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## Governance Subcommittee

**Date**

2016/11/14

**Time**

Immediately Following Governance Committee Meeting

**Location**

Civic Centre, Council Chambers  
300 City Centre Drive, Mississauga, Ontario, L5B 3C1

**Members**

Councillor Jim Tovey, Ward 1  
Councillor Karen Ras, Ward 2 (**Vice-Chair**)  
Councillor Pat Saito, Ward 9 (**Chair**)  
John Magill, Citizen Member  
Sandy Milakovic, Citizen Member

**Contact**

Stephanie Smith, Legislative Coordinator  
905-615-3200 ext. 3795  
Email [stephanie.smith@mississauga.ca](mailto:stephanie.smith@mississauga.ca)

Find it Online

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

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1. Call to Order
  2. Approval of Agenda
  3. Declaration of Conflict of Interest
  4. Matters to be Considered
    - 4.1 Development of a Terms of Reference for the Governance Subcommittee - Good Governance
  5. Information Items
    - 5.1 Governance Committee Good Governance Strategic Session
    - 5.2 Governance Challenge Part 2 "From Retreats to Action"
  6. Next Meeting Date – To be Determined
  7. Adjournment

City of Mississauga  
**Memorandum**



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Date: 2016/09/09  
To: Chair and Members of Governance Committee  
From: Diana Rusnov, Manager, Legislative Services/Deputy Clerk  
Meeting Date: 2016/09/19  
Subject: Governance Committee Good Governance Strategic Sessions

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On December 9, 2015 Council passed the following resolution to hold an off-site strategic session for all Members of Council.

GC-0736-2015

1. That an off-site strategic session takes place in the first quarter of 2016 for members of Council to consider what it might take to become recognized as a leader in municipal governance and commit to taking the steps necessary to achieve that goal.
2. That a retreat planning subcommittee of Governance Committee be established and that Councillor Saito, Councillor Ras, Councillor Tovey, Sandy Milakovic and John Magill be appointed to the subcommittee.  
(GOV-0021-2015)

Two facilitated sessions were held with Members of Council on May 24, 2016 and June 20, 2016. The first session focussed on the creation of vision and priorities related to good governance and the second session focussed on the actions required to achieve the vision and priorities.

Attached is a chart outlining all the actions noted at the sessions. For each action a response and status has been provided outlining what has already been done to address the action or what action that is required to achieve the vision statement. Many of the actions are already being undertaken by staff through the corporate report and budget processes. There are a number of items particularly under the heading of "be leaders in good governance" that require additional attention. It is recommended that the Governance Committee establish a subcommittee to further investigate and make recommendations related to "good governance" and other outstanding matters noted in the chart.

**Attachments**

Appendix 1: Governance Committee Off-site session action plan

Enter Committee Name

Enter memo date.

5.1

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Prepared by: Diana Rusnov, Manager, Legislative Services/Deputy Clerk

## Governance Committee off-site sessions vision, action and implementation plan.

### Be creative about communication with the public.

Action	Response	Status
Livestream and archive all committees	Report to Governance in Fall 2016 regarding the option of livestreaming more committees.	Legislative Services Division to prepare report to September 19, 2016 Governance Committee.
Improve public reporting of Strategic Plan progress	Yearly report is prepared by Strategic Initiatives highlighting achievements aligned with Strategic Plan.  Prepare news release and presentation of information at Council or General Committee at time of report consideration.	Yearly report prepared – ongoing.
Good governance articles by staff (not Councillors)	Subject to the discussions related to “Good Governance” staff could prepare 3 ‘articles’/information on good governance which can be used by Members of Council on their websites/newsletters/Social media, etc.	Establish a Governance Subcommittee to further discuss the concept of good governance.

### Review the business of Municipal Government

Action	Response	Status
Define and adhere to core business	All past staff reports and recommendations related to core services review have been provided to Council members.	Completed.
Institute a cost/benefit analysis of all city businesses	Given the recent report and recommendation to not initiate a service review as noted above, the City has initiated LEAN to projects.  An annual report outlining LEAN initiatives will be prepared for Council's consideration.  LEAN initiatives to be Include in the Budget service area presentations.	Corporate Services to prepare a report outlining the City's LEAN initiatives. Fall 2016.
Manage expectations and establish goal posts for projects early	Scope of projects is included in all project charters.	Ongoing.

Make sure all priorities are aligned with the Strategic Plan	The Strategic Plan is a heading in all corporate reports to ensure alignment with the Plan.	Ongoing.
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### Follow policies and procedures

Action	Response	Status
Follow policies and procedures	Provide education session for Council and Committee Chairs.	To be completed after Procedure By-law review and update. Subject to September 19, 2016, Governance Committee report regarding Procedure By-law.
Follow rules at Council and Committee meetings	Report and housekeeping by-law to Procedure By-law in Fall of 2016. Establish a steering committee including Members of Council for the full review of the Procedure By-law.  Education session with Councillors/Mayor and staff regarding the procedure by-law and policies and procedures as noted above.	See above.
All Council members buy- in	For discussion with Governance Committee.	For discussion at Governance Committee.
Clerks – policies, procedural by-law, no walk-on motions	Members of Council may occasionally need to introduce walk-on motions due to the urgency of the item. Any additional motions must be approved by Council/Committee members at the approval of the agenda section of the meeting.	No action required.
Committee recommendations to be respected (do your homework and get info ahead of meetings)	Advisory Committees' role is to provide advice and recommendations to Standing Committees and Council where final decisions are made.	No action required.
Educational sessions on procedural by-laws and policies	As noted above following review and update of Procedure By-law.	See above.

### Provide opportunities for Councillors to have informal discussions

Action	Response	Status
Councillors have informal opportunities to discuss issues as they arise	In accordance with the Municipal Act, discussions are to take place in public. As an example, to facilitate discussion "Regional Council" has been added as a standing item for discussion at every General Committee and Council meeting.	Completed.
Improved Council relations	Team building exercises such as the Eden Food Bank cooking class in the Fall of 2016.	Fall/Winter 2016/2017

### Strengthen communications

Action	Response	Status
Communication – need creative ways of reaching Mississaugans. Explore other avenues.	<p>Communications Master Plan that drives the mandate around two-way communications. Focused on reaching out to, and engaging with, stakeholders in ways that make sense and are convenient to them. Mandate includes: corporate communications (media/PR), internal/external communications, crisis/issues management, traditional and digital marketing, creative services, citizen inquiry and customer service (3-1-1) and city brand and reputation.</p> <p>In order to reach out, we manage information across the City's corporate channels as well as supporting the City's staff, Leadership Team and Council.</p> <p>1. Residents encouraged to sign up for updates from the City of Mississauga:</p> <ul style="list-style-type: none"> <li>• Like the City of Mississauga on Facebook: <a href="http://www.facebook.com/citymississauga">www.facebook.com/citymississauga</a></li> <li>• Follow the City of Mississauga on Twitter: <a href="http://twitter.com/citymississauga">twitter.com/citymississauga</a></li> <li>• Subscribe to the City of Mississauga YouTube Channel: <a href="http://www.youtube.com/user/cityofmississauga">www.youtube.com/user/cityofmississauga</a></li> <li>• Sign-up for the City of Mississauga e-Newsletter:</li> </ul>	Ongoing.

	<p><a href="http://www.mississauga.ca/portal/cityhall/city-email-updates">www.mississauga.ca/portal/cityhall/city-email-updates</a></p> <ul style="list-style-type: none"> <li>Follow the City of Mississauga on LinkedIn: <a href="http://www.linkedin.com/company/city-of-mississauga">www.linkedin.com/company/city-of-mississauga</a></li> </ul> <p>2. Look for information on the latest news and events by visiting:</p> <ul style="list-style-type: none"> <li>City of Mississauga Website: <a href="http://www.mississauga.ca">www.mississauga.ca</a></li> <li>City of Mississauga Newsroom: <a href="http://www.mississauga.ca/portal/cityhall/pressreleases">www.mississauga.ca/portal/cityhall/pressreleases</a></li> <li>City of Mississauga Community Events Calendar: <a href="http://www.mississauga.ca/portal/residents/eventscalendar">www.mississauga.ca/portal/residents/eventscalendar</a></li> </ul> <p>3. Contact us at: <a href="http://www.mississauga.ca/portal/helpfeedback/contactus">www.mississauga.ca/portal/helpfeedback/contactus</a></p>	
Streamline communications	See above.	Ongoing.
Improve protocol and communications between Mayor/Staff and Councillors	To be reviewed by Governance Committee.	For discussion at Governance Committee.
Establish communication protocol and follow it – information to go to Council immediately.	Update Council Communication protocol to address project updates to Councillors.	For discussion at Governance Committee.
Communication between SMT/Councillors	Identify the gap in communication.	For discussion at Governance Committee.
Quarterly or bi-annual one on one meetings with Mayor and Councillors	Mayor's office to be requested to schedule meetings.	Ongoing.



LT (direction to staff) communicate issues as relevant to Ward Councillor.	See above re: Council Communication protocol.	For discussion at Governance Committee.
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## **Create opportunities to drive City agenda with other levels of government**

### **More positive proactive involvement with MP's and MPP's by Councillors individually**

\*these two vision/action statements have been combined after review and discussion with Governance Chair and Co-Chair

Action	Response	Status
Proposed sessions with other levels of government (MP, MPP and Trustees).	<p>Potential establishment of a government relations sub-committee. Have a "Mississauga Day" advocacy day at Queen's Park open to the public and media.</p> <p>Any meetings must comply within the parameters of open and closed meetings. Propose education session for Council regarding open and closed meetings.</p>	For discussion and direction at Governance Committee.
More proactive/positive involvement with MP's and MPP's by Councillor individually.	Partnership initiatives to be undertaken by Mayor and individual Councillor's.	No further action required.

## **Be Leaders in good governance**

Action	Response	Status
Make good governance the 6 <sup>th</sup> pillar	<p>Strategic Plan was a community consultation based document. Governance would be better built into existing pillars.</p> <p>Recommend that a Governance Committee subcommittee be established to further investigate and make recommendations related to "good governance".</p>	For discussion at Governance Committee.
Acknowledge good governance as an on-going objective and expectation	Recommend that a Governance Committee subcommittee be established to further investigate and make recommendations related to "good governance".	For discussion at Governance Committee.

Define elements of good governance with the Governance Committee	See above.	See above.
Research how and where to include good governance in the pillars	See above.	See above.
Support enhancing the role of the Governance Committee	See above.	See above.
Define good governance principles	See above.	See above.
Further define the role and education of citizen members of governance	See above.	See above.

# Mississauga City Council Governance Committee

## Governance Challenge Part 2 "From Retreats to Action"

A Proposal by:  
John Magill  
Sandy Milakovic



# The Governance Challenge

## Part 1

That the Governance Committee recommend to City Council that it:

- a) invest the time and effort necessary to consider what it might take to become recognized as the undisputed leader in municipal governance, and
- b) commit to taking all steps reasonably necessary to achieving that goal inside the current mandate



*Governing  
& Leading  
Together*

# Our First Actions

- Recommended the Governance Challenge to City Council – passed
- Governance Retreat – May 24<sup>th</sup>, 2016 established “vision and priorities”
- Governance Retreat – June 20<sup>th</sup>, 2016 established the outline for “action and implementation plan”



# Governance Challenge

## Part 2

*“From Retreats to Action”*

*Translating the “what” to “how”*

Our view as citizen members:

1. One third of the June 20 retreat results chart is staff work – the rest falls under a broad view of governance. Examples:
  - Livestream and archive all committees
  - Cost/benefit analysis of all city businesses
  - Policies, procedural by-law, no walk-on motions

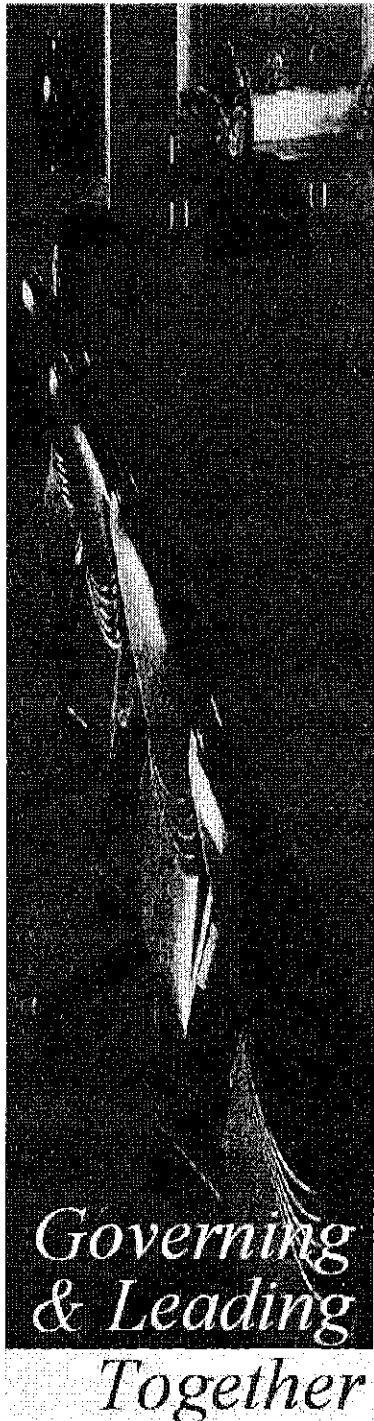
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# Governance Challenge Part 2

***“From Retreats to Action”  
Translating the “what” to “how”***

Our view as citizen members:

2. A small working group is required to work between meetings of the Governance Committee in order to bring forward governance implementation proposals for consideration based on the June 20<sup>th</sup> chart



## Part 2

- The suggested “working group”:
  - Chair and Vice Chair of Governance
  - Citizen members John and Sandy
  - Plus ?
- The working group would access staff support as deemed appropriate for the subject under consideration
- The working group would meet once per month, or more frequently as required





## Part 2

- Initial topics for consideration could include:
  - Review of the terms of reference for the Governance Committee
  - Suggest additions to work plan
  - Define the elements of good governance
    - good governance principles
  - Develop an action/implementation plan for all June 20<sup>th</sup> governance action items
  - Identify and list action items from June 20<sup>th</sup> chart for staff input and response



# Suggested Next Steps

Should the Governance Committee agree, and should City Council accept the Committee's recommendation, the next steps could include:

1. Strike the working group,
2. Set a calendar of working group meetings for the balance of 2016



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Together*

Thank You

John Magill and Sandy Milakovic

