



# AGENDA

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## GOVERNANCE COMMITTEE

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

**MONDAY, FEBRUARY 2, 2015 – 1:00 PM**

**COUNCIL CHAMBER, SECOND FLOOR, CIVIC CENTRE**

**300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1**

### Members

Councillor Jim Tovey, Ward 1  
Councillor Karen Ras, Ward 2  
Councillor Carolyn Parrish, Ward 5  
Councillor Ron Starr, Ward 6  
Councillor Pat Saito, Ward 9  
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](mailto:sacha.smith@mississauga.ca)

**CALL TO ORDER**

**APPOINTMENT OF CHAIR**

**APPOINTMENT OF VICE-CHAIR**

**APPROVAL OF THE AGENDA**

**DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST**

**DEPUTATIONS**

Item 2 Karen Spencer, Advisor

**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 – December 15, 2014

Minutes of the Governance Committee meeting held on December 15, 2014.

2. Transportation Advisory Committees – Further Research

Corporate Report dated January 20, 2015 from the City Manager and Chief Administrative Officer with respect to research on transportation advisory committees.

**RECOMMENDATION**

1. That the report entitled, Transportation Advisory Committees – Further Research, dated January 20, 2015, from the City Manager and Chief Administrative Officer, be received for information.

2. That staff be directed to develop and implement a Citizen Reference Panel, as described in the corporate report entitled Transportation Advisory Committees – Further Research, dated January 20, 2015, and report back to Governance Committee no later than November, 2016 with an evaluation of the Panel's outcomes for a decision on its future committee structure.

3. Committee of Adjustment Review – Streaming and Evening Meetings

Corporate Report dated January 16, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a review of Committee of Adjustment for streaming and evening meetings.

RECOMMENDATION

1. That the Corporate Report dated January 16, 2015 from the Commissioner of Corporate Services and Chief Financial Officer titled “Committee of Adjustment Review- Streaming and Evening Meetings” be received.
2. That direction be provided with respect to establishing video streaming for Committee of Adjustment meetings and conducting evening meetings.

OTHER BUSINESS

ADJOURNMENT



Governance Committee

FEB 02 2015

# MINUTES

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## GOVERNANCE COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA  
([www.mississauga.ca](http://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 Present: Councillor Jim Tovey, Ward 1 (Chair)  
Councillor Pat Saito, Ward 9 (Vice-Chair)  
Councillor George Carlson, Ward 11  
Mayor Bonnie Crombie (ex-officio)

Members Absent: Councillor Chris Fonseca, Ward 3

Staff Present: Janice Baker, City Manager  
Gary Kent, Commissioner, Corporate Services and Chief Financial Officer  
Martin Powell, Commissioner, Transportation and Works  
Mary Ellen Bench, City Solicitor  
Ivana Di Millo, Director, Communications  
Karen Spencer, Advisor  
Crystal Greer, Director, Legislative Services and City Clerk  
Diana Rusnov, Manager, Legislative Services and Deputy Clerk  
Stephanie Smith, Legislative Coordinator

**CALL TO ORDER – 2:00 PM****APPROVAL OF THE AGENDA**

Approved (Mayor Crombie)

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

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

**MATTERS CONSIDERED**1. Approval of Minutes – June 16, 2014

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

Approved (Councillor Saito)

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.

Mayor Crombie noted that members of Council are supportive of the addition of the diversity committee. She spoke to the draft terms of reference and noted that she hoped that the Governance Committee would recommend to Council to strike this committee.

Councillor Saito expressed concern with the title of the committee. She noted that it needs to be clear that it is cultural diversity and suggested that the committee name be changed to include "cultural" or expand diversity to include everyone.

Discussion ensued with respect to the name of the committee, clarity in the terms of reference and mandate of the committee. Councillor Carlson spoke to the committee including different groups.

Crystal Greer, City Clerk and Director, Legislative Services referred to the Procedure By-law and explained that it's up to the Clerk's discretion as to which committee a deputant can go to.

Discussion ensued with respect to amending the Terms of Reference to ensure that the focus is not just for cultural diversity but for diverse communities.

#### RECOMMENDATION

1. That the Diversity and Inclusion Advisory Committee of Council be created and that the terms of reference be approved incorporating the changes discussed at Governance Committee.
2. That in accordance with the terms of reference, two Members of Council be appointed to sit on the Committee.

Approved (Mayor Crombie)

Recommendation GOV-0020-2014

#### 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.

Councillor Saito expressed concern with the recommendation to expand the mandate of the Mississauga Cycling Advisory Committee (MCAC). She noted that a new transportation committee is needed that has MCAC, Traffic Safety Council (TSC) and education as subcommittees. The transportation committee would meet quarterly to review the big projects, deal with all forms of transportation and input is needed from citizens and stakeholders. However, she supports dissolving the Transportation Standing Committee.

Mayor Crombie commented on the Transportation Standing Committee, the existing 3-week meeting cycle and a transportation advisory committee with citizen involvement. She noted that clarity is needed as to what the transportation advisory committee would be reviewing.

Karen Spencer, Advisor explained that more cities are changing over their cycling committees to active transportation. She noted that the active transportation committees include safety in their terms of reference. She further spoke to subcommittees for the transportation committee.

Councillor Saito reiterated her concerns regarding the need for a transportation committee where citizens can provide input, a focused approach to all of the issues relating to transportation and have subcommittees.

Janice Baker, City Manager noted that part of the dilemma is that there is no consensus on what to do. She noted that if there is a consensus on some of the issues staff could further review the matter.

Councillor Carlson spoke to the importance of having an efficient system and would like to see a flatter system instead of a pyramid.

During discussion regarding changing the meeting cycle, Ms. Greer commented that the Planning Department do not require a two-week cycle. It is preferred that the scheduling of the Planning and Development Committee meetings be referred to the City Clerk in consultation with the Planning Department.

Councillor Saito suggested that the report be referred back to staff to come back to Governance Committee in February 2015 with proposals for committee structures.

Councillor Carlson commented that maybe some of the agenda items could be dealt with at General Committee. Ms. Baker advised that the status quo could be an option and we can look at different advisory committee structures. Discussion ensued with respect to further research on the consensus of the critical issues.

#### RECOMMENDATION

That the report entitled, Transportation Committee Review, dated December 4, 2014, from the City Manager and Chief Administrative Officer, be referred back to staff for a further report on options.

Referred (Councillor Saito)

Recommendation GOV-0021-2014

#### RECOMMENDATION

1. 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 and the City Clerk be directed to schedule the appropriate number of

Planning and Development Committee meetings in consultation with Planning staff.

2. That the email dated December 15, 2014 from Councillor Chris Fonseca entitled Governance be received.

Approved (Councillor Saito)  
Recommendation GOV-0022-2014

4. Governance Committee Review

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

Discussion ensued with respect to changing the structure of the Governance Committee to include citizens. It was suggested that the matter be referred back to staff to report back to the Governance Committee on a terms of reference, scheduling, number of members, how will members be selected etc. Ms. Baker noted that staff could benchmark and come back with models to provide guidance.

Ms. Spencer advised that in other cities governance was attached into an executive committee and not as a separate committee.

RECOMMENDATION

That Governance Committee be changed from a Standing Committee to an Advisory Committee with citizen members and that staff be directed to report back to Governance Committee with benchmarking from other municipalities and a draft terms of reference.

Approved (Councillor Saito)  
Recommendation GOV-0023-2014



**OTHER BUSINESS**

Councillor Tovey enquired if the Committee of Adjustment can have meetings in the evening and have the meetings streamed online. In response, Ms. Greer advised that it would require additional resources and noted that staff could report back on the financial implications. Direction was given to staff to report back to Governance Committee on the cost and budget implications of moving Committee of Adjustment meetings to the evening and providing live streaming of meetings.

Mayor Crombie asked for clarification on the title of the Diversity and Inclusion Advisory Committee. Councillor Saito commented that cultural was removed from the title and the terms of reference.

**ADJOURNMENT** – 3:03 PM





# Corporate Report

Clerk's Files

Originator's  
Files

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**DATE:** January 20, 2015

**TO:** Governance Committee  
Meeting Date: February 2, 2015

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

**SUBJECT:** **Transportation Advisory Committees – Further Research**

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**Governance Committee**

FEB 02 2015

- RECOMMENDATION:**
1. That the report entitled, Transportation Advisory Committees – Further Research, dated January 20, 2015, from the City Manager and Chief Administrative Officer, be received for information.
  2. That staff be directed to develop and implement a Citizen Reference Panel, as described in the corporate report entitled Transportation Advisory Committees – Further Research, dated January 20, 2015, and report back to Governance Committee no later than November, 2016 with an evaluation of the Panel's outcomes for a decision on its future committee structure.

**REPORT  
HIGHLIGHTS:**

- At the request of Governance Committee in December 2014, staff was directed to complete further research and benchmarking on Transportation Advisory Committees.
- The review confirmed original findings that Transportation Advisory Committees are not typical advisory committees of Council for municipalities in Canada and the U.S.

- Discussions with a number of Council members did not illustrate a common view of what a new Transportation Advisory Committee would provide to City Council to aid in their decision making.
- A panel of engaged citizens, created to give input to Council on transit and transportation long-range plans and large projects, is a feasible option which staff ask permission to explore.

**BACKGROUND:**

On December 15, 2014, the Governance Committee considered a report entitled, Transportation Committee Review. One recommendation to dissolve the Transportation Standing Committee was approved but the other recommendations were not. As well, the Governance Committee directed staff to canvas Council members, complete further benchmarking and bring back more options on Transportation Advisory Committees.

**COMMENTS:****Benchmarking:**

The original report tabled on Dec. 15, 2014 at Governance Committee outlined a benchmarking exercise involving eleven large Canadian municipalities: Vancouver, Edmonton, Calgary, Regina, Winnipeg, London, Hamilton, Kitchener, Brampton, Ottawa and Halifax.

To add to this, staff looked at other Canadian and U.S. examples: Surrey, Saskatoon, Toronto, Windsor, Kingston, Fredericton, St. John's, Province of Ontario, Government of Canada, Wilmington NC, Miami-Dade FL, Minneapolis MN, Phoenix AR, Seattle WA, Portland OR, and the Pennsylvania and Minnesota state governments.

Key benchmarking observations in the original review document were confirmed in the expanded benchmarking exercise, which indicated:

- almost all cities have a Standing Committee of Council dealing with transportation and transit (but generally not Committees-of-the-Whole)
- few had Transportation Advisory Committees with citizen members (Vancouver and London were the exceptions – refer to Appendix 1 for more information on these city's committees)
- there were some unique committees (generally ad-hoc) dedicated to specific aspects such as: review of a master plan, finances,

accessibility, truck routes, priority setting, etc.

Expanding the benchmarking found no other Canadian municipalities with a Transportation Advisory Committee (although many had Cycling and/or Active Transportation Advisory Committees with much different mandates). A few of the U.S. examples also had Transportation Advisory Committees but, except for perhaps well written terms of references, offered nothing substantially new. In fact, while they may have been named Advisory Committees their membership and mandates seemed to be more aligned with a Standing Committee governance structure. Also, due to various U.S. laws and standards, it is difficult to directly relate them to the Mississauga experience.

**Councillor Discussions:**

An open invitation for City Councillors to individually discuss their views on Transportation Advisory Committees was issued and five Councillors accepted. One Councillor suggested a new committee was not needed and the four other Councillors had a range of ideas on the mandate, the makeup and the reporting structure of a new committee if it were to be created. There were very few suggestions given on firm topics they hoped would be tabled at this future advisory committee, should it be created.

Some themes from those interviewed were:

- this future committee should remain clear of local ward and/or operational/technical issues and concentrate on long-range planning or large scale projects in a holistic manner
- public input is important and this future committee would need to have a range of external participants in their knowledge and experience so as to avoid becoming a committee of experts
- a strong chair or facilitator of this future committee would be important to ensure the topics remained at a high level of conversation and did not shift to local issues. Also, that the discussions did not duplicate any existing, prescribed public consultation already occurring within a project

**Analysis:**

In the report tabled in December, 2014 staff recommended a

Transportation Advisory Committee, although it was qualified with this paragraph:

*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.*

The additional information staff has gathered did not render any clearer path to take for the creation of a future Transportation Advisory Committee. While staff felt the draft terms of reference presented in the Dec., 2014 report was a good starting point, we struggle even more to get a clearer view of the committee structure that Councillors are seeking.

One way forward, would be to create a transportation panel of engaged citizens, but not make it a formal advisory committee of Council at this time. Forming a panel instead of a formal committee was included as an option in the December, 2014 report, because there are a number of good examples of this type of citizen panel in practice. (Metrolinx Reference Panel, GO Transit Citizen Advisory Panel, etc.). There are many ways to organize a citizen panel and the following is staff's initial proposal (to be further defined if staff are directed to):

Name:	Citizen Reference Panel
Mandate:	Provide input and advice to Council on major transportation and transit plans and projects, as brought forward by the Transportation and Works Dept.
Membership:	Council Members: 1-2 Council Members invited to sit on the Panel (this is a suggestion but not a

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	<p>requirement to create the Panel). Note: all Councillor Members will be notified of the agenda topics as each meeting approaches and are welcome to join these meetings (as long as the rules of quorum are adhered to).</p> <p>Citizen Members: A broad cross-section of approximately 15 residents and business owners who represent various ages, have knowledge of different areas of the City, have a range of primary modes of transportation and are willing to give their advice to Council on long-range planning and large-scale projects regarding transit and transportation.</p>
<p>Frequency of Meetings:</p>	<p>Expected to be quarterly, but with a minimum of two meetings annually, depending on topics coming forward.</p>
<p>Supported by:</p>	<p>Transportation and Works staff (including project consultants) will be responsible for the meeting arrangements, agenda setting, facilitating the conversation, developing the minutes / summary of the input of the Citizen Reference Panel.</p> <p>When required, staff from other City departments and possibility other agencies (Region of Peel, Metrolinx, etc.) will also be involved.</p>

Clearly pros and cons exist in whatever committee or panel structure is created. For a Citizen Reference Panel they are:

- Opportunities:
  - allows citizen input on major plans and projects, as reports come forward to Council for approval
  - allows residents and business owners to provide advice to Council in a supportive, structured manner
  - allows for flexibility in both procedures (quorum not required)

- and scheduling meetings per the timing of the project
  - likely less resources needed than if it were a formal committee of Council (no Clerk's Office support required, although some T&W resources will be needed)
  - allows Council more time to determine if a panel structure or a formal advisory committee of Council works best for input to them from the public and further, if a panel structure is a viable option for other City discussions or programs. (staff recommend a date of November, 2016 for a full evaluation of the Panel to come to Council for final decision)
- **Constraints:**
    - this type of Panel is a new format for the City, and may require time to evolve and fully develop
    - staff will need to ensure the Panel's input is brought to Council in tandem with their major reports
    - staff will need to ensure that the Panel's input complements, rather than conflicts with, other public engagement processes that may be organized for various projects

**Next Steps in 2015:**

Assuming there is an endorsement to create a Citizen Reference Panel, the following would occur:

- **March, 2015:** Council Members will have a more detailed terms of reference for the Citizen Reference Panel and a recruitment for Panel members will commence (please note that the Transit division has a consultant hired for their MiWay 5 Service Plan Study that has expertise in citizen engagement methods and their advice will be sought (if the project budget allows) in the preparation of the Panel's terms of reference
- **May, 2015:** first Panel meeting – confirm the mandate and procedures of the Panel and outline the large projects and long-range planning items that will be coming forward in 2015 / 2016. If the budget is approved, potentially have a Panel discussion for input into the RFP for the MiWay Customer Service Strategy
- **Fall, 2015:** second Panel meeting – likely topics will be discussion on the terms of reference for the upcoming Transportation Master Plan (2016 budget item) and advancement of the MiWay Customer Service Strategy
- **Fall, 2015:** Forum – depending on the Citizen Reference Panel's

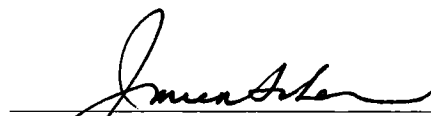
wishes, Transportation and Works suggest that a Forum could be planned, with a larger citizen group, on 2-3 top transit and/or transportation priorities

- Year end, 2015: mid-way report to General Committee on the progress and evaluation of the Citizen Reference Panel to date and outline of 2016 meeting dates and discussions

**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:** The Governance Committee has requested more investigation into Transportation Advisory Committees, which is summarized within this report; further research has uncovered nothing more than previously presented. Conversations with a number of Councillors have revealed a variety of opinions on the expected benefits if such an advisory committee were to be implemented. Staff recommend taking an alternative approach, for approximately 18 months, and propose a 'Citizen Reference Panel' to be implemented on a trial basis, with the results back to Governance Committee for further discussion.

**ATTACHMENTS:** Appendix 1: Transportation Advisory Committees: Vancouver, BC and London, ON Examples



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

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



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# Transportation Advisory Committees: Vancouver and London Examples

## APPENDIX 1

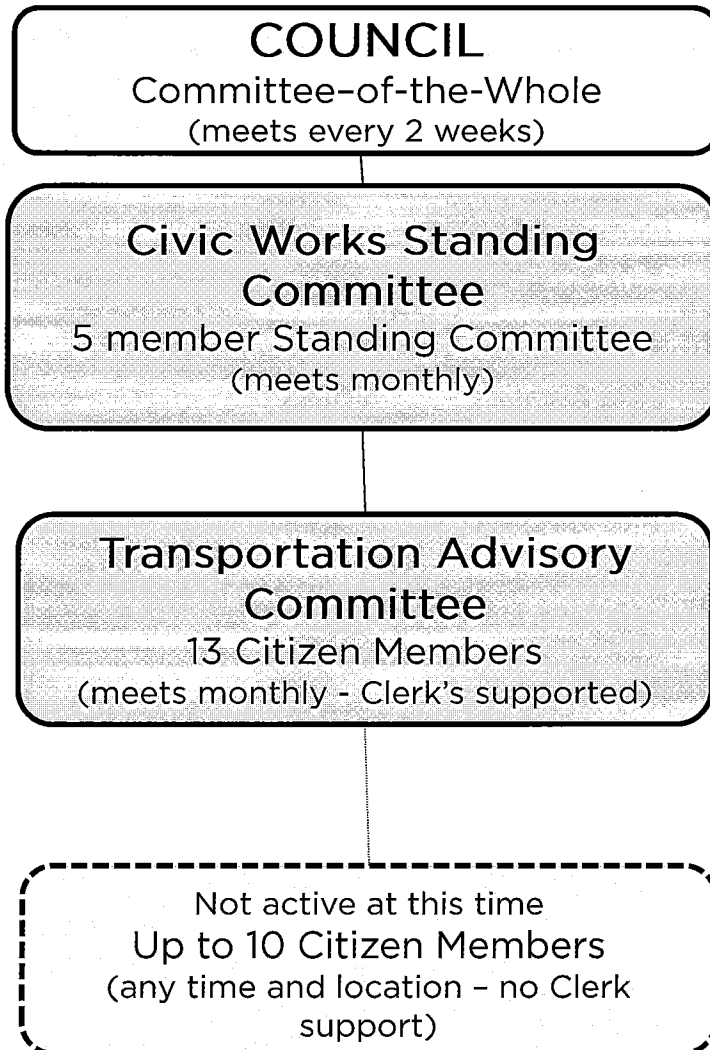
# Vancouver, BC



# Transportation Advisory Committees: Vancouver and London Examples

## APPENDIX 1

# London, ON



**STANDING COMMITTEE**  
The Civic Works Committee deals with matters relating to public transit, bicycle networks, roads and bridges, traffic, street lights, rail, parking, maintenance, water, waste and sewers, Transportation Master Plan and policies.

**CITIZEN ADVISORY COMMITTEE**  
The Transportation Advisory Committee will advise and support City Council in the implementation of the City's Transportation Master Plan, including the Active Transportation and Transportation Demand management (with the exception of the cycling components of these City plans and programs) and the London Rail Safety Strategy.

**SUBCOMMITTEE**  
The Advisory Comm. may form subcommittees or working groups as may be necessary to address specific issues.



# Corporate Report

Clerk's Files

Originator's  
Files

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**DATE:** January 16, 2015

**TO:** Chair and Members of Governance Committee  
Meeting Date: February 2, 2015

**FROM:** Gary Kent  
Commissioner of Corporate Services and Chief Financial Officer

**SUBJECT:** **Committee of Adjustment Review – Streaming and Evening Meetings**

**Governance Committee**

FEB 02 2015

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- RECOMMENDATION:**
1. That the Corporate Report dated January 16, 2015 from the Commissioner of Corporate Services and Chief Financial Officer titled "Committee of Adjustment Review- Streaming and Evening Meetings" be received.
  2. That direction be provided with respect to establishing video streaming for Committee of Adjustment meetings and conducting evening meetings.

**REPORT  
SUMMARY:**

- At the December 15, 2014 Governance Committee, staff were requested to investigate streaming Committee of Adjustment meetings and moving the meetings to the evening.
- A review of the possibility of having Committee of Adjustment Meetings video streamed and conducted in the evening was undertaken, including benchmarking of other municipalities.
- The introduction of video steaming and moving to evening meetings will have financial costs not currently included in the Budget.

**BACKGROUND:**

On December 15, 2014, a question was raised at Governance Committee regarding the possibility of having Committee of Adjustment Meetings in the evening and meetings live streamed similar to Planning and Development Committee meetings. Governance Committee directed that staff conduct a review of the two matters and report back to Governance Committee.

**COMMENTS:**

As requested by Governance Committee, Committee of Adjustment staff conducted research and obtained benchmarking from various municipalities as noted in Appendix 1.

**Evening Meetings**

Of the 16 municipalities surveyed, 8 municipalities held Committee of Adjustment meetings in the evening. The remaining municipalities held meetings a mixture of morning, afternoon and evening as noted in attached Appendix 1.

To move the Committee of Adjustment meetings to the evening will result in an additional financial cost of approximately \$53,000.00 in overtime and meal allowance costs for the 4 City staff that are in attendance at these meetings including: the Committee of Adjustment Secretary Treasurer, Committee Technician and two Planning and Building Department Committee of Adjustment Planners. Should additional staff from Transportation and Works, Community Services need to attend the meeting on any matter, there would be additional overtime cost pressures for those departments.

Agenda scheduling would also need to be carefully reviewed to ensure an appropriate number of applications is on the agenda. Typically meetings contain 12 new applications plus any deferred matter, and the average meeting is 3 hours long. If more than 12 applications are received, currently a second meeting is scheduled for 4:00pm. This situation occurs approximately 4 times a year. Having an agenda that could stretch past 10:00pm in the evening would be lengthy for the Committee members, staff and residents. Also, limiting the number of items on an agenda could create a bottle neck of matters and put at risk the statutory requirement to hold a matter in 30 days. To compensate, additional meetings would need to be scheduled which would not provide for any meeting breaks at March Break and during the summer months.

**Video Streaming**

To introduce the video streaming of Committee of Adjustment meetings there will be additional costs which will vary depending on the direction given regarding moving the Committee of Adjustment meetings into the evening. To accommodate additional streaming, data storage is required which is estimated to cost \$30,000.00. An AV Technician and Camera Technician would provide support to the meeting where they currently do not. The following is a breakdown of the two scenarios:

1. Streaming Cost – Day Meetings – approx. \$35,000.00
2. Streaming Cost – Evening Meetings – approx. \$51,000.00

This additional workload for the AV Technician could result in both direct and indirect impacts on client service calls and repairs which are usually undertaken on Thursday afternoons. Additional increases for outsourcing and repairs may be required.

**FINANCIAL IMPACT:** Introduction of evening meetings and/or streaming of Committee of Adjustment meetings will have financial costs associated with their implementation. The following chart outlines the financial implications based on 4 scenarios:

Scenarios	AV & Camera Technicians Required	Overtime costs for Staffing	Cost
Day Meeting – No Video Streaming	No	No	-
Day Meeting – Video Streaming	Yes	No*	\$34,500.00
Evening Meeting – No Video Streaming	No	Yes	\$52,650.00
Evening Meeting - Video Streaming	Yes	Yes	\$103,575.00

\* additional financial costs may be required for AV Services for client calls and repairs

The cost incurred with any of the above noted scenarios were not considered in the Committee of Adjustment fee rates and would need to be addressed. This would result in requests for additional fee increases to cover the additional cost of video streaming and staff overtime costs.

**CONCLUSION:**

Committee of Adjustment staff reviewed moving the meetings from daytime to evening as requested by Governance Committee. In addition, streaming of the meetings was reviewed. Both matters would require resources not currently in the Committee budget.

**ATTACHMENTS:**

Appendix 1: Municipal Benchmarking for Meeting Times & Video Streaming Meetings



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Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: David L. Martin, Manager of Vital Statistics and  
Secretary Treasurer, Committee of Adjustment*

## Appendix 1

**Municipal Benchmarking for Meeting Times  
& Video Streaming Meetings**

Municipality	Meeting Time	Video Streaming
<b>Oakville</b>	7:00 PM	No
<b>Brampton</b>	9:00 AM	No
<b>Milton</b>	7:00 PM	No
<b>Hamilton</b>	1:00 PM	No
<b>Burlington</b>	6:30 PM	No
<b>Toronto</b>	(Scarb. = 9:30 AM) (E. York = 1:00 PM) (N. York = 10:00 AM) (Etobicoke = 1:00 PM)	No
<b>Markham</b>	7:30 PM	No
<b>Richmond Hill</b>	7:00 PM	No
<b>Vaughan</b>	6:00 PM	No
<b>Pickering</b>	7:00 PM	No
<b>Oshawa</b>	6:00 PM	No
<b>Ottawa</b>	(Panel 1 = 1:00 PM and/or 3:00PM) (Panel 2 = 6:30 PM) (Panel 3 = 9:00 AM)	No
<b>Kitchener</b>	10:00 AM	No
<b>Waterloo</b>	4:30 PM	No
<b>London</b>	1:30 PM	No
<b>Windsor</b>	3:30 PM	No