



AGENDA

GOVERNANCE COMMITTEE

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

MONDAY, DECEMBER 15, 2014 – 2:00 PM

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 George Carlson, Ward 11
Mayor Bonnie Crombie (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

APPROVAL OF THE AGENDA

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST

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 – June 16, 2014

Minutes of the Governance Committee meeting held on June 16, 2014.

2. Diversity and Inclusion Advisory Committee Draft Terms of Reference

Draft Terms of Reference for the Diversity and Inclusion Advisory Committee provided by the Mayor's Office for discussion.

Direction Required

3. Transportation Committee Review

Corporate Report dated December 4, 2014 from Janice Baker, City Manager and CAO with respect to a review of the Transportation Committee.

RECOMMENDATION

1. That the report entitled, Transportation Committee Review, dated December 4, 2014, from the City Manager and Chief Administrative Officer, be approved and the Clerk be directed to implement the following changes:

- a. That an additional advisory committee, named the Transportation Advisory Committee, as outlined in the draft terms of reference in Appendix 2 of this report, be created.

- b. That the Transportation Standing Committee be dissolved and the committee meeting calendar cycle change from the existing 3-week cycle, to a 2-week cycle, for General Committee and Council meetings commencing with the General Committee meeting of January 14, 2015.
 - c. That the existing terms of reference for the Mississauga Cycling Advisory Committee (MCAC) be expanded to include active transportation concepts, and a revised terms of reference be presented to General Committee for approval.
- 2. That all applicable by-laws and policies be updated accordingly.
- 4. Governance Committee Review

Council has directed as per Resolution 0223-2014 that the Governance Committee review the structure of the Governance Committee.

OTHER BUSINESS

ADJOURNMENT



Governance Committee

DEC 15 2014

MINUTES

GOVERNANCE COMMITTEE

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

MONDAY, JUNE 16, 2014 – 1:01 PM

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 George Carlson, Ward 11

Members Absent: Councillor Chris Fonseca, Ward 3
Councillor Bonnie Crombie, Ward 5 (Personal)
Mayor Hazel McCallion (Ex-officio)

Staff Present: Janice Baker, City Manager and CAO
Gary Kent, Commissioner, Corporate Services and Chief Financial Officer
Mary Ellen Bench, City Solicitor
Ivana Di Millo, Director, Communications
Finola Pearson, Senior Advisor, Media Relations
Crystal Greer, Director, Legislative Services and City Clerk
Diana Rusnov, Manager, Legislative Services and Deputy Clerk
Sacha Smith, Legislative Coordinator

CALL TO ORDER – 1:01 PM**APPROVAL OF THE AGENDA**

Approved (Councillor Carlson)

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST – Nil**DEPUTATIONS - Nil****PUBLIC QUESTION PERIOD – Nil****MATTERS TO BE CONSIDERED**

1. Approval of Minutes – May 12, 2014

Minutes of the Governance Committee meeting held on May 12, 2014.

Approved (Councillor Saito)

2. Elected Officials' Records

Corporate Report dated June 4, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to Elected Officials' Records.

Councillor Saito spoke to the issue of councillors' records. Crystal Greer, City Clerk explained that the *Municipal Act* covers the Mayor's records as they are an officer of the Corporation. The Elected Officials' Records Policy is consistent with the current decisions that have been issued by the Information and Privacy Commissioner (IPC) with respect to elected officials' records.

Councillor Saito spoke to the importance of explaining why this Policy was passed and the research that was done relating to the IPC. She noted that if there are opportunities in the legislation that allow councillors' records to become City records, that staff review it for the next term of Council. Mary Ellen Bench, City Solicitor advised that in order for the Policy to change, the *Municipal Act* would need to be changed. The current legal framework is such that councillors' records are confidential.

Councillor Carlson enquired about the ability of using the lists for contact purposes. Ms. Bench advised that councillors are permitted to use their lists and database, also when it is transferred to staff it is done with the consent from the person that gave it to the Councillor.

RECOMMENDATION

That the report entitled "Elected Officials' Records", dated June 4, 2014, from the Commissioner of Corporate Services and Chief Financial Officer, be received for information.

Received (Councillor Carlson)
Recommendation GOV-0018-2014

INFORMATION ITEM

Email dated June 16, 2014 from Dorothy Tomiuk, MIRANET with respect to Elected Officials' Records.

RECOMMENDATION

That the email dated June 16, 2014 from Dorothy Tomiuk, MIRANET with respect to the Corporate Report entitled "Elected Officials' Records" be received for information.

Received (Councillor Saito)
Recommendation GOV-0019-2014

OTHER BUSINESS - Nil

ADJOURNMENT – 1:12 PM

Terms of Reference for Advisory Committees

DRAFT ONLY

Governance Committee

DEC 15 2014

NAME: DIVERSITY AND INCLUSION ADVISORY COMMITTEE

Mandate

The Diversity and Inclusion Advisory Committee will advise on the following:

- Provide input to the mayor, senior staff and City Council on how to remove barriers for all residents in our community;
- Achieve a greater understanding of the many ethno-cultural communities in Mississauga and their vision for our city;
- Provide input to staff in the development of policies to promote awareness of ethno-cultural relations and diversity matters;
- Undertake research and investigations into the thoughts and opinions of residents from across the city;
- Facilitate discussions with community groups to promote broader understanding and engagement between residents and ethno-cultural communities; and
- Review City policies through a diversity lens to ensure they are meeting the needs of all residents in our community.

Objectives/Goals

- The Committee will ensure the City of Mississauga's master plans, including the Strategic Plan and Economic Development Plan are executed with an emphasis on improving diversity and fostering greater inclusion of all residents and stakeholders.
- Requests for additional research and/or staff projects will be subject to Council approval

Workplan

The Committee members will work with City of Mississauga staff to set out a work plan for the Committee and outline objectives. The Committee will report to General Committee on a regular basis and will present its yearly accomplishments to General Committee at the final meeting of 2015.

Definitions

- Not applicable

2a

Procedures and Frequency of Meetings

- The Diversity and Inclusion Advisory Committee will meet quarterly (4 times per year), or as determined by DIAC, at the call of the Chair, or at the direction of General Committee.
- The dates of the four meetings will be confirmed upon agreement of DIAC annual workplan so as to integrate well with the plans and projects under discussion by DIAC
- The Chair of DIAC, in consultation with the Commissioner of Corporate Services (or their designate), may cancel a meeting if it is determined there are insufficient items to discuss.

Membership

- Membership make-up:
 - 2 Council Members (plus Mayor as *ex officio*)
 - 10 Citizen Members who will be chosen with the intention of having, if possible:
 - City-wide representation
 - Ethno-cultural diversity
- Advisors will also attend meetings to support the discussion in a non-voting capacity. Their attendance will be determined per each meeting's agenda items and may include City of Mississauga staff, Region of Peel staff, and other stakeholder groups as necessary.
- All members are subject to the Code of Conduct and Complaint Protocol for Local Boards http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local_Boards_Code_of_Conduct.pdf and Corporate Policy 02-01-01: Citizen Appointments to Committees, Boards and Authorities. <http://inside.mississauga.ca/Policies/Documents/02-01-01.pdf>

Role of Chair

- The role of the Chair is to:
 - preside at the meetings of DIAC using City of Mississauga's Procedure By-law, and keep discussion on topic
 - provide leadership to DIAC to encourage that its activities remain focused on its mandate as an Advisory Committee of Council
 - recognize each Member's contribution to the Committee's work
 - serve as an *ex-officio* member of subcommittees and attend subcommittee meetings when necessary
 - Liaise with the Commissioner of Corporate Services (or their designate) on a regular basis

- 2b
- The Chair and Vice-Chair will be held by the two Council Members of DIAC and who will be confirmed in their roles at the first DIAC meeting of a new Council term.

Role of Committee Members

- The role of Committee Members is to:
 - ensure that the mandate of DIAC is being fulfilled
 - prepare to actively participate in discussion items at DIAC and provide the Committee with solid, factual information regarding agenda items
 - hear deputations and presentations to DIAC and provide input and advice to General Committee where appropriate, on agenda items
 - notify the Committee Coordinator if they are unable to attend DIAC meetings to ensure that quorum will be available for all meetings

Quorum

- quorum of the Diversity and Inclusion Advisory Committee shall be reached with the presence of a majority of the appointed and elected members, at a time no later than thirty (30) minutes past the time for which the beginning of the meeting was scheduled and so noted on the agenda or notice of the meeting
- the issuance of an agenda for a meeting of this Committee will be considered as notice of that meeting
- the presence of one (1) of the appointed Council members shall be required to establish quorum

Subcommittees

- as per the Procedure By-law 139-2013, a Committee of Council may establish a subcommittee which shall consist of members of the parent Committee, as may be determined by such parent Committee and any other member approved by Council
- subcommittees will be formed to deal with specific issues, and will make recommendations to the parent Committee. Once the specific issue is dealt with the subcommittee shall cease
- the Chair of the subcommittee will be appointed at the first meeting of the subcommittee
- all appointed members of the subcommittee have the right to vote



Corporate Report

Clerk's Files

Originator's
Files

3.

DATE: December 4, 2014

TO: Governance Committee
Meeting Date: December 15, 2014

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

SUBJECT: **Transportation Committee Review**

Governance Committee

DEC 15 2014

- RECOMMENDATION:**
1. That the report entitled, Transportation Committee Review, dated December 4, 2014, from the City Manager and Chief Administrative Officer, be approved and the Clerk be directed to implement the following changes:
 - a. That an additional advisory committee, named the Transportation Advisory Committee, as outlined in the draft terms of reference in Appendix 2 of this report, be created.
 - b. That the Transportation Standing Committee be dissolved and the committee meeting calendar cycle change from the existing 3-week cycle, to a 2-week cycle, for General Committee and Council meetings commencing with the General Committee meeting of January 14, 2015.
 - c. That the existing terms of reference for the Mississauga Cycling Advisory Committee (MCAC) be expanded to include active transportation concepts, and a revised terms of reference be presented to General Committee for approval.

2. That all applicable by-laws and policies be updated accordingly.

**REPORT
HIGHLIGHTS:**

- At the request of Council a review was undertaken to examine the effectiveness of the Transportation Committee in its first year.
- The review found that the Transportation Committee's discussions were not fulsome and there was mixed views on its overall effectiveness and the factors that may have contributed to this (refer to Appendix 1 for the review findings)
- Ideas on what could be put in place to elevate the discussions at the committee level are mixed as well.
- Broadening the mandate of the Mississauga Cycling Advisory Committee (MCAC) to include 'active transportation' was generally accepted by most surveyed and supported by similar practices of other large Canadian municipalities.

BACKGROUND:

A broad review of the City's Committees of Council Structure (CCCSR) was undertaken by staff in the City Manager's Office between Sept., 2011 and April, 2013. Council approved the report and findings at the April 10th, 2013 Council meeting. Specific to the proposal for a new committee related to transportation and transit issues to be created, the following recommendation was approved:

- 2.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.

It resulted in the creation of a new Transportation Committee, which held its inaugural meeting on September 25th, 2013, and the committee calendar to switch to a three-week cycle.

Another recommendation from that same broad review, specific to

‘active transportation’ was approved as follows:

- 2.b. That the ‘Mississauga Cycling Advisory Committee’ (MCAC) remain as an Advisory Committee with the following changes:
 - 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.

At the March 17th, 2014 Governance Committee meeting the report entitled ‘Transportation Committee Review’ was tabled and the following recommendations were approved:

1. That the report entitled, “Transportation Committee Review”, dated March 3, 2014, from the Commissioner of Corporate Services and Chief Financial Officer, be received for information.
2. That staff undertake a further review of the Transportation Committee early in 2015 after the Committee has had one full year of operation to determine its effectiveness and need to continue.
3. That staff be directed to review the original suggestion of a transportation advisory committee.

Further, at the April 14th, 2014 Governance Committee meeting a further recommendation was added:

- a) That staff be directed to expand the review of the transportation advisory committee to include the Road Safety Mississauga, Mississauga Cycling Advisory Committee and Traffic Safety Council.

To respond to all of the above, a review was undertaken to examine the effectiveness of the existing Transportation Committee and the potential for both a transportation advisory committee and an active transportation advisory committee to be created.

COMMENTS:

The review included the following:

- confidential survey of Council Members, staff and citizen members of the Mississauga Cycling Advisory Committee (MCAC)
- analysis of the agenda items, timing, effectiveness etc. of the Transportation Committee in its initial year of existence
- updating the benchmarking work completed in the initial review regarding various types of Transportation Committees in other large Canadian municipalities
- research into active transportation advisory committees

The analysis and findings from this review are attached as Appendix 1 to this report. The Executive Summary of this review document provides the salient points which are summarized below:

- The Transportation Committee's first year in operation did not bring forth fulsome discussions on transportation / transit planning issues as hoped. Council Members and staff have mixed views on the effectiveness of this committee and what may have been the factors that caused it not to be as effective as expected.
- Ideas on what could be put in place to elevate the discussions at the committee level are mixed as well. Some ideas expressed include: creating an advisory committee; changing the main Committee meetings (GC, Council) back to a two-week cycle; committing to more discussions on key topics (the Big Move, corridor studies).
- One idea that seemed to be acceptable, to most that were surveyed, was broadening the mandate of the Mississauga Cycling Advisory Committee (MCAC) to include 'active transportation', rather than its current focus on cycling exclusively. The benchmarking exercise indicates a majority of large cities have instituted a similar advisory committee.

On the basis of the review findings, staff do not have an obvious solution to recommend to the Governance Committee. The views are mixed and the benchmarking does not point to a best practice among cities our size. In further conversations with the Mayor's Office and senior staff, we understand there is support for making this an

advisory committee of Council structure to provide an organized process for public and stakeholder input on the large transportation and transit issues and projects. Therefore we have proceeded to recommend a terms of reference based on that model.

If Council wishes to implement an advisory committee it will be important to keep the scope of the mandate focussed on the specific objectives that will advance the city's work in these areas. There are few advisory committees of this sort in the benchmarked cities of the review however, most cities do have standing committees dealing with transportation and transit. A draft terms of reference is attached as Appendix 2; it is written to focus exclusively on major planning issues because of the following reasons:

- the public's input and advice is needed on the larger planning items
- if an advisory committee was to provide input on the extensive list of items that are dealt with daily within the Transportation and Works Department, it would cause a real slow down in getting things done
- other advisory committees are found to cause substantial staff time resources required to meet the requests the committee makes (PVAC and TIAC would be examples, as per the findings of the original CCCSR report). It should be noted that the Clerk's Office is working toward much more specific terms of reference for the advisory committees to ensure their mandates are achievable.

FINANCIAL IMPACT: Not applicable to complete this review however, depending on the approval of Council of an alternate governance structure for transportation, there may be resource implications for the Transportation and Works Department and/or the Clerk's Office in the Corporate Services Department that will need further investigation.

CONCLUSION: Council has requested that a review of the existing Transportation

Committee and the possibility of expanding the MCAC to an Active Transportation Advisory Committee. The findings of this review are provided in this report.

ATTACHMENTS:

Appendix 1: Transportation Committee Review – Analysis and Findings, Dec. 2014

Appendix 2: Draft Terms of Reference for a new Transportation Advisory Committee



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

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

CITY OF MISSISSAUGA

Transportation Committee Review
ANALYSIS AND FINDINGS

December, 2014

TABLE OF CONTENTS

EXECUTIVE SUMMARY	2
INTRODUCTION	4
PART A: TRANSPORTATION COMMITTEE & TRANSPORTATION ADVISORY COMMITTEE	4
BACKGROUND	4
DEFINITIONS	5
TRANSPORTATION COMMITTEE EVALUATION	5
FORMING A TRANSPORTATION COMMITTEE ADVISORY COMMITTEE	9
BENCHMARKING	14
OPINION SURVEY	20
PART B: ACTIVE TRANSPORTATION ADVISORY COMMITTEE	27
BENCHMARKING	28
OPINION SURVEY	32
CONCLUSION	35

Transportation Committee Review

EXECUTIVE SUMMARY:

In spring 2013, the 'City Committees of Council Structure Review' (CCCSR) was approved by the City of Mississauga Council. A significant outcome was the creation of a new Transportation Committee. The Transportation Committee was put into place in September, 2013 as a Committee-of-the-Whole and the Council schedule was reorganized to operate on a three-week cycle.

In spring 2014, Council directed staff to review the Transportation Committee's effectiveness and to investigate what would constitute a Transportation Committee Advisory Committee; further, Council asked for research on how an Active Transportation Advisory Committee could be instituted into the City's existing advisory committee structure.

In reviewing the effectiveness of the Transportation Committee it was found that in 2013-2014 there were changes in both the quantity and the types of reports coming to this Committee from those in 2012. It was also found that the effectiveness of the Transportation Committee could not be determined only by an analysis of the numbers of agenda items, time duration of meetings, etc.; there were certain conditions which likely influenced the types of agenda items coming forward (provincial and municipal elections, etc.).

If dissolving the Transportation Committee is considered, a number of options are open. The idea of creating an advisory committee to provide advice to Council on transportation and transit issues continues to hold the interest of some. The terms of reference for such a committee must be carefully worded to ensure it operates as Council wants it to. If creating a new advisory committee is not an option, there are other types of committees (panels, roundtables, etc.) that would allow for input from the general public and/or stakeholders on a regular basis as well.

This review also refreshed the benchmarking that was done in the original City Committees of Council Structure Review, for the eleven large urban municipalities across Canada. Not a lot has changed since that time as almost all cities have a Committee of Council dealing with transportation and/or transit; most cities operate on either a 3-week or a monthly meeting cycle with meetings during the day.

The Transportation Committee Review also employed a confidential on-line survey to receive additional opinions from both Council Members and staff on this topic. The findings show the Committee-of-the-Whole structure does not appear as strongly favoured as it did in 2012, by both Council Members and staff, and there are very mixed opinions on the committee calendar cycle of meetings favoured. The overall success of the Transportation Committee is rated fairly equally on being successful (slightly more) as being unsuccessful (slightly less) but there are many who are neutral on the question.

Transportation Committee Review

Finally, some additional research was completed on the potential of expanding the mandate of the Mississauga Cycling Advisory Committee (MCAC) to include 'active transportation'. The City of Mississauga is already moving toward active transportation planning for its cycling and trail network and our review indicates that many of the municipalities benchmarked are also embracing this in their advisory committee structures. It appears in the survey results on this topic that generally there is an agreement for this broadened approach as well.

The Transportation Committee Review offers analysis and findings for City Council's consideration when determining the committee structure best suited to transportation and transit discussions.

Transportation Committee Review

3j

INTRODUCTION:

In spring 2013, the 'City Committees of Council Structure Review' (CCCSR) was approved by the City of Mississauga Council. A significant outcome was the creation of a new Transportation Committee. The Transportation Committee was put into place in September, 2013 as a Committee-of-the-Whole and the Council schedule was reorganized to operate on a three-week cycle.

In spring 2014, Council directed staff to review the Transportation Committee's effectiveness and to investigate what would constitute a Transportation Committee Advisory Committee; further, Council asked for research on how an Active Transportation Advisory Committee could be instituted into the City's existing advisory committee structure.

The research and analysis in this review is in two parts:

- A. Transportation Committee & Transportation Advisory Committee
- B. Active Transportation Advisory Committee

PART A: TRANSPORTATION COMMITTEE & TRANSPORTATION ADVISORY COMMITTEE

BACKGROUND:

Council approved the following recommendations in spring, 2014:

1. That the report entitled, "Transportation Committee Review", dated March 3, 2014, from the Commissioner of Corporate Services and Chief Financial Officer, be received for information.
2. That staff undertake a further review of the Transportation Committee early in 2015 after the Committee has had one full year of operation to determine its effectiveness and need to continue.
3. That staff be directed to review the original suggestion of a transportation advisory committee. (March 17, 2014, Governance Committee)

Further, at the April 14th, 2014 Governance Committee meeting a further recommendation was added:

4. That staff be directed to expand the review of the transportation advisory committee to include the Road Safety Mississauga, Mississauga Cycling Advisory Committee and Traffic Safety Council.

Transportation Committee Review

The research to review and analyze the Transportation Committee was completed with:

- an analysis of the Transportation Committee's initial year in operation to understand its effectiveness
- a review of the original CCCSR report on benchmarked Canadian cities to refresh the information on other municipalities' transportation committees
- an examination of the opinions expressed by Council Members and staff through a confidential on-line survey
- additional research on possible transportation advisory committees' models / governance structures

DEFINITIONS:

The term 'Standing Committee' is defined differently among some municipalities. The City of Mississauga uses the term both for Committees of Council that are made up of all or some of the Council Members. In both instances there are no other external stakeholders or citizens on the committee, only elected officials. For the writing of this report only, the following definitions apply:

- Committee-of-the-Whole: a committee consisting of all Members of Council
- Standing Committee: a committee consisting of some, but not all, Members of Council

TRANSPORTATION COMMITTEE EVALUATION:

For the CCCSR analysis in 2012, an evaluation methodology was used to understand the effectiveness of the advisory committees, as described in the minutes for each advisory committee.

Transportation Committee Review

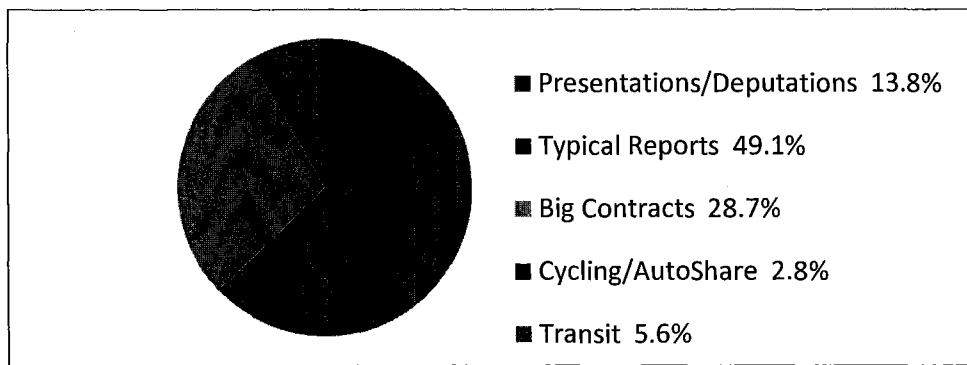
30

A similar exercise was completed for the Transportation Committee for its first full year in existence. (September 2013 to 2014). The findings were as follows:

total number of meetings held	12
average time duration	1 hr. 18 mins.
number of meetings under 30 mins.	1
number of meetings 2 hours or more	2
number of meetings cancelled due to lack of agenda items	2
average no# of Council Members attending (note: 12 members were present for 7 out of 12 meetings)	11

The numbers in the chart above can be compared to the 2012 numbers which looked at the agenda items that relate to transportation and transit issues tabled at General Committee that year.

Transportation Committee: Agenda Items per 12 Meetings



Transportation Committee Review

Clearly the two biggest changes are in the items on big projects / contracts and the number of 'typical reports' on the agendas.

Agenda Items:	2012	2014
Presentations / Deputations	5.0%	13.8%
Typical Reports	74.0%	49.1%
Big Projects / Contracts	14.0%	28.7%
Cycling / AutoShare	2.0%	2.8%
Transit	5.0%	5.6%

Note: Typical reports include issues on noise, parking, 4-way stops, road closures, assumption of municipal services, lane closures, driveways, etc.

It should be noted that, regardless of the percentages above, there is no way of pre-determining the time duration of the discussion(s) at the Committee meetings, therefore gauging the effectiveness of the Transportation Committee on these types of numbers is difficult. For example, upon examination of the Jan. 29, 2014 meeting which lasted 3 mins., there were four items on the agenda that had the potential of some discussion, but on this particular day no discussion occurred. (Jan. 29, 2014 agenda items were: MiWay - UTM: Universal Transit Pass Program 2014-2017 Agreement; Petition: Tedlo Street - Transit Service Request; Torbram Road North and South Grade Separations; Province of Ontario: Dedicated Gas Tax Funds for the Public Transportation Program.).

Another interesting comparison is the time duration for General Committee meetings before and after the Transportation Committee was instituted in fall of 2013. In 2013, before the Transportation Committee commenced in September, all transportation/transit items were on GC agendas:

- January - June, 2013: GC meetings were an average of 1.9 hrs. in duration

After Transportation Committee came into existence, when you might have expected the GC times to be lessened, the following occurred:

- Sept. - Dec., 2013: GC meetings were an average of 3.55 hrs. in duration
- Sept. - Dec., 2013: Transportation Comm. meetings were an average of 1.3 hrs.

These time durations again illustrate the difficulty in relating effectiveness to just the numbers.

Determining why exactly the discussions at Transportation Committee have not been robust is challenging. While not evidence based, there were a number of circumstances and conditions that occurred over those months that are still important to list. Some of these are expressed in the opinion survey results later in this report. In discussions with staff the following has been suggested:

- Provincial election: a minority government until the Liberals won a majority in spring 2014 therefore information we sought re: funding, etc. was suspended through most of this period. For example, due to the minority government and election at the province, decisions on the Transportation Plan for the Pan Am games were delayed, which prevented our reports coming through to Transportation Committee.
- Municipal election: for all of 2014, the municipal election was on-going and there may have been hesitation discussing 'future' plans with a Council that was going to change over, especially in the Mayor's position.
- On-boarding: the first year of a committee needs time to become established. Some reports that went to GC might, as time goes on, find they are better suited to the Transportation Committee.
- Staff changes: two long time T&W Directors left the organization and the ensuing reorganization and recruitments were substantial.

TRANSPORTATION COMMITTEE EVALUATION OBSERVATIONS:

- For the first year in existence of the Transportation Committee there were changes in both the quantity and the types of reports coming to this Committee, from those coming to General Committee as analyzed in the CCCRS review
- The effectiveness of the Transportation Committee cannot be determined only by analysis of the numbers of agenda items, time duration of meetings, etc.
- A number of conditions existed in 2013-2014 which likely influenced the types of agendas coming forward to Transportation Committee.

FORMING A TRANSPORTATION ADVISORY COMMITTEE:DEFINITIONS:

The term 'advisory committee' in this section means the typical advisory committee that the City of Mississauga has instituted, which generally includes:

- 1-3 Council Members (Mayor as an ex officio member)
- 5-10 Citizen Members and/or stakeholders with specific expertise
- Staff may or may not be involved
- Supported by the Clerk's Office
- Mandate confirmed under a Council approved terms of reference

★ NOTE: Further in this section, a hybrid of the typical advisory committee is discussed which, for clarity, has been labelled a panel in this report.

ANALYSIS:

With or without the Transportation Committee in existence, a typical advisory committee could be formed similar to the many existing advisory committees of the City of Mississauga. Both in 2006 and in the CCCSR in 2013, this idea was discussed but not approved; the conversation bears repeating and an excerpt of the 2013 discussion is provided below.

CCCSR, 2013 (pg. 30)

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 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.'

As written on page 4, a direction from Council was to revisit the question of creating a transportation advisory committee and include Road Safety Mississauga, Mississauga Cycling Advisory Committee and the Traffic Safety Council into the analysis. There are two trains of thought that need to be explored:

- adding an new (typical*) advisory committee that reports to the Transportation Committee (if kept) or GC *as defined on page 9
- replacing the existing Transportation Committee with an advisory 'panel' *as defined on page 12

Adding a new (typical) Transportation Advisory Committee:

- Opportunities:
 - not too difficult to achieve
 - could allow for the following possibilities:
 - retirement of some other advisory committees and have those issues dealt with at the new committee (MCAC, PVAC, TIAC are possibilities pending further analysis). This may require sub-committees to be formed

39

Transportation Committee Review

- if no retirement of advisory committees, the minutes of other committees could now flow to this new transportation advisory committee
- it would be much more difficult to absorb the work of the Traffic Safety Council because it handles site work, that staff rely on, along with their advice to Council
- allows external stakeholders to voice their opinions at the advisory committee level (either as a committee member or disputant)
- allows some reports to go directly to GC (such as the stop signs, noise issues, etc.)
- Constraints:
 - requires a very carefully thought out mandate / terms of reference because the subject matter is so wide-ranging
 - for topics that are of major importance to all Council Members (ie. LRT funding), assuming those types of items are within this new committee's mandate, the item(s) will likely need to be re-discussed at the Committee-of-the-Whole level
 - potential overlap of other advisory committee mandates
 - potential this committee's agenda becomes very broad and the meetings long to handle all of the topics
 - potential additional resources for the Clerk's Office to support
 - additional time needed for approval by Council because of additional committee to move a report through

Criteria to Form a New Advisory Committee:

One of the Council approved recommendations from the CCCSR (2013), was that all new advisory committees that are recommended to be created, require initial review based on the following eight criteria, and be able to align with at least five of these. This is now in the Council Procedure Bylaw 139-2013.

A new Transportation Advisory Committee, meets the following criteria as outlined:

1. Aligns with Strategic Plan (and other Master Plans or guiding documents).
YES: The 'MOVE' Pillar outlines a wide variety of transportation and transit plans.
2. Requires citizen voice(s) or external stakeholder expertise to develop public policy or fulfill corporate mandate.

YES: engagement with external stakeholders (residents, businesses, governments, partners, etc.) is important in discussions about transportation and transit plans.

3. Broad subject matter is handled by multiple internal divisions and/or external stakeholders.

YES: all five City departments, and many external partners and agencies are involved in some capacity with the plans for transportation and transit programs, service, construction, etc.

4. Emerging issue of clear importance to the municipality.

NO: this is not an emerging issue.

5. Significantly helps stream-line discussion and decision-making at Standing Committees.

UNKNOWN: Depending on the governance structure, authority and membership of this new committee, there may or may not be stream-lining of decisions. For example, some reports that will come forward that relate to the broadest city-building efforts (LRT alignment, etc.) so it is likely that all Council Members will want to understand and debate these large-scale plans, regardless of an advisory committee in existence.

6. Handles work that staff do not perform.

NO: staff and/or the consultants the City hire, handle the work required to plan, develop and bring to service the transportation and transit vision.

7. Needed for the long-term (minimum of five years).

YES: If a Transportation Advisory Committee were to be created, there is an expectation that this would be a very long-term commitment.

8. Mandate and work plan can be clearly articulated.

YES: It would be possible to clearly articulate the expected work of this type of advisory committee.

Replacing the existing Transportation Committee with a Transportation Panel:

Potential structure: while not typical in the benchmarked municipalities, it is possible to form a new type of committee. For the purposes of this discussion, the mandate and structure could be:

- mandate to provide public input on transportation and transit planning issues (terms of reference to be approved by Council)
- not a Committee of Council therefore no voting

Transportation Committee Review

- 3-5 Council Members so to be less than quorum (Mayor as an ex officio member)
- 10-20 citizen Members and/or stakeholders with specific expertise - with potential to call for more public attendance if the topic requires this
- input from this group would be tabled at either GC or Council
- staff would be involved for expertise and administration
- Meets monthly or quarterly, depending on work plan, at the discretion of the Commissioner of Transportation and Works

- Opportunities:
 - one less Committee-of-the-Whole. Transportation and transit agenda items would revert back to GC or Council discussion. Possibility that some minor items could be handled wholly by this committee, if so delegated. This does not necessarily mean less time sitting in committees because it likely means a return to the 2-week cycle of GC and Council.
 - could allow for the retirement of other advisory committees that would now report into this new committee including the work of MCAC and RSM (now a retired committee). It would be much more difficult to absorb the work of the TSC because it handles site work along with their advice to Council
 - potentially less resources from the Clerk's Office to support (although T&W resources will be needed)
 - allows external stakeholders to voice their opinions in a supportive, structured manner

- Constraints:
 - unusual committee within the City of Mississauga's structure that may require time to be fully understood by MC, staff and external stakeholders
 - requires a very carefully thought out mandate / terms of reference because the subject matter is so wide-ranging
 - may be some concern with non-elected members are involved in discussions that should be elected representatives only (major funding items, bylaw related, potential litigations, etc.)
 - potential overlap of discussions with other advisory committee mandates
 - not as much ability to absorb or retire other advisory committees
 - additional time to bring agenda items through to General Committee or Council

FORMING A TRANSPORTATION ADVISORY COMMITTEE OBSERVATIONS:

- staff completed an analysis of a transportation/transit advisory committee in both 2006 and 2013, and recommended to Council not to create one, which Council accepted
- for topics that are of major importance to all Council Members (ie. LRT funding), the item(s) will need to be re-discussed at the Committee-of-the-Whole level
- there is the potential to add the work of other existing advisory committees into the mandate of a newly created advisory committee but that might cause this committee to have such a broad mandate that it becomes ineffective or cumbersome. The terms of reference for such a committee must be very carefully crafted to ensure it operates as council wants it to. It is not suggested that the Traffic Safety Council be absorbed by this new committee.
- there is the potential to create a panel type committee that provides staff with input from the general public and/or stakeholders on a regular basis in a well-structured manner

BENCHMARKING:

Eleven municipalities were benchmarked in both the original CCCSR research and this document. They included: Vancouver, Edmonton, Calgary, Regina, Winnipeg, London, Kitchener, Hamilton, Brampton, Ottawa and Halifax.

In the CCCSR analysis, it was found that 75% of these cities included a committee regarding transportation / public works / infrastructure. The City of Mississauga was also a city that favours the Committee-of-the-Whole structure, which only about a third of the benchmarked cities did.

In revisiting the CCCSR benchmarking completed in 2012-2013, very little has changed. The following is a short description of each city's committee that deals with transportation / transit matters.

Transportation Committee Review

VANCOUVER: Planning, Transportation & Environment Committee (Committee-of-the-Whole)

- Members: All Council Members; Chair and Vice-Chair are Councillor appointments
- Matters dealt with:
 - Neighbourhood planning and protection, local area planning programs, zoning issues, noise complaints, continuing public health care initiatives
 - Environmental issues
 - Community issues, social policy development, housing initiatives, children's policy
 - Cultural and ethno-cultural issues, Vancouver Arts initiatives, heritage matters.
- Meeting logistics:
 - Wednesdays at 9:30am on scheduled week - meetings mostly are on a 2 week cycles but there are some instances of 3 and 4 week cycles
 - No meetings in August

EDMONTON: Transportation Standing Committee

- Members: 4 Councillors; Chair and Vice-Chair are Councillor appointments, Mayor is an ex-officio member. The four year term is split into 3 equal segments (1 year & 3 months) in which Councillors rotate among the 3 Standing Committees
- Matters dealt with:
 - 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.
- Meeting logistics:
 - Wednesdays at 9:30am on scheduled week - meetings mostly are on a 2 week cycles but there are some instances of 3 and 4 week cycles
 - No meetings between mid-July to mid-August

NOTE: Edmonton has a separate 'Edmonton Transit System Advisory Board' reporting to the Transportation Committee. It also has a separate LRT Governance Board of 5 members - all external to the City.

CALGARY: Standing Policy Committee (SPC) on Transportation and Transit

- Members: 7 Council Members; Chair and Vice-Chair are Councillor appointments for 1 year term; Mayor is an ex-officio member.
- Matters dealt with:
 - Planning, design and monitoring of transportation routes, traffic operations, parking facilities and public transit.

Transportation Committee Review

- Meeting logistics:
 - Wednesdays at 9:30am - meet once a month only
 - No meetings in August

NOTE: Calgary also has a Regional Transportation Steering Committee with a mandate to explore regional transit options. This is a 100% provincially funded exploration project. 1 City Councillor sits on this regional committee.

REGINA: Public Works and Infrastructure Standing Committee

- Members: 5 Council Members; Chair and Vice-Chair are Councillor appointments
- Matters dealt with:
 - The Committee is responsible for services provided by the City related to the construction, operation, development and planning of the City's infrastructure. It has the authority for traffic control measures and pedestrian corridors, and assists in resolving public issues relative to infrastructure.
 - The Environment Advisory Committee reports through the Public Works and Infrastructure Committee
- Meeting logistics:
 - Thursdays at 4:00pm - meet once a month only
 - No meetings in August

WINNIPEG: Standing Policy Committee on Infrastructure Renewal and Public Works

- Members: 4 Council Members; Chair is a Councillor appointment: Mayor is an ex-officio member
- Matters dealt with:
 - Engineering Services
 - Facility, open space and public works maintenance
 - Fleet management
 - Solid waste, water/wastewater services
 - Transit
 - Transportation planning
 - Traffic control
- Meeting logistics:
 - Tuesdays at 9:00am - meetings mostly are on a monthly (4 week) cycle but there are some instances of 3 week cycles
 - No meetings in July and August

Transportation Committee Review

LONDON: Civic Works Standing Committee

- Members: 5 Council Members; Chair is a Councillor appointment; Mayor is an ex-officio member
- Matters dealt with:
 - Bicycle Master Plan
 - Bridges and Overpasses
 - Drainage and Flood Control
 - Equipment acquisition and maintenance
 - Parking – Assets and Maintenance
 - Public Transit (Conventional & Specialized); London Transit Commission
 - Roadways - Planning, Design and Maintenance; Alternate Modes (Rapid Transit, etc.)
 - Sidewalks – Planning, Design and Maintenance
 - Snow Control
 - Specialized Rail Services
 - Street Lighting
 - Tenders for infrastructure services projects approved as part of the annual budget
 - Traffic Control
 - Transportation Master Plan and Policies
 - Utilities (Hydro, Gas, Telecommunications – Operational)
 - Waste Management: recycling, garbage, wastewater, sewers
 - Water Supply
- Meeting logistics:
 - Mondays at 4:00pm on scheduled week - meetings mostly are on a 2 week cycles but there are some instances of 3 week cycles
 - No meetings between July 21 and August 25th

KITCHENER: (2 committees) Community and Infrastructure Services Committee and the Planning and Strategic Initiatives Committee (Committees-of-the-Whole)

- Members: All Council Members; Chair is a Councillor appointments
- Matters dealt with:
 - Community and Infrastructure Services Committee - Considers operational issues in community services department and the infrastructure services department, including issues affecting programs and services, such as roads, recreation, parks and community centres.
 - Planning and strategic initiatives committee - Considers all planning and engineering matters requiring public hearings and major strategic initiatives

related to City growth including oversight of the Growth Management Strategy.

- Meeting logistics: (generally these 2 committees are on the same day)

Community and Infrastructure Services Committee:

- Mondays at 1:00 pm - meetings mostly are on a 3 week cycles but there are some instances of 4+ cycles
- One meeting (mid-August) between June and Sept.

Planning and Strategic Initiatives Committee:

- Mondays at 6:00 pm - meetings mostly are on a 3 week cycles but there are some instances of 4+ cycles
- One meeting (mid-August) between June and Sept.

HAMILTON: Public Works Standing Committee

- Members: 8 Council Members; Chair and Vice-Chair are Councillor appointments
- Matters dealt with:
 - Water and wastewater
 - Waste management
 - Operations and maintenance (roads, traffic, forestry, parks, cemeteries, trails)
 - Transit
 - Fleet and facilities
 - Capital planning and implementation
 - Major road construction projects
- Meeting logistics:
 - Mondays at 9:30am on scheduled week - monthly meetings for the most part but sometimes on a 2 week cycles

BRAMPTON:

- No separate Transportation or Transit Committee

OTTAWA: (2 committees) Transportation Standing Committee and Transit Commission

Transportation Committee:

- Members: eight Council Members; Chair and Vice-Chair are Councillor appointments, Mayor is ex officio
- Matters dealt with:

Transportation Committee Review

- responsible for overseeing all issues related to the City's transportation planning and infrastructure in accordance with the Transportation Master Plan, including pedestrian and cycling networks, parking operations, road production and maintenance, traffic operations and mitigation methods, fleet maintenance and operations, designated truck routes, streetlights, sidewalks, street signage and furniture, and snow removal.
- Meeting logistics:
 - Wednesdays at 9:30am once a month unless an additional meeting is needed.
 - No meetings between mid-July and mid-August

Transit Commission:

- Members: eight Council Members and four citizen members; Chair and Vice-Chair are appointments by the Commission members but must be Council Members; Mayor is ex officio. Where Joint Committee meetings of the Transit Commission and another Committee of Council are held to consider matters of which transit is a component, citizen members of the Commission shall be non-voting, ex-officio members of the Joint Committee.
- Matters dealt with:
 - responsible for ensuring the development of a safe, efficient, accessible and client-focused transit system and for providing overall guidance and direction to the Transit Services Department on all issues relating to the operation of public transit, including the O-train and the Para Transpo service delivery model.
 - Council has given the Transit Commission some delegated authority but most decisions are the responsibility of Council
- Meeting logistics:
 - Wednesdays at 9:30am once a month unless an additional meeting is needed.
 - No meetings between mid-July and mid-August

HALIFAX: Transportation Standing Committee

- Members: 8 Council Members; Chair and Vice-Chair are Councillor appointments (2 year term)
- Matters dealt with:
 - Regional transportation policy, infrastructure objective and priorities including oversight of the transportation outcome areas and functional plans
 - Transportation demand management strategies, traffic calming and safety
 - Metro transit strategic plans and directions
 - Active Transportation initiatives and infrastructure
 - Liaison with agencies, boards and committees
- Meeting logistics:

Transportation Committee Review

- o Wednesdays at 2:00 pm - meetings monthly
- o No meetings in August

BENCHMARKING OBSERVATIONS:

- Almost all cities have a Committee of Council dealing with transportation / transit
- Most operate on either a 3-week or a monthly meeting cycle
- Most hold meetings during day (latest time in day was 4pm start)
- Most are Standing Committees, not Committees-of-a-Whole (which is representative of the general governance structure within that individual city)
- There is a very wide variety of agenda items associated with these Committees of Council

OPINION SURVEY:

A confidential on-line survey was created to elicit responses from Council Members and staff throughout the corporation that are directly involved in the support and functioning of the Transportation Committee. Some of the questions asked were the same as posed in a similar survey for the CCCSR in 2012. This survey is not statistically significant and answers are to guide discussion only.

The response rate was 51% across all Council Members and staff who were sent the survey.

- Council Members: 7 out of 12 responses
- Staff: 57 out of 113 responses
- TOTAL: 64 out of 125 responses (51%)

The 10 questions in the survey that examine opinions on Transportation Committee governance and structure are summarized below:

Transportation Committee Review

1. The "Committee-Of-The-Whole" governance model, which requires all 12 members of Council to sit on the Committee, is the appropriate Committee structure for the Transportation Committee.

Question 1	MC	STAFF
Strongly agree	1	14
Agree	3	19
Neutral, Neither Agree nor Disagree	1	9
Disagree	2	9
Strongly disagree	0	2
N/A, Not enough information	0	1

Comments:

- o Staff and MC seem to equally favour the Committee-of-the-Whole structure (range of 57% - 61% surveyed), although not overwhelmingly.
 - o In the 2012 survey, MC who completed the survey (9 members) supported 100% the Committee-of-the-Whole structure for GC, PDC and Council, so there may be a change in mind-set occurring.
2. a. The three (3) week cycle currently followed for the scheduling of the Transportation Committee, General Committee, and Council meetings, is appropriate. (annually - approx. 14 meetings for each of these 3 committees)

Question 2a	MC	STAFF
Strongly agree	1	3
Agree	2	23
Neutral, Neither Agree nor Disagree	1	7
Disagree	2	15
Strongly disagree	1	2
N/A, Not enough information	0	2

- b. What cycle do you prefer for the scheduling of these three Committees?

Question 2b	MC	STAFF
2 week cycle	0	12
3 week cycle	4	19
4 week cycle	0	5
Neutral, I do not favour one cycle over another	0	8
Don't Know	0	3
Other	2	6

Transportation Committee Review

300

Comments:

- o Although in question 2a. MC indicate equal agreement to disagreement with the appropriateness of the 3-week cycle, over half surveyed still chose the 3-week cycle in question 2b.
- o Staff is the same in their agreement vs. disagreement to the 3-week cycle however they have chosen a wider range of cycles they would prefer for the Transportation Committee.

3. A daytime meeting schedule for the Transportation Committee is appropriate.

Question 3	MC	STAFF
Strongly agree	1	11
Agree	3	31
Neutral, Neither Agree nor Disagree	1	11
Disagree	0	1
Strongly disagree	0	0
N/A, Not enough information	2	0

Comments:

- o Agreement from both MC and staff for daytime meetings.

4. It is clear which agenda items should be tabled at the Transportation Committee and which items should be tabled at the General Committee.

Question 4	MC	STAFF
Strongly agree	0	2
Agree	6	27
Neutral, Neither Agree nor Disagree	0	6
Disagree	1	13
Strongly disagree	0	2
N/A, Not enough information	0	4

Comments:

- o While it is clear to MC what items should be on the Transportation Committee agendas, staff has more disagreement and some clarity is needed in this regard.

5. When there are insufficient agenda items to hold a Transportation Committee meeting, it is appropriate to cancel that Transportation Committee meeting.

Transportation Committee Review

Question 5	MC	STAFF
Strongly agree	2	18
Agree	4	24
Neutral, Neither Agree nor Disagree	0	5
Disagree	1	7
Strongly disagree	0	0
N/A, Not enough information	0	0

Comments:

- o Agreement by both MC and staff that a good response would be to cancel a meeting if insufficient agenda items.

6. a. The Transportation Committee was implemented to allow for more substantive discussion on matters relating to transportation and transit, as two of the City's highest priorities. Rate the success of the Transportation Committee.

Question 6a	MC	STAFF
Very successful	1	1
Successful	2	17
Neutral, Neither Agree nor Disagree	1	22
Unsuccessful	3	11
Very Unsuccessful	0	0
N/A, Not enough information	0	3

Comments:

- o MC is 50/50 on the successfulness vs. unsuccessfulness of the Transportation Committee.
- o Staff tend to be in the same mode but also show that 41% are neutral on the question.

- b. Are there specific agenda items, presentations, deputations, etc. which you would like brought forward or tabled more often at the Transportation Committee?

Comments:

- o LRT, BRT, Metrolinx, regional systems, economic development relationships to transit, traffic calming, transit service plan, etc.

- c. At this time, the Mississauga Cycling Advisory Committee (MCAC), the Traffic Safety Council (TSC) and the Road Safety Mississauga Advisory Committee (RSM) report through to the Transportation Committee. What is

your opinion regarding the Public Vehicle Advisory Committee (PVAC) and/or the Towing Industry Advisory Committee (TIAC).

Comments:

- o MC was mixed – 3 indicated both PVAC and TIAC should report to Transportation Committee but 2 indicated no change needed and to keep them reporting to GC.
- o On the other hand, 60% of staff expressed Transportation Committee as the appropriate reporting mechanism for both PVAC and TIAC.
- o There were a number of additional comments expressed indicating that PVAC and TIAC should be retired or their structures/memberships be revamped.

7. a. The general public understands the Transportation Committee structure and knows how to bring forward their item to the attention of the committee.

Question 7a	MC	STAFF
Strongly agree	0	0
Agree	1	8
Neutral, Neither Agree nor Disagree	3	25
Disagree	3	16
Strongly disagree	0	3
N/A, Not enough information	0	2

Comments:

- o MC and staff agree that the general public do not understand the structure and how to approach this committee. Further clarity is needed in this regard.

- b. Do you have any specific suggestions on how best to increase public awareness or engagement on Transportation Committee matters?

Comments:

- o MC newsletters, City website and newsletters, stream and archive meetings, more media attention, social media alerts, better instructions on line for the public.

8. Council has directed staff to research a 'Transportation Advisory Committee', which, if approved, can be created in a variety of ways. Please provide your opinions for the following to aid in this research:

a. Authority:

- o Clear indication from both MC and staff that this type of new committee should be 'advisory' authority only.

b. Membership:

Transportation Committee Review

- o No clear indication from those surveyed as to the membership makeup between MC, staff and citizens
- c. Knowledge / Expertise:
 - o Clear indication that the members on this committee would have to have at least some knowledge / expertise of the subject matter; a smaller percentage of those surveyed suggest all members would have to have knowledge/expertise.

Comments:

- o Lots of mixed opinions as to the need for a Transportation Advisory Committee and whether it replaces or is an additional advisory committee that reports into the existing Transportation Committee. No obvious agreement to the approach from those surveyed and MC and staff are equally diverse in their opinions.
- o The written comments about a Transportation Advisory Committee are interesting with many suggestions on the agenda items, the tie-ins with the existing advisory committees (MCAC, TAC, etc.).

9. The existing Transportation Committee should remain as a Committee of Council.

Question 9	MC	STAFF
Yes – in its current form as a Committee-of-the-Whole	2	24
Yes – but not as a Committee-of-the-Whole	1	5
No – this Committee should be dissolved	1	4
Don't Know – would like to hear more on possible TC structures before forming an opinion.	3	16
I do not have an opinion regarding this statement	0	3
Other	0	0

Comments:

- o While a significant number of MC and staff indicate to keep Transportation Committee as is, there is clearly mixed feelings from over half surveyed.
- o Written comments are equally mixed; some are looking for a different structure and some are looking for more robust TC agendas. Others express the opinion that they know in the near future there will need to be deep discussions on major transportation and transit projects and

programs, so don't want to let go of something that may be of importance soon.

OPINION SURVEY OBSERVATIONS:

- the Committee-of-the-Whole structure does not appear as strongly favoured as it did in 2012 by both MC and staff
- there are very mixed opinions on the cycle of meetings favoured
- almost everyone approved of the daytime meeting schedule
- more can be done to ensure public understand this Committee's mandate
- lots of ideas were given on what additional agenda items could be tabled at this Committee
- the overall success of the Transportation Committee is rated fairly equally on being successful (slightly more) as being unsuccessful (slightly less) but there are many who are neutral on the question. This is also seen in the question of whether the Transportation Committee should be kept or dissolved, with only a few saying it should be dissolved but many saying they need to know more about alternative governance structures
- for the creation of an advisory committee there was a very mixed views between whether one was needed, and if yes, what membership and authority it would have

PART B: ACTIVE TRANSPORTATION ADVISORY COMMITTEE

Council approved the following recommendation at the conclusion of the CCCSR in April, 2013:

That during the next term of Council, staff be directed to analyze the opportunity and requirement to include 'Active Transportation' into the MCAC mandate, for approval of the Governance Committee.

Active Transportation is defined as:

Active transportation: means human-powered travel, including but not limited to, walking, cycling, inline skating and travel with the use of mobility aids, including motorized wheelchairs and other power-assisted devices moving at a comparable speed. (Provincial Policy Statement, Government of Ontario, 2014, pg. 38)

The CCCSR report outlined that a trend was occurring to redefine 'cycling' committees to 'active transportation' committees in many municipalities. The full discussion from the CCCSR report is provided below; in discussions with staff, and from the opinion survey responses regarding MCAC, little has changed since this was brought to Council in spring, 2013.

CCCSR page. 12

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.

Since this was authored, it is important to note that the Cycling Office, within the Transportation and Works Department, has been renamed to the Active Transportation Office and has an expanded mandate to incorporate all users as defined above. Staff is embracing this change as it is very difficult in the planning for a trail and cycling network to separate the cyclists needs from the other users who share the same network.

The analysis in this section re-looks at the benchmarked cities, the opinion survey and the pros and cons to expanding the Mississauga Cycling Advisory Committee's (MCAC) mandate to include elements of Active Transportation.

In refreshing the benchmarking of the 11 large urban centres across Canada we find that two cities have no cycling committee (Regina, Brampton), 2 have remained just cycling (Hamilton, London), and the remaining seven cities seeing a broadening in their mandates with active transportation and/or environmental stewardship now important. (Vancouver, Edmonton, Calgary, Winnipeg, Kitchener, Ottawa, Halifax).

An overview of these committees is provided below:

Vancouver: Active Transportation Policy Council

- advises Council and staff on: strategic priorities & policies, the Transportation Plan and Active Transportation Master Plan, education and promotion, partnership opportunities
- meetings: quarterly, night meetings
- membership: 15 citizen members, Chair selected at first meeting
- staff liaisons include: 7 (Councillor, park board, school board, police dept, TransLink, 2 staff)

Transportation Committee Review

- subcommittees have been created for a) projects, b) promotion and partnerships (no administrative support is given from staff)

<http://vancouver.ca/your-government/active-transportation-policy-council.aspx>

Edmonton: Trails, Paths and Routes Advisory Committees

- liaison between pedestrians, cyclists & other non-motorized mode users and the City of Edmonton
- six core functions: advisory, consultation, advocacy, liaison, research and education
- members: min. of 12 voting members representing various age groups and users (must have a rep. for disabilities, cycling, Nordic skiing, community leagues)
- staff support includes reps. from transportation, community services, development
- min. of 5 meetings annually, annual report must be submitted
- organizational structure: task groups, 'rapid response' team

http://www.edmonton.ca/transportation/PDF/TPRAC_TOR_201111.pdf#search=cycling committee

Calgary: Calgary Pathway and Bikeway Advisory Council

- provides a liaison between pathway and bikeway users and the City of Calgary
- offers advice and input to the City on planning and development matters, maintenance, management of use, emerging issues and special projects
- represents a broad range of pathway and on-street bikeway users, and its members operate with the understanding that Calgary's pathways and on-street bikeways constitute an integrated network for both recreational and transportation purposes.
- members are active pathway and bikeway users and membership is open to anyone with an interest in pathway activities and on-street cycling.

http://www.calgary.ca/_layouts/cocis/DirectDownload.aspx?target=http%3a%2f%2fwww.calgary.ca%2fTransportation%2fTP%2fDocuments%2fGetting-Around-Calgary%2fWalking%2fCPAC-terms-of-reference.pdf&noredirect=1&sf=1

Regina: no committee

Winnipeg: Active Transportation Advisory Committee (ATAC)

- committee reports to the Director of Public Works
- provides advice and recommendations on Active Transportation policies, programs, priorities, facilities and standards
- 8 members who represent various groups (trails assoc., environmental/green initiatives, cycling, prov. govt., physical activity)
- 8 staff support committee (public works, planning & transit depts.)

<http://winnipeg.ca/publicworks/MajorProjects/ActiveTransportation/advisory-committee.stm>

London: Cycling Advisory Committee (CAC)

- reports to Council through the Civic Works Committee
- mandate to advise and support Council in the implementation of the Bicycle Master Plan and the cycling component of the major master plans for transportation and road safety
- reviews: conformity to plans, long term capital plans, area planning studies, new policy development, promotion, budget allocation spending, monitor and measure benefits
- 11 voting members: 2 members at large, 9 members representing local cycling, business, development and road safety agencies and groups
- Supported by 7 staff (police, transit, health, high school, public works, planning)
- Monthly meetings
- Subcommittees can be formed but are not supported by the Clerk's Office

<http://www.london.ca/city-hall/committees/advisory-committees/Pages/Cycling-Advisory-Committee.aspx>

Kitchener: Cycling and Trails Advisory Committee

- Provides input on design, development and delivery of cycling and trail policies, programs and facilities
- Meets monthly, reports through the Community and Infrastructure Services Committee
- Serves as a forum for the public and/or agencies to raise their concerns and acts as a liaison with other municipalities, governments and agencies
- Advocates, promotes and measures outcomes
- Members: 1 Councillor, 11 to 13 members at large, 2 year term
- Subcommittees are allowed but not supported by Clerk's Office

<http://www.kitchener.ca/en/insidcityhall/CitizenCommittees.asp#Cycling>

Transportation Committee Review

Hamilton: Hamilton Cycling Committee

- Advises on all matters related to cycling, monitors the implementation of the Hamilton Cycling plan, encourages and participates in planning for bicycling facilities, promotion and education
- Liaison with other area cycling committees
- Up to 15 members
- Reports to the Public Works Committee
- Monthly meetings

<http://www.hamilton.ca/NR/rdonlyres/3AA52C1C-E219-4B44-8BFD-5102A1DBCD82/0/HamiltonCyclingMandate.pdf>

Brampton: No committee

Ottawa: Environmental Stewardship Advisory Committee

- advise Council and a resource to staff on policy, programs and service delivery in the area of environmental services, forests, green spaces, parks, cycling and pedestrian issues
- ensures that its business aligns with, and serves to complement, Council's strategic priorities
- members: max. of 9-11 (1 Councillor acts as liaison)
- reports through the Environment Committee

<http://ottawa.ca/en/city-hall/your-city-government/advisory-committees/environmental>

Halifax: Active Transportation Advisory Committee

- advises on all matters relating to active transportation, using the Active Transportation Plan as a guide
- reports to the Transportation Standing Committee
- advice on budget, infrastructure, education, policy and public awareness
- assist staff to plan and implement the annual Bike Week
- members 13 total: 10 citizen members representing various organizations (trails, prov. govt., disabilities, cycling) and 4 members at large (1 youth & 1 senior); 3 Council members
- staff support from traffic, regional transportation planning, construction
- Bike Week is a permanent sub-committee (other subcommittees are allowed)
- Meetings are quarterly

<http://www.halifax.ca/boardscom/documents/RevisedTermsofReferenceFeb202014.pdf>

The confidential on-line survey completed in summer, 2014 included a number of questions regarding MCAC and the potential of expanding its mandate. The following is a synopsis of some of the questions and participants' answers, including MCAC members themselves.

1. The advice of MCAC assists City Council in their decision-making on municipal cycling matters.

Question 1	MC	STAFF	MCAC
Strongly agree	1	3	3
Agree	4	31	1
Neutral, Neither Agree nor Disagree	2	10	0
Disagree	0	6	0
Strongly disagree	0	1	0
N/A, Not enough information	0	5	0

20. The City of Mississauga's direction to accommodate 'active transportation' (as defined above) within our community is appropriate.

Question 20	MC	STAFF	MCAC
Strongly agree	1	11	0
Agree	5	31	3
Neutral, Neither Agree nor Disagree	0	7	0
Disagree	0	1	0
Strongly disagree	0	0	1
N/A, Not enough information	1	2	0

Comments:

- o These 2 questions together show fairly universal acceptance of MCAC's assistance to Council but also that an expansion to embrace active transportation also has strong agreement.
- o 1 MCAC member strongly disagrees with the statement in question 20 and in looking at other survey questions there is 1 dissenting voice found in many of the questions regarding Active Transportation.

Transportation Committee Review

12. The membership of MCAC, consisting of one (1) Councillor and twelve (12) citizens as voting members, is appropriate.

Question 12	MC	STAFF	MCAC
Strongly agree	0	1	4
Agree	4	16	0
Neutral, Neither Agree nor Disagree	3	14	0
Disagree	0	18	0
Strongly disagree	0	0	0
N/A, Not enough information	0	3	0

Comments:

- Compared to MC and MCAC, staff find the committee composition not appropriate

How MCAC fulfills the objectives of their terms of reference is covered in questions #13 and #14.

Comments:

- These were generally the same opinions expressed from one objective to another, with 'agreement' compared to 'disagreement' always showing more. However, the number of staff checking the 'neutral' choice was significant.
- Regarding what would be the top priorities of MCAC now, MC, staff and MCAC members were much the same in their priority rating and the two that consistently got the fewest marks were the Cycling Ambassador Program and legislation review.

The 'Tour de Mississauga' is included in a number of questions (#13.d, #14, 15).

Comments:

- Taking in all the opinions given there appears to be broad agreement and appreciation for the Tour de Mississauga.
- MC and staff show stronger support for a community run event whereas MCAC indicated stronger support for a city run event

Question #17 asks about the roles and work between MCAC and the staff's Active Transportation Office.

Comments:

- This question is one of the few where it is found that one group (staff) significantly disagree with the other two. Clearly staff suggest that there needs to be more clarity between the responsibilities of advisory committee and the staff office.

Lastly, to the question of keeping an advisory committee to provide advice to Council on active transportation (questions #23, #24), it was fairly very much on the agreement side for MC, staff and MCAC members. This included the idea that consideration should be made for existing advisory committees being combined with this new active transportation advisory committee, should it be created.

MCAC and ACTIVE TRANSPORTATION OBSERVATIONS:

- The City of Mississauga is moving toward active transportation planning for its cycling and trail network
- Many large Canadian cities have advisory committees specifically focussed on active transportation rather than only cycling
- There appears to be an appetite for change among MC, staff and MCAC members to embrace active transportation within the existing advisory committee structure
- More can be done to focus on the roles, outreach and understanding of the advisory committee versus the staff work

CONCLUSION:

The City of Mississauga Council requested a review of the Transportation Committee after its first year in existence. Further, the Council requested a review of creating an Active Transportation Committee. The findings in this review are put forward to provide information to help formulate an appropriate governance structure to handle transportation and transit issues with a view to public engagement as a top priority.

The analysis of the Transportation Committee's initial year, the survey of opinions of Council Members and others, plus the benchmarking review of other similar size cities show that there is no clear best practice, nor viewpoints, on what the most appropriate governance structure for transportation and transit issues would be; however, there is more consistency of thought and practices on the question of forming an Active Transportation Advisory Committee.

Terms of Reference for Advisory Committees

DRAFT ONLY

NAME: TRANSPORTATION ADVISORY COMMITTEE (TAC)

Mandate

- The Transportation Advisory Committee will:
 - provide input and advice on major transportation and transit plans and projects
 - report through General Committee

Objectives/Goals

- All items brought forward to the Transportation Advisory Committee must:
 - be considered a major or long-range transportation plan or project
 - be related to a goal, objective and/or action item found in the City's Strategic Plan
 - be related to an initiative in the upcoming (1-3 year) work plan of City staff
- For projects that have a major public engagement component within their scope of work, the Commissioner of Transportation and Works (or their designate) will, in consultation with the TAC Chair, determine the role of TAC on the project.
- Requests for additional research and/or staff projects will be subject to Council approval and must relate to the Transportation and Works Department priorities list and budget.
- Discussions on details related to service levels, existing operations and on-going, approved construction projects are considered to be not within the scope of TAC's objectives (examples: transit routes, road resurfacings, street cleaning timing, etc.).

Workplan

- In 2015, TAC will provide input and advice on the following:
 - (NOTE: this list will be determined with approval of the 2015 budget)
- On an annual basis, after the budget has been approved (generally by February), TAC will provide input on the approved budget for items within the mandate of TAC, which will be considered in the development of the next year's budget.

- On an annual basis, TAC will present its accomplishments to Council following the final TAC meeting of each year.

Definitions

- Not applicable

Procedures and Frequency of Meetings

- The Transportation Advisory Committee will meet quarterly (4 times per year), or as determined by TAC, at the call of the Chair, or at the direction of General Committee.
- The dates of the four meetings will be confirmed upon agreement of TAC's annual workplan so as to integrate well with the plans and projects under discussion by TAC.
- The Chair of TAC, in consultation with the Commissioner of Transportation and Works (or their designate), may cancel a meeting if it is determined there are insufficient items to discuss.

Membership

- Membership make-up:
 - 2 Council Members (plus Mayor as *ex officio*)
 - 6 Citizen Members who will be chosen with the intention of having, if possible:
 - a variety of types of users (public transit, cars, businesses requiring significant driving, etc.)
 - a youth representative
 - a senior representative
 - from different areas of the City of Mississauga (resident or business location)
 - 4 Stakeholder Members who will be chosen with the intention of having, if possible:
 - a business representative
 - a goods movement representative
 - a public transit representative
 - an environment representative
- Advisors will also attend meetings to support the discussion in a non-voting capacity. Their attendance will be determined per each meeting's agenda items and may include City of Mississauga staff, Region of Peel staff, Province of Ontario / Metrolinx staff, various representatives from agencies of importance (Ontario Trucking Association, Good Roads, etc.).

- All members are subject to the Code of Conduct and Complaint Protocol for Local Boards ^{3r} http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local_Boards_Code_of_Conduct.pdf and Corporate Policy 02-01-01: Citizen Appointments to Committees, Boards and Authorities. <http://inside.mississauga.ca/Policies/Documents/02-01-01.pdf>

Role of Chair

- The role of the Chair is to:
 - preside at the meetings of TAC using City of Mississauga's Procedure By-law, and keep discussion on topic
 - provide leadership to TAC to encourage that its activities remain focused on its mandate as an Advisory Committee of Council
 - review agenda items with the Committee Coordinator and the Commissioner of Transportation and Works (or their designate)
 - recognize each Member's contribution to the Committee's work
 - serve as an *ex-officio* member of subcommittees and attend subcommittee meetings when necessary
 - liaise with the Commissioner of Transportation and Works (or their designate) on a regular basis
- The Chair and Vice-Chair will be held by the two Council Members of TAC and who will be confirmed in their roles at the first TAC meeting of a new Council term.

Role of Committee Members

- The role of Committee Members is to:
 - ensure that the mandate of TAC is being fulfilled
 - prepare to actively participate in discussion items at TAC and provide the Committee with solid, factual information regarding agenda items
 - hear deputations and presentations to TAC and provide input and advice to General Committee where appropriate, on agenda items
 - notify the Committee Coordinator if they are unable to attend TAC meetings to ensure that quorum will be available for all meetings

Quorum

- quorum of the Transportation Advisory Committee shall be reached with the presence of a majority of the appointed and elected members, at a time no later than thirty (30) minutes past the time for which the beginning of the meeting was scheduled and so noted on the agenda or notice of the meeting
- the issuance of an agenda for a meeting of this Committee will be considered as notice of that meeting

3SS

- the presence of one (1) of the appointed Council members shall be required to establish quorum

Subcommittees

- as per the Procedure By-law 139-2013, a Committee of Council may establish a subcommittee which shall consist of members of the parent Committee, as may be determined by such parent Committee and any other member approved by Council
- subcommittees will be formed to deal with specific issues, and will make recommendations to the parent Committee. Once the specific issue is dealt with the subcommittee shall cease
- the Chair of the subcommittee will be appointed at the first meeting of the subcommittee
- all appointed members of the subcommittee have the right to vote