
- Museums of Mississauga Advisory Committee
- Planning and Development Committee
- Property Standards Committee
- Public Vehicle Advisory Committee
- Road Safety Mississauga Advisory Committee
- Traffic Safety Council
- Towing Industry Advisory Committee
- Shark Finning Committee

Note: the Committee of Adjustment is considered out-of-scope as it is not considered an Advisory Committee, operates under its own Procedural By-law and recently completed a procedural review.

# Memorandum



Governance Committee

MAY 14 2012

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**TO:** Chair and Members of Governance Committee

**FROM:** Crystal Greer

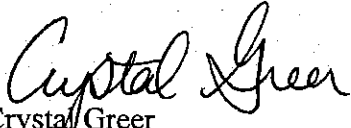
**DATE:** May 4, 2012

**SUBJECT:** Resolutions of Council Pertaining to Communication Devices and Council Lunch Recess

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The attached Resolution 0022-2011 was adopted by Council at its meeting on January 19, 2011 to implement a procedure to address the usage of communication devices by Members of Council at Council, Planning and Development, Budget and General Committee meetings. Direction is sought from the Committee with respect to the effectiveness of this procedure as the resolution calls for a review of the procedure after 6 months.

In addition, Resolution 0108-2010 was adopted on April 28, 2012 for Council to recess from 12 noon to 1:00 p.m. to allow for an adequate lunch break. Direction is sought from the Committee as to whether the resolution is still effective.

  
Crystal Greer  
Director, Legislative Services and City Clerk



RESOLUTION 0022-2011  
adopted by the Council of  
The Corporation of the City of Mississauga  
at its meeting on January 19, 2011

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0022-2011      Moved by: Pat Saito

Seconded by: Katie Mahoney

WHEREAS: Members of Council should be focusing their full attention on the business at hand during Council and Committee meetings;

AND WHEREAS the use of communication devices such as Blackberries, iphone, etc. for email purposes is increasing during public meetings;

AND WHEREAS the public needs to be sure that all Council debate is conducted in the open and that their representatives are paying full attention to the business before them and not being distracted by email;

AND WHEREAS Members of Council should be expected to govern themselves in a professional and courteous manner while engaging in City business;

AND WHEREAS communication devices can be a valuable tool for checking reference material or referring to calendars;

THEREFORE BE IT RESOLVED that the Council of the City of Mississauga approves the following as "procedure" at all meetings of Council, Planning and Development, Budget and General Committee meetings and that it be enforced through a reminder from the Chair of the meeting:

1. All communication devices will be turned off or set on "quiet" at all times
2. No use of communication devices for email is permitted during public deputations or public presentations or during discussion with the deputant or presenter.
3. If a Member of Council needs to use the device for email during the times noted above, they shall leave the room to do so.

And further that the use of communication devices for email is not permitted at any time during In Camera meetings;

And further that Council reviews the effectiveness of this procedure in 6 months.

This resolution was divided and voted on separately.

A recorded vote was called on the above resolution, except regarding In-Camera meetings, with the following results:

	YES	NO
Mayor H. McCallion	X	
Councillor J. Tovey	X	
Councillor P. Mullin	X	
Councillor C. Fonseca	X	
Councillor F. Dale	X	
Councillor E. Adams	X	
Councillor R. Starr	X	
Councillor N. Iannicca	X	
Councillor K. Mahoney	X	
Councillor P. Saito	X	
Councillor S. McFadden	X	
Councillor G. Carlson	X	

Recorded Vote

Carried – (Unanimously)

A recorded vote was called on the above resolution regarding In-Camera meetings with the following results:

	YES	NO
Mayor H. McCallion	X	
Councillor J. Tovey	X	
Councillor P. Mullin	X	
Councillor C. Fonseca	X	
Councillor F. Dale	X	
Councillor E. Adams	X	
Councillor R. Starr	X	
Councillor N. Iannicca	X	
Councillor K. Mahoney	X	
Councillor P. Saito	X	
Councillor S. McFadden	X	
Councillor G. Carlson		X

Recorded Vote

Carried – (11-1)