



AGENDA

GOVERNANCE COMMITTEE

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

MONDAY, MAY 25, 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)
John Magill, Citizen Member
Sandy Milokovich, Citizen Member

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

WELCOME OF NEW MEMBERS

APPROVAL OF THE AGENDA

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST

DEPUTATIONS

Item 2 Karen Spencer, Strategic 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 – March 23, 2015

Minutes of the Governance Committee meeting held on March 23, 2015.

2. Governance Committee Review – Additional Research

Corporate Report dated May 6, 2015 from the City Manager and Chief Administrative Officer with respect to additional research for the Governance Committee.

RECOMMENDATION

1. That the report entitled, 'Governance Committee Review – Additional Research', dated May 6, 2015 from the City Manager and Chief Administrative Officer be received for information.
2. That direction be provided to staff for changes, if any, with respect to Question Period and the Chairperson for Standing Committee of Council.
3. That staff be directed to update the Procedure By-Law 139-13 to reflect all practices.

3. Elected Officials' Expenses Policy 04-05-04 – per diem, boarding passes and travel expenses

Corporate Report dated April 20, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Elected Officials' Expenses Policy 04-05-04.

RECOMMENDATION

That the revised Corporate Policy and Procedure, Elected Officials' Expenses 04-05-04 attached as Appendix 1 to the Corporate Report dated April 20, 2015 from the Commissioner of Corporate Services and Chief Financial Officer, be approved.

4. Corporate Policies and Procedures – Corporate Reports 02-01-08 and Documentation Standards 03-02-02

Corporate Report dated May 13, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Corporate Reports and Documentation Standards Policies.

RECOMMENDATION

1. That the revised Corporate Policy and Procedure "Corporate Reports" be amended as outlined in Appendix 1 to the Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer.
2. That direction be provided with respect to the Corporate Policy and Procedure "Documentation Standards" regarding the use of both metric and imperial measurement in Corporate Reports, and if direction is provided to proceed with metric measures only, the revised Corporate Policy and Procedure "Corporate Reports" be further revised to remove the requirement for imperial measure.

3. That the proposed Corporate Report template attached as Appendix 3 to the Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer be approved and that the template be used for all Corporate Reports prepared for consideration by Council or Committees of Council after September 1, 2015.

5. Terms of Reference for Advisory Committees

Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Terms of Reference for Advisory Committees.

RECOMMENDATION

That the following Terms of Reference for advisory committees of Council be approved as outlined in the Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer:

- a) Accessibility Advisory Committee
- b) Diversity and Inclusion Advisory Committee
- c) Environmental Action Committee
- d) Governance Committee
- e) Heritage Advisory Committee
- f) Mississauga Cycling Advisory Committee
- g) Museums of Mississauga Advisory Committee
- h) Public Vehicle Advisory Committee
- i) Traffic Safety Council
- j) Towing Industry Advisory Committee

6. Governance Committee Workplan 2015-2018

Overview of the Committee's Workplan for the newly appointed citizen members.

OTHER BUSINESS

ADJOURNMENT



Governance Committee

MAY 25 2015

MINUTES

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 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**)

Members Absent

Mayor Bonnie Crombie (Ex-officio) (Due to
Other Municipal Business)

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
Karen Spencer, Advisor
Diana Rusnov, Manager, Legislative Services and Deputy
Clerk
Sacha Smith, Legislative Coordinator

CALL TO ORDER – 1:06 PM**APPROVAL OF THE AGENDA**

Approved (Councillor Tovey)

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

Item 2 John Walmark, Chair, Mississauga Oversight Citizen Committee

Mr. Walmark spoke to the importance of the Governance Committee and the inclusion of citizen representation. He suggested former councillors as candidates for the citizen representation.

Members of Committee spoke to the matter and noted that they agreed with citizen representation on the Committee and establish criteria for the candidates. Discussion ensued with respect to voter turnout for the municipal elections, reviewing the Council Code of Conduct and the process for reviewing councillors' expenses.

RECOMMENDATION

That the deputation by John Walmark, Chair, Mississauga Oversight Citizen Committee with respect to the Governance Committee review, be received.

Received (Councillor Tovey)

Recommendation GOV-0004-2015

PUBLIC QUESTION PERIOD

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

Chris Mackie, MIRANET inquired if public question period at all committees of Council could be added to the Governance Committee workplan to provide more transparency. Councillor Saito advised that it could be considered during discussion of Item 3. Mr. Mackie further inquired if the meeting schedule could be changed to bi-monthly instead of quarterly as recommended in Item 2 on the agenda. Councillor Saito noted that she did not agree with quarterly meetings and that the matter would be debated during discussion of Item 2.

Mr. Mackie referred to Item 2, page 5 and asked for clarification on how an "executive-

type" committee differs from a standing committee. Janice Baker, City Manager explained that it was used to illustrate that there are differences in how municipalities deal with governance issues. Ms. Baker clarified that staff are not recommending to establish an executive committee. Councillor Saito noted that the Governance Committee would be debating the inclusion of citizen representation on the Committee and the Terms of Reference.

MATTERS CONSIDERED

1. Approval of Minutes – February 2, 2015

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

Approved (Councillor Tovey)

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.

Members of Committee spoke to the subject report and raised the following issues:

- Consider permanent chairs for standing committees for a 2-year term and they could be the go to person for advice. This item could be included on the Committee's workplan for review.
- Governance Committee meetings should be scheduled bi-monthly or at the call of the Chair.
- Citizen involvement would be good for the Committee and have established criteria for appointing the citizen representatives. Two citizen representatives would be good to start with.
- Direction was given to staff to proceed with the process of advertising for citizen representation on the Governance Committee for appointment prior to the next meeting.

- The criteria on page 6 of the report should be utilized for the Governance Committee candidates and include that they not be a Council appointed representative on a local board or committee. In addition staff should include a review of the matter of citizens on more than one committee on the workplan for the 1st quarter in January 2018. There was further discussion regarding the criteria and it was noted to remove "legal" in "expertise in municipal or ethical issues".

RECOMMENDATION

1. That the Governance Committee continue as an Advisory Committee and that 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 be approved as amended to change that the Governance Committee have bi-monthly meetings and include two (2) citizen representatives.
2. That staff be directed to proceed with advertising for the citizen representatives of Governance Committee for Council appointment prior to the May 11, 2015 meeting and that the following criteria for appointment of the citizen members be utilized:
 - a) Experience participating on Boards or Committees
 - b) Demonstrated expertise in governance
 - c) Municipal expertise
 - d) Expertise in municipal or ethical issues
 - e) Not a Council appointed representative on a local board or committee of Council

Amended/Approved (Councillor Parrish)

Recommendation GO V-0005-2015

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.

Councillor Saito spoke to the Committee's workplan and noted that based on discussion under Item 2, the review of permanent chairs for standing committees and public question period for all committees of Council should be added to the workplan for the 2nd quarter in 2015.

She further noted that a review of the Code of Conduct should be added to the 4th quarter of 2015.

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 as amended to include the following items:

- a) Review of permanent chairs for standing committees - 2nd Quarter, 2015
- b) Review of public question period at all committees of Council – 2nd Quarter, 2015
- c) Review of Code of Conduct – 4th Quarter, 2015

Amended/Approved (Councillor Tovey)

Recommendation GOV-0006-2015

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.

Councillor Saito provided background on the issue of establishing task forces that are not directed by Council. She noted that if a task force is established and requires extensive staff resources it should come to Council for approval. She suggested that staff create a procedure that formalizes when a task force/committee should get approval from Council. Councillor Parrish spoke to the matter and noted that there should be something formal so it is clear to all members of Council. Janice Baker, City Manager spoke to the matter and noted that staff could provide rules of engagement for these types of initiatives and report back to the Committee.

RECOMMENDATION

That staff be directed to create a procedure regarding when Council approval is required for the establishment of committees or task forces and report back to the May 11, 2015 Governance Committee.

Approved (Councillor Parrish)

Recommendation GOV-0007-2015

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 (PVAC). The Committee's Terms of Reference is attached for information.

Councillor Parrish noted that the Committee's membership is dominated by the industry and it is also important to include members that use taxis or are aware of the industry. She further noted that the membership should be changed to include up to 3 citizens.

Councillor Starr spoke to the industry representation that is elected and inquired if it is possible to have 1 elected member represent 2 positions. Daryl Bell, Manager, Mobile Licensing Enforcement advised that it is not possible as per the rules and procedures for the Public Vehicle Advisory Committee election provided by the Clerk's Office.

Direction was given to staff to clarify the representatives on PVAC for owners and drivers.

Councillor Saito inquired if a member of the Accessibility Advisory Committee is needed on PVAC. Councillor Parrish noted that a member of AAC could attend the meetings as a non-voting member to participate in the discussions. She further noted that the citizen positions should be re-advertised.

RECOMMENDATION

1. That the Public Vehicle Advisory Committee Terms of Reference be amended to change the composition of citizen representation to "up to 3 citizens".
2. That staff be directed to proceed with advertising for additional citizen representation on the Public Vehicle Advisory Committee.

OTHER BUSINESS – Nil

ADJOURNMENT – 2:10 PM



Corporate Report

Clerk's Files

Originator's
Files

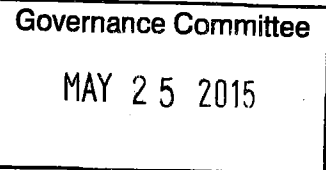
2.

DATE: May 6, 2015

TO: Chair and Members of Governance Committee
Meeting Date: May 25, 2015

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

SUBJECT: Governance Committee Review – Additional Research



- RECOMMENDATION:**
1. That the report entitled, 'Governance Committee Review – Additional Research', dated May 6, 2015 from the City Manager and Chief Administrative Officer be received for information.
 2. That direction be provided to staff for changes, if any, with respect to Question Period and the Chairperson for Standing Committee of Council.
 3. That staff be directed to update the Procedure By-Law 139-13 to reflect all practices.

**REPORT
HIGHLIGHTS:**

- A review of the Governance Committee occurred in early 2015 which generated requests for further information regarding:
 - Chairpersons of Standing Committees (including budget chief)
 - Question Period for Committees of Council
- The City's six (6) Standing Committees of Council included in this review include: Audit, Governance, Planning and Development, General, Budget and Council.
- In comparison to fourteen (14) large urban Canadian

municipalities, it was found that the City of Mississauga is much more open to questions from the public than most other cities studied.

- Regarding Chairpersons for Standing Committees, the City of Mississauga is unique in comparison to the benchmarked municipalities regarding the monthly rotation of Chairperson among all Councillors; most cities elect their Chairpersons from among the members of each Committee for terms of one or more years.
- Except for one municipality among those benchmarked, the Mayor is the permanent Chairperson for the Standing Committee that discusses and approved the Budget.

BACKGROUND:

In December, 2014, the Governance Committee was changed from a Standing Committee of Council to an Advisory Committee of Council. (GOV-0233-2014)

In March, 2015, a review of the Governance Committee was tabled and approved which resulted in the following changes to the Committee's terms of reference: (GOV-0188-2015)

- added two (2) citizen volunteer representatives and described the criteria for their appointments
- lessened the annual meetings to be generally bi-monthly (approx. five (5) per year) and meetings be cancelled if there is not sufficient agenda items to hold the meeting
- gave direction that the committee reports / minutes will be forwarded to General Committee to allow all members of Council to participate in discussions
- indicated that the Governance Committee's work would be analyzed at the end of the term of Council (2018) to determine if it should remain or be dissolved

The Governance Committee members also requested further information to come forward: (GOV-0189-2015)

- review of permanent chairs for standing committees
- review of public question period at all committees of Council

COMMENTS:**CITY OF MISSISSAUGA'S STANDING COMMITTEES:**

An overview of the City's existing Standing Committees of Council is presented below; three items are outlined for each committee:

- a. chairperson: who chairs the committee, how is the chair chosen and for what length of time
- b. public deputations: what is the frequency and nature of the public presentations/deputations that are made at the committee (staff presentations/deputations are not included)
- c. question period: is it formally included on each agenda and what is the frequency and nature of any public questions that are made

The City's Standing Committees' official agendas and minutes (from January 2014 – April 2015) were used in this analysis, including verbal confirmation from the Clerk's Office staff and others. A summary of the meetings and presentations, etc. is found on page 5 below.

Audit Committee: (4 meetings)

- a. chairperson: elected from among the Audit Committee's members for the full term of office
- b. public deputations: 'Presentations / Deputations' listed on each agenda; none occurred
- c. question period: not listed on agenda

Governance Committee: (8 meetings)

- a. chairperson: elected from among the Governance Committee's members for the full term of office
- b. public deputations: 'Deputations' listed on each agenda; six (6) deputations occurred all related to agenda items
- c. question period: standard item on agenda which reads:
PUBLIC QUESTION PERIOD
(Persons who wish to address the Governance Committee about a matter on the Agenda.) Two (2) public appearances occurred.

Planning and Development Committee: (14 meetings)

Planning and Development Committee (PDC) is different from the other Standing Committees in that its main responsibility is to fulfill the requirements of the *Planning Act* by providing an opportunity for the public to express their views on planning

related policies and development applications.

- a. chairperson: sequentially rotates to a different Council member for each meeting; Mayor does not take a turn
- b. public deputations: 'Deputations' listed on each agenda; of the 14 meetings analyzed there were a total of 100 agenda items (of which 39 items were specifically listed as a 'Public Meeting' on the agenda); of that total, there were 159 speakers addressing 34% of the agenda items. These numbers differ from other standing committees because often there are group delegations regarding a single item, and the minutes record each delegate's name.
- c. question period: not listed on agenda

General Committee: (19 meetings)

- a. chairperson: sequentially rotates to a different Council member for each meeting; Mayor does not take a turn
- b. public deputations: 'Presentations' and 'Deputations' listed separately on each agenda; one (1) presentation and 28 deputations with 75% related to agenda items
- c. question period: not listed on agenda

Budget Committee: (6 meetings)

- a. chairperson: Mayor
- b. public deputations: 'Deputations' listed on each agenda; seven (7) deputations with 100% related to agenda items
- c. question period: not listed on agenda

Council: (20 meetings)

- a. chairperson: Mayor
- b. public deputations: 'Presentations' and 'Deputations' listed separately on each agenda; 17 presentations, with none specifically related to agenda items (average of about 1 per meeting) and 80 deputations with 46% related to agenda items (average of 4 per meeting).
- c. question period: standard item on agenda which reads:
PUBLIC QUESTION PERIOD – 15 Minute Limit

(In accordance with Section 43 of the City of Mississauga Procedure By-law 0139-2013, as amended, Council may grant permission to a person who is present at Council and wishes to address Council on a matter on the Agenda. Persons addressing Council with a question should limit preamble to a maximum of two statements sufficient to establish the context for the question. Leave must be granted by Council to deal with any matter not on the Agenda.)

At nine (9) of the 20 meetings there were 12 members of the public who spoke to agenda items during question period.

In summary, from January 2014 to April 2015, at 71 separate meetings of the City's six Standing Committees, there were a combined total of 312 separate presentations, deputations, delegations and Question Period attendees. Of these 312 public addresses approximately 65% were directly related to agenda items.

Summary of Public Members' Presentations, Deputations, etc. at Standing Committees (January 2014 – April 2015)

| Committee | No. of Meetings | Presentations | Deputations and Delegations | Question Period |
|------------|-----------------|---------------|-----------------------------|-----------------|
| Audit | 4 | 0 | 0 | 0 |
| Governance | 8 | 0 | 6 | 2 |
| PDC | 14 | 0 | 159 | 0 |
| General | 19 | 1 | 28 | 0 |
| Budget | 6 | 0 | 7 | 0 |
| Council | 20 | 17 | 80 | 12 |
| TOTAL | 71 | 18 | 280 | 14 |

Note: chart only represents members of the public only – staff or city consultants' presentations, etc. are not included in these numbers.

Summary of Chairpersons: Regarding Chairpersons for the City's six Standing Committees, there are three methods used:

- Audit and Governance: appointed Chair from committee membership for full term of office
- PDC and GC: sequentially rotates monthly from among the 11 Councillors for each meeting
- Budget and Council: Mayor (or Acting Mayor if the Mayor is absent, per set rotating schedule of a 2 month duration)

BENCHMARKING:

Staff benchmarked the following 14 municipalities in regards to the Chairperson and public Question Period for their Standing Committees:

- Vancouver, BC
- Edmonton, AB
- Calgary, AB
- Windsor, ON
- Kitchener, ON
- Hamilton, ON

- Regina, SK
- Saskatoon, SK
- Winnipeg, MB
- London, ON
- Toronto, ON
- Ottawa, ON
- Kingston, ON
- Halifax, NS

(refer to Appendix 1 for Benchmarking details)

As described in Appendix 1, the Chairperson for Standing Committees generally falls into five categories. Since Council meetings are universally chaired by the Mayor (or occasionally a 'speaker', such as Winnipeg and Toronto, when the Mayor wants to join the debate), Council meetings were not included in the list below. Seventy (70) Standing Committee meetings were analyzed for the 14 municipalities surveyed and the results were as follows.

Summary of Chairperson for Standing Committees per
Benchmarked Municipalities

| | | |
|--------------------------------|----------|---|
| Elected Chair: 1 yr. term | 33 (47%) | One year is the most common Chairperson term. In all cases with the exception of Kitchener, the 1 year term was for Standing Committees and not Committees-of-the-Whole (Kitchener only has Committees-of-the-Whole in its governance structure). |
| Elected Chair: 1.3 yr. term | 4 (6%) | Only Edmonton – splits the 4 yr. term into 3 equal parts. |
| Elected Chair: 2 year term | 3 (4%) | Only Halifax although other cities often 'reconfirm' the Chairperson position at the mid-way mark through the term of office. |
| Elected Chair: 4 year term | 16 (23%) | Vancouver, Toronto* and Ottawa favour the 4 year term almost exclusively. |

| | | |
|---|--------------|---|
| Mayor (or Deputy Mayor when the Mayor is absent) | 14 (20%) | Besides Council meetings, the Mayor often is found to be the Chairperson of the Standing Committee that handles Budget deliberations. Only in Hamilton is the Deputy Mayor found to be the official Chairperson of a Standing Committee (the Deputy Mayor positions rotates among all Council Members on a set schedule). |
| Total | 70 (100%) | |

*Toronto is the only city where the Mayor appoints the Chairpersons; typically the Chairpersons are elected (selected) by that Committee's members.

Deputy Mayor and Budget Chair:

In 2013, Council approved a number of recommendations stemming from a broad report entitled, 'City Committee of Council Structure Review' (CCCSR), which looked at 22 of the City's Committees of Council. Within that report, information was presented regarding Chairpersons for Committees of Council; this information has been re-verified through recent benchmarking for this report, and is worth repeating: (GC-0187-2013)

Deputy Mayor:

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

Budget Chair:

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

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

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

A survey of Councillors opinions was also part of the 2013 CCCSR research. For information, below are two questions that were posed and the answers from Council Members (9 out of 12 (75%) Council Members responded to this confidential survey):

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

| | |
|--|----------|
| <i>Strongly agree</i> | <i>1</i> |
| <i>Agree</i> | <i>1</i> |
| <i>Neutral, Neither Agree nor Disagree</i> | <i>3</i> |
| <i>Disagree</i> | <i>1</i> |
| <i>Strongly disagree</i> | <i>3</i> |
| <i>N/A, Not enough information</i> | <i>0</i> |
| <i>Comments:</i> <ul style="list-style-type: none"> • <i>We don't need a Deputy Mayor, there is enough division on this Council without adding another one.</i> • <i>I am open to discussion. Right now the rotating Chairs of each committee-of-the-whole works well.</i> | |

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

| | |
|--|----------|
| <i>Strongly agree</i> | <i>0</i> |
| <i>Agree</i> | <i>5</i> |
| <i>Neutral, Neither Agree nor Disagree</i> | <i>1</i> |
| <i>Disagree</i> | <i>2</i> |
| <i>Strongly disagree</i> | <i>0</i> |
| <i>N/A, Not enough information</i> | <i>1</i> |
| <i>Comments:</i> <ul style="list-style-type: none"> <i>• Yes, should not be the Mayor</i> <i>• I believe we should rotate as we do with other committees</i> <i>• Chair the budget meetings, meet with staff prior to budget to get an overall perspective and give suggestions to staff on agendas and presentations. There should also be a Vice Chair</i> <i>• I am open to discussion. Right now I don't think we meet enough as Budget Committee. We do have an Audit Chair, so I think a Budget Chair should be at least considered, but then I think the schedule would have to change.</i> | |

It should be noted that in 2013, Council made no changes to how Chairpersons were chosen, or their duties, when the report mentioned above was tabled.

The analysis presented above indicates the City of Mississauga is open to the public to appear before its Standing Committees, even though only the Council and Governance Committee meetings have a Public Question Period on each agenda. A review of a number of other municipality's procedure by-laws show they are much more restrictive in the rules around public appearances. A sampling of the common restrictions include:

- a delegation must be specific to an item on the committee's agenda
- a very tight rule regarding the five (5) minute duration for deputations
- delegations must be pre-arranged, no walk-ons
- a limitation on the number of delegations on any one day
- a delegation can only be heard at one committee and the Council (or staff) will direct the delegation to which committee is appropriate

As a final note, the City Clerk and the City Solicitor have both

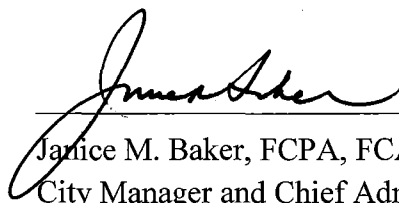
indicated that they know of no formal challenge to Mississauga's practices and no request by a public member to add more Public Question Periods to the other Standing Committees.

FINANCIAL IMPACT: Not applicable

CONCLUSION: All municipalities organize their Standing Committees in a manner that is appropriate for their city. The City of Mississauga is found to be generally more accommodating to the public addressing Standing Committees than most other large Canadian cities.

Regarding the Chairpersons of these Standing Committees, the City of Mississauga is unique in how the rotation of Chairs at both Planning and Development Committee and General Committee occur. The City is also unique in having a separate and distinct Budget Committee however, like almost all other benchmarked municipalities, Mississauga is typical in having it Chaired by the Mayor.

ATTACHMENTS: Appendix 1: Standing Committees of Council - Benchmarking



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

Prepared By: Karen Spencer, Corporate Services Department

2j

STANDING COMMITTEES OF COUNCIL – BENCHMARKING

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

NOTES:

- Information gathered is from official municipal websites, and supplemented by conversations with Clerk's Offices to clarify information
- 'Elected Chair' (or 'appointed', 'selected') most often is determined by the Council Members of that specific committee

1. Vancouver, BC

Procedure By-Law No. 9756

<http://former.vancouver.ca/blStorage/9756.PDF>

Vancouver Charter: [http://www.bclaws.ca/civix/document/LOC/complete/statreg/--%20V%20--/Vancouver%20Charter%20\[SBC%201953\]%20c.%2055/00_Act/vanch_04.xml#partIII](http://www.bclaws.ca/civix/document/LOC/complete/statreg/--%20V%20--/Vancouver%20Charter%20[SBC%201953]%20c.%2055/00_Act/vanch_04.xml#partIII)

Committees of the Whole:

- Council (includes Budget)
- Planning, Transportation & Environment
- Finance & Services

Standing Committees:

- none – all Committees of the Whole

CHAIRPERSON:

Note: Deputy Mayor and Acting Mayor both elected for 4 year term of office.

- Council: Mayor
- Planning, Transportation & Environment: Elected Chair – 4 year term
- Finance & Services: Elected Chair – 4 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- Allowed for at all Standing Committees other than regular Council meetings - someone wanted to address Council will be referred to and be provided time, at a different Standing Committee or Advisory Committee
- Delegations must be re-arranged
- 5 minute duration allowed

QUESTION PERIOD:

- not posted as an agenda item

2. **Edmonton, AB**Procedures and Committees By-Law No. 12300http://www.edmonton.ca/bylaws_licences/C12300.pdfCommittees of the Whole:

- Council (includes Budget)
- Council Services

Standing Committees:

- Community Services
- Transportation
- Executive
- Utility
- Audit

CHAIRPERSON:

Note: Deputy Mayor and Acting Mayor are rotated monthly among all Councillors, on a set schedule established at the beginning of the term of office.

- Council: Mayor
- Council Services: Elected Chair – 4 year term
- Community Services: Elected Chair – one third (1/3) of term
- Transportation: Elected Chair – one third (1/3) of term
- Executive: Elected Chair – one third (1/3) of term
- Utility: Elected Chair – 4 year term
- Audit: Mayor

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- Allowed for at all standing committees other than Council (regular) - someone wanting to address Council will be referred to, and be provided time, at a different Standing Committee or Advisory Committee
- Delegations must be re-arranged
- 5 minute duration allowed
- Council meetings often are scheduled just after the Standing Committee meeting adjourns on the same day

QUESTION PERIOD:

- Only listed on 'Council Public Meeting' agendas as 'Call For Persons Wishing To Speak'

3. Calgary, AB**Procedure By-Law No. 44M2006**

<http://www.calgary.ca/CA/city-clerks/Documents/Legislative-services/Bylaws/44m2006-Procedure.pdf>

Committees of the Whole:

- Council (includes Budget)

Standing Committees:

- Community & Protective Services
- Transportation & Transit
- Planning & Urban Development
- Utilities & Corporate Services

CHAIRPERSON:

Note: Deputy Mayor and Acting Mayor are rotated among all Councillors on a set schedule established at the being of each year.

- Council: Mayor
- Community & Protective Services: Elected Chair – 1 year term
- Transportation & Transit: Elected Chair – 1 year term
- Planning & Urban Development: Elected Chair – 1 year term
- Utilities & Corporate Services: Elected Chair – 1 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- The only time the public may address Council is during a Public Hearing or upon resolution of Council, which is rare.
- For the additional Council meetings, there may be provision given for a public presentations if pre-arranged
- If granted the Committee must hear from the member of the public who made the direct request to be heard by that Committee.
- 5 minute duration allowed

QUESTION PERIOD:

- Question Period is a part of all regular Council meeting agendas but is open to Council Members only (not public).
- Cannot exceed 15 minutes in duration

4. **Saskatoon, SK**Council and Committee Procedure By-Law No. 8198<https://www.saskatoon.ca/sites/default/files/documents/city-clerk/bylaws/8198.pdf>Committees of the Whole:

- Council
- Executive
- Budget

Standing Committees:

- Planning Development and Community Services
- Environment, Utilities and Corporate Services
- Finance
- Transportation

CHAIRPERSON:

Note: Deputy Mayor and Acting Mayor are rotated monthly among all Councillors, on a set schedule established at the beginning of the term of office.

- Council: Mayor
- Executive: Mayor
- Budget: Elected Chair - 1 year term
- Planning Development and Community Services: Elected Chair - 1 year term
- Environment, Utilities and Corporate Services: Elected Chair - 1 year term
- Finance: Elected Chair - 1 year term
- Transportation: Elected Chair - 1 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- Making presentations at public hearings held to get public input into bylaws and other significant decisions such as re-zonings and discretionary use applications.
- Making presentations at Committee meetings in response to recommendations made by City departments for any kind of project or initiative.
- Delegations wishing to speak to a committee of council on a matter on the committee's agenda, shall speak to the secretary of the committee prior to the start of the committee meeting and put their name on the speakers' list, which is approved by Council when they accept the committee's agenda at the beginning of the meeting
- 5 minute duration allowed

QUESTION PERIOD:

- Question Period is a part of all Regular Council meeting agendas but is open to Council Members only (not public).
- 'Requests to Speak (new matters)' is part of the Executive Committee and Standing Committee meeting agendas.

5. **Regina, SK**

Procedure By-Law No. 9004

<http://www.regina.ca/opencms/export/sites/regina.ca/residents/council-committees/.media/pdf/9004.pdf>

Committee By-Law No. 2009-40

<http://www.regina.ca/opencms/export/sites/regina.ca/residents/council-committees/.media/pdf/2009-40.pdf>

Committees of the Whole:

- Council (includes Budget)
- Executive

Standing Committees:

- Community & Protective Services
- Finance & Administration
- Public Works

CHAIRPERSON:

Note: Deputy Mayor and Acting Mayor both elected for 4 year term of office.

- Council: Mayor
- Executive: Deputy Mayor
- Community & Protective Services: Elected Chair - 1 year term
- Finance & Administration: Elected Chair - 1 year term
- Public Works: Elected Chair - 1 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- Presentations listed on agenda by authorization of the Mayor
- All requests must be prearranged through the Clerk's office to be listed
- Council: If the delegation relates to an agenda item, the public deputation will be accepted unless it is deemed inappropriate; if the item does not relate to an agenda item, the Clerk lists it on the 'Referred Delegation' section of the agenda and also provides a report recommending which items should be heard and by which standing committee (delegations on the 'Referred Delegation' list are not permitted to speak at Council)
- Notwithstanding the above, a delegation may be heard by a committee during the meeting if they are speaking to an item listed on the agenda and, if prior to the meeting commencement, they complete a delegation form to the approval of the committee chairperson
- 5 minute duration allowed

QUESTION PERIOD:

- not posted as an agenda item

6. **Winnipeg, MB**Procedure By-Law No. 50/2007<http://clkapps.winnipeg.ca/dmis/docext/ViewDoc.asp?DocumentTypeId=1&DocId=3527>Committees of the Whole:

- Council (includes Budget)

Standing Committees:

- Executive Policy
- Downtown Development, Heritage & Riverbank Management
- Finance
- Infrastructure Renewal & Public Works
- Property and Development
- Community Services

CHAIRPERSON: (called 'Presiding Officer' or 'Speaker')

Note: Speaker, Deputy Speaker, Deputy Mayor and Acting Mayor are elected for 4 year term of office.

- Council: Presiding Officer (but each Chairperson will chair their portion of the Council agenda)
- Executive Policy: Mayor
- Downtown Dev't, Heritage & Riverbank Management: Elected Chair – 1 yr. term
- Finance: Elected Chair – 1 yr. term
- Infrastructure Renewal & Public Works: Elected Chair – 1 yr. term
- Property and Development: Elected Chair – 1 yr. term
- Community Services: Elected Chair – 1 yr. term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- 'Delegations' are part of each agenda (Council and Committees)
- a delegation seeking permission to address a committee meeting on a matter that appears on the agenda shall inform the Clerk not later than 4:30pm on the preceding day
- if the subject is not on the agenda, the Clerk shall refer the delegation to such committee of Council that has jurisdiction over the subject matter, or deny the request
- no one can address Council on matters that are not the jurisdiction of Council
- limitations: delegates on one subject matter will be limited to 2 in favour and 2 against. In each case the first to speak will have 10 mins. and the second will have 5 minutes
- no person or body shall be heard by Council, if that person or body has been heard on the same subject within the preceding 60 days

QUESTION PERIOD:

- 'Executive Policy Question Period' are part of each agenda but is open to Council Members only (not public) – to not exceed 30 mins. total (Standing Committees – 15 mins. total)

2p

7. London, ONCouncil Procedure By-Law No. A-45<http://www.london.ca/city-hall/by-laws/Documents/councilproA45.pdf>Committees of the Whole:

- Council
- Strategic Priorities & Policy (includes Budget)

Standing Committees:

- Corporate Services
- Civic Works
- Investment & Economic Prosperity
- Community and Protective Services
- Planning and Environment

CHAIRPERSON:

Note: Two (2) Deputy Mayors are appointed for a 4 year term of office

- Council: Mayor
- Strategic Priorities & Policy: Mayor
- Corporate Services: Deputy Mayor
- Civic Works: Elected Chair – 1 year term
- Investment & Economic Prosperity: Elected Chair – 1 year term
- Community and Protective Services: Elected Chair – 1 year term
- Planning and Environment: Elected Chair – 1 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- Must be prearranged through Clerk's Office
- Unless required by law, the committee may decline to hear a delegation who has an identifiable common interest or concern with any other person who has already appeared and spoken at the committee meeting
- 5 minute duration allowed

QUESTION PERIOD:

- 'Enquiries' are part of each Council agenda but is open to Council Members only (not public)

8. **Windsor, ON**Council Procedure By-Law No. 98-2011<http://www.citywindsor.ca/cityhall/By-laws-Online/Documents/By-law%2098-2011.pdf>Committees of the Whole:

- Council (includes Budget)
- Executive

Standing Committees:

- Planning, Heritage & Economic Development
- Environment, Transportation & Public Safety
- Economic Development
- Social Development, Health and Culture

CHAIRPERSON:

Note: Acting Mayor rotates among all Councillors on a monthly basis

- Council: Mayor
- Executive: Mayor
- Planning, Heritage & Economic Development: Elected Chair - 1 year term
- Environment, Transportation & Public Safety: Elected Chair - 1 year term
- Economic Development: Elected Chair - 1 year term
- Social Development, Health and Culture: Elected Chair - 1 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- 'Presentations and Delegations' listed on all Council agendas
- Must be pre-arranged and only on topics listed on the agenda - if deadline is missed a 2/3 vote of Council is required to allow the delegation to be heard
- Delegations will be permitted from the public gallery without prior registration only during a public hearing portion pursuant to appropriate legislative requirements
- The CAO will have sole discretion to determine if a delegation should be allowed if it is not a matter on the agenda of the day. There will not be any delegations on matters outside the Council's scope and responsibility
- Standing Committees allow for delegations in much the same manner as above but limit the presentation from being heard twice at 2 committees (ie. Standing Committee and Council)
- 5 minute duration allowed

QUESTION PERIOD:

- Question Period is a part of all Regular Council meeting agendas but is open to Council Members only (not public)
- If significant resources are required to answer a Council question the CAO will bring back a cost estimate for Council's consideration

9. Kitchener, ON**Procedure By-Law No. Municipal Code - Chapter 25**

<http://lf.kitchener.ca/uniquesig0d1d2aa1a38f6e69dc1e79e99d780c34f537a34d9c901a0d7cbb1976cbfdd057/uniquesig0/weblinkext/0/doc/1368621/Electronic.aspx>

Committees of the Whole:

- Council (includes Budget)
- Community and Infrastructure
- Planning and Strategic Initiatives
- Finance and Corporate Services

Standing Committees:

- None

CHAIRPERSON:

Note: Acting Mayor rotates among all Councillors on a monthly basis

- Council: Mayor
- Community and Infrastructure: Elected Chair – 1 year term
- Planning and Strategic Initiatives: Elected Chair – 1 year term
- Finance and Corporate Services: Elected Chair – 1 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- Delegations allowed at Council and standing Committees if pre-arranged
- If not registered as a delegation, it is possible to appear if arrangements are made ahead of the meeting with the Clerk and if it is agreed to by Council upon approval of the agenda (often the request is deferred to another meeting)
- 5 minute duration allowed

QUESTION PERIOD:

- 'Questions' is a part of all regular Council meeting agendas but is open to Council Members only (not public)

10.

Hamilton, ONCouncil Procedures By-Law No. 14-300<http://www.hamilton.ca/NR/rdonlyres/9A3E24FB-B58C-46BA-A871-82DF935C42E2/O/14300.pdf>Committees of the Whole:

- Council
- General Issues (includes Budget)

Standing Committees:

- Public Works
- Audit, Administration and Finance
- Emergency and Community Services
- Planning

CHAIRPERSON:

Note: Deputy Mayor rotates among all Council Members on a set schedule

- Council: Mayor
- General Issues: Deputy Mayor on a set rotation schedule
- Public Works: Elected Chair - 1 year term
- Audit, Administration and Finance: Elected Chair - 1 year term
- Emergency and Community Services: Elected Chair - 1 year term
- Planning: Elected Chair - 1 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- Allowed at Standing Committees but not Council
- Both 'Delegation Requests' and 'Public Hearings/Delegations' are listed on Standing committee agendas
- Must be pre-arranged and for an item on the agenda (for 'Delegation Requests')
- Delegations at 'Public Hearings' must be signed in
- 5 minute duration allowed

QUESTION PERIOD:

- not posted as an agenda item

11. **Toronto, ON**

Toronto Municipal Code Chapter 27, Council Procedures

http://www.toronto.ca/legdocs/municode/1184_027.pdf

Website & Learning Guide:

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=762b6804e1f22410VgnVCM10000071d60f89RCRD&vgnnextchannel=9632acb640c21410VgnVCM10000071d60f89RCRD>

Committees of the Whole:

- Council

Standing Committees:

- Executive Committee (includes Budget Subcommittee)
- Community Development and Recreation
- Economic Development
- Government Management
- Licensing and Standards
- Parks and Environment
- Planning and Growth Management
- Public Works and Infrastructure

CHAIRPERSON:

Note: Mayor appoints the First Deputy Mayor and the Chairs of all the Standing Committees

- Council: Council Chair or 'Speaker' elected by Council for a 4 year term (the Mayor may assume the role of Council Chair when the Mayor wishes)
- Executive Committee: Mayor (Budget Committee is a sub-committee of the Executive Committee: Budget Chair and Vice-Chair elected for a 4 year term from among the Executive Committee members)
- Community Development and Recreation: Elected Chair - 4 year term
- Economic Development: Elected Chair - 4 year term
- Government Management: Elected Chair - 4 year term
- Licensing and Standards: Elected Chair - 4 year term
- Parks and Environment: Elected Chair - 4 year term
- Planning and Growth Management: Elected Chair - 4 year term
- Public Works and Infrastructure: Elected Chair - 4 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- delegations to both Council and Standing Committees are to be prearranged and only on an agenda item
- For Council only - the Council Chair will ask if anyone else wishes to speak on the item after the registered speakers are finished; if yes, Council will determine if they will be heard or not
- 5 minute duration allowed

QUESTION PERIOD:

- not posted as an agenda item

12. **Ottawa, ON**Procedure By-Law No. 2014-441

(Link not available)

Committees of the Whole:

- Council

Standing Committees:

- Finance and Economic Development (includes Budget)
- Environment
- Agriculture and Rural Affairs
- Community and Protective Services
- Planning
- Transportation

CHAIRPERSON:

Note: Deputy Mayors (2) are elected for a 4 year term of office. Duties may differ between the 2 Deputy Mayors

- Council: Mayor
- Finance and Economic Development: Mayor
- Environment: Elected Chair - 4 year term
- Agriculture and Rural Affairs: Elected Chair - 4 year term
- Community and Protective Services: Elected Chair - 4 year term
- Planning: Elected Chair - 4 year term
- Transportation: Elected Chair - 4 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- Oral submissions by the public not allowed at Council - only Committees
- 5 minute duration allowed
- (Process not described on-line)

QUESTION PERIOD:

- Council agendas include a 'Directions, Inquiries and Answers' item (Council Members only - not public)

2v

13. **Kingston, ON**Council Procedural By-Law No. 2010-1<https://www.cityofkingston.ca/documents/10180/16904/Council+Procedural+Bylaw>Committee By-Law No. 2010-205<https://www.cityofkingston.ca/documents/10180/16904/Committee+Bylaw>Committees of the Whole:

- Council (includes Budget)

Standing Committees:

- Environment, Infrastructure and Transportation Policies
- Planning
- Administrative Policies
- Arts, Recreation and Community Policies

CHAIRPERSON:

Note: Deputy Mayor rotates on a two-month schedule – only includes the Councillors who, at the beginning of the term of office, indicated they wanted to serve as Deputy Mayor.

- Council: Mayor
- Environment, Infrastructure and Transportation Policies: Elected Chair – 1 year term
- Planning: Elected Chair – 1 year term
- Administrative Policies: Elected Chair – 1 year term
- Arts, Recreation and Community Policies: Elected Chair – 1 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- 'Presentations' on all Council (only) agendas and are limited to a maximum of three presentations per meeting
- 'Delegations' listed on Council and Standing Committee agendas
- All delegations must be pre-arranged and are limited to a maximum of three presentations per meeting on agenda items. For standing Committees and additional maximum of two delegations are allowed on policy matters that are not included on the agenda
- 5 minute duration allowed
- Public participation at committee meetings can occur after a motion has been spoken to by Council Members; the Chair may invite members of the public to share their comments.

QUESTION PERIOD:

- not posted as an agenda item

14. Halifax, NSProcedure Administrative Order Number One

<http://www.halifax.ca/legislation/adminorders/documents/AO01.pdf>

Committees of the Whole:

- Regional Council (includes Budget)

Standing Committees:

- Executive
- Audit and Finance
- Community Planning and Economic Development
- Environment and Sustainability
- Transportation

CHAIRPERSON:

Note: Deputy Mayor elected for a 4 year term of office.

- Council (regional): Mayor
- Executive: Mayor (Chair) and Deputy Mayor (Vice-Chair) – 4 year term; other members Elected – 2 year term
- Audit and Finance: Elected Chair – 2 year term
- Community Planning and Economic Development: Elected Chair – 2 year term
- Environment and Sustainability: Elected Chair – 2 year term
- Transportation: Elected Chair – 2 year term

PRESENTATIONS, DEPUTATIONS, DELEGATIONS:

- 'Correspondence, Petitions and Delegations' on each Council and Standing Committee agendas
- Must be pre-arranged; there is no open public participation at Committee Meetings
- 5 minute duration allowed

QUESTION PERIOD:

- not posted as an agenda item



Corporate Report

Clerk's Files

Originator's
Files

3.

DATE: April 20, 2015

TO: Chair and Members of Governance Committee
Meeting Date: May 25, 2015

Governance Committee

MAY 25 2015

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

SUBJECT: **Elected Officials' Expenses Policy 04-05-04 - per diem, boarding passes and travel expenses.**

RECOMMENDATION: 1. That the revised Corporate Policy and Procedure, Elected Officials' Expenses 04-05-04 attached as Appendix 1 to the Corporate Report dated April 20, 2015 from the Commissioner of Corporate Services and Chief Financial Officer, be approved.

**REPORT
HIGHLIGHTS:**

- Council requested that staff report back regarding changes to the Elected Officials' Expenses policy to align per diem allowances for international travel with those provided to Economic Development staff
- Staff were asked to benchmark travel related policies/practices from other levels of government to determine if additional policy changes related to travel expenses should be considered.

BACKGROUND:

At the Council meeting of November 24, 2014, Mississauga City Council approved a revision to the Corporate Policy for Allowable Business Expenses – Employees and Citizen Members of Committees and Boards - 04-05-11 (Resolution 0205-2014) to increase the per diem for staff of the Economic Development Office who travel to

international destinations on City business. The current per diem (\$60 per day) had proven to be insufficient for international travel. The revised per diem rates will now be calculated based on the Treasury Board Secretariat of Canada's Travel Directive (the "Travel Directive").

Council directed staff to investigate the feasibility of extending the revised per diem rates to all staff and to elected officials travelling to international destinations on City business. Further, staff were asked to benchmark travel related policies from other levels of government to determine if additional policy changes related to travel expenses should be considered.

The last per diem increase was in April, 1999, from \$50 to \$60. These amounts are still in effect.

COMMENTS:

Staff completed benchmarking with respect to travel expenses for elected officials and employees in major Canadian municipalities in the following categories: per diems, kilometre/mileage rates; other travel expenditures; and airfare upgrades. A separate Corporate Report recommending revisions to policy 04-05-11 - Allowable Business Expenses – Employees and Citizen Members of Committees and Boards, similar to those outlined in this report, will be coming forward to General Committee in June.

For the research, eight of Canada's largest municipalities were contacted and asked to provide information about travel expense policies, with a specific focus on travel per diems and vehicle/mileage expenses. The Travel Directive was also reviewed.

1. Per diems - All of the municipalities responded to the request for information regarding per diems, with five providing per diems ranging from \$60 to \$100 per day. Three of the cities do not provide per diems but allow employees/elected officials to claim personal meal expenses with original receipts. The maximum daily limits allowed range from \$49 per day to \$125 per day, with no distinction made between domestic and international travel. Typically, per diems or daily allowed maximums are equivalent for employees and elected officials, with only one city providing elected officials a higher per diem

(\$60 for employees and \$100 for elected officials). The Travel Directive per diem (meals and incidentals) for travel with an overnight stay in Canada and the Continental USA ranges from \$91.60 per day to \$146.75, depending on the destination, with higher per diems for travel to areas in the far north.

Recommendation: Increase the per diem for elected officials from \$60 per day to \$75 per day for travel in Canada and the Continental USA. Base the per diem rates for international travel on the Travel Directive for elected officials travelling internationally on City business.

2. Kilometre/mileage rates - As well as receiving a monthly car allowance for the use of a personal vehicle for City business, expenses incurred by elected officials for travel to attend a function at least 100 km (60 mi) from the City are reimbursed at the same per kilometre rates as employees. As defined in the City of Mississauga's Car Allowance Policy for Employees and Citizen Members of Committees 04-05-02, employees may claim "a travel reimbursement calculated at a prescribed per kilometre rate and paid to help offset the costs of fuel and oil, maintenance, tires, insurance, license and registration, depreciation and financing." The City's per mileage rate is based on the prescribed Canada Revenue Agency (CRA) rate, which is in line with the other benchmarked municipalities (five of the eight apply the CRA rate).

Recommendation: No changes are recommended to the per kilometre car allowance for travel to attend a function at least 100 km (60 mi) from the City.

3. Other travel expenditures - Cities were asked to describe any other travel allowances they provide (i.e. apart from the standard transportation, accommodation, kilometre and personal meals/incidentals). All of the cities who responded to our research request said they do not provide any additional travel allowances.

Recommendation: No changes are recommended.

4. Airfare upgrades - In all cities included in the study, the travel expense policies for employees and for elected officials' state that flights are to be booked at the lowest possible fare, with the standard being economy class. However, upgrades to business class are permitted in some cases, such as flights of long duration. The Travel Directive allows an upgrade to business class travel where continuous air travel exceeds nine hours. The Elected Officials' Expense policy allows an upgrade to business class for flights in excess of five hours.

Recommendation: No changes are recommended.

In relation to air travel, it is recommended that the Elected Officials' Expenses 04-05-04 be revised to no longer require a boarding pass as the only acceptable proof of air travel, as boarding passes may now be electronic. The policy has been revised to say that travel will be validated against hotel or incidental expenses instead.

Appendix 1, the Elected Officials' Expenses policy, contains "red-lined" revisions to the policy outlining the recommended changes.

STRATEGIC PLAN: N/A

FINANCIAL IMPACT: There will be a minor financial impact (i.e. an additional \$15 per diem per day paid) by increasing the per diem from \$60 to \$75 for domestic travel. Since international travel is infrequent, applying the Travel Directive per diems will also have little financial impact. Unfortunately per diems are not broken out as a separate charge in the general ledger. As a result, Finance cannot estimate the true financial impact of the per diem increase.

CONCLUSION: Based on the information provided by the benchmark cities, the following changes are recommended:

- Increase the per diem for elected officials from \$60 per day to \$75 per day for travel in Canada and the Continental USA. A per diem of \$75 reflects the median based on the benchmarked cities.
- Apply the per diem rates for international travel based on the Travel Directive. The Travel Directive per diem rates are revised quarterly.
- No changes are recommended to the per kilometre car

allowance for travel to attend a function at least 100 km (60 mi) from the City.

All Corporate Policies and Procedures are reviewed on a three year rotational basis. The per diem rates and other allowable business expenses will be examined at that time to ensure they are still suitable.

ATTACHMENTS:

Appendix 1: "Red-lined" Elected Officials' Expenses 04-05-04



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Jeff Jackson, Director of Finance and Treasurer

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Corporate Policy and Procedure



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| TAB: | FINANCE AND ACCOUNTING |
| SECTION: | BUSINESS EXPENSES |
| SUBJECT: | ELECTED OFFICIALS' EXPENSES |

| | |
|------------------|--|
| POLICY STATEMENT | Expenses incurred by elected officials while acting as members of Council are paid by the City, subject to the limitations and restrictions outlined in this policy. |
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| PURPOSE | Elected officials are accountable to the public and are responsible for ensuring that their expenses are reasonable, appropriate, and within budgeted amounts. |
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This policy outlines the expenses which will be paid by the City and provides information on payment and approval methods. Any expenses not explicitly identified in this policy are not eligible for funding by the City.

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| SCOPE | This policy applies to all expenses incurred annually, unless otherwise noted in this policy, by the Mayor and councillors while conducting official City business and performing their duties as elected officials. |
|-------|--|

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| PUBLIC NOTICE | On a monthly basis, Corporate Finance will prepare an Elected Official Expenditure Summary. For public transparency purposes, the Elected Officials' Expenditure Summary will be posted quarterly on the City's website, following distribution to elected officials for review and subject to the provisions of the <i>Municipal Freedom of Information and Protection of Privacy Act</i> (MFIPPA), as amended. |
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EXEMPTIONS

Council may grant exemptions for expenditures not provided for in this policy at the request of an elected official.

EXCLUDED EXPENSES

The following list of expenses are excluded from this policy, as they are accounted for through other City of Mississauga Corporate Policies, by-laws or budget provisions:

- Elected officials Salaries and Benefits - (refer to the Remuneration By-Law - 0511-2002, as amended);
- Council Support Staff Expenses (e.g. salaries and related payroll costs; mileage; staff training and development; office supplies and office equipment rental);
- Vehicle allowance for councillors (refer to the Remuneration By-Law 0511-2002, Appendix A, as amended);
- Mayor's vehicle costs - (refer to Corporate Policy and Procedure - Finance and Accounting - City Vehicles Provided for Business and Personal Use);
- General Office Supplies (e.g. office consumables such as stationery, office supplies, printer cartridges/toners, CD's, memory keys/USB storage devices and similar types of expenditures) which may be charged to a corporate assigned budget; and
- Attendance at Functions as a City representative specifically approved by Council. In these cases, costs related to attendance will be charged to a designated corporate operating budget.

INELIGIBLE EXPENSES

While not an exhaustive list, the following items are examples of expenses that are the responsibility of the individual elected official and are not eligible for reimbursement under this policy:

- Personal expenses - expenses for goods or services of a personal nature, such as grooming; invitations to meals or events with friends;
- Tickets - raffle tickets, table prize tickets and other gaming

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tickets;

- Beer, alcohol, wine purchases;
- Provincial Offence fines or parking tickets;
- Passports;
- Credit card memberships and fees;
- Expenses of a spouse or companion who accompanies an elected official to a conference, seminar, workshop or convention, unless the expense is associated with the Business Meals and Entertainment section of this policy;
- Election Campaign Expenses: any costs associated with an election campaign, including:
 - the production or distribution of campaign literature or materials. Newsletters may not be distributed after June 30 of an election year.
 - communication services expenses or use of City facilities, materials or equipment for election campaigning purposes.

Note: Costs associated with published telephone, pager or fax numbers, or published e-mail addresses used in conjunction with campaign information and communications are considered election related and are not funded through the elected officials' expense budget. Elected officials are responsible for declaring any communication services expenses which have been paid by the City, but used for campaigning purposes, and the City must be reimbursed.

ELIGIBLE ELECTED OFFICIALS' OPERATING BUDGET EXPENSES GENERAL BUDGET INFORMATION

As part of the annual operating budget approval, a budget amount is established for elected officials' discretionary expenses. This budget is to cover expenses incurred by each elected official while conducting City business or promoting the City, including

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funding for councillor newsletters, as well as other expenses. Each elected official may choose how to allocate their budget, based on their business needs, in accordance with the eligibility provisions of this policy.

Elected official expense budgets are analyzed and reports are distributed monthly to the Mayor and Members of Council by the Finance Division, Corporate Services Department. Elected officials are ultimately responsible for the integrity and compliance of all expenses they claim under this policy. An elected official expense report is also presented to Council annually in accordance with the *Municipal Act, 2001* C.25, Section 284.

Newly Elected Official - Office Setup Allowance

Whenever an elected official takes office as the result of an election or appointment, the new incumbent, in addition to a prorated portion of the annual elected officials' expense budget, will be entitled to a one-time start-up operating budget of up to \$2,000 to cover costs such as minor furnishings, office equipment and décor, start-up supplies, business cards, stationary and similar types of expenditures in order to create an office environment suitable to the elected official.

COMMUNICATION EXPENSES

Cell Phone, Home Telephone /Fax/Internet

The following monthly costs associated with the operation of communication equipment may be charged to the elected official's expense budget:

- one cellular or smart phone service plan for City business use, including air time or data charges;
- service plan for one City standard tablet/notepad or equivalent device; and
- the costs of home communication lines and related service plans (i.e. one home telephone/fax line, one home Internet

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line), when the use is primarily for City business.

Elected officials are responsible for ensuring that bills for these home services are in the name and address of the elected official and not that of the City. Elected officials may either charge the bill to their City-issued procurement card (PCard) or pay the service provider directly and submit the expense to the City as an Incidental Expense Report Form E2421 reimbursement.

Note: The City will not be responsible for any late payment charges.

General Communication With Constituents

The following eligible expenses related to communication and paid through the elected officials' expense budget include:

- expenses incurred in the communication of City and/or ward issues or items of interest to constituents;
- expenses related to the publication and distribution of ward-related newsletters, greeting cards, or other business and ward related notices; and
- newspaper columns/ notices; or advertisements.

Websites - City and Ward

Costs associated with development, licensing and maintenance and support of an elected official's external website in order to carry out his or her duties of office are eligible for reimbursement.

The City provides maintenance and support for the elected official's City website.

Facility Rentals

Elected officials may charge reasonable facility rentals to their expense budget, either to host events or to support community group events, including fundraising activities of local groups. Funding of facility rentals or rooms for ongoing regular meetings of a specific group is not eligible. (e.g. a community group's weekly meetings).

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Floral Arrangements

Floral arrangements, to a maximum of \$250 per event, are eligible. Charitable donations in lieu of a floral arrangement may be substituted at the elected official's discretion. Any donation tax receipts received by the elected official for these donations are to be sent to the Accounting Supervisor, Finance Division, once received.

EQUIPMENT AND OFFICE ACCESSORY EXPENSES

Support Staff Cell Phone Costs

Elected officials may charge support staff cell phone costs not covered by the elected officials' support staff budget to their expense budget.

Office Accessories and Furnishings

City office accessories and furniture items (e.g. desk lamps, plants, mini-fridge, art, picture/certificate framing, coffee makers), briefcases, purchased publications (e.g. maps, guide books), and other reasonable office items may be charged to the expense budget at the elected official's discretion. Furniture, furnishings, office décor and equipment items are deemed to be City property. The elected official may purchase these items at depreciated value, as determined by Finance, should the elected official leave office.

Miscellaneous Equipment

Reasonable miscellaneous equipment considered necessary to carry out the duties of office or for ward events, such as GPS equipment, hand-held device chargers or carrying cases, tents, portable signs and event equipment, will be eligible for reimbursement. Equipment purchases are deemed to be City property. The elected official may purchase these items at depreciated value, as determined by Finance, should the elected official leave office.

BUSINESS MEALS AND ENTERTAINMENT

Business Meals and Tickets Reasonable expenses associated with the entertainment of

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business contacts, such as business meals (e.g. meetings conducted during normal meal periods) or tickets to retirement events, banquets, fundraisers, or other entertainment events, will be reimbursed when the attendance or entertainment is considered to be necessary for the advancement of the interests of the City or to support a local community group.

Requests for reimbursement must include the purpose of the function, and the name(s) of the individual(s) attending.

Business Meeting Refreshments

Reasonable expenses associated with providing coffee, refreshments, snacks or sandwiches for community or business meetings are permitted.

Prepaid Season Tickets

Elected officials may purchase pre-paid season tickets to an entertainment facility (e.g. Mississauga OHL Hockey Club) if the use is intended for ward or City business-related purposes.

When pre-paid season tickets are purchased and used as business entertainment or given to a community group, the elected official will be responsible for providing Finance with a list of "intended" recipients of the tickets for the entire season with their monthly incidental expense reimbursement, or alternately, they may provide Finance with a detailed list of all "actual game" recipients during or at the end of the season.

The elected official will be responsible and accountable for providing this list to Finance for record and audit purposes.

Hospitality

Elected officials may incur expenses as the result of being required to extend hospitality to external parties as part of their official duties and/or when attending functions. Elected officials may be reimbursed for hospitality expenses for meetings that

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include:

- a. engaging representatives of other levels of government, international delegations or visitors, the broader public sector, business contacts and other third parties in discussions on official matters;
- b. providing persons from national, international and charitable organizations with an understanding and appreciation of the City of Mississauga or the workings of its municipal government;
- c. honouring persons from the City in recognition of exceptional public service and staff appreciation events;
- d. recognition events for various agencies, boards and commissions of the City; and
- e. ratepayers associations, minor league sports associations and other community groups.

Spouse or Companion
Expenses

An elected official's spouse or companion may be included as a guest when claiming business entertainment expenses, at the discretion of the elected official.

ATTENDANCE AT FUNCTIONS

Conferences, Seminars,
Workshops, Conventions

Elected officials may charge expenses incurred to attend functions such as conferences, seminars, workshops, courses, conventions and formal study tours related to City business, including transportation (e.g. limo or taxi service to the airport), parking, trip cancellation insurance, registration fees or tickets, meals and accommodation, and incidental expenses (e.g. tips, currency exchange fees) to their operating budget. Receipts, if normally provided, are required.

The following restrictions and exceptions apply to payment of expenses while attending functions on City business:

- A copy of the registration form, where applicable, must be

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provided. The copy of the registration form will be used to confirm such items as dates of required travel and/or accommodation and eligibility for per diem payments.

- Transportation by air, rail or bus will be reimbursed at the lowest available price. For flights in excess of five hours, elected officials may choose business class travel. Claims for air travel must be supported by proof of travel, such as a boarding passes or, where a boarding pass has not been printed (i.e. electronic boarding pass), travel will be validated against hotel or incidental business expenses.
- Car rentals (small to mid-size) for use while on an out-of-town business trip will be reimbursed only if the cost of the rental does not exceed the cost of taxi fares for the same purpose. A cost justification for the rental car must be included with the claim.
- Expenses incurred when using a personal vehicle for travel to attend a function located at least 100 km (60 mi.) from the City will be reimbursed at the City's standard car allowance rate established for City staff.
- Accommodation will be reimbursed at the lesser of the room rate charged for the function or the hotel's rate for a standard room.
- Meals and miscellaneous expenses will be reimbursed at actual costs upon submission of appropriate receipts. Alternatively, when an overnight stay is required within Canada or the Continental USA, these expenses may be reimbursed on a per diem basis, with no receipts required, at a maximum rate of ~~\$60.00~~ 75.00 per day, including travel days

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(US\$60.00-75.00 if the function takes place outside Canada in the Continental USA).

- When international travel is required, including to Alaska and Hawaii, a per diem based on the Treasury Board of Canada's Travel Directive formula for international travel must be requested from Finance prior to travel. The Travel Directive per diem rates can be found at: <http://www.njc-cnm.gc.ca/directive/travel-voyage/s-td-dv-a4-eng.php>
 - the per diem will be all-inclusive, regardless of whether or not some meals are subsequently provided, and will be based on the duration of the trip, including travel days
 - a copy of the Treasury Board per diem rate for the country/region of travel must be attached to the request
 - Finance will use the daily per diem amounts, including all meals (breakfast, lunch and dinner) and incidental expenses for the applicable country of travel to verify and calculate the eligible total per diem for the trip
 - where the rate is shown in a currency other than Canadian, Finance will convert the per diem to Canadian dollars, using the exchange rate in effect on the day the per diem is processed (i.e. transferred by electronic fund transfer to the elected official's personal bank account).
(Note: incidental expenses cannot be charged to a PCard when a per diem has been paid.)
- The expenses of a spouse or companion will not be reimbursed unless the expense is associated with the Business Meals and Entertainment section of this policy.

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CONTRIBUTIONS AND DONATIONS

To Community Groups

Formal sponsorship of groups or organizations is available through the Corporate Grant Program.

Expenses related to the sponsorship of teams or individuals, such as the provision of uniforms or equipment, or on-going financial support, will not be reimbursed.

A donation is a voluntary gift (i.e. financial contribution or donation in-kind), typically to benefit a charitable cause or local event within the community, for which the donor receives no direct benefit of any kind.

Elected officials may charge the donation of items or services or financial contributions towards specific events, activities, programs or fundraising initiatives of local groups to their expense account, to an annual maximum of \$500 per group, exclusive of facility rentals. Where a donation is made to a charity through an individual participating in an event held in Mississauga, and the funds are payable directly to the charity, these expenses are allowable.

Examples of eligible expenses include the purchase of fundraising items, the cost of refreshments, payment of reasonable event entertainment expenses on behalf of the group, or financial contributions to support a specific program or initiative of the group. The activities of the group being sponsored should be of benefit to the local community.

Donations to national and/or international brand charities (e.g. Cancer, Diabetes, Lung Association, Heart and Stroke) will not be reimbursed unless the community event to support the charity is held within the City of Mississauga (e.g. charity run, bicycle ride,

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etc.) or it is a donation in lieu of flowers for a funeral. The expense receipt must identify the community event to be eligible for the reimbursement.

Any donation tax receipts received by the elected official for these donations are to be sent to the Accounting Supervisor, Finance Division, once received.

Golf Tournaments and Charity and Community Events

Reasonable expenses associated with buying tickets to sponsor, attend, or support a community golf tournament, community event or charity event will be reimbursed when such entertainment is considered to be beneficial for the advancement of the interests of the City or support of a community organization. Requests for reimbursement must include the purpose of the function, and the name(s) of the individual(s) attending, if known, or the organization whose members will be using the tickets purchased.

MISCELLANEOUS EXPENSES

Staff Recognition

Reasonable expenses associated with the recognition of staff, such as business lunches, tickets to community events or small gifts of appreciation will be reimbursed when such expenditures are considered to be appropriate as a means of rewarding the efforts of staff. Recipients must be listed on the receipt provided for reimbursement.

Souvenirs and Give-Aways

City souvenirs and give-aways of nominal value are available for distribution at the discretion of each elected official and may be ordered on a charge-back basis from Central Stores. Elected officials may fund promotional items that carry the elected official's contact information, and/or identify the elected official, through their expense account, provided that the items will be not be distributed or used after June 30 of an election year.

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Nominal gifts for special business related occasions (e.g. retirements, work anniversaries, taxpayer or community group recognition) are eligible for reimbursement.

Campaign materials cannot be charged to the City.

Tips

Reasonable tips are permitted for the acquisition of business related services such as transportation and business meals.

407 Charges

407 toll charges, including the cost of a transponder, will be eligible when used for City business purposes. Elected officials are responsible for ensuring that bills are in the name and address of the elected official and not that of the City. 407 bills may be charged to a City procurement card or paid by the elected official directly to the service provider and submitted to the City as an Incidental Expense Report reimbursement, Form E2421.

Parking Expenses

Parking expenses for City related business are eligible for reimbursement.

WARD EVENTS

Ward Initiated Community Events

Elected officials may charge reasonable expenses related to the support of ward initiated community events (e.g. refreshments and entertainment for events such as picnics, fairs, yard sales, skating parties; facility rentals), to their specific operating expense budget. Any fundraising for a ward initiated community event must be managed independently, without involvement of City resources and with no funds being held by the City for this purpose.

MEMBERSHIPS AND SUBSCRIPTIONS

Memberships

Membership fees to organizations or associations deemed by the elected official to be relevant to his or her work will be eligible for reimbursement of up to a total of \$500 annually, through the

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elected official's expense account.

Subscriptions

Subscriptions to magazines and newspapers to assist the elected official in his/her role will be paid by the City.

ELIGIBLE CAPITAL EXPENSES

Capital Expenses

Capital equipment is provided to elected officials' offices within the Civic Centre, in accordance with standard City practices.

The costs of City-standard capital equipment (office furniture and furnishings, computer and communications equipment, e.g. cell phone, smart phone, laptop, desktop PC, tablet/notepad) are charged to the appropriate Information Technology or Facilities and Property Management capital budget account.

Requests for furniture or furnishings must be forwarded to the Director of Facilities and Property Management for approval prior to purchase.

Requests for computer or communications equipment must be forwarded to the Director of Information Technology for approval prior to purchase.

Refer to the Non City-Standard Equipment and Items section below for guidelines on the purchase of non City-standard communications equipment.

Non City-Standard Equipment and Items

Elected officials who choose to purchase communications equipment, such as cell phones, smart phones, tablet/notepads, laptops, desk top computers or ancillary devices (e.g. headsets and cases) that differ from or exceed standard City-provided equipment may utilize their elected officials' expense budget or choose to personally absorb the cost. The amount that exceeds

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the cost of the equivalent item at City standard, as determined by the Director of Information Technology, will be charged to the elected official's expense account.

Items purchased through the elected officials' expense budget remain the property of the City until they have been fully depreciated.

Non City-standard equipment will not be supported (i.e. maintenance, troubleshooting) by the City's Information Technology staff.

Eligible Civic Centre Equipment

Elected officials are entitled to the following Civic Centre City-standard capital equipment for business use:

- one smart phone or cell phone and related in-car installation; and
- one laptop or desktop computer for Civic Centre office.

Eligible home office equipment is listed below.

Eligible Home Offices - Furniture

The following City-standard furniture will be supplied for home offices through the Facilities and Property Management Division:

- one workstation/desk including keyboard tray;
- one chair;
- one printer stand;
- one three-drawer filing cabinet.

Alternatively, elected officials may purchase non City-standard furniture of their choosing and request reimbursement by the City. Reimbursement will be limited to a maximum of the cost of the equivalent item at City standards, as determined by the Director, Facilities and Property Management Division.

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Eligible Home Office Computer and Equipment

The following City-standard computer and communications equipment, and set up and installation, will be supplied for home offices through the Information and Technology Division:

- one laptop or desktop computer or tablet and related hardware and software;
- one multi-function printer/fax/photocopier/scanner;
- one business telephone line and phone set; and
- one fax line.

Technical support for City-standard equipment and software will be provided by the Information and Technology Division. Refer to the Non City-Standard Equipment and Items section of this policy for information on the purchase of non City-standard communications equipment.

Replacement/Upgrade/ Refurbishment of Capital Equipment and Furniture

Capital equipment and furniture will be replaced, upgraded, or refurbished in accordance with City standards. For the purposes of replacement/upgrade/refurbishment and depreciation, all furniture will be deemed to have a 12-year life span; computer and communications equipment will be deemed to have a four-year life span. All capital equipment and furniture provided by the City will remain the property of the City until it has been fully depreciated.

Replacement of any City-standard capital item prior to reaching its full life span is contingent upon the return to the City of the item to be replaced, unless the Director of Information Technology or the Director of Facilities & Property Management, as appropriate, deems the item to have no value to the City.

Where an elected official is reimbursed for non-standard furniture, the furniture need not be returned to the City. However, if the furniture is to be replaced or refurbished prior to the expiry

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of the 12-year life span, the elected official will be required to repay a percentage of the amount previously reimbursed. To facilitate this repayment, the reimbursement of the costs of new furniture or the costs of refurbishing existing furniture will be reduced by the amount of the repayment. The amount of the repayment will be determined by the following formula:
 $(A \div 12) \times B$ (where *A* = the amount previously reimbursed and *B* = the number of years remaining in the 12-year life span)

Elected Official No Longer in Office

When the elected official is no longer in office, capital equipment and City-standard furniture must be either returned to the City or purchased at its depreciated value as determined by the Finance Division in consultation with the Facilities and Property Management Division or the Information Technology Division, as appropriate. Where the City has reimbursed an elected official for non-standard furniture, the elected official will be required to repay a percentage of the amount that had been reimbursed, according to the repayment formula above.

CLAIMS, APPROVALS AND REIMBURSEMENTS

How to Claim

Detailed procedures for obtaining services offered in-house and for submitting expense claims are available from the Finance Division, Corporate Services Department. General information is provided below.

Receipts/Proof of Payment

Original receipts from the vendor are required for all expenses unless otherwise noted, or unless a receipt is not normally provided for the expense. To avoid duplicate payments, copies of receipts are not acceptable. Copies of invoices, credit card slips or statements, or Interac payment slips (Purchase of Sale slips) are not acceptable as receipts. If a receipt is not normally provided by the vendor (e.g. for public transportation or tips) reasonable expenses may be claimed, provided an explanation of

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the purpose of the expense is included on the expense claim form.

Internal Charge-back for Services Provided by the City

Expenses related to services provided in-house, such as City facility or picnic table rentals, printing and photocopying, and the purchase of City inventory items through SAP, the City's financial system, will be charged to the account number provided with the requisition. No additional authorizations are required.

City Procurement Card (PCard) Purchases

Procurement cards (PCards), issued for purchases related to conducting City business are the primary and preferred methods used for direct payment of goods and/or services. PCard purchases must be conducted within assigned spending limits and must be used in accordance with all requirements of this policy and the requirements of Corporate Policy and Procedure - Business Expenses - Procurement Cards. Electronic PCard statements must be completed with adequate expense details and submitted on a monthly basis, in accordance with the schedule provided by Accounts Payable. All supporting documentation must be retained for a minimum of 24 months and made available when requested.

Cheque Requisition

Goods or services that are not ordered through SAP and that cannot be paid by City procurement card may be paid for by a cheque issued directly to the vendor. Form E195 - Cheque Requisition must be submitted to Accounts Payable, with supporting documentation. Refer to Corporate Policy and Procedure - Finance and Accounting - Cheque Requisitions for more information.

Reimbursement of Out of Pocket Expenses

Requests for reimbursement of out-of-pocket expenses not charged to a City procurement card may be made using Form E2421 - Incidental Expense Report. Expense claim forms should be submitted to Accounts Payable no later than the 15th of the

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month following the month in which the expense was incurred. Accounts Payable processes payment for out-of-pocket expenses once per month. Elected officials may contact the Manager, Financial Services, to request more immediate payment for expense claims in excess of \$1,000.

Request for Travel Advances and Statement of Expenses

Travel expenses to attend functions on City business may be paid as an advance using Form 461 - Request for Travel Advances and Statement of Expenses or actual expenses incurred may be charged to a PCard, in which case an advance will not be provided.

If an advance is provided, the actual expenses must be reconciled with the advanced amount, and the form returned to Accounts Payable within 10 days of returning from the function. The elected official is responsible for reimbursing the City for any funds which were advanced in excess of eligible expenses. Whether or not advances are made, when an overnight stay is required, the expense claim must be made using Form 461. If no payments are made in advance, and if an overnight stay is not required by the function, the expenses may be reported using an Incidental Expense Report - Form E2421.

Approval

All expense claims for the Mayor will be reviewed for compliance with this policy by the City Manager or, in the absence of the City Manager, by the Commissioner of Corporate Services & Chief Financial Officer. All expense claims for councillors will be reviewed for compliance with this policy by the Commissioner of Corporate Services & Chief Financial Officer, or designate.

Elected officials are required to repay the City for any expense claims in excess of the annual budget amounts that are not

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approved by Council.

REFERENCE:

GC-0299-2006 – 2006 04 26
CA-0112-2009 – 2009 05 27
2011-03-16 Housekeeping – revise Form 180a to E2421
GC-0323-2012 – 2012 05 09
GOV-0039-2013 – 2013 12 11
GOV-0009-2014 – 2014 04 02 correction to policy - added credit
card memberships and fees to ineligible expenses.
2014 05 12 – admin correction to election expenses wording.
GOV-0017-2014 – 2014 06 11 – clarification re: charitable
donations through an individual participating in an event held in
Mississauga

LAST REVIEW DATE:

May, 2012

CONTACT:

For more information contact Financial Services, Finance
Division, Corporate Services Department.



Corporate Report

Clerk's Files

Originator's
Files

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DATE: May 13, 2015

TO: Chair and Members of Governance Committee
Meeting Date: May 25, 2015

Governance Committee

MAY 25 2015

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

SUBJECT: **Corporate Policies and Procedures**
- Corporate Reports 02-01-08
- Documentation Standards 03-02-02

RECOMMENDATION:

1. That the revised Corporate Policy and Procedure "Corporate Reports" be amended as outlined in Appendix 1 to the Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer.
2. That direction be provided with respect to the Corporate Policy and Procedure "Documentation Standards" regarding the use of both metric and imperial measurement in Corporate Reports, and if direction is provided to proceed with metric measures only, the revised Corporate Policy and Procedure "Corporate Reports" be further revised to remove the requirement for imperial measure.
3. That the proposed Corporate Report template attached as Appendix 3 to the Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer be approved and that the template be used for all Corporate Reports prepared for consideration by Council or Committees of Council after September 1, 2015.

BACKGROUND:

The City's Corporate Reports Policy provides guidance to staff on the specific headings, standard writing style and process for submission of corporate reports. The policy has been revised to include a change to the font, accessibility, formatting and to update current practices.

On March 5, 2014, Council approved the new City brand and logo. To follow through with the rebranding of corporate documents, the Corporate Reports template was identified to be updated with the new logo and font style.

COMMENTS:

The current font and formatting is Times New Roman, 12 point font with formatting that requires all headings to be in upper case and to appear on the left side of the page, with all text indented to the longest heading. The policy further establishes the submission process and requirements for reports dealing with policy issues, land and award of contracts, as attached in Appendix 1.

The proposed policy calls for the use of Gotham Narrow Book, 11 point font which is an accessible font. All headings will appear above the applicable text in Gotham Medium, 16 point to provide more use of the paper. Sections regarding reports dealing with policy issues and procurement matters have been expanded to reflect current practices and procedures. A chart comparing the current policy to the proposed policy is attached as Appendix 2.

The use of Gotham font and formatting changes make the reports have a cleaner look. The proposed redesign is attached as Appendix 3. "In Camera" will be referred to as "Closed Session" on reports to correspond with the Municipal Act, 2001. To illustrate how the new format would appear, this report is duplicated in Appendix 4 using the new template.

To comply with the Corporate Policy and Procedure "Documentation Standards" which requires measurements to be expressed in both metric and imperial in all reports, documents, by-laws and any other printed material, a statement is included which requires measurements in Corporate Reports to be stated in both metric and imperial form.

Ten municipalities were contacted to ask if they had a requirement that measurements be expressed in both metric and imperial in official documents. Of the seven municipalities that responded the majority said that in practice, measurements are expressed in both forms, but there is no specific requirement. London, Ontario and the Region of

Peel require measurements to be expressed in both metric and imperial. The Town of Oakville and City of Hamilton indicated that they use only metric measurements in reports. Staff are seeking direction on whether to use only metric measurements for reports and official documents. The practice of using both metric and imperial measures is additional effort that takes more staff time. The practice of using metric only has been in place for official documents such as zoning by-laws, servicing agreements, etc. for a number of years.

If the decision is to use metric only, the revised Corporate Policy and Procedure "Corporate Reports" should be further revised to remove the requirement for imperial measure. In addition, the Corporate Policy and Procedure "Documentation Standards" should be amended to remove the requirement for inclusion of imperial measurement to be included in Corporate Reports.

STRATEGIC PLAN: In accordance with the Green Pillar, the reduction of white space in the report template is expected to save paper for reports in excess of five pages.

FINANCIAL IMPACT: Not applicable

CONCLUSION: The Corporate Reports Policy requires amendments to update the current practices and procedures, formatting and standard font. These amendments will also facilitate introducing a new Corporate Report Template that will reflect the City's new brand.

ATTACHMENTS:

- Appendix 1: Draft Corporate Policy and Procedure No. 02-01-08 – Corporate Reports
- Appendix 2: Comparison of Current and Proposed Policy
- Appendix 3: Draft Corporate Report Template
- Appendix 4: Duplicate Report in Revised Template



Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Crystal Greer, City Clerk and Director, Legislative Services

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APPENDIX 1

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| TAB: | MUNICIPAL GOVERNMENT |
| SECTION: | COUNCIL AND COMMITTEE MEETINGS |
| SUBJECT: | CORPORATE REPORTS |

POLICY STATEMENT

All reports prepared for Council and Committee of Council agendas must adhere to established standards for format, writing style and agenda submission.

PURPOSE

Templates for Corporate Reports are available on the T-drive. The purpose of this policy is to provide guidance to staff with respect to the specific headings required within Corporate Report templates, and to establish a procedure for submitting reports for inclusion on an agenda for a meeting of Council or a Committee of Council.

TEMPLATES

Templates are available in Word, and are based on the following formatting standards:

- Gotham Narrow Book, 11 point font
- all headings are in bold Gotham Medium, 16 point font
- Arial, 11 point font may be used for columns of numbers
- all headings appear above the applicable section
- line spacing is set at 1.17
- text alignment is left
- left, right and bottom margins are set at 1"
- first page includes Corporate Report masthead; second and subsequent pages include header set ½" from top edge of page
- reports to be considered in a closed session must include the words Closed Session, typed in bold above the Date; subsequent pages must include the notation Closed Session directly to the left of the date in the header.

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These standards have been developed for accessibility and consistency on a Corporate-wide basis. All staff preparing Corporate Reports are expected to adhere to the formatting established in the particular template.

The templates are the responsibility of Legislative Services staff. Changes to the formatting standards may be made only upon the approval of the Leadership Team.

HEADINGS

Salutation Section

The salutation section of the report includes:

Date:

The date entered should be the date the final report is typed.

To:

Reports to Council should be addressed to: Mayor and Members of Council. Reports to Committees should be addressed to: Chair and Members of [name] Committee. It is not necessary to include the word "the" before the name of the committee. If in doubt about which committee should receive the report, contact the- Legislative Services Division, Corporate Services Department. The targeted meeting date must be inserted under the Originator's File space, in the box provided.

From:

Commissioner's name and title.

Body of Report

The body of the report must be constructed under the following headings, in the order given:

Subject:

The subject of the report and the file reference number, if applicable. If the subject matter is ward-specific, the ward number must be indicated after the subject.

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- Recommendation action to be taken (refer to the “Writing Style – Recommendation” section of this policy for more information on recommendations.)

Report Highlights

- mandatory, inside a textbox and in bulleted form. (Refer to the “Writing Style – Report Highlights” section of this policy for more information on report highlights.)

Background:

- where the report originated, including the report request number if applicable (may be point form) and pertinent data on the subject’s history

Present Status:

- the situation as it now exists

Comments:

- the situation as it should be

Options:

- all possible alternatives considered by staff should be listed

Strategic Plan:

- link the recommendation to a Strategic Pillar for Change, Strategic goal or action and state how it helps to advance the Strategic Plan, the indicators and/or meet specific targets

Financial Impact:

- a discussion of the budget impact, source of funding, and specific dollar values (if not relevant, state “not applicable”)

Note: Finance must be consulted, prior to submission of the report to the City Manager’s Office, on any report seeking new funding.

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Conclusion:

- the most appropriate alternative

Attachments:

- list all attachments referenced in the report, in the order in which they are referenced

All of the headings will not always be necessary or appropriate. As a minimum requirement, every report must contain the following headings: Recommendation, Background, Comments, Financial Impact and Conclusion. If there are attachments, the report must also contain the Attachments heading. The name and title of the person who is most responsible for preparing the report, and who can be contacted for more information, must be included below the signature line of the report.

Sub-Headings

Sub-headings may be used to highlight information, as the content of the report dictates. If used, sub-headings should appear in the left margin, in upper and lower case (title case) text. Sub-headings, sections and sub-sections may be identified as follows:

1. first sub-heading
 - (a) first section
 - (i) first sub-section
 - (ii) second sub-section

WRITING STYLE

General

- Reports must be concise and explicit so that the subject matter can be understood quickly and easily.
- Reports must be impersonal – a phrase such as “we reviewed the program” should be written as “the program was reviewed.”
- Charts, graphs and tables should be used when appropriate to

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simplify information.

- If “bullets” are used to list points, a standard size and shape should be adhered to throughout the report. A small round bullet is recommended (e.g. •).
- Measurements must be stated in metric, and Canadian spelling conventions must be followed (refer to Corporate Policy and Procedure - Documentation Standards).
- The correct department name should be used when referencing a department or division. For example, “Finance, Corporate Services Department”.

Attachments

An attachment to the report must be identified as an “appendix”. All appendices must be numbered in the order in which they are referenced in the report. Generally, the appendix number should be placed in the top right corner of the first page. If the appendix is a map containing a legend, the number should appear in the legend block.

Recommendation

Each report should have only one recommendation. However, the recommendation may have more than one part. If the recommendation has more than one part, each part should be identified as 1, 2, 3, etc. Numbering of sub-parts should follow the same format as sections and sub-sections.

Recommendations must have the ability to “stand alone” in that the intent can be understood without benefit of the background report.

Recommendations begin with the word “That”.

When recommending the enactment of by-laws, the passing of

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resolutions or the approval of recommendations, the following guidelines should be used:

- by-laws are “enacted” when documents are to be executed on behalf of the Corporation or as stipulated by *The Municipal Act* or *The Planning Act* (i.e. licensing by-law, rezoning by-laws, etc.);
- resolutions are “passed” where matters are addressed directly by Council and not by one of the Committees;
- recommendations are “approved” by the Committee and presented to Council in a report from the Committee listing all recommendations approved - the entire Committee report is subsequently adopted by a resolution of Council;
- recommendations to “be received” are to be used strictly for information reports and are to be worded “That ... be received for information.” (This type of recommendation should never be used when other recommendations are being presented in the same report.)

Report Highlights

The Report Highlights section is mandatory for reports that are more than three pages in length and should summarize and reference any important issues, decisions, concerns and/or features of the report in bulleted point-form. This section is designed to allow a person who does not have the time or ability to read the full report to understand the key elements contained within the report. This section should allow readers to quickly understand what information is contained in the report but should not repeat the Recommendation or include information that is not contained within the body of the report. Based on the length of the report, approximately three to six bulleted points are recommended.

Reports Dealing with Land

Reports dealing with land must include a municipal address or

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description of the location of the land. In addition, a legal description may be provided when necessary. Maps, with the subject lands clearly delineated, must be attached to all reports dealing with land.

Reports Dealing with Policy Issues

Reports recommending new or revised Corporate Policies and Procedures must include as an appendix to the report:

- a copy of the proposed policy (new or major revision);
- a “marked” copy of the proposed policy showing the revisions (minor revision); or
- a copy of the current policy (if the policy is being replaced or rescinded).

Standard language that indicates that the Corporate Policy process has been followed should be included, where applicable. i.e. “This policy has been reviewed by all departments, including Legal Services, Internal Audit and Risk Management, and all issues have been addressed (or the outstanding issues are as follows).”

Reports Dealing With Procurement Matters

The subject line must include the file reference number (e.g. FA.49...), the name of the vendor and a short description of the issue (e.g. bid protest, amendment of contract, single source contract award, etc.).

The Corporate Report must be signed by the department head that is funding the procurement, unless the department heads agree that it is more appropriate for an alternate department head to sign the Corporate Report. Reports dealing with bid protests, the Purchasing By-law, and purchasing policies must be signed by the Commissioner of Corporate Services & Chief Financial Officer.

The recommendation must request authority for the Purchasing Agent to act (e.g. execute/enter into/increase value of/amend contracts or agreements); identify the bidder or vendor (name);

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and the particulars of the award (dollar limit excluding taxes, in a form satisfactory to Legal Services, term of contract, etc.).

Additional recommendations may establish a product or a vendor as a City standard, establish a vendor of record or a vendor relationship or provide additional delegation of authority to the Purchasing Agent, such as contingencies or future contract amendments.

The Financial Impact section should contain confirmation of funding availability and source (i.e. budget amount and account number) and financial details of the award.

Reports recommending single/sole source awards require an appendix that includes an extract (or summary) from the bid documents identifying scope (what is being bought); the reason(s) for selecting the vendor and why it represents value for money; and state applicable provisions(s) from Schedule A of the Purchasing By-law.

All procurement reports must be reviewed by Materiel Management, Corporate Services Department, and approved by the Purchasing Agent before signature by the department head.

Procurement related reports with which the Purchasing Agent does not agree (i.e. contrary to the Purchasing By-law or at the Purchasing Agent's discretion) must state this and the rationale for proceeding.

For more information refer to the Purchasing By-law 374-06, as amended, and Corporate Policy and Procedure – Corporate Administration - Bid Awards and Bid Protests

Closed Session Reports

Closed Session reports are dealt with in accordance with Corporate Policy and Procedure - Matters Considered In Closed

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Session. It is the responsibility of the author of the report to indicate whether the recommendation will be made in open Council, or closed session. Any recommendation which is not to be made in open Council or Committee should be prefaced with "That staff be directed to ..."

SUBMISSION OF REPORTS TO CITY MANAGER'S OFFICE

Reports must be submitted to the City Manager's Office for review prior to inclusion on an agenda. The originating department must ensure that established agenda deadlines are met.

Originating Department

The originating department prepares the report and appendices according to guidelines and delivers the originals to the Legislative Coordinator, Legislative Services, and one copy, including the appendices, to the City Manager's office by the established deadline. The originating department also emails the report, in Word, to the Legislative Coordinator

City Manager's Office

Reports are reviewed by the City Manager and/or a designate, the City Clerk, and/or the appropriate Legislative Coordinator in order to establish the agenda. Staff in the City Manager's Office review all reports for adherence to standards. Any reports requiring revision will be returned to the originating department for revision and re-submission.

Legislative Coordinator REFERENCE:

The Legislative Coordinator prepares and distributes the agenda.
LT – 2006 04 26
LT – 2009 04 23 – added section for Strategic Plan
2012 01 18 – Housekeeping to remove reference to rescinded policy 02-01-06 – Consideration of Major Policy-Related Reports
LT – 2012 04 05 – added Report Highlights section, effective for reports presented as of May 30, 2012

LAST REVIEW DATE: January, 2015

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CONTACT:

For more information on adherence to Corporate Report standards, contact the Office of the City Manager.

For more information on the Corporate Report process, contact Legislative Services, Office of the City Clerk, Corporate Services Department.

DRAFT

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| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|---|---|--|
| TAB: Corporate Administration SECTION: Records Management | TAB: Municipal Government SECTION: Council and Committee Meetings | The policy aligns more accurately with the proposed Tab and Section. |
| Policy Statement All reports prepared for Council or Standing Committee agendas must adhere to established standards for format, writing style and agenda submission. | Policy Statement All reports prepared for Council and Committee of Council agendas must adhere to established standards for format, writing style and agenda submission. | Minor wording change to "Committee of Council." |
| Purpose Templates for Corporate Reports are available through Word. The purpose of this policy is to provide guidance with respect to the specific headings required within Corporate Report templates, and to establish a procedure for submitting reports for inclusion on an agenda for a meeting of Council or a Committee of Council. | Purpose Templates for Corporate Reports are available on the T-drive. The purpose of this policy is to provide guidance to staff with respect to the specific headings required within Corporate Report templates, and to establish a procedure for submitting reports for inclusion on an agenda for a meeting of Council or a Committee of Council. | Minor revision to clarify where the report template is located. |
| Templates Templates are available in Word, and are based on the following formatting standards: <ul style="list-style-type: none"> • Times New Roman, 12 point font • all headings are in bold, upper case font • all headings appear on the left side of the page, with all text indented to the longest | Templates No change. <ul style="list-style-type: none"> • Gotham Narrow Book, 11 point font • all headings are in bold Gotham Medium, 16 point font | The bullets have been revised to reflect the new Corporate Report template, including a change to Gotham 11 point font, which is an accessible font, for the body of the report. |

| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|---|--|--|
| <p>heading (i.e. RECOMMENDATION)</p> <ul style="list-style-type: none"> line spacing is set at 1.17 text is left justified left, right and bottom margins are set at 1" first page includes Corporate Report masthead; second and subsequent pages include header set ½" from top edge of page reports to be considered in camera must include the words IN CAMERA, typed in bold upper-case and centred 1½" from the top of the page; subsequent pages must include the notation In Camera directly above the date in the header <p>These standards have been developed for optimum readability, ease of retrieval of information, and consistency on a Corporate-wide basis. <u>All staff preparing Corporate Reports are expected to adhere to the formatting established in the particular template.</u></p> <p>The templates are the responsibility of Information Technology staff. Changes to the formatting standards may be made only upon the approval of the Leadership Team.</p> | <ul style="list-style-type: none"> all headings appear above the applicable section line spacing is set at 1.17 text alignment is left left, right and bottom margins are set at 1" first page includes Corporate Report masthead; second and subsequent pages include header set ½" from top edge of page reports to be considered in a closed session must include the words Closed Session, typed in bold above the Date; subsequent pages must include the notation Closed Session directly to the left of the date in the header. <p>These standards have been developed for accessibility and consistency on a Corporate-wide basis. <u>All staff preparing Corporate Reports are expected to adhere to the formatting established in the particular template.</u></p> <p>The templates are the responsibility of Legislative Services staff. Changes to the formatting standards may be made only upon the approval of the Leadership Team.</p> | <p>.</p> <p>Minor wording changes to reflect overall accessibility instead of "readability".</p> <p>The Corporate Report template is now the responsibility of Legislative Services.</p> |

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| <i>Current Policy – What Exists Today</i> | <i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear.</i> | <i>Rationale - Why changes (deletions and/or additions) to the revised policy were made.</i> |
|---|---|---|
| HEADINGS Salutation Section The salutation section of the report includes: DATE: The date entered should be the date the final report is typed. The committee meeting date will be stamped on the report by the Committee Co-ordinator. | HEADINGS Salutation Section No change. Date: The date entered should be the date the final report is typed. | Headings are no longer in caps. Revised to reflect current practice. |
| TO: Reports to Council should be addressed to: Mayor and Members of Council. Reports to Committees should be addressed to: Chair and Members of [name] Committee. It is not necessary to include the word "the" before the name of the committee. If in doubt about which committee should receive the report, contact the City Manager's Office. The targeted meeting date may be inserted on the line immediately below the "TO:" line. | To: Reports to Council should be addressed to: Mayor and Members of Council. Reports to Committees should be addressed to: Chair and Members of [name] Committee. It is not necessary to include the word "the" before the name of the committee. If in doubt about which committee should receive the report, contact the Legislative Services Division, Corporate Services Department. The targeted meeting date must be inserted under the Originator's File space, in the box provided. | The contact for information has been revised to Legislative Services from the City Manager's Office. The targeted meeting date is now inserted in a separate box. |
| FROM: Commissioner's name and title. | From: No change | |
| Body of Report The body of the report must be constructed under the following headings, in the order given | Body of Report The body of the report must be constructed under the following headings, in the order | Headings are no longer in upper case. |

| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change – same as Current Policy” will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|--|---|--|
| (all headings in upper case, bold type): | given: | |
| SUBJECT: The subject of report, in bold letters. If the subject matter is ward-specific, the ward number must be indicated after the subject. | Subject: The subject of the report and the file reference number, if applicable. If the subject matter is ward-specific, the ward number must be indicated after the subject. | File numbers may be added to the Subject, if applicable. |
| RECOMMENDATION: action to be taken (refer to “Writing Style – Recommendation” section of this policy for more information on recommendations.) | Recommendation No change. | |
| REPORT HIGHLIGHTS mandatory , inside a textbox and in bulleted form. (Refer to “Writing Style – Report Highlights” section of this policy for more information on report highlights.) | Report Highlights No change. | |
| BACKGROUND: where the report originated, including the report request number if applicable (may be point form) and pertinent data on the subject’s history | Background No change. | |
| PRESENT STATUS: the situation as it now exists | Present Status No change. | |

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| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|--|---|--|
| COMMENTS the situation as it should be | Comments No change. | |
| OPTIONS all possible alternatives considered by staff should be listed | Options No change. | |
| STRATEGIC PLAN: Link the Recommendation to a Strategic Pillar for Change, Strategic goal or action and state how it helps to advance the Strategic Plan, the indicators and/or meet specific targets | Strategic Plan: No change. | |
| FINANCIAL IMPACT: a discussion of the budget impact, source of funding, and specific dollar values (if not relevant, state "not applicable") Note: Finance must be consulted, prior to submission of the report to the City Manager's Office, on any report seeking new funding | Financial Impact No change. | |
| CONCLUSION the most appropriate alternative | Conclusion No change. | |
| ATTACHMENTS list all attachments referenced in the report, in the order in which they are referenced | Attachments No change | |

| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|---|---|--|
| <p>All of the headings will not always be necessary or appropriate. As a minimum requirement, every report must contain the following headings: Recommendation, Background, Comments, Financial Impact and Conclusion. If there are attachments, the report must also contain the Attachments heading. The name and title of the person who is most responsible for preparing the report, and who can be contacted for more information, must be included (in italics font) below the signature line of the report.</p> | <p>All of the headings will not always be necessary or appropriate. As a minimum requirement, every report must contain the following headings: Recommendation, Background, Comments, Financial Impact and Conclusion. If there are attachments, the report must also contain the Attachments heading. The name and title of the person who is most responsible for preparing the report, and who can be contacted for more information, must be included below the signature line of the report.</p> | <p>The name of the person completing the report should not be in italics, as italics are not conducive to accessibility.</p> |
| <p>Sub-headings Sub-headings may be used to highlight information, as the content of the report dictates. If used, sub-headings should appear in the left margin, in upper and lower case (title case) text. Sub-headings, sections and sub-sections may be identified as follows:</p> <ol style="list-style-type: none"> 1. first sub-heading <ol style="list-style-type: none"> (a) first section <ol style="list-style-type: none"> (i) first sub-section (ii) second sub-section | <p>Sub-headings No change.</p> | |

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| <i>Current Policy – What Exists Today</i> | <i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear.</i> | <i>Rationale - Why changes (deletions and/or additions) to the revised policy were made.</i> |
|---|---|--|
| <p>WRITING STYLE General</p> <ul style="list-style-type: none"> • Reports must be concise and explicit so that the subject matter can be understood quickly and easily. • Reports must be impersonal – a phrase such as “we reviewed the program” should be written as “the program was reviewed.” • Charts, graphs and tables should be used when appropriate to simplify information. • If “bullets” are used to list points, a standard size and shape should be adhered to throughout the report. A small round bullet is recommended (e.g. •). • Measurements must be stated in both metric and imperial form, and Canadian spelling conventions must be followed (refer to Corporate Policy and Procedure - Documentation Standards). • The correct department name should be used when referencing a department or division. For example, “Finance, Corporate Services Department”. | <p>WRITING STYLE General No change.</p> | |

| <i>Current Policy – What Exists Today</i> | <i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear.</i> | <i>Rationale - Why changes (deletions and/or additions) to the revised policy were made.</i> |
|--|---|--|
| <p>Attachments An attachment to the report must be identified as an “appendix”. All appendices must be numbered in the order in which they are referenced in the report. Generally, the appendix number should be placed in the top right corner of the first page. If the appendix is a map containing a legend, the number should appear in the legend block.</p> | <p>Attachments No change.</p> | |
| <p>Recommendation Each report should have only one recommendation. However, the recommendation may have more than one part. If the recommendation has more than one part, each part should be identified as 1, 2, 3, etc. Numbering of sub-parts should follow the same format as sections and sub-sections.</p> <p>Recommendations must have the ability to “stand alone” in that the intent can be understood without benefit of the background report.</p> <p>Recommendations begin with the word “That”.</p> <p>When recommending the enactment of by-laws, the passing of resolutions or the approval of recommendations, the following guidelines</p> | <p>Recommendation No change.</p> | |

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| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|---|--|---|
| <p>should be used:</p> <ul style="list-style-type: none"> by-laws are “enacted” when documents are to be executed on behalf of the Corporation or as stipulated by <i>The Municipal Act</i> or <i>The Planning Act</i> (i.e. licensing by-law, rezoning by-laws, etc.); resolutions are “passed” where matters are addressed directly by Council and not by one of the Committees; recommendations are “approved” by the Committee and presented to Council in a report from the Committee listing all recommendations approved - the entire Committee report is subsequently adopted by a resolution of Council; recommendations to “be received” are to be used strictly for information reports and are to be worded “That ... be received for information.” (This type of recommendation should never be used when other recommendations are being presented in the same report.) | | |

| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|--|---|---|
| Report Highlights The Report Highlights section is mandatory for reports that are more than three pages in length and should summarize and reference any important issues, decisions, concerns and/or features of the report in bulleted point-form. This section is designed to allow a person who does not have the time or ability to read the full report, to understand the key elements contained within the report. This section should allow readers to quickly understand what information is contained in the report but should not repeat the Recommendation or include information that is not contained within the body of the report. Based on the length of the report, approximately three to six bulleted points are recommended. | Report Highlights No change. | |
| Reports Dealing with Land Reports dealing with land must include a municipal address or description of the location of the land. In addition, a legal description may be provided when necessary. Maps, with the subject lands clearly delineated, must be attached to all reports dealing with land. | Reports Dealing with Land No change. | |
| Reports Dealing With Policy Issues Reports recommending new or revised Corporate Policies and Procedures must include a copy of the proposed policy as an appendix to | Reports Dealing With Policy Issues Reports recommending new or revised Corporate Policies and Procedures must include as an appendix to the report: | Section expanded to mirror the requirements in the Corporate Policy and Procedure Program policy. |

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| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change – same as Current Policy” will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|---|---|--|
| <p>the report and, if possible, a copy of the current policy.</p> | <ul style="list-style-type: none"> • a copy of the proposed policy (new or major revision); • a “marked” copy of the proposed policy showing the revisions (minor revision); or • a copy of the current policy (if the policy is being replaced or rescinded). <p>Standard language that indicates that the Corporate Policy process has been followed should be included, where applicable. i.e. “This policy has been reviewed by all departments, including Legal Services, Internal Audit and Risk Management, and all issues have been addressed (or the outstanding issues are as follows).”</p> | |
| <p>Reports Dealing With Award of Contracts</p> <p>All bidders and bid amounts must be listed in the award report or as an appendix to the report. The list must also include the names of the bidders of any bids automatically rejected due to bid irregularities (bid amounts are not necessary).</p> <p>The following financial information must be included: budget amount; estimated value of the tender/solicitation; cost of recommended bid to</p> | <p>Reports Dealing With Procurement Matters</p> <p>The subject line must include the file reference number (e.g. FA.49...), the name of the vendor and a short description of the issue (e.g. bid protest, amendment of contract, single source contract award, etc.).</p> <p>The Corporate Report must be signed by the department head that is funding the procurement, unless the department heads agree that it is more appropriate for an</p> | <p>This section has been revised to reflect current practices and procedures with respect to procurement. The new wording was provided by the Director, Revenue and Materiel Management.</p> |

| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|--|--|---|
| <p>the City, including any taxes and rebates.</p> <p>The acquisition method utilized, and justification for using methods other than public bidding, must be provided.</p> | <p>alternate department head to sign the Corporate Report. Reports dealing with bid protests, the Purchasing By-law, and purchasing policies must be signed by the Commissioner of Corporate Services & Chief Financial Officer.</p> <p>The recommendation must request authority for the Purchasing Agent to act (e.g. execute/enter into/increase value of/amend contracts or agreements); identify the bidder or vendor (name); and the particulars of the award (dollar limit excluding taxes, in a form satisfactory to Legal Services, term of contract, etc.). Additional recommendations may establish a product or a vendor as a City standard, establish a vendor of record or a vendor relationship or provide additional delegation of authority to the Purchasing Agent, such as contingencies or future contract amendments.</p> <p>The Financial Impact section should contain confirmation of funding availability and source (i.e. budget amount and account number) and financial details of the award.</p> <p>Reports recommending single/sole source awards require an appendix that includes an extract (or summary) from the bid</p> | |

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| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|--|---|--|
| | <p>documents identifying scope (what is being bought); the reason(s) for selecting the vendor and why it represents value for money; and state applicable provisions(s) from Schedule A of the Purchasing By-law.</p> <p>All procurement reports must be reviewed by Materiel Management, Corporate Services Department, and approved by the Purchasing Agent before signature by the department head.</p> <p>Procurement related reports with which the Purchasing Agent does not agree (i.e. contrary to the Purchasing By-law or at the Purchasing Agent's discretion) must state this and the rationale for proceeding.</p> <p>For more information refer to the Purchasing By-law 374-06, as amended, and Corporate Policy and Procedure – Corporate Administration - Bid Awards and Bid Protests.</p> | |
| <p>In Camera Reports In camera reports are dealt with in accordance with Corporate Policy and Procedure - Matters Considered In Camera. It is the responsibility of the author of the report to indicate whether the recommendation will be made in open Council,</p> | <p>Closed Session Closed Session reports are dealt with in accordance with Corporate Policy and Procedure - Matters Considered In Closed Session. It is the responsibility of the author of the report to indicate whether the</p> | <p>The Municipal Act, 2001 refers to meetings as being "closed" versus "in camera". The corresponding Corporate Policy "In Camera Meetings" is also being revised.</p> |

| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change – same as Current Policy” will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|---|---|--|
| or in camera. Any recommendation which is not to be made in open Council or Committee should be prefaced with “That staff be directed to ...” | recommendation will be made in open Council, or closed session. Any recommendation which is not to be made in open Council or Committee should be prefaced with “That staff be directed to ...” | |
| SUBMISSION OF REPORTS TO CITY MANAGER’S OFFICE Reports must be submitted to the City Manager's Office for review prior to inclusion on an agenda. The originating department must ensure that established agenda deadlines are met. | SUBMISSION OF REPORTS TO CITY MANAGER’S OFFICE No change. | |
| Originating Department The originating department prepares the report according to guidelines and delivers the original and one copy, with all supporting documents, to the City Manager's office by the established deadline. The originating department also forwards the report to the respective Committee Co-ordinator electronically. | Originating Department The originating department prepares the report and appendices according to guidelines and delivers the originals to the Legislative Coordinator, Legislative Services, and one copy, including the appendices, to the City Manager's office by the established deadline. The originating department also emails the report, in Word, to the Legislative Coordinator. | The following two sections were revised to reflect current practices and procedures. |
| City Manager’s Office The City Manager’s Office staff reviews all reports for adherence to standards and returns to the originating department for revision and re-submission any report and supporting | City Manager’s Office Reports are reviewed by the City Manager and/or a designate, the City Clerk, and/or the appropriate Legislative Coordinator in order to establish the agenda. Staff in the City | |

Comparison of Current and Proposed Policy – Corporate Reports

Appendix 2
2015 03 04
Page 15 of 15

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| Current Policy – What Exists Today | Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, "No change – same as Current Policy" will appear. | Rationale - Why changes (deletions and/or additions) to the revised policy were made. |
|---|---|--|
| documents not meeting standards. Originals are then forwarded to the Office of the City Clerk. Reports are reviewed by the City Manager and/or a designate, the City Clerk, and the appropriate Committee Co-ordinator to establish the agenda. City Manager's Office staff return to the originating department the originals and all copies (with supporting documents) of any reports not accepted for revision and submission for the next meeting. | Manager's Office review all reports for adherence to standards. Any reports requiring revision will be returned to the originating department for revision and re-submission. | |
| Committee Co-ordinator The Committee Co-ordinator prepares and distributes the agenda. | Committee Co-ordinator The Legislative Coordinator prepares and distributes the agenda. | Minor wording change to Legislative Coordinator. |

City of Mississauga

Corporate Report



4bb

Click & enter "Closed Session" or a space

Date: Click here to enter/choose a date.

To: Click here to enter text.

From: Click here to enter text.

Originator's files:

File names

Meeting date:

Enter/choose date.

Subject

Click here to enter subject text... (Add Ward if appropriate.)

Recommendation

1. Click here to enter Recommendation text...(Mandatory)

Report Highlights

- Bulleted text... (Mandatory for reports more than three pages in length. Approximately three to six bulleted points are recommended.)

Background

Click here to enter text... (Mandatory)

Present Status

Click here to enter text... (Optional)

Comments

Click here to enter text... (Mandatory)

Options

Click here to enter text... (Optional)

Strategic Plan

Click here to enter text... (Optional)

4cc

Click to enter Committee Name

[Category]

Enter date.

2

Originators files: File names

Financial Impact

Click here to enter text... (Mandatory)

Conclusion

Click here to enter text... (Mandatory)

Attachments

Appendix 1: Click here to type title of Appendix... (Mandatory) Copy/Paste if more entries required.

Click here to enter Commissioner's Name...

Click here to enter Commissioner's Title...

Prepared by: Click here to insert name, title...

City of Mississauga

Corporate Report



| | |
|--|--|
| <p>Date: May 8, 2015</p> <p>To: Chair and Members of Governance</p> <p>From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer</p> | <p>Originator's files:</p> <p>File names</p> <hr/> <p>Meeting date:</p> <p>May. 25, 2015</p> |
|--|--|

Subject

Corporate Policy and Procedure – Corporate Reports 02-01-08 – Documentation Standards 03-02-02

Recommendation

1. That the revised Corporate Policy and Procedure "Corporate Reports" be amended as outlined in Appendix 1 to the Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer.
2. That direction be provided with respect to the Corporate Policy and Procedure "Documentation Standards" regarding the use of both metric and imperial measurement in Corporate Reports, and if direction is provided to proceed with metric measures only, the revised Corporate Policy and Procedure "Corporate Reports" be further revised to remove the requirement for imperial measure.
3. That the proposed Corporate Report template attached as Appendix 3 to the Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer be approved and that the template be used for all Corporate Reports prepared for consideration by Council or Committees of Council after September 1, 2015.

Background

The City's Corporate Reports Policy provides guidance to staff on the specific headings, standard writing style and process for submission of corporate reports. The policy has been revised to include a change to the font, accessibility, formatting and to update current practices.

On March 5, 2014, Council approved the new City brand and logo. To follow through with the rebranding of corporate documents, the Corporate Reports template was identified to be updated with the new logo and font style.

4ee

Comments

The current font and formatting under the policy is Times New Roman, 12 point font with formatting that requires all headings to be in upper case and to appear on the left side of the page, with all text indented to the longest heading. The policy further establishes the submission process and requirements for reports dealing with policy issues, land and award of contracts, as attached in Appendix 1.

The proposed policy calls for the use of Gotham Narrow Book, 11 point font which is an accessible font. All headings will appear above the applicable text in Gotham Medium, 16 point to provide more use of the paper. Sections regarding reports dealing with policy issues and procurement matters have been expanded to reflect current practices and procedures. A chart comparing the current policy to the proposed policy is attached as Appendix 2.

The use of Gotham font and formatting changes make the reports have a cleaner look. The proposed redesign is attached as Appendix 3. "In Camera" will be referred to as "Closed Session" on reports to correspond with the Municipal Act, 2001. To illustrate how the new format would appear, this report is duplicated in Appendix 4 using the new template.

To comply with the Corporate Policy and Procedure "Documentation Standards" which requires measurements to be expressed in both metric and imperial in all reports, documents, by-laws and any other printed material, a statement is included which requires measurements in Corporate Reports to be stated in both metric and imperial form.

Ten municipalities were contacted to ask if they had a requirement that measurements be expressed in both metric and imperial in official documents. Of the seven municipalities that responded the majority said that in practice, measurements are expressed in both forms, but there is no specific requirement. London, Ontario and the Region of Peel require measurements to be expressed in both metric and imperial. The Town of Oakville and City of Hamilton indicated that they use only metric measurements in reports. Staff are seeking direction on whether to use only metric measurements for reports and official documents. The practice of using both metric and imperial measures is a duplication of effort and can lead to errors in conversion. The practice of using metric only has been in place for official documents such a zoning by-laws, servicing agreements, etc. for a number of years and should be used consistently.

If the decision is to use metric only, the revised Corporate Policy and Procedure "Corporate Reports" should be further revised to remove the requirement for imperial measure. In addition, the Corporate Policy and Procedure "Documentation Standards" should be amended to remove the requirement for inclusion of imperial measurement to be included in Corporate Reports.

Strategic Plan

In accordance with the Green Pillar, the reduction of white space in the report template is expected to save paper for reports in excess of five pages.

Financial Impact

Not applicable

Conclusion

The Corporate Reports Policy requires amendments to update the current practices and procedures, formatting and standard font. These amendments will also facilitate introducing a new Corporate Report Template that will reflect the City's new brand.

Attachments

- Appendix 1:** Draft Corporate Policy and Procedure No. 02-01-08 – Corporate Reports
- Appendix 2:** Comparison of Current and Proposed Policy
- Appendix 3:** Draft Corporate Report Template
- Appendix 4:** Duplicate Report in Revised Template

Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Crystal Greer, City Clerk and Director, Legislative Services



Corporate Report

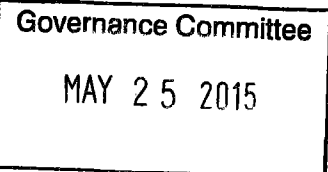
Clerk's Files

Originator's
Files

5.

DATE: May 8, 2015

TO: Chair and Members of Governance Committee
Meeting Date: May 25, 2015



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

SUBJECT: Terms of Reference for Advisory Committees

RECOMMENDATION: That the following Terms of Reference for advisory committees of Council be approved as outlined in the Corporate Report dated May 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer:

- a) Accessibility Advisory Committee
- b) Diversity and Inclusion Advisory Committee
- c) Environmental Action Committee
- d) Governance Committee
- e) Heritage Advisory Committee
- f) Mississauga Cycling Advisory Committee
- g) Museums of Mississauga Advisory Committee
- h) Public Vehicle Advisory Committee
- i) Traffic Safety Council
- j) Towing Industry Advisory Committee

BACKGROUND: General Committee considered a report regarding the City Committees of Council Structure Review where recommendations were adopted by Council on April 10, 2013. Recommendation GC-0187-2013 directed the Clerk's Office staff to consider the administrative suggestions in the City Committees of Council Structure Review and report back on the implementation.
One of the suggestions was that a template be created for the Terms of

Reference for Advisory Committees to conform to.

COMMENTS:

There are a wide variety of mandates, processes and memberships that encompass the Advisory Committees of Council. This was evident in the differences in information provided in the Terms of Reference for each advisory committee. A standardized template attached as Appendix 1 has created consistency in how the information is organized and a clearer understanding of the mandates and committee processes. This is achieved by including the following headings: Work Plan, Procedures and Frequency of Meetings, Membership, Role of Chair and Committee Members, Quorum and Subcommittees.

The Legislative Coordinator for each advisory committee has adapted the terms of reference into the new standardized format attached as Appendix 2. Each committee will have the opportunity to review, amend it where required and approve the Terms of Reference. Any amendments by the committees to the Terms of Reference will require Council's approval as per the usual practice.

FINANCIAL IMPACT: Not applicable.

CONCLUSION:

The Clerk's Office has implemented a template where all Terms of Reference for advisory committees have conformed to. The new Terms of Reference standard format provides a clearer understanding of a committee's mandate, priorities and responsibilities.

ATTACHMENTS:

Appendix 1: Terms of Reference for Advisory Committees
Template

Appendix 2: Terms of Reference for Advisory Committees of
Council



Gary Kent

Commissioner, Corporate Services and Chief Financial Officer

Prepared By: Sacha Smith, Team Lead, Legislative Coordinator

Terms of Reference for Advisory Committees

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Mandate

That all Advisory Committees have a mandate that can be clearly articulated and that all mandates:

- Provide a concise and accurate portrayal of the Advisory Committee's work.
- Speak to the Advisory Committee's advisory role to Council.
- Articulate the Advisory Committee's reporting relationship to a parent standing committee.

Objectives/Goals

That the outlined goals reinforce the link between the Advisory Committee's objectives and the City's strategic direction and Master Plans.

Work Plan

All Advisory Committees shall prepare annual Work Plans 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 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 each 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

Definitions are provided for the purpose of clarity and only where necessary.

That definitions provided are referenced to the appropriate source/legislation.

Procedures and Frequency of Meetings

All Committees are subject to Council Procedure By-law, which outlines the procedures for Council and Committee meetings.

http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf

That all Terms of Reference for Advisory Committees provide an estimate of the number of times the committee meets throughout the year.

That a sentence similar to the following be used: "The (insert name of advisory committee) will meet approximately (x) times per year, usually (ex: on the first Tuesday of every month), or as determined by the Committee at the call of the Chair."

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>

That the Terms of Reference clearly outline what is expected of members of the committee, especially regarding the level and nature of the involvement expect.

Role of Chair

The role of the Chair is to:

1. Preside at the meetings of (name of committee) using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to (name of 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 (appropriate) 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 (Office in the City that handles the Committee's subject matter) on a regular basis.

Role of Committee Members

The role of Committee Members is to:

1. Ensure that the mandate of (name of committee) is being fulfilled.
2. Provide the Chair with solid, factual information regarding agenda items.
3. When required, advise Council on matters relating to (the matters that the committee deals with).
4. Actively participate in the promotion of the Committee's signature events/Site inspections/etc. (whatever they may be).
5. Notify the Committee Coordinator if they are unable to attend (name of committee) meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the (insert name) 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.

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.

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Terms of Reference for Accessibility Advisory Committee

Mandate

The Accessibility Advisory Committee shall act in an advisory capacity to Council through reports to General Committee and shall advise, recommend and assist the City of Mississauga in promoting and facilitating a barrier-free Mississauga for citizens of all abilities (universal accessibility), including persons with disabilities. AAC's mandate will work to further the City's commitment mainly to its 'Belong' and 'Move' Pillars (although, accessibility planning needs to be integrated into all pillars to create a universally accessible community).

BACKGROUND

The Province of Ontario proclaimed the Ontarians with Disabilities Act, 2001 (ODA) on September 30, 2002. Under the Act, each municipality with a population over 10,000 is to establish an Accessibility Advisory Committee (AAC). A majority of the AAC must be persons with disabilities.

The purpose of the ODA is to "improve opportunities for people with disabilities and to provide for their involvement in the identification, removal and prevention of barriers to their full participation in the life of the province." (s.1)

This legislation imposes certain requirements that municipalities must follow to ensure that existing barriers for people with disabilities are removed over time and that no new barriers are created.

Under the ODA, all municipalities must prepare and make public an Accessibility Plan. The Accessibility Plan is to address the "identification, removal and prevention of barriers to persons with disabilities" in Mississauga's by-laws, policies, programs, practices and services". (s.11(2))

On June 13, 2005, the Province of Ontario proclaimed the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). The planning requirements of the Ontarians with Disabilities Act, 2001 (ODA) remain in force and this Act will not be repealed until it has been replaced by standards developed under the AODA.

The purpose of the AODA is to:

- (a) develop, implement and enforce accessibility standards in order to achieve accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures and premises by January 1, 2025;
- (b) provide for the involvement of persons with disabilities, the government of Ontario and representatives of industries and of various sectors of the economy in the development of accessibility standards.

Under the AODA, "an organization to whom an accessibility standard applies shall file an accessibility report annually or at such other times as specified." (s.14(1))

Objectives/Goals

The Mississauga Accessibility Advisory Committee will fulfill its mandate through:

1. the review of municipal policies, programs and services;
2. the identification, removal and prevention of barriers faced by persons with disabilities;
3. Under the AODA, "The Committee shall (a) advise the Council about the requirements and implementation of accessibility standards and the preparation of accessibility reports..." (s.29 (4)(a)).

Work Plan

The Accessibility Advisory Committee will perform all functions as mandated by the ODA and AODA and its regulations including:

- Members of the AAC will advise Council on the preparation, implementation, and effectiveness of the City's Multi-year and annual Accessibility Plan to ensure that it addresses the identification, removal and prevention of barriers to persons with disabilities in the City's by-laws, policies, programs, practices, facilities, and services;
- Members of the AAC will advise Council on issues of accessibility in Council's decision to purchase goods and services through the procurement process for the use of itself, its employees or the public, when requested by Council.
- Members of the AAC will review selected site plans and advise on accessibility issues relating to identified buildings within the municipality. The work plan for each 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

Within this Terms of Reference, the term:

1. "disability " means, according to the AODA and the Human Rights Code:
 - (a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes

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diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;

- (b) a condition of mental impairment;
- (c) condition of a developmental disability;
- (d) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- (e) a mental disorder; or,
- (f) an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997; ("handicap").

"barrier " means, according to the AODA:

- anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including:
 - physical barriers, for example a step at the entrance to a store;
 - architectural barriers, for example no elevators in a building of more than one floor;
 - information or communication barriers, for example a publication that is not available in large print;
 - attitudinal barriers, for example assuming people with a disability can't perform a certain task when in fact they can;
 - technological barriers such as traffic lights that change too quickly before a person with a disability has time to get through the intersection; and
 - barriers created by policies or practices, for instance not offering different ways to complete a test as part of job hiring.

Procedures and Frequency of Meetings

The AAC shall operate according to the Procedure By-law 139 -2013, regulating the operation of the meetings of Council and its Committees and within the purposes of the ODA and AODA.

http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf

The Accessibility Advisory Committee will meet approximately six times per year or as determined by the Committee at the call of the Chair.

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 AAC shall be comprised of *nine to twelve (9 – 12)* voting members consisting of:

- Citizen members: a majority of the members shall be persons with disabilities. A variety of types of disabilities may be represented. These may include:
 - physical or mobility disabilities
 - visual disabilities
 - hearing disabilities
 - speech-language disabilities
 - learning disabilities
 - chronic health conditions
 - psychological/psychiatric disabilities
 - intellectual/developmental disabilities
- Recruitment of citizens to be appointed to AAC will follow Corporate Policy and Procedure for recruitment of Citizen Appointments to Committees, Boards and Authorities (Corporate Policy and Procedure 02-01-01). Awareness and implementation of alternate formats for recruitment is also considered.
- Members of the AAC shall be eligible for reimbursement of expenses incurred which are deemed necessary for full participation in the Committee.
- *Up to three (3)* representatives who are professionals from the stakeholder community (eg. Agencies representing persons with disabilities)
- *two (2)* members of Council

Role of Chair

1. Preside at the meetings of the Accessibility Advisory Committee using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to MAAC 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 City's Accessibility Coordinator.
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 City's Accessibility Coordinator on a regular basis.

Role of Committee Members

1. Ensure that the mandate of AAC is being fulfilled.
2. Provide the Chair with solid, factual information regarding agenda items.
3. Contribute their expertise actively during meetings of the AAC.
4. When required, advise Council on matters relating to accessibility.
5. Are familiar with the ODA and AODA, its regulations and the Terms of Reference for the Committee.
6. Notify the Committee Coordinator if they are unable to attend MAAC meetings to ensure that quorum will be available for all meetings.

Quorum

A quorum of the Mississauga Accessibility Advisory Committee shall result from 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 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

The AAC may form subcommittees to address specific issues and report to the AAC. At least one member of the AAC must be represented in a subcommittee. Other members of the subcommittee may include other persons from the disability community.

Staff Support

A City staff team to support the AAC and to assist in the removal of barriers for persons with disabilities is necessary. City staff representatives from the following Departments/Divisions shall provide input at AAC meetings:

| Community Services: | Corporate Services: | Planning and Building: | Transportation and Works: | City Manager's Office: |
|---|--|---------------------------------|--|-------------------------------|
| Library Parks and Forestry Recreation | City Clerk Communications Facilities and Property Management Human Resources Information Technology Legal Services Materiel Management | Building Development and Design | Enforcement Mississauga Transit (Miway) Transportation and Infrastructure Planning | Management Consulting |

5j

Terms of Reference for 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

5K

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*)
 - 20 Citizen Members who will be chosen with the intention of having, if possible:
 - 4 Stakeholders, 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

- 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

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Terms of Reference for Environmental Action Committee

Mandate

The Mississauga Environmental Action Committee (EAC) is an advisory committee of Council established to offer advice and recommendations to the Council of the City of Mississauga in support of environmental direction in the Strategic Plan and the Living Green Master Plan.

EAC's main purpose is to champion local action to address environmental issues.

EAC will provide a forum for the public to share their concerns and discuss new or changing environmental legislation or regulations, conservation, environmental sustainability and the environment in relation to overall quality of life.

Objectives/Goals

The Mississauga Environmental Action 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 monthly and on an 'as required' basis to discuss issues related to the environment in the City of Mississauga.

EAC will engage the community in priority actions which enhance the environmental sustainability of Mississauga.

EAC will be a community role model for environmental action.

EAC will support implementation of the Strategic Plan's Living Green Strategic Pillar for Change and actions in the Living Green Master Plan.

Work Plan

The Environmental Action Committee shall prepare a four-year Work Plan in cooperation with staff to be approved by General Committee and Council. At the beginning of each year, EAC will update the Work Plan and present an annual progress report to Council.

EAC will ensure Work Plans relate directly to the mandate and specific goals of the Committee. Work Plans shall support the City's environmental priorities (e.g. Strategic Plan, Living Green Master Plan and other environmental master plans) and be accomplished within budgetary capacity.

Work Plan status will be a standing EAC agenda item.

Definitions

Not applicable

Procedures and Frequency of Meetings

All Committees are subject to the Council Procedural By-law, which outlines the procedures for Council and Committee meetings.

(http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf)

The Environmental Action Committee will meet approximately ten (10) times per year, usually on the first Tuesday of every month (no meetings in January and August), or as determined by the Committee at the call of the Chair, or at the direction of General Committee.

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 Environmental Action Committee shall consist of appointments by Resolution of Council for Citizen Members, Stakeholder Members, and Council Members and will comprise of the following with voting rights:

Appointment of Members (by Resolution)

- 3 Councillors
- 4 Citizens
- 4 Group Representatives from a broad range of environmental stakeholders (e.g. environmental interest groups, community groups, conservation authorities, school boards, post-secondary institutions, energy utilities, industrial and commercial businesses, business associations)
- 1 local university student (University of Toronto at Mississauga – UTM)
- 1 Peel Environmental Youth Alliance (PEYA) youth representative

Recruitment of citizens to be appointed to EAC will follow the Corporate Policy and Procedure for recruitment of Citizen Appointments to Committees, Boards and Authorities (Corporate Policy and Procedure 02-01-01).

The Term of Office for EAC members (with the exception of students) shall run concurrent with the term of Council, or until successors are appointed.

Students shall be appointed for one (1) year.

All members count towards quorum.

Appointment of Chair and Vice-Chair

At the first meeting of the new term of the EAC, the members shall appoint, from among their number, a Chair and Vice-Chair.

Role of the Chair

The role of the Chair is to:

1. Preside at the meetings of Environmental Action Committee using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to Environmental Action 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 Environment Division 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 Director of the Environment Division on a regular basis.
7. Liaise with other EAC members on a regular basis.
8. Make deputations, presentations, etc. before General Committee or Council.

Notwithstanding the role of the Chair, other committee members may make deputations, presentations, etc. before General Committee or Council.

Despite the appointment of a Vice-Chair, the Chair may appoint an alternate (Acting) Chair in their absence.

Role of the Vice-Chair

In the absence of the Chair, the Vice-Chair will chair meetings and act for the Chair as necessary.

Role of Committee Members

The role of Committee Members is to:

1. Work collaboratively with City staff to develop a four-year Work Plan and prepare annual progress reports. Work Plans will ensure workload is manageable and appropriately shared between EAC members and staff.
2. Present annual progress reports to Council on behalf of EAC.
3. Ensure that the mandate of EAC is being fulfilled.
4. Engage the community in environmental action and be a community role model by participating in outreach opportunities that increase community knowledge/education with respect to priority environmental issues and

which accelerate community action or commitment to: tree planting, reducing stormwater runoff, energy conservation, waste reduction, taking active and alternative modes of transportation, local food production, reducing greenhouse gas emissions, water conservation, protecting and enhancing green spaces and other appropriate causes.

5. Conduct research to help inform environmental programs, outreach campaigns, by-laws, etc. that support the environmental direction in the Strategic Plan (particularly the Living Green Strategic Pillar for Change) and actions in the Living Green Master Plan.
6. Help build community partnership opportunities and leverage community networks to increase local environmental action.
7. Provide the Chair with solid, factual information regarding agenda items.
8. Advise on any controversial or significant environmental issues.
9. Notify the Committee Coordinator if they are unable to attend Environmental Action Committee meetings to ensure that quorum will be available for all meetings.

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.

1. Subcommittees will be formed to deal with specific issues, and will make recommendations to the parent Committee. The recommendations of the subcommittee will be presented in a report at the next available EAC meeting.
2. Once the specific issue is dealt with the subcommittee shall cease.
3. All appointed members of the subcommittee have the right to vote.
4. The Chair of the subcommittee will be appointed at the first meeting of the subcommittee.

Staff Liaison

City staff from key environmental positions within The Corporation, plus technical staff as required from time to time, will provide support for the reviews and activities of EAC.

Agency/Other Participants

Representation from various agencies invited by the Committee and/or its Corporate staff liaison will not require appointment by Council Resolution.

Quorum

1. Quorum of the Environmental Action Committee shall be reached with the presence of a majority of the appointed members, at a time no later than thirty (30) minutes past the time for which the beginning of the

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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.

Terms of Reference for Governance Committee

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 bi-monthly through the year with the exception of July and August, 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

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 and two (2) Citizen Members 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 and two Citizen Members appointed to the Committee and the Mayor as ex-officio are permitted to vote on matters.

The criteria for appointment of citizen members are as follows:

- a) Experience participating on Boards or Committees
- b) Demonstrated expertise in governance
- c) Municipal expertise
- d) Expertise in municipal or ethical issues
- e) Not a Council appointed representative on a local board or committee of Council

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 (4 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

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Terms of Reference for Heritage Advisory Committee

Mandate

The Mississauga Heritage Advisory Committee (HAC) is an advisory committee of Council established by by-law, to make recommendations to the Council of the City of Mississauga on the identification, conservation and preservation of Mississauga's cultural heritage properties, which include the legal designation.

HAC shall act in an advisory capacity to Council through Reports to General Committee or Council.

Objectives/Goals

That the outlined goals reinforce the link between the HAC's objectives and the City's strategic direction and Master Plans.

1. Identification of cultural heritage properties:
 - examine, research and evaluate all properties and areas that may deserve protection now and in the future.
2. Involving the community and developing partnerships:
 - provide a forum for discussion and understanding heritage conservation opportunities and issues.
3. Educating and informing the community:
 - promote heritage conservation as well as advise property owners on appropriate conservation and maintenance practices
4. Assessing other legislation affecting cultural heritage properties:
 - assist in building awareness and the best use of other legislation such as the *Planning Act* that may have implications in heritage conservation

Work Plan

The Heritage Advisory Committee will prepare an annual Work Plan which it will send to General Committee, then to Council at the beginning of each year, as well as a progress update at the end of the year.

Committee members shall work collaboratively with City staff to devise the Work Plan to ensure that the workload is manageable and appropriately shared between the two parties.

Work plans will be crafted in order to meet the Committee's mandate and objectives as well as the City's Strategic Plan, Master Plans and budgetary capacity.

Definitions

None.

Procedures and Frequency of Meetings

The Mississauga Heritage Advisory Committee shall operate according to the Council Procedural By-law regulating the operation of meetings of Council and its Committees and within the policies and guidelines of the *Ontario Heritage Act* and the City of Mississauga Strategic Plan.

1. The Heritage Advisory Committee will be assisted by a Legislative Coordinator, appointed by the Office of the City Clerk to oversee all administration detail such as preparing agendas, minutes, and official correspondence and notices. Assistance will also be provided by the City's Heritage Coordinator(s), who will provide research, reports and advice as required. An annual budget will be provided to the Heritage Advisory Committee as approved by Council for committee business, and to cover expenses of members such as attendance at seminars or conferences and mileage for site inspections.
2. Staff reports will generally be provided through the Commissioner of Community Services. The recommendations from the Heritage Advisory Committee will generally be sent to the City's General Committee, followed by final consideration by City Council.
3. The Heritage Advisory Committee will meet approximately 10 times per year, usually (ex: on the second Tuesday of every month), or as determined by the Committee at the call of the Chair."

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>

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1. The membership on the Mississauga Heritage Advisory Committee shall consist of two Councillors and a minimum of five (5) Citizen members and a maximum of twelve (12) Citizen members appointed by Resolution of Council and in accordance with the City's Corporate Policy and Procedure for Citizen Appointments.
2. The Term of Office for Citizen members and Council members on the Mississauga Heritage Advisory Committee shall run concurrent with the term of Council, or until successors are appointed.
3. At the first meeting of the new term of the Mississauga Heritage Advisory Committee, the members shall appoint, from among their number, a Chair and Vice-Chair.

Role of Chair

The role of the Chair is to:

1. Preside at the meetings of Heritage Advisory Committee using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to the Heritage Advisory Committee to encourage that its activities remain focused on its mandate as an Advisory Committee of Council.
3. 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.

Role of Committee Members

The role of Committee Members is to:

2. Ensure that the mandate of the Heritage Advisory Committee is being fulfilled.
3. Provide the Chair with solid, factual information regarding agenda items.
4. Actively participate in the promotion of the Committee's events.

Quorum

1. Quorum of the Heritage 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.

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.

The term of a Subcommittee shall end upon completion of the assigned task(s) and the subsequent submission of the Subcommittee's findings to the parent Committee, unless otherwise directed by Council.

The Mississauga Heritage Advisory Committee may establish subcommittees from time to time to deal with specific issues. The subcommittees make recommendations to the Heritage Advisory Committee. 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.

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Terms of Reference for Mississauga Cycling Advisory Committee

Mandate

The committee was an active stakeholder in the development of the Mississauga Cycling Master Plan which was approved by Council in September 2010. The plan is an ambitious strategy that sets out to transform Mississauga into a city that is conducive to cycling not only for recreation and fitness, but also for daily transportation needs. The plan builds on Mississauga's long-standing commitment to the off-road trail system through identifying a comprehensive network of on-road as well as off-road cycling facilities

Objectives/Goals

Consistent with the goals of the Cycling Master Plan, the goals of the committee are to foster a culture where cycling is an everyday activity, build an integrated on-road and off-road cycling network as part of a multi-modal transportation system, and to adopt a "safety-first" approach for cycling in Mississauga.

In order to meet the above goals, the committee has set the following objectives, which will provide the framework for its work:

- Monitor the implementation of the City of Mississauga Cycling Master Plan and make recommendations to influence progress when appropriate;
- Assist City staff in updating the Cycling Master Plan, as required;

Fostering a Cycling Culture:

- Represent the cycling community and facilitate opportunities for additional community input;
- Promote all forms of cycling activities within Mississauga through campaigns, community rides and events, including the committee's signature annual event, the Tour de Mississauga;

Building a Cycling Network:

- Provide input into the development and maintenance of a continuous and integrated cycling network within the City of Mississauga and with neighbouring municipalities, with a particular emphasis on recommending priorities;
- Assist with the recruitment and coordination of Cycling Ambassador Program volunteers as a means of monitoring and improving the cycling network;

Adopting a "Safety-First" Approach:

- Provide input to City staff and Council on the planning and delivery of programs to promote safe cycling; and

- Review legislation and policies that relate to cycling and advocate to City Council and other legislative bodies for cycling-supportive legislation and policies.

Work Plan

All Advisory Committees shall prepare annual Work Plans 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 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 each 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

Definitions are provided for the purpose of clarity and only where necessary.

That definitions provided are referenced to the appropriate source/legislation.

Procedures and Frequency of Meetings

All Committees are subject to Council Procedure By-law, which outlines the procedures for Council and Committee meetings.

http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf

The Mississauga Cycling Advisory Committee will meet approximately 12 times per year, usually on the second Tuesday of every month, or as determined by the Committee at the call of the Chair."

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>

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The MCAC shall consist of Voting Members and Volunteer Members. Their roles are outlined below:

Voting Members

There will be a total of 12 voting members appointed by Council, with a minimum of 3 members from each of the three quadrants of the City. The areas are established using the following quadrants; North West, North East and South (see attached). There shall also be representation(s) from City Council on the Committee. The Councillor(s) will also be a Voting Member(s), but will not necessarily be required for quorum. Quorum will consist of a majority of the members.

Volunteer Members

Provision will also be made for Volunteer members. These volunteers are non-voting members of MCAC. They can participate in the meetings of MCAC and sit on all sub-committees. A person wishing to be a Volunteer Member should indicate their interest to the Committee Coordinator who will maintain a registrar of such members.

Staff Support Members and Agency Representatives

Staff support members and agency representatives will function as non-voting members of the committee.

The Committee Coordinator (Office of the City Clerk) will prepare the committee's notices, agendas, minutes and correspondence. The committee will also be supported by staff from the Active Transportation Office (Transportation and Works Department) and by staff from the City Departments, as warranted. They include, but are not limited to the following:

- Transportation & Works Department: Traffic Operations
- Community Services Department: Parks; Sports
- Planning & Building Department: Policy Planning
- Corporate Services Department: Communications

Agency representatives may be involved in the development or implementation of cycling initiatives. Representatives from these agencies will be requested to attend as warranted. Such agencies include, but are not limited to the following:

- Region of Peel: Public Works Department
- Peel Regional Police

Role of Chair

The role of the Chair is to:

1. Preside at the meetings of Mississauga Cycling Advisory Committee using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to Mississauga Cycling 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 (appropriate) 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 (Office in the City that handles the Committee's subject matter) on a regular basis.

Role of Committee Members

The role of Committee Members is to:

1. Ensure that the mandate of Mississauga Cycling 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 (the matters that the committee deals with).
4. Actively participate in the promotion of the Committee's signature events/Site inspections/etc. (whatever they may be).
5. Notify the Committee Coordinator if they are unable to attend Mississauga Cycling Advisory Committee meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Mississauga Cycling 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 not be required to establish quorum.

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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.

Mississauga Cycling Advisory Subcommittees are as follows;

- Tour de Mississauga Subcommittee
- Network and Technical Subcommittee
- Communications and Promotions Subcommittee

Terms of Reference for Museums of Mississauga Advisory Committee

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Mandate

(as approved by Council Resolution # 0054-2013 on April 10, 2013)

The Museums of Mississauga Advisory Committee (MOMAC) will provide input, guidance and support to the Manager, Museums and Traditions regarding the artifact collection and the future city-wide museum as a Committee of Council.

MOMAC shall act in an advisory capacity to Council through Reports to General Committee, **followed by final consideration by City Council.**

Objectives/Goals

That the objectives/goals reinforce the link between MOMAC's objectives and the City's strategic direction and Master Plans.

Work Plan

MOMAC will prepare an annual Work Plan which it will send to General 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 the Work Plan to ensure that the workload is manageable and appropriately shared between the two parties.

MOMAC's Work Plan must meet the Committee's mandate and objectives as well as the City's Strategic Plan, Master Plans and budgetary capacity and should speak directly to the specific goals.

MOMAC shall present its accomplishments as they relate to the Work Plan to Council annually.

Definitions

The City of Mississauga owns and operates three museums, Benares Historic House, Bradley Museum, and Leslie Log House, which together constitute the "Museums of Mississauga". In June 2005, City Council approved the creation of a Museums of Mississauga Advisory Committee (MOMAC), through the amalgamation of the previously existing and separate Bradley and Benares Advisory Boards.

See

Within this Terms of Reference, the term:

"Committee" or "MOMAC" means the Museums of Mississauga Advisory Committee;

"Friends of Museums" means the Friends of Museums of Mississauga, the independent volunteer organization working in support of the Museums;

"Museums" means the Benares Historic House, Bradley Museum, Leslie Log House, and any other facility owned and/or operated by The Corporation of the City of Mississauga at which museum collection(s) are housed and displayed for the purpose of public awareness and/or education.

"Museum Collection" means natural or cultural (i.e. man made) object(s) and/or intellectual property directly owned by the museum as a public trust, and registered as part of its permanent collection, to be used for the exclusive purposes of preservation, research and presentation to the public.

Procedures and Frequency of Meetings

1. MOMAC is subject to Council Procedure By-law 0139-2015 which outlines the procedures for Council and Committee meetings.
http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf.
2. MOMAC will meet a minimum of four (4) times per year, (third Monday in March, June and September, and 4th Monday in November at 6:00 p.m.), or as determined by the Committee at the call of the Chair.

Membership

1. All members are subject to the Code of Conduct and Compliant Protocol for Local Boards –
http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local_Boards_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> ;
2. The Museums of Mississauga Advisory Committee shall comprise:
 - (a) Twelve (12) voting members, being:
 - (i) nine (9) Citizen Members appointed by Resolution of Council;
 - (ii) two (2) City Councillors appointed by Resolution of Council;
 - and

- (iii) one (1) representative of the Friends of Museums of Mississauga.
 - (b) one (1) *ex-officio* member, who shall be a descendent of the Harris family, the donor of the Benares Historic House.
- 3. Citizen members must comply with the section in the Procedural By-law regarding attendance at meetings and notify the Committee Coordinator of their attendance at MOMAC meetings to ensure that quorum will be available for all meetings;
- 4. Ensure that the purposes for which the Museums exist are being fulfilled;
- 5. Act as key stakeholders in the development and monitoring of the Museums' statements of purpose as well as business and strategic plans;
- 6. Endorse written policies regarding Museums operations (relating to the Ministry of Culture's Standards for Community Museums);
- 7. Adoption and adherence to appropriate ethical behaviour for Museums (e.g. Canadian Museums Association's Ethical Guidelines);
- 8. Advise on any controversial or significant artifact donations, as well as any artifact deaccessions as per the Museums of Mississauga's Collections Managements Policies; and
- 9. When required, advise Council on any issues relating to Museums or historical collections, the Benares Endowment Fund, and any other future Museums-related Endowment Funds.

Role of Chair

- 1. Preside at the meetings of MOMAC, and keep discussion on topic.
- 2. Provide leadership to MOMAC 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 Manager of Museums and Chief Curator.
- 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 Museums and Chief Curator on a regular basis.

Role of Committee Members

1. Ensure that the mandate of MOMAC is being fulfilled
2. Provide the Chair with solid, factual information regarding agenda items.
3. When required, advise Council on matters relating to (the matters MOMAC deals with).
4. Ensure that the purposes for which the Museums exist are being fulfilled.
5. Act as key stakeholders in the development and monitoring of the Museums' statements of purpose as well as business and strategic plans.
6. Endorse written policies regarding Museums operations (relating to the Ministry of Culture's Standards for Community Museums).
7. Actively participate in the promotion of the Committee's signature events.
8. Adoption and adherence to appropriate ethical behaviour for Museums (e.g. Canadian Museums Association's Ethical Guidelines).
9. Advise on any controversial or significant artifact donations, as well as any artifact deaccessions as per the Museums of Mississauga's Collections Managements Policies.
10. When required, advise Council on any issues relating to Museums or historical collections, the Benares Endowment Fund, and any other future Museums-related Endowment Funds.
11. Notify the Committee Coordinator if they are unable to attend (name of committee) meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Museums of Mississauga 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.

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 MOMAC. Once the specific issue is dealt with, the sub-committee shall cease.
- All appointed members of the sub-committee have the right to vote.
- The Chair of the sub-committee will be appointed at the first meeting of the sub-committee.
- Sub-committees will act in an advisory capacity on specific issues through Reports to MOMAC.
- Sub-committees will not be supported by the Office of the City Clerk.

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 to provide input and advice on policy issues affecting the taxi industry.

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 policy issues affecting the taxi industry in the City of Mississauga.

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
- Up to 3 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

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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.

Terms of Reference for Traffic Safety Council

Mandate

The Mississauga Traffic Safety Council considers matters related to the safety of students and their movement through the City of Mississauga and shall, wherever the situation warrants it, make recommendations to the Council of the City of Mississauga which are designed and intended to protect elementary and secondary school students from the dangers of vehicular traffic or related hazards. Traffic Safety Council will also work in co-operation with other Committees of Council on issues regarding pedestrian safety throughout the City of Mississauga.

Appointed members are required to attend site inspections on a regular basis to review requests for Crossing Guards and to review safety concerns in school areas and the launch of Walk To School Program.

Objectives/Goals

The objective of the Traffic Safety Council is to provide a safe environment for students in and around schools. The goal is to contribute to a healthy city by encouraging walking to school and ensuring walking routes are safe.

Work Plan

All Advisory Committees shall prepare annual Work Plans which will be sent 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 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 each 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

Definitions are provided for the purpose of clarity and only where necessary. That definitions provided are referenced to the appropriate source/legislation.

Life Member

Where the Traffic Safety Council reviews or considers a member for appointment as a Life Member, the committee will consider a member's contributions to the long term advancement of the goals and objectives of the Traffic Safety Council.

Procedures and Frequency of Meetings

All Committees are subject to Council Procedure By-law, which outlines the procedures for Council and Committee meetings.

http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf

The Traffic Safety Council will meet approximately 10 times per year, on the last Wednesday of every month, or as determined by the Committee at the call of the Chair. Traffic Safety Council does not meet in July and August.

In addition to attending Committee meetings, members of the Traffic Safety Council will be required to attend site inspections to evaluate and provide recommendations on approximately a minimum of 2 site inspections per month.

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](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 Traffic Safety Council shall be comprised of:

- 3 Councillors;
- 2 Trustees (1 from the Peel District School Board and 1 from the Dufferin-Peel Catholic District School Board);
- Up to 2 Life Members;
- 11 Citizen Members, ideally representing each ward in the City;
- 3 Citizen Members, representing the city at large.

In addition to the Council appointed members of the Committee, the following are non-voting members who serve as a resource to the Committee:

- Manager of Student Transportation (or Designate), Peel District School Board/Dufferin-Peel Catholic District School Board;
- Principals'/Vice-Principals' Association (1 from the Peel District School Board and 1 from the Dufferin-Peel Catholic District School Board);
- One staff from the Peel District School Board and one from the Dufferin-Peel Catholic School Board;
- Transportation & Works (Traffic Operations) staff;

- Transportation & Works (Crossing Guard Supervisor);
- Manager of Parking Control (or Designate), Transportation and Works, Enforcement Division;
- Peel Regional Police, Traffic Services.

Role of Chair

The Chair of the Committee will be appointed at the first meeting of the Committee.

The role of the Chair is to:

1. Preside at the meetings of Traffic Safety Council using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to the Traffic Safety Council 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 Traffic Operations staff.
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 (Office in the City that handles the Committee's subject matter) on a regular basis.

Role of Committee Members

The role of Committee Members is to:

1. Ensure that the mandate of (name of committee) is being fulfilled.
2. Provide the Chair with solid, factual information regarding agenda items.
3. When required, advise Council on matters relating to (the matters that the committee deals with).
4. Actively participate in the promotion of the Committee's signature events/Site inspections/etc. (whatever they may be).
5. Notify the Committee Coordinator if they are unable to attend (name of committee) meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Traffic Safety Council 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.

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.

The following are subcommittee of the Traffic Safety Council:

- Public Information Subcommittee
- Site Plan Review Subcommittee (to be removed pending further discussion with Planning and Building Department)
- Walk to School Sub-committee

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Terms of Reference for Towing Industry Advisory Committee

Mandate

The Towing Industry Advisory Committee is an advisory committee of Council established to make recommendations to the Council of the City of Mississauga designed and intended to review and advise Council on issues relating to the towing industry in the City of Mississauga.

Objectives/Goals

The Towing Industry 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 towing industry in the City of Mississauga. Staff reports are primarily generated based on referral from the Towing Industry Advisory Committee.

Work Plan

All Advisory Committees shall prepare annual Work Plans 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 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 each 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

Definitions are provided for the purpose of clarity and only where necessary. That definitions provided are referenced to the appropriate source/legislation.

Procedures and Frequency of Meetings

All Committees are subject to Council Procedure By-law, which outlines the procedures for Council and Committee meetings.

http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf

The Towing Industry Advisory Committee will meet approximately 6 times per year, usually on the first third Tuesday of every month, or as determined by the Committee at the call of the Chair.

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>

That the Terms of Reference clearly outline what is expected of members of the committee, especially regarding the level and nature of the involvement expect.

Membership of the Towing Industry Advisory Committee shall comprise of the following with full voting rights:

Appointment of Members (by Resolution)

2 Councillors,

6 Citizens

Role of Chair

The role of the Chair is to:

1. Preside at the meetings of Towing Industry Advisory Committee using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to Towing Industry 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 Enforcement on a regular basis.

Role of Committee Members

The role of Committee Members is to:

1. Ensure that the mandate of Towing Industry 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 towing.
4. Actively participate in the promotion of the Committee's signature events/Site inspections/etc. (whatever they may be).
5. Notify the Committee Coordinator if they are unable to attend Towing Industry Advisory Committee meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Towing Industry 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.

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.

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Governance Committee 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 • Review of permanent chairs for standing committees • Review of public question period at all committees of Council | <ul style="list-style-type: none"> • 2014 Election and 2015 By-Election Review • Tour de Mississauga delivery model for 2016 and beyond • Procedure for establishing committees or task forces | <ul style="list-style-type: none"> • Bill 8 (Accountability Act) implementation • Review of Code of Conduct |
| 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 (including a review to limit citizen member appointments to one committee) | | | |

- 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