



AGENDA

GOVERNANCE COMMITTEE

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

MONDAY, MARCH 23, 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 (**Vice-Chair**)
Councillor Carolyn Parrish, Ward 5
Councillor Ron Starr, Ward 6
Councillor Pat Saito, Ward 9 (**Chair**)
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

Item 2 John Walmark, Chair, Mississauga Oversight Citizen Committee

PUBLIC QUESTION PERIOD

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

MATTERS TO BE CONSIDERED

1. Approval of Minutes – February 2, 2015

Minutes of the Governance Committee meeting held on February 2, 2015.

2. Governance Committee Review

Corporate Report dated February 23, 2015 from the City Manager and Chief Administrative Officer with respect to the Governance Committee Review.

RECOMMENDATION

1. That the Governance Committee continue as an Advisory Committee, with a revised Terms of Reference as outlined in Appendix 3 of the report entitled, 'Governance Committee Review', dated February 23, 2015 from the City Manager and Chief Administrative Officer.

2. That direction be provided with respect to the inclusion of Citizen Members on the Governance Committee, and that should direction be provided that Citizen Members be included, the Terms of Reference presented in Appendix 3 be amended accordingly and further that direction be provided with respect to criteria for consideration of citizen appointments.

3. Governance Committee Preliminary Workplan 2015-2018

Corporate Report dated March 10, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Governance Committee preliminary workplan for 2015-2018.

RECOMMENDATION

That the report entitled 'Governance Committee Preliminary Workplan 2015-2018' dated March 10, 2015 from the Commissioner of Corporate Services and Chief Financial Officer, be approved.

4. Process for Establishing Council Advisory Committees and Task Forces

Councillor Saito, Chair has requested discussion on a process for establishing Council advisory committees and task forces.

5. Review of Citizen Membership on the Public Vehicle Advisory Committee

Councillor Parrish has requested discussion to review the current citizen representation on the Public Vehicle Advisory Committee. The Committee's Terms of Reference is attached for information.

OTHER BUSINESS

ADJOURNMENT



Governance Committee

MAR 23 2015

MINUTES

GOVERNANCE COMMITTEE

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

MONDAY, FEBRUARY 2, 2015 – 1:03 PM

COUNCIL CHAMBER, SECOND FLOOR, CIVIC CENTRE

300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1

Members Present: Councillor Jim Tovey, Ward 1
Councillor Karen Ras, Ward 2 (Vice-Chair)
Councillor Carolyn Parrish, Ward 5
Councillor Ron Starr, Ward 6
Councillor Pat Saito, Ward 9 (Chair)
Mayor Bonnie Crombie (ex-officio) (Departed at 1:38 pm)

Members Absent: Nil

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
Karen Spencer, Advisor
Sonja Banic, Corporate, Communications
Crystal Greer, Director, Legislative Services and City Clerk
Diana Rusnov, Manager, Legislative Services and Deputy
Clerk
Sacha Smith, Legislative Coordinator

CALL TO ORDER - 1:03 PM**APPOINTMENT OF CHAIR**

Councillor Parrish nominated Councillor Saito to be the Chair of the Committee. Councillor Saito accepted the nomination. There were no further nominations and the motion to appoint Councillor Saito as Chair of the Governance Committee for a term ending on November 30, 2018 or until a successor is appointed was voted on and carried.

Approved (Councillor Parrish)

APPOINTMENT OF VICE-CHAIR

Councillor Parrish nominated Councillor Ras to be the Vice-Chair of the Committee. Councillor Ras accepted the nomination. There were no further nominations and the motion to appoint Councillor Ras as Vice-Chair of the Governance Committee for a term ending on November 30, 2018 or until a successor is appointed was voted on and carried.

Approved (Councillor Parrish)

APPROVAL OF THE AGENDA

Approved (Councillor Starr)

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST – Nil**DEPUTATIONS**

Item 2 Karen Spencer, Advisor

See item 2 for discussion.

PUBLIC QUESTION PERIOD – Nil

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

MATTERS CONSIDERED**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.

Ms. Spencer explained the research involved with the subject matter including the results of benchmarking with other municipalities and the core functions that exist with other transportation committees. She spoke to a citizen reference panel that could be considered to provide input on large planning initiatives and projects.

Councillor Parrish suggested that transportation issues be combined with the Planning and Development Committee (PDC). Mayor Crombie spoke to her views of a transportation committee that would be educational, provided the opportunity for councillors to brainstorm and invite citizens to be involved. Councillor Starr indicated that he was not sure if transportation should be combined with PDC and that he did not agree with the timeline of waiting until 2016 to implement a citizen reference panel. Councillor Tovey noted the different ideas/approaches for transportation and suggested a forum to get input from the public and a definition of what transportation is. Councillor Ras noted that public engagement may help to define what issues should be discussed and help narrow the focus and the scope. Councillor Saito spoke to the importance of collaboration with the citizens and having the opportunity to be included in the discussions.

Discussion ensued with respect to a public transportation workshop with experts and staff presentations to discuss the transportation needs in the City. It was further noted that people from other municipalities could be invited to discuss what worked for them. The workshop could help to set the vision and mandate to work towards.

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 create a transportation public workshop with experts and staff presentations to discuss the current and future transportation needs with members of Council and the public.

Amended/Approved (Mayor Crombie)
Recommendation GOV-0001-2015

Mayor Crombie departed the meeting at 1:38 pm.

1. Approval of Minutes – December 15, 2014

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

Approved (Councillor Starr)

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.

Councillor Saito advised that Sue Shanly and Mary Simpson on behalf of MIRANET submitted a letter in place of their deputation for the committee's consideration.

Councillor Parrish enquired about multiple deferrals as noted in the MIRANET letter. Dave Martin, Committee of Adjustment Secretary/Treasurer confirmed that most of the deferrals are requested by the applicant. Councillor Parrish indicated that she would support no changes because she did not want the costs for streaming and evening Committee of Adjustment meetings to be added to the fees.

Councillor Tovey enquired about the Committee of Adjustment panels in Ottawa. Mr. Martin explained that the 3 panels cover rural, urban and central downtown core applications. Councillor Tovey noted that he would support video streaming

of the daytime Committee of Adjustment meetings. Councillor Starr spoke to the matter and expressed concern with the costs versus the limited number of people that may watch the proceedings for a specific application online. Councillor Parrish expressed concerns with streaming the meetings online and noted that it may increase the work for the committee and there is not a lot of general interest for it. Councillor Ras noted that more people want to become involved and would support a trial run of video streaming.

Crystal Greer, City Clerk advised that IT staff can measure how many people accessed the live streaming and the archived video. Mr. Martin advised that the cost of \$34, 500 to stream the meetings is a one-time cost to increase the data capacity to store the information.

Direction was given to staff to issue a survey to get participant feedback to find out if people would watch the proceedings online.

RECOMMENDATION

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.

Received (Councillor Parrish)
Recommendation GOV-0002-2015

RECOMMENDATION

That the letter received from Sue Shanly and Mary Simpson, MIRANET on February 2, 2015 regarding Committee of Adjustment processes, be received and that staff be directed to respond to the concerns outlined in the letter.

Received (Councillor Starr)
Recommendation GOV-0003-2015

OTHER BUSINESS – Nil

ADJOURNMENT - 1:56 PM



Corporate Report

Clerk's Files

Originator's
Files

2.

DATE: February 23, 2015

TO: Chair and Members of Governance Committee
Meeting Date: March 23, 2015

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

SUBJECT: **Governance Committee Review**

Governance Committee

MAR 23 2015

- RECOMMENDATION:**
1. That the Governance Committee continue as an Advisory Committee, with a revised Terms of Reference as outlined in Appendix 3 of the report entitled, 'Governance Committee Review', dated February 23, 2015 from the City Manager and Chief Administrative Officer.
 2. That direction be provided with respect to the inclusion of Citizen Members on the Governance Committee, and that should direction be provided that Citizen Members be included, the Terms of Reference presented in Appendix 3 be amended accordingly and further that direction be provided with respect to criteria for consideration of citizen appointments.

**REPORT
HIGHLIGHTS:**

- The Governance Committee has been in existence for three years and has fulfilled most of its original objectives.
- Benchmarking of a number of Canadian municipalities found few examples of a committee of Council being established with a mandate regarding governance issues, and of these few examples none had citizens within the committee's membership.
- There are future governance issues that will require in-depth review

and having an Advisory Committee available for such discussions may be of benefit to Council.

- Recommendations from an Advisory Committee would be presented to General Committee, allowing for debate by all members of Council at the Standing Committee level, prior to consideration by Council.

BACKGROUND:

The Governance Committee was created in December, 2011 as a Standing Committee of Council, with a membership of five Councillors and the Mayor as *ex-officio*. At that time, a number of governance issues and policies were before Council which required in-depth consultation, such as:

- the Council code of conduct
- appointment of the Integrity Commissioner
- review of the committees of Council
- corporate procedures and protocols
- municipal elections

A staff review of the committees of Council in 2013 noted:

Standing Committee: Governance Committee

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

(City Committees of Council Structure Review, corporate report to Governance Committee, March 18, 2013, Appendix 1, pg.23)

At the December 15, 2014 Governance Committee meeting, there was a discussion about the value of the Committee in consideration of the number of issues that had been successfully dealt with since its

inception. As a result of the discussion, the following recommendation was passed:

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.

(GOV-0223-2014)

COMMENTS:

Benchmarking:

All municipalities, regardless of size, face issues regarding governance. Municipal election issues, committee structures and procedures, conflict of interest and a host of other items are debated by municipal Councils, whether there is a committee designated for these types of conversations or not. Looking at nineteen municipalities across Canada clearly shows that municipalities do not have such a committee. Staff researched the following municipalities:

- Vancouver, BC
- Surrey, BC
- Edmonton, AB
- Calgary, AB
- Regina, SK
- Saskatoon, SK
- Winnipeg, MB
- London, ON
- Windsor, ON
- Kitchener, ON
- Hamilton, ON
- Brampton, ON
- Toronto, ON
- Ottawa, ON
- Kingston, ON
- Fredericton, NB
- Halifax, NS
- Charlottetown, PEI
- St. John's, NL

(refer to Appendix 1 for Benchmarking details)

The benchmarking exercise was largely a website search however some municipalities were contacted directly for further information. The research tried to determine whether a distinct committee was set up for 'governance-type' decisions and/or if citizens were involved as members in any of these committees.

The conclusions drawn from the benchmarking were:

- The City of Mississauga is unique in having a Standing Committee specifically created for governance-type discussions and decisions. The City of Hamilton's 'Governance Review Sub-committee' is the only other example found within the nineteen municipalities benchmarked.

(refer to Appendix 2 for a further description of Hamilton's Governance Review Sub-committee).

- A number of cities have set up committees to handle the internal operations and administration of the Council Members' offices. Typically, a small number of Councillors make up such a committee and the items before them are such things as protocols, shared resources and budgets, training, staffing, etc. On occasion there have also been ad-hoc committees or task forces created with very specific goals (most common would be Council remuneration) and once they report their research to Council they are dissolved.
- Rarely is there any mention of citizens being directly involved in governance committees except perhaps for an ad-hoc committee as described in the bullet point above. One anomaly is the City of Saskatoon which has a citizens-only 'commission' to review Councillor's remuneration, protocols and some election issues, but this is not a committee of Council.

The City of Mississauga's Standing Governance Committee:

The major items that have come before the Governance Committee include:

- City Committees of Council Structure Review – complete
- Integrity Commissioner – recruited, on-going
- Election Campaign Issues - complete
- Transportation Committee Review – complete
- Procedure By-law, Code of Conduct – various amendments, complete

- Diversity and Inclusion Committee – terms of reference approved, on-going
- Governance Committee Review – on-going

The existing Governance Committee terms of reference indicate the meetings will be held monthly (minus July and August). The actual meetings totalled 23 meetings over three years (2012-2014) for an average eight meetings per year (1.4 hrs. per meeting). The Integrity Commissioner attended many of these meetings, tabled several reports and was available to comment on various issues during discussions at the Governance Committee. There have been a total of ten deputations by public members and five presentations by staff members over these three years. In addition, several members of Council, who were not members of the Governance Committee, attended meetings to participate in discussions on matters that were of specific interest to them.

The annual report from the Integrity Commissioner, with respect to his activities and reports in response to investigations conducted by the Integrity Commissioner, were presented directly to Council.

Governance Committee Options:

Council has already declared the Governance Committee to be valued and worth continuing, although subject to the modifications directed by GOV-0223-2014. City Council will continue to be presented with governance issues that require debate and decision. The question raised by the benchmarking results is whether Council members wish to deal with these matters in a committee specifically organized for that purpose or in an ‘executive-type’ committee, as almost all other municipalities’ benchmarked do.

Moving to an Advisory Committee, as directed by Recommendation GOV-0223-2014, will allow the detailed review of issues by the Governance Committee, as well as debate of issues by all members of Council at General Committee. This reinforces the principle of conducting review and debate at Committee, with final decision being rendered at Council.

Regarding citizen membership, no examples were found in any of the municipalities benchmarked. We do find evidence through our own

experience that citizens are coming forward to the Governance Committee to discuss their points of view fairly regularly (either in person or by correspondence). If the Governance Committee feels there is a lack of citizen engagement on governance issues there is the ability to reach out to citizens on these issues through public engagement initiatives. Also, there are professionals whose work is specifically related to these types of questions (or knowledgeable citizens with background in working in municipal settings, etc.) which the Governance Committee could rely on to provide advice when needed.

As a result, direction is requested from Governance Committee as to whether citizen members should be included on the Governance Committee. If it is determined that citizen members are to be included, direction should also be given as to the criteria for appointment such as:

- experience participating on Boards or Committees
- demonstrated expertise in governance
- municipal expertise
- legal expertise in municipal or ethical issues

In consideration of the benchmarking results, the Governance Committee direction contained in GOV-0233-2014, and the Governance Committee experience during the period 2011 – 2014, Appendix 3 outlines a revised terms of reference for consideration. The specific amendments proposed include:

- meetings to be scheduled quarterly (four per year) unless the need arises to call additional meetings
- meetings be cancelled if there is not sufficient agenda items to hold the meeting
- allowance for all members of Council to participate in discussions at the Committee on matters of interest
- analysis of the Governance Committee's work to occur at the end of the term of Council (2018) to determine if it should remain or be dissolved
- although Public Question Period has been included as part of the Governance Committee agenda since its formation, this is not reflected in Council Procedure By-law 0139 – 2013 and an amendment should be undertaken to the Procedure By-law to

rectify this.

A separate report will be presented to Governance Committee outlining a preliminary work plan for 2015 – 2018.

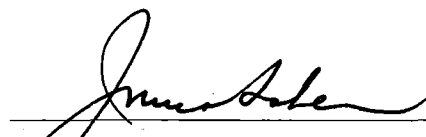
FINANCIAL IMPACT: Not applicable

CONCLUSION:

All municipal Councils have items regarding committee governance structures, procedures and practices of Council, code of conduct, etc. that require consideration. If a 'governance-type' committee does not exist, the topic is tabled and debated by another Standing Committee. Benchmarking of a number of Canadian municipalities found few examples of a committee of Council being established with a mandate regarding governance issues, and of these few examples none had citizens within the committee's membership. Direction is sought from Governance Committee with respect to the inclusion of citizens on the Governance Committee for the City of Mississauga.

ATTACHMENTS:

- Appendix 1: Governance Committees - Benchmarking
- Appendix 2: City of Hamilton – Governance Review Sub-Committee
- Appendix 3: Governance Committee – Revised Terms of Reference



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

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

Governance Committees – Benchmarking

CITY		Standing Committee Dealing with Governance Items (committees' structures, procedure bylaws, ethics, transparency and accountability, open government, code of conduct, council policies, election issues, CAO recruitment, Integrity Commissioner, citizen appointments to committees, etc.)	Standing Committee Dealing with Council Admin.* Items (council budgets, protocols involving councillors, international visits, delegations, council staffing, disagreements between Councillors, common travel, office space, resource allocations, training, compensation and benefits of Council and their staff)
1.	Vancouver, BC	<ul style="list-style-type: none"> No mention – assume 'Council' 	
2.	Surrey, BC	<ul style="list-style-type: none"> No mention – assume 'Committee-In-Council' 	
3.	Edmonton, AB	<ul style="list-style-type: none"> 'Executive Committee' <ul style="list-style-type: none"> – 5 Council Members (Mayor as Chair) – rotation of 4 Councillors every 16 months 	<ul style="list-style-type: none"> 'Council Services Committee' <ul style="list-style-type: none"> – all Council Members
4.	Calgary, AB	<ul style="list-style-type: none"> 'Priorities and Finance Committee' <ul style="list-style-type: none"> – 7 Council Members – 1 year term 	<ul style="list-style-type: none"> 'Priorities and Finance Committee' (this committee handles both Governance and Council Administration Items) 'Coordinating Committee of Councillors' Offices' <ul style="list-style-type: none"> – up to 5 members – reports to the Priorities & Finance Committee – items: general operations of Councillors' offices and use of the common strategic initiatives fund
5.	Saskatoon, SK	<ul style="list-style-type: none"> 'Executive Committee' <ul style="list-style-type: none"> – all Council Members 	<ul style="list-style-type: none"> 'Saskatoon Municipal Review Commission' <ul style="list-style-type: none"> – independent: 5-10 citizens with expertise (no Council Members) – items: election expenses, Council conduct, spending allowances, remuneration

6.	Regina, SK	<ul style="list-style-type: none"> • 'Executive Committee' <ul style="list-style-type: none"> – all Council Members 	<ul style="list-style-type: none"> • 'Finance & Administration Committee' <ul style="list-style-type: none"> – 5 Council Members – items: Council support, travel policies
7.	Winnipeg, MB	<ul style="list-style-type: none"> • No mention – assume 'Executive Policy Committee' <ul style="list-style-type: none"> – 7 Council Members (Mayor as Chair) 	<ul style="list-style-type: none"> • 'Governance Committee' <ul style="list-style-type: none"> – 5 Council Members – items: Councillor office matters and operations
8.	London, ON	<ul style="list-style-type: none"> • 'Strategic Priorities & Policy Committee' <ul style="list-style-type: none"> – all Council Members 	
9.	Windsor, ON	<ul style="list-style-type: none"> • No mention – assume 'Executive Committee' <ul style="list-style-type: none"> – all Council Members (Mayor as Chair) 	
10.	Kitchener, ON	<ul style="list-style-type: none"> • No mention – assume 'Finance and Corporate Services Committee' <ul style="list-style-type: none"> – all Council Members 	
11.	Hamilton, ON	<ul style="list-style-type: none"> • 'General Issues Committee' <ul style="list-style-type: none"> – all Council Members – items: committees & boards, citizen appointments, public delegations • 'Audit, Finance & Administration Committee' <ul style="list-style-type: none"> – 5-7 Council Members – items: policies, procedures and protocols of staff and Council • 'Governance Review Subcommittee' <ul style="list-style-type: none"> – 5 Council Members – reports to Audit, Finance & Administration Comm. – items: governance structures, changes to procedures, citizen appointments 	

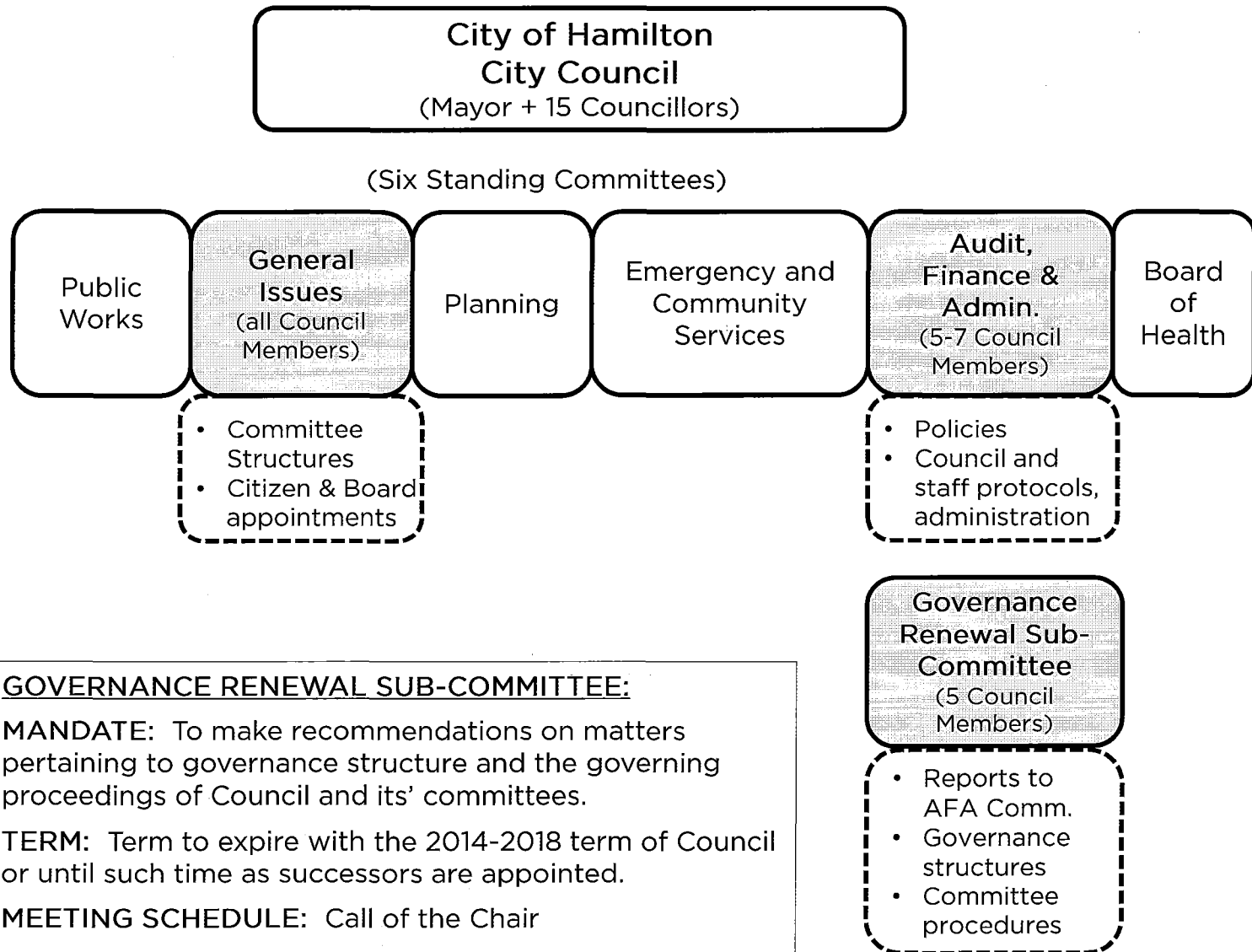
12.	Brampton, ON	<ul style="list-style-type: none"> No mention - assume 'Corporate Services Committee' 	
13.	Toronto, ON	<ul style="list-style-type: none"> 'Executive Committee' <ul style="list-style-type: none"> 13 Council Members (Mayor as Chair) 	<ul style="list-style-type: none"> 'Government Management Committee' <ul style="list-style-type: none"> 6 Council Members items: government assets & resources, administrative operations
14.	Ottawa, ON	<ul style="list-style-type: none"> 'Finance and Economic Development Committee' <ul style="list-style-type: none"> 11 Council Members (Mayor as Chair) Items: governance structures, committees and citizen appointments, procedures, code of conduct 	<ul style="list-style-type: none"> 'Member Services Sub-Committee' <ul style="list-style-type: none"> 6 Council Members items: Council staff, overall operations of their offices, councillor expenditures
15.	Kingston, ON	<ul style="list-style-type: none"> No mention - assume 'Administrative Policies Committee' 	
16.	Fredericton, NB	<ul style="list-style-type: none"> No mention - assume 'Council-in-Committee' <ul style="list-style-type: none"> all Council Members 	
17.	Charlottetown, PEI	<ul style="list-style-type: none"> 'Intergovernmental Affairs and Event Attraction Committee' <ul style="list-style-type: none"> 3 Councillors (voting) plus CAO (non-voting) items: election procedures, Council compensation, 'Human Resources, Communications & Administration Committee' <ul style="list-style-type: none"> 3 Councillors (voting) plus Mayor and CAO (non-voting) items: committee procedures, issues not under another Standing Committees terms of reference, bylaws 	

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18.	Halifax, NS	<ul style="list-style-type: none"> • 'Executive Standing Committee' <ul style="list-style-type: none"> - 8 members of regional Council and up to 5 at-large appointments (Mayor as Chair) - items: oversight of organizational structure, committees and appointments, CAO liaison and recruitment, procedures 	
19.	St. John's, NL	<ul style="list-style-type: none"> • No mention - assume 'Finance and Administration' 	

NOTE:

- Information gathered is from official municipal websites.



Governance Committee Terms of Reference (Revised)

Mandate:

The Governance Committee will examine issues related to, but not limited to:

- committee structures and procedures
- policies and procedures governing Council Members (code of conduct, expenses, etc.)
- policies and procedures governing elections (election reform, election financing, etc.)
- policies and procedures regarding transparency and accountability to the public (citizen appointments)
- the role and recruitment of the Integrity Commissioner

Procedures and Frequency of Meetings:

The Governance Committee will be an Advisory Committee of Council, and will:

- be subject to Council Procedure By-law, for its procedures
- be scheduled quarterly (4 times) through the year, or as determined by the Committee at the call of the Chair
- include a Public Question Period at every meeting, during which persons invited to address the Governance Committee shall be restricted to questions pertaining to subjects that appear on the agenda for that specific meeting
- have City staff from key divisions provide support to the Governance Committee including, but not limited to:
 - Legislative Services
 - Legal Services
 - Communications
- have Legislative Services staff attend all meetings of the Governance Committee to:
 - record and report its recommendations to General Committee
 - provide administrative support with the proceedings
 - complete the minutes of the meeting which will be presented for adoption at the next meeting of the Governance Committee

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Term of Office:

The term of office of the Governance Committee shall run concurrent with the current term of Council, or until successors are appointed, and:

- at the first meeting of the Committee, the members of the Governance Committee will appoint from among their number, a Chair and Vice-Chair
- at the end of the term of Council, the work of the Governance Committee will be reviewed to determine if the Committee should remain for the next term of Council, or be dissolved

Membership:

The membership of the Governance Committee will be comprised of five (5) Councillors appointed by a resolution of Council. The Mayor shall be an ex-officio member of the Committee. All members of Council may attend and participate in discussions at Governance Committee, however, only the five members of Council appointed to the Committee and the Mayor as ex-officio are permitted to vote on matters.

Role of Chair

The role of the Chair is to:

- preside at the meetings using City of Mississauga's Procedure By-law, and keep discussion on topic and focussed on the mandate of the Governance Committee
- review agenda items with the Committee Coordinator, Legislative Services to ensure they are appropriate for the mandate of the Governance Committee
- call additional meetings when necessary
- cancel meetings, due to lack of substantive agenda items, when necessary

Quorum:

- quorum of the Governance Committee shall be reached with the presence of a majority of the appointed members (three (3) 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 the Governance Committee meeting will be considered as notice of that meeting

Subcommittees:

The Governance Committee may establish a subcommittee:

- per the Procedure By-law rules
- formed to deal with specific issues, and will make recommendations to the Governance Committee
- once the specific issue is dealt with the subcommittee shall be dissolved



Corporate Report

Clerk's Files

Originator's
Files

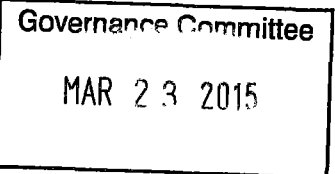
3.

DATE: March 10, 2015

TO: Chair and Members of Governance Committee
Meeting Date: March 23, 2015

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

SUBJECT: **Governance Committee Preliminary Workplan 2015 - 2018**



RECOMMENDATION: That the report entitled 'Governance Committee Preliminary Workplan 2015 -2018' dated March 10, 2015 from the Commissioner of Corporate Services and Chief Financial Officer, be approved.

BACKGROUND: The Governance Committee has been in existence for three years and has fulfilled most of its original objectives. In a separate report from Janice Baker, City Manager and Chief Administrative Officer recommends the continuation of Governance Committee.

Since the establishment of the Governance Committee in December 2011, the major items that were considered by the Committee include:

- City Committees of Council Structure Review
- Council Code of Conduct
- Integrity Commissioner Recruitment
- Elected Officials' Expense Policy revisions
- Election Campaign Issues
- Transportation Committee Review
- Procedure By-law, Code of Conduct – various amendments
- Diversity and Inclusion Committee – terms of reference
- Governance Committee Review

COMMENTS:

In consultation with the Chair and Vice Chair of the Committee, the City Manager's Office, and City Solicitor, a preliminary four year workplan has been developed for the Governance Committee and is attached as Appendix 1.

It is understood that the Governance Committee will be responsible for review of matters pertaining to the Council Code of Conduct on an ongoing and as needed basis. This workplan also addresses issues and items identified in the Legislative Services Business Plan, such as internet voting, as well as items that should be reviewed on a periodic basis, such as the Procedural By-law and Corporate Policies impacted by the municipal election.

Other matters that are dependent upon legislative amendments to be introduced by the Provincial Government such as Municipal Conflict of Interest Act and Municipal Elections Act reform cannot be scheduled until legislation is tabled, however would be added at the appropriate time.

For this reason, it is important that the workplan be flexible enough to add or reprioritize matters as they arise.

FINANCIAL IMPACT: Not applicable

CONCLUSION: To ensure that the Governance Committee is engaged in the review of significant governance issues that require in-depth debate prior to consideration by Council, development of a workplan for the 2015 – 2018 term of the Committee is recommended. Setting a workplan for the term of the Committee will also set a positive example for the Advisory Committees of Council to follow.

ATTACHMENTS: Appendix 1: Governance Committee Preliminary Workplan 2015 - 2018



Gary Kent
Commissioner of Corporate Services and Chief Financial Officer
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Appendix 1

Governance Committee Preliminary Workplan 2015 -2018

- The Governance Committee will be responsible for review of the Council Code of Conduct on an ongoing basis.
- In addition, the Chart below outlines a preliminary inventory and estimated timeline for matters that may be brought forward to Committee during the 2015 – 2018 Term of the Committee.

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
2015	<ul style="list-style-type: none"> • Governance Committee Review and decision regarding addition of Citizen members • Adoption of 2015 – 2018 Workplan 	<ul style="list-style-type: none"> • Endorsement of Advisory Committees' Terms of Reference for 2015 – 2018 Term • Budget Allocation Process for Advisory Committees 	<ul style="list-style-type: none"> • 2014 Election and 2015 By-Election Review • Tour de Mississauga delivery model for 2016 and beyond 	<ul style="list-style-type: none"> • Bill 8 (Accountability Act) implementation
2016	<ul style="list-style-type: none"> • Procedural By-law Review 	<ul style="list-style-type: none"> • Report on Pilot C of A Streaming 	<ul style="list-style-type: none"> • Feasibility Study for Internet Voting 	
2017	<ul style="list-style-type: none"> • Issues resulting from Region of Peel representation discussions 		<ul style="list-style-type: none"> • Corporate Policy Review pertaining to Municipal Elections 	<ul style="list-style-type: none"> • Integrity Commissioner RFP and Recruitment
2018	<ul style="list-style-type: none"> • Corporate Policy Review – Citizen Appointment Process 			

- Additional resources will be required to respond at the appropriate time to Legislative Amendments that are anticipated to be introduced by the Province such as:
 - Municipal Conflict of Interest Act reform
 - Municipal Elections Act Reform

Terms of Reference for Public Vehicle Advisory Committee

Mandate

The Mississauga Public Vehicle Advisory Committee is an advisory committee of Council established to make recommendations to the Council of the City of Mississauga designed and intended to provide a safe, efficient and orderly public vehicle for hire service for the residents of Mississauga.

Objectives/Goals

The Mississauga Public Vehicle Advisory Committee shall operate according to the Procedural By-law regulating the operation of meetings of Council and its Committees. Appointed members are required to attend meetings on a bi-monthly and on an 'as required' basis to discuss issues related to the public vehicle for hire industry in the City of Mississauga. Staff reports are primarily generated based on referral from the Public Vehicle Advisory Committee.

Work Plan

The Public Vehicle Advisory Committee shall prepare an annual Work Plan which they will send to their parent standing committee, then to Council at the beginning of the new year, as well as a progress update at the end of the year. Committee members shall work collaboratively with City staff to devise these Work Plans to ensure that the workload is manageable and appropriately shared between the two parties. Work plans will need to be carefully crafted in order to meet the Committee's mandate and objectives, as well as the City's Strategic Plan, Master Plans, and budgetary capacity.

The work plan shall speak directly to the specific goals the committee aims to accomplish.

The work plan for the Public Vehicle Advisory Committee attempts to use the City's Strategic Plan Pillars, action items, master plans, or legislation as sub-headings to organize the committee's focus and nature of work.

The Committee shall present its accomplishments as they relate to the work plan, to Council annually.

Definitions

Not applicable

Procedures and Frequency of Meetings

The Public Vehicle Advisory Committee will meet bi-monthly (6 times per year), usually on the second Tuesday of every month, or as determined by the Committee at the call of the Chair, or at the direction of General Committee.

The dates of the meetings will be confirmed upon agreement of the Public Vehicle Advisory Committee annual work plan so as to integrate well with the plans and projects under discussion.

The Chair of the Public Vehicle Advisory Committee, 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

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>

The membership on the Mississauga Public Vehicle Advisory Committee shall consist of appointments by Resolution of Council for Citizen Members and Council Members and the election and appointment of Industry Members and will comprise of the following with voting rights:

Appointment of Members (by Resolution)

- 2 Councillors
- 2 Citizens

Industry Members (Elected)

- 1 Representative from the Taxicab Owners (elected by Owners)
- 1 Representative from the Taxicab Drivers (elected by Drivers)
- 1 Representative from the Taxicab Industry elected (at large) by both Owners and Drivers

Industry Members (Appointed)

- 1 Representative from the Limousine Owners
- 1 Representative from the Taxicab Brokerages

The Term of Office for citizen members and Council members on the Mississauga Public Vehicle Advisory Committee shall run concurrent with the term of Council, or until successors are appointed.

Election

An election shall be held every three (3) years to elect qualified industry members to the Mississauga Public Vehicle Advisory Committee with a term of office concurrent with the term of Council. The City Clerk, or his/her designate, shall be responsible for conducting the election of the taxicab industry. The Rules and Procedures for conducting a Public Vehicle Advisory Committee election are appended as Appendix "A".

Role of Chair

The role of the Chair is to:

1. Preside at the meetings of Public Vehicle Advisory Committee using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to Public Vehicle Advisory Committee to encourage that its activities remain focused on its mandate as an Advisory Committee of Council.
3. Review agenda items with the Committee Coordinator and Enforcement Office in the City.
4. Recognize each Member's contribution to the Committee's work.
5. Serve as an *ex-officio* member of subcommittees and attend subcommittee meetings when necessary.
6. Liaise with the Manager of Mobile Licensing on a regular basis.

At the first meeting of the new term of the Mississauga Public Vehicle Advisory Committee, the members shall elect, from among their number, a Chair and Vice-Chair who will not be a member of the public vehicle industry. The Chair should be a member of Council.

Role of Committee Members

The role of Committee Members is to:

1. Ensure that the mandate of Public Vehicle Advisory Committee is being fulfilled.
2. Provide the Chair with solid, factual information regarding agenda items.
3. When required, advise Council on matters relating to public vehicles for hire.
4. Notify the Committee Coordinator if they are unable to attend Public Vehicle Advisory Committee meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Public Vehicle Advisory Committee 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.
2. The issuance of an Agenda for a meeting of this Committee will be considered as notice of that meeting.
3. The presence of one (1) of the appointed Council members shall be required to establish quorum.
4. Members of the taxicab industry who are elected or appointed and who are unable to attend a meeting, may appoint a designate who is licensed under the same category as the absent member to attend in their place and who shall constitute quorum.
5. The elected or appointed member of the taxicab industry must comply with the section in the Procedural By-law regarding attendance at meetings in that a member shall not miss three consecutive meetings without appointing a designate or without the consent of Council.

Subcommittees

That, 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.

- Sub-committees 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.
- All appointed members of the subcommittee have the right to vote.
- The Chair of the subcommittee will be appointed at the first meeting of the subcommittee.