
Council Strategic Direction Setting Workshop

Date

2019/02/12

Time

9:00 AM – 4:00 PM

Location

BraeBen Golf Course
5700 Terry Fox Way, Mississauga, Ontario L5V 2W2

Members

Mayor Bonnie Crombie	
Councillor Stephen Dasko	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Dipika Damerla	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Contact

Diana Rusnov, Director, Legislative Services & City Clerk
diana.rusnov@mississauga.ca

Find it Online

<http://www.mississauga.ca/portal/cityhall/councilcommittees>

1. **CALL TO ORDER**

2. **COUNCIL STRATEGIC DIRECTION SETTING WORKSHOP**

Facilitated session in accordance with Council Resolution 0140-2018: "That staff be directed to organize orientation and strategic direction setting sessions for the Members of Council for the 2018-2022 term, as outlined in the report entitled, "New Council Orientation and Strategic Direction Setting", dated March 15, 2018 from the City Manager and Chief Administrative Officer. (GC-0401-2018 <GOV-0010-2018>) (Please see attached report)

3. **ADJOURNMENT**

City of Mississauga
Corporate Report



Date: 2018/03/15

To: Chair and Members of Governance Committee

From: Janice Baker, FCPA, FCA, City Manager and Chief
 Administrative Officer

Originator's files:

Meeting Date:
 2018/06/04

Subject

New Council Orientation and Strategic Direction Setting

Recommendation

That staff be directed to organize orientation and strategic direction setting sessions for the Members of Council for the 2018-2022 term, as outlined in the report entitled, 'New Council Orientation and Strategic Direction Setting' dated March 15th, 2018, from the City Manager and Chief Administrative Officer.

Report Highlights

- Orientation sessions for new Council Members are organized by staff within the first 4-5 weeks after the municipal election. A proposed orientation framework for the 2018-2022 term of Council is outlined.
- A strategic direction setting event, as proposed by the Governance Committee for early in the new term of Council, is a new type of engagement session that will provide an opportunity for the new Council to work to build consensus, establish priorities and develop an increased understanding of how ward priorities fit into the city-wide priorities, and the decision-making processes related to priority setting.

Background

After the inauguration of a new City Council, the common practice is for staff to provide the new Council members with an overview of the important City priorities, projects and issues.

At the Governance Committee meeting of February 12th, 2017, a report by the Citizen Members entitled 'Governance Subcommittee – Municipal Governance Leadership Challenge' included some additional suggestions specific to the orientation for new / incoming Council Members, as follows:

Governance Committee	2018/03/15	2
----------------------	------------	---

1. That a more comprehensive orientation be prepared for new / incoming Council Members:
 - a. That the orientation at the beginning of each term would establish agreed upon City priorities and the principles upon which decisions and strategic priorities will be based and prioritized. Councillors will understand the fit of their ward priorities and appropriate ward actions.
 - b. Create a governance culture supportive of consensus building among Councillors beginning with the early mandate orientation sessions and a strategy to reinforce it throughout the mandate.

2. Ensure decisions are being made, aligned with, and have a balance between city-wide and ward specific issues:
 - a. Annually as staff begin to prepare next year's budget Council should be informed of potential challenges and priorities.

The Governance Committee's direction to staff was to develop an orientation framework for Council Members, to be ready for the start of the next term of Council, that would provide a corporate-wide overview and include:

- a forum that allows all Council Members to describe their specific ward priorities and include discussion on how these priorities fit into the larger city-wide scope of initiatives and strategies
- a determination on the protocols and decision-making processes regarding how priorities are determined and/or how they might get changed, pared-down or cut.

Comments

The following is a list of the important dates after the election to the end of the year, for the new City Council:

- October 22nd, 2018: Voting Day
- October 23rd, 2018: Declaration of official election results (certifying of results by the City Clerk)
- November 28th, 2018: last Council meeting of the 2014-2018 Council
- December 3rd, 2018: Inauguration Council meeting of the 2018-2022 Council
- December 5th, 2018: first General Committee and Budget Committee meetings
- December 5th, 2018: Special Meeting of Council to approve Councillor appointments to City / Regional Boards and Committees
- December 12th, 2018: first regular Council meeting
- December 24th (noon) to January 2nd, 2019: Holiday office closure

Governance Committee	2018/03/15	3
----------------------	------------	---

ORIENTATION SESSIONS:

To ensure the new Councillors receive prompt information regarding both their transition into their Councillor role and the work involved in the December meetings, the following orientation sessions are recommended:

- One-on-One with new Councillor:
 - Meeting between Clerk's Office staff and new Councillor regarding orientation materials
 - Meeting with Human Resources and City Clerk's staff to discuss the new Councillor's office staff recruitment needs and for paperwork sign-on including payroll
 - Tour of building and office space, including discussions with F&PM and I.T. staff regarding furniture, security and access, and computer/phone needs
 - If requested by the new Councillor, the organizing of a tour of their ward to point out specific City park / facility / construction projects of interest
 - Suggested timeframe: between October 29th and November 13th, 2018
- Orientation meeting #1 with new Councillors: (incumbent Councillors will be invited and are welcome to attend):
 - Meet and Greet with Leadership Team
 - Broad overview of the corporation
 - Inaugural Council meeting details explained
 - Suggested tentative date: November 14th, 2018 (tbc)
- Orientation meeting #2 with new Councillors: (incumbent Councillors will be invited and are welcome to attend)
 - Overview of broad, corporate-wide strategic priorities
 - Departmental overview of projects and issues with a focus on information specific to the wards of new Councillors
 - Overview of the Budget, such as financial status, pressures, etc.
 - Outline of the material, presentations and approval process for 2019 Business Plan and Budget
 - Overview of Committees of Council
 - Suggested tentative date: November 27th, 2018 (tbc)

STRATEGIC DIRECTION SETTING:

As recommended by the Governance Committee, a new strategic direction setting will be introduced for the 2018-2022 term of Council. In the past, City Council has occasionally been involved in facilitated conversations, via education sessions, regarding the City's vision and priorities. However, as described above in the Background section, the request of the Governance Committee asks for a more in-depth discussion.

Governance Committee	2018/03/15	4
----------------------	------------	---

The following is a proposed outline of what an education session for strategic direction setting, for the 2018-2022 term of Council:

- Invitees: Council, Leadership Team, specific key staff members.
- Tentative timeframe: mid-February to March-end (1 day session). This timing will ensure that the priorities are built into staff work plans and the next budget cycle.
- Suggested locations: BraeBen golf course or the Harding Estate.

Suggested Agenda: (Note: no decisions will be made at this meeting as this is an education session only).

Morning:

- Environmental scan: facilitated conversation on what is generally on the minds of Council regarding such topics as: budget, economy, technology, social, political, environment, etc. (overall themes, concerns and opportunities will surface during this session).
- Strategic Plan: presentation on the Strategic Plan – a high-level overview of how far the City has advanced on the 40-year plan, additions and changes that have occurred.
- Overview of established City-wide priorities. This discussion will go into more depth on the Strategic Plan. Members of Council will discuss the approved major projects or initiatives that are important across the corporation (Transportation, citizen engagement, housing, etc.) including stage of development, funding, timing, who is affected, issues and concerns, changes that have been made over time.
- Council discussion related to strategic priority setting at a City wide basis.

Afternoon:

- Ward Priorities: Council members will have an opportunity to outline their specific wards priorities, both the ones already initiated and any others they may have. This will help in staff's understanding of new or upcoming strategic direction(s) as the new term of Council begins.
- Wrap up discussion on next steps.

OTHER ORIENTATION EVENTS:

Governance Committee	2018/03/15	5
----------------------	------------	---

Additional orientation events / training sessions that also will occur early in the new term of Council include, but not limited to:

- Security Briefing
- Meeting with the Integrity Commissioner and orientation on the Council Code of Conduct
- Emergency Plan information
- Council Member webpage creation or refresh
- Mandatory on-line training (corporate policies)
- Computer training (if required)
- Media Training (if requested)

Appendix one is the index of the last orientation binder for Council and will be updated for the incoming Council.

The Region of Peel will conduct their own orientation sessions for the Regional Council Members; all efforts will be made to coordinate the scheduling of these events and avoid any conflict.

Financial Impact

Costs to support the orientation sessions and strategic direction setting event, as outlined in this report, will be minimal and will be covered within existing operating budget accounts.

Conclusion

It is important to start a new term of Council with a meaningful orientation for new Council Members and to provide opportunities for the entire Council to transition as a new Committee-of-the-Whole with agreed upon strategic and City wide priorities and an understanding of Ward priorities and a solid decision-making protocols in place. The proposed orientation sessions and strategic direction setting event outlined in this report will support these goals.

Attachments

Appendix 1: Council Orientation Binder Index

A handwritten signature in black ink that reads "Janice Baker". The signature is written in a cursive style with a large, looping initial "J".

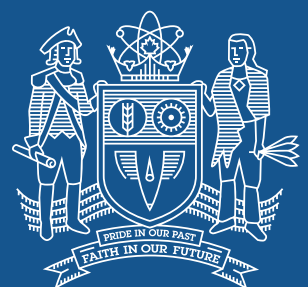
Janice Baker, FCPA, FCA, City Manager and Chief Administrative Officer

Prepared by: Diana Rusnov
Director, Legislative Services and City Clerk

The City of Mississauga

Council Reference

2014 – 2018





This document is current as of November 1, 2014. Any internet addresses highlighted herein represent active links within the electronic version of this manual and are current as of the date of publication.

(Note: Links are available only through the Inside Mississauga website and may not be accessed remotely.)

City of Mississauga Council Reference Manual

Table of Contents

I. Chapter One: Municipal Councillors' Guide

- 1) Ministry of Municipal Affairs and Housing - Municipal Councillor's Guide
 - Table of Contents
 - Role of Council, Councillor and Staff
 - Overview of Local Government
 - Councillors as Lawmakers
 - Fiscal Context
 - Land Use Planning
 - Building Regulation
 - Emergency Management and Disaster Financial Assistance
 - Affordable and Social Housing
 - Appendix A – Resources & Contacts

II. Chapter Two: City Overview

- | | |
|---|-------|
| 1) <u>History of the City</u> | II-1 |
| 2) <u>Corporate Identity</u> | II-5 |
| • City Coat of Arms | II-5 |
| • City Crest | II-5 |
| • Civic Mark (prior to 2014) | II-5 |
| • Our logo | II-6 |
| • Chain of Office | II-6 |
| 3) <u>Corporate Information</u> | II-7 |
| • <u>Strategic Plan</u> | II-7 |
| • <u>Corporate Mission and Values</u> | II-10 |
| • <u>Business Plans</u> | II-11 |
| • <u>Maps</u> | II-12 |
| • <u>Mississauga Members of Parliament</u> | II-13 |
| • <u>Mississauga Members of Provincial Parliament</u> | II-13 |
| • <u>School Board Trustees</u> | II-13 |

III. Chapter Three: Mayor and Members of Council

A. Overview	III-1
1) <u>Roles of the Elected Official</u>	III-1
2) <u>Acting Mayor</u>	III-3
• <u>Responsibilities</u>	III-3
3) <u>Council Code of Conduct</u>	III-4
4) <u>Integrity Commission</u>	III-4
5) <u>Council Code of Conduct Complaint Protocol</u>	III-4
6) <u>Conflict of Interest</u>	III-41
7) <u>Attendance at Meetings</u>	III-42
8) <u>Declaration of an Emergency</u>	III-43
9) <u>Commissioner of Oath</u>	III-44
10) <u>Guidelines for Dealing with City Operated Courts</u>	III-46
11) <u>Legislative Environment</u>	III-47
• <u>Municipal Act</u>	III-47
• <u>Planning Act</u>	III-47
• <u>Other Significant Legislation</u>	III-48
12) <u>Council's Guide To Access and Privacy Legislation</u>	III-49
13) <u>Association of Municipalities of Ontario</u>	III-50
14) <u>The Federation of Canadian Municipalities</u>	III-51
B. Meeting Proceedings	III-52
1) <u>Procedure By-law</u>	III-52
2) <u>Council Calendar</u>	III-53
3) <u>Council Chamber</u>	III-54
• <u>Council Seating</u>	III-55
4) <u>Council/Committees Operations</u>	III-57
6) <u>Councillor Appointments to Committees of Council</u>	III-61
7) <u>Citizen Appointment Policy</u>	III-62
8) <u>The Municipal Process</u>	III-63
9) <u>Meetings</u>	III-64
• <u>Agendas and Notifications</u>	III-64
• <u>Agendas Policy</u>	III-65
• <u>Minutes</u>	III-66
• <u>Rotation of the Chair</u>	III-66
• <u>In Camera Sessions</u>	III-67
• <u>In Camera Policy</u>	III-67
10) <u>Consideration of Major Policy-Related Reports Policy</u>	III-68
11) <u>By-laws and Resolutions</u>	III-69
12) <u>Presentations</u>	III-70
13) <u>Deputations</u>	III-70

IV. Chapter Four: Council Support

1) <u>Office Staff</u>	IV-1
• Council Support Staff Job Descriptions	IV-2
• Staff Restrictions During Election Campaigning	IV-4
2) <u>Council Corner</u>	IV-5
3) <u>Vacation Time Policy</u>	IV-6
4) <u>Car Allowance Policy</u>	IV-6
5) <u>Mayor and Council Technology and Technical Support</u>	IV-18
6) <u>Council Communication Protocol</u>	IV-20
7) <u>Quarterly Reports</u>	IV-24
8) <u>Mayor and Councillors' Office Budget</u>	IV-22
9) <u>Elected Officials' Expenses Policy</u>	IV-25
• Frequently Asked Questions	IV-27
• Councillors Expense Accounts	IV-28
10) <u>Group Benefits Program Overview</u>	IV-30
• Pension – OMERS	IV-31
11) <u>Booking</u>	IV-32
• Internal Facilities	IV-32
• Civic Centre Booking Policy	IV-32
• Use of City Box at the Hershey Centre Policy	IV-33
• External Facilities Booking	IV-34
12) <u>Catering at the City of Mississauga</u>	IV-36

V. Chapter Five: Public Affairs

1) <u>Communications Division</u>	V-1
2) <u>Newsletters</u>	V-3
3) <u>Additional Communications Options</u>	V-5
4) <u>Town Hall Meetings</u>	V-8
5) <u>Corporate Events</u>	V-10
• Procedures for Scheduling Events	V-10
• Event Protocol Template	V-12
• Event Plan Guidelines	V-15
• Event Planning Checklist	V-17
• Sample Evites (electronic invitations)	V-20
• Sample Agenda	V-24
6) <u>Protocol Overview</u>	V-25
• Flags	V-25
• Mayor's Attendance	V-25
• Chain of Office	V-25
• Municipally Sponsored Banquets	V-25

• Official Openings/Re-openings, Ground Breakings, Anniversary Milestones	V-25
• Plaques	V-26
• Corporate Policies and Procedures relating to Communications:	V-28
7) <u>Communications Contacts</u>	V-34

VI. Chapter Six: City Administration

1) <u>Organizational Structure</u>	VI-2
2) <u>Leadership Team</u>	VI-3
3) <u>Department & Division Responsibilities</u>	VI-3
• Strategic Priorities	VI-5
• Extended Leadership Team	VI-6
4) <u>Civic Centre</u>	VI-7
5) <u>Corporate Policies and Procedure Program Policy</u> <i>(Links to Policies)</i>	VI-8
• Human Resources	VI-8
• Municipal Government	VI-8
• Corporate Administration	VI-8
• Finance and Accounting	VI-8
• Property and Facilities	VI-8
• Public Relations	VI-8
• Community Development	VI-8
• Community Services	VI-8
• Environment and Conservation	VI-8
• Roads and Traffic	VI-8
• Film Policy	VI-8
• City Art Policy	VI-9
• Museums Collection Policy	VI-9
6) <u>Corporate Services</u>	VI-10
• <u>Human Resources</u>	VI-10
• <u>Finance</u>	VI-17
• <u>Communications</u>	VI-21
• <u>Revenue & Materiel Management</u>	VI-22
• <u>Office of the City Clerk</u>	VI-25
• <u>Facilities & Property Management</u>	VI-28
• <u>Information Technology</u>	VI-31
7) <u>Transportation & Works</u>	VI-41
• Enforcement	VI-41
• Engineering and Construction	VI-48
• Mississauga Transit (MiWay)	VI-49
• Transportation and Infrastructure Planning	VI-50
• Works, Operations and Maintenance	VI-50
8) <u>Community Services</u>	VI-53
• Parks & Forestry	VI-53

• Recreation	VI-55
• Culture Division	VI-56
• Environment	VI-57
• Library Services	VI-58
• Fire & Emergency Services	VI-58
9) <u>Planning & Building</u>	VI-61
• Building	VI-61
• Development & Design	VI-62
• Policy Planning	VI-62
• Strategic Community Initiatives	VI-63
10) <u>City Manager</u>	VI-64
• Corporate Performance & Innovation	VI-64
• Economic Development	VI-65
• Internal Audit	VI-67
• Legal Services	VI-68
11) <u>Employee Engagement Survey</u>	VI-72
12) <u>Inside Mississauga</u>	VI-73

VII. Chapter Seven: Resident & Business Information

1) <u>City Facility Map</u>	
2) <u>The Environment</u>	VII-1
• Environmental	VII-1
• Community Energy	VII-1
• Climate Change	VII-1
• Corporate Zero-Waste	VII-2
• Forestry	VII-2
3) <u>Land Development Process</u>	VII-7
• Official Plan Amendments	VII-7
• Zoning By-law Amendments	VII-8
• The Ontario Municipal Board (OMB)	VII-15
• Development Charges	VII-20
• Development Charges By-Law	VII-21
4) <u>Committee of Adjustment</u>	VII-22
5) <u>Building Permits</u>	VII-26
6) <u>MPAC – Taxes & Assessment</u>	VII-29
• Frequently Asked Questions	VII-33
7) <u>Safe City Mississauga</u>	VII-36
8) <u>Boulevard Maintenance</u>	VII-38
9) <u>Bridge and Structure Rehabilitation/Renewal – Bridge Condition</u>	VII-39
10) <u>Cycling</u>	VII-40
11) <u>New Sidewalks</u>	VII-41
12) <u>Noise Attenuation Barriers</u>	VII-42
13) <u>Road Rehabilitation/Resurfacing – Pavement Conditions</u>	VII-43

14) <u>Snow Clearing Operations</u>	VII-44
15) <u>Spring Clean Up of Roads, Sidewalks and Walkways and Regular Street Sweeping Program</u>	VII-50
16) <u>Vacuum Leaf Pick Up</u>	VII-50
17) <u>Freedom of Information</u>	VII-52
18) <u>Clerk's Office Commissioning Service</u>	VII-55
19) <u>Enforcement</u>	VII-57
• <u>Animal Services</u>	VII-57
• <u>Compliance, Licensing and Charity Gaming Enforcement</u>	VII-58
• <u>Mobile Licensing</u>	VII-61
• <u>Parking Enforcement</u>	VII-62
20) <u>Call Centre Consolidation</u>	VII-67
21) <u>eCity</u>	VII-68
22) <u>Grants to Festivals and Arts and Culture Organizations</u>	VII-69