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## Governance Subcommittee

### Date

2017/07/10

### Time

10:00AM

### Location

Civic Centre, Committee Room B, 2<sup>nd</sup> Floor  
300 City Centre Drive, Mississauga, Ontario, L5B 3C1

### Members

Councillor Jim Tovey, Ward 1

Councillor Karen Ras, Ward 2

Councillor Pat Saito, Ward 9

John Magill, Citizen Member (**Chair**)

Sandy Milakovic, Citizen Member (**Vice-Chair**)

### Contact

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### 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. Minutes of Previous Meeting  
Governance Subcommittee Minutes – June 5, 2017
  5. Matters to be Considered
    - 5.1 Introduction of the newly appointed Integrity Commissioners, partnership of Principles Integrity, through its principals, Janice Atwood-Petkovski and Jeffrey A. Abrams.
    - 5.2 Finish reviewing Chapter 6 *Partner Where Possible* and review Chapters 7 *Develop and Live By Organizational Values* and Chapter 8 *Adopt a Council-Staff Protocol* of the book *Guide to Good Municipal Governance*, by C. Richard Tindal and Susan Nobes Tindal (previously distributed)  
  
The concluding questions at the end of each chapter will be discussed.
  6. Next Meeting Date – September 25, 2017
  7. Adjournment

City of Mississauga  
**Minutes**



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## **Governance Subcommittee**

### **Date**

2017/06/05

### **Time**

1:00 PM

### **Location**

Civic Centre, Committee Room C, 2<sup>nd</sup> Floor  
300 City Centre Drive, Mississauga, Ontario, L5B 3C1

### **Members Present**

Councillor Karen Ras, Ward 2  
Councillor Pat Saito, Ward 9  
Sandy Milakovic, Citizen Member (**Vice-Chair**)

### **Members Absent**

Councillor Jim Tovey, Ward 1  
John Magill, Citizen Member

### **Staff Present**

Janice Baker, City Manager and Chief Administrative Officer  
Gary Kent, Commissioner of Corporate Services and Chief Financial Officer  
Mary Ellen Bench, City Solicitor  
Crystal Greer, Director of Legislative Services and City Clerk  
Diana Rusnoj, Manager of Legislative Services and Deputy Clerk  
Stephanie Smith, Legislative Coordinator

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1. Call to Order – 10:11 AM

2. Approval of Agenda

Approved (Councillor P. Saito)

3. Declaration of Conflict of Interest – Nil

4. Minutes of Previous Meeting

Governance Subcommittee Minutes – March 6, 2017

Members of the subcommittee discussed the responses and actions from the April 3, 2017 Governance Subcommittee meeting and made further amendments as noted in Appendix 1, Guide to Good Governance Concluding Chapter Questions – Responses and Actions.

Approved (Councillor Saito)

5. Matters Considered

5.1 Review of Chapter 5 and Chapter 6 of the book Guide to Good Municipal Governance, by C. Richard Tindal and Susan Nobes Tindal (previously distributed)

Members of the Subcommittee reviewed and discussed Chapters 5 and 6 from the book *Guide to Good Municipal Governance* (See Appendix 1 for discussion notes)

Discussion ensued with respect to the remaining chapters and using Chapter 9 as a guideline to write a final report to the January Governance Committee meeting.

Mary Ellen Bench, City Solicitor spoke to inviting Justice Denise Bellamy to the fall Governance Committee meeting and that she could be consulted on the draft report regarding Good Governance.

6. Next Meeting Date – July 10, 2017

7. Adjournment: 11:50 AM (Councillor Ras)

## Guide to Good Municipal Governance Concluding Chapter Questions Review

### Chapter 2 – Be Strategic and Selective

**Is there a concerted effort, soon after each election, to agree on overall priorities and objectives to be accomplished by the municipality in the coming term?**

<b>Response</b>	<b>Action</b>
Newly appointed Council does not formally agree on overall priorities as this has traditionally been done through the budget and strategic planning processes.	After the Inaugural Council meeting arrange a workshop where the new Council can share their individual priorities and establish common goals and objectives for the coming term of Council.
Council does not have set objectives of what is to be complete throughout the term.	Challenging Council to develop a list of overall priorities that can be agreed upon. Based on approach noted above.
The approved strategic plan already sets out city priorities and does not necessarily align or include Council's priorities.	A review of the strategic plan should occur every four years to align with the start of the term of Council.
There may be discrepancies between ward issues versus City priorities.	Find balance between ward and city priorities.

**Does the municipality have a strategic plan that is reviewed and updated on a regular basis?**

<b>Response</b>	<b>Action</b>
Council is not deeply involved in the strategic plan update/review process. Council approves the final document however Council is not involved in reviewing or developing the plan.	Council should get more involved with strategic plan review. It is suggested that Council conduct a planning session with newly elected Council to discuss individual ward priorities and align those with the City-wide priorities.
What is the definition of a regular update?	Yearly status reports provided.

**Are local citizens and potential community partners involved in a substantial way in the establishment of municipal priorities?**

<b>Response</b>	<b>Action</b>
Challenges with getting community involvement in any substantial way.	Expand public engagement efforts on receiving community input. To be discussed at a future meeting when dealing with Chapter 5.

**Is the municipality actively involved in a program of risk management, including preparation, prevention and protection?**

<b>Response</b>	<b>Action</b>
City staff, including those from Risk management, Emergency Management Office and Corporate Services, are well prepared and trained to assess and limit risk to the City.	Risk prevention strategies appear to be effective.
Audit Committee reviews any potential risk to the City.	2018 budget to include emergency/disaster relief funding.
The City of Mississauga works collaboratively with other levels of Government to review any type of risk towards the city.	NA

**Are capital expenditures adequate to maintain and replace the local infrastructure, and to continue the viability of the municipality?**

<b>Response</b>	<b>Action</b>
Limited budget to repair or replace infrastructure. Will continue to be a demand on the City's budget.	Departments report on funds allocated to aging infrastructure.
Capital expenditures amounts are being spent but are the amounts enough?	No, funding from other levels of gov't is insufficient. City owns 66% of the infrastructure yet only receives 10% tax dollars. Council should lobby other levels of gov't to get more funding. Systemic underfunding from other levels of government.  City does a thorough job of allocating the tax dollars received and are transparent in the process through the budget project.
City has taken increased steps to evaluate and plan for asset management repairs.	NA

### **Chapter 3 – Align Organization with Priorities**

**Is there consistency among any overall priorities that are established, the land use plan of the municipality, its long-term capital forecast, its annual capital and operating budgets, and the actual services and service levels provided each year?**

<b>Response</b>	<b>Action</b>
When the City of Mississauga is in control of the priority than there is consistency. When other levels of Government are involved we have no control over the actual service levels. An example is the LRT where the impact on the operating budget is not known.	City should lobby other levels of government for more appropriate funding and partnership opportunities.  Need to build business plans/cases to demonstrate to other levels of government the need for additional funding. This is done on a projects specific basis. The municipal sector

	<p>is making the argument that federal money and provincial money should have funding allocated based on a reliable basis to better plan due to consistency, similar to gas tax model.</p> <p>City has unfunded projects and state of good repair that are unfunded and have not identified the funding.</p> <p><b>Action:</b> Need better advocacy for an allocation funding model. Operating and replacement costs do not seem to be understood by other levels of government</p> <p>Focus of business case is what it actually costs to accommodate the density proposed by the province.</p> <p>City must be prepared to address any changes and be nimble to reprioritize.</p> <p><b>Action: Build resiliency and adaptation into the system to respond.</b></p>
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**Is the municipality undertaking comprehensive HR planning, including succession planning, staff appraisals and professional development of existing personnel?**

Response	Action
Yes – the City does an excellent job.	Metrics are reported through the Budget process annually including details regarding: recruitment, lost time reporting, succession planning, demographics of workforce, turnover.

**Do the municipality's professional development activities extend to members of council as well as staff?**

Response	Action
Members of Council have the opportunity to enroll in any professional development course that aligns with the expense policy.	Clerk's Office to ensure Members of Council are aware and publish a list of opportunities that are available throughout the year for the Councillor's professional development, similar to the information provided by the Region.
Members of Council have the opportunity to enroll in any training that is offered to staff.	Look at opportunities such as that offered by Trillium Health's "back to school" program where an in-house conference is offered to Council.

**Do the procedure by-law rules and the format of the agenda and of staff reports all help to streamline council deliberations and focus them on matters that are most important, particularly those related to the municipalities strategic priorities?**

<b>Response</b>	<b>Action</b>
The City has recently made improvements to the procedure by-law, with changes such as recorded votes and consent agendas.	Continue to identify opportunities for improvement through the Governance Committee.
Format of agenda and corporate reports to be more streamlined.	Corporate reports should include section of where the report highlights: how the report's recommendations align with the City's priorities: any risk considerations. Use the report example provided in the Tindal book.
Agendas still need to be printed for Members of Council.	Continue printing agendas for Council.

**Is the internal organization of Council and staff effective and supportive of the municipality's priorities?**

<b>Response</b>	<b>Action</b>
Yes, many examples where the internal organization has changed and evolved over time to align with changing priorities.	NA
The City does not want an Executive Committee.	NA

## **Chapter 4 – Measure Results – Reward Performance**

**Is there a strong commitment, on the part of council and senior management, to the measurement of performance?**

<b>Response</b>	<b>Action</b>
The City will be conducting a maturity assessment in 2017 of performance measures. There are areas difficult to measure, which have smaller systems that have not been updated and data is not available; administrative processes fall into that category.	City has gold standards in some areas and will continue to identify the other areas in efforts to bring those areas up to the same standards.  Focus around new technology in all technology plans as systems are being updated and improved to ensure measures are understood, and, what data is required.
The City's Budget Book is the primary document through which performance metrics are reported out. Corporate Reports may also contain metrics.	NA
Council drive metrics in most cases. Where there are no metrics prepared, a review maybe required. 90% of metrics are developed for management and reporting out on accountability.	NA



The City benchmarks against other municipalities.	Benchmarking is undertaken regularly.
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**Is good performance recognized, reinforced and celebrated?**

Response	Action
Council is very supportive of events to recognize staff. Good performance is recognized, reinforced and celebrated through Corporate Awards program. Recipients are acknowledged at Council with a presentation of their award. There is a culture of extending appreciation.	NA

**Is performance measurement carried out in an environment of open and frank debate, with an emphasis on continuous improvement and learning from mistakes, and not in an atmosphere of fear or blame?**

Response	Action
The City conducts Employee Engagement Survey's every two years.	Employee Engagement Survey refresher in 2018
Employee Performance Reviews conducted annually across the Corporation. Budgets are set for performance increases. Each Department is given a budget allocation for performance increases; distribution of tier quotas; staff can move within the tiers but not outside of them. The Leadership Team receives reports from HR on the average cost of increase. Staff can request a review of their performance review to the Director, Commissioner up to the City Manager level.	NA

**Does the municipality have effective processes for linking priorities, actions and results?**

Response	Action
The City does have effective processes for linking priorities, actions and results.	NA
There are annual agreements for Non-Union staff, which highlights core competencies and key results. Focus on objectives and successes.	NA
Ensure that Corporate Reports speak to strategic plan, initiatives and recommendations supports that strategic priority	Continue to highlight in Corporate Reports

**Is there a regular and systematic review of municipal service delivery, with the objective of improving processes and service to the public?**

Response	Action
There is a regular and systematic review of	The City has a Corporate Performance and

municipal service delivery, with the objective of improving processes and service to the public	Innovations group to assist management with studies.
	The City is using a lean methodology in reviewing day to day operations.

## Chapter 5 – Pursue Public Involvement

**Does the municipality consult with the public before taking action and does it provide feedback afterward on the results of such consultations and the actions that will be taken?**

Response	Action
Yes but there is always more that can be done. The City offers lots of opportunity for public feedback but the challenge is getting residents to take advantage of those opportunities. Examples are: budget allocator tool and the comment section.	Once community feedback is received, the information gathered needs to be relayed back to the residents who attended the consultation.
The City does a good job on communicating on big issues such as the strategic plan or planning matters however we are less successful on smaller issues i.e. changes to by-laws.	When an issue impacts the whole municipality it may be helpful to use a survey to gain feedback.  Ensure we let residents know what we heard from them and what actions the City took.
Challenges on getting people's attention, quality around releases, plain language and attractiveness.	Council newsletters to include concluding results from consultations on Ward relevant issues or City wide issues. Have a link to the City's website for all survey results.
The launch of new City's website had the user in mind to understand how residents want to receive information.	Creating a section on the City of Mississauga's website to post survey results or public consultation feedback.

**Does the municipality operate on the principle that meetings should be open, except where the law specifically prohibits its disclosure?**

All committee meetings are open to the public to attend and six committee meetings are now streamed online.	Staff to provide a breakdown of the streaming numbers for each meeting.
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**Does the municipality operate on the principle that information should be made public, except where the law specifically prohibits its disclosure?**

Yes – the City is currently working on creating a report that would make a closed session report available to the public unless the information include would prohibit its disclosure. The City continues to provide more information through the open data project.	Continue to expand the Open Data collection of information.
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**Does the municipality believe that decision making is enhanced by actively involving the public in the making of the decisions?**

Yes – the City engages the public using modern techniques to engage the public when making decisions.	The Community Engagement project will establish standardized engagement practices.
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**Do members of council give top priority to their role of representing the interests of local residents?**

Yes, Members of Council are very responsive to their residents.	NA
Committees are formed with members of the community to receive initial feedback before holding public information sessions. Members of Council bring staff as subject matter experts to community meetings	Continue to invite staff to attend resident meetings to ensure open dialogue and understanding between Council, residents and staff.
Part of the City's culture that staff are expected to attend resident meetings.	
Ward Town hall meetings are held with the Mayor and the ward councillor.	Continue the practice of Mayor/Councillor town hall meetings.

## Chapter 6 – Pursue Public Involvement

**Does the municipality actively investigate potential partnerships with other local governments for the delivery of municipal services?**

When possible, staff will partner with other local governments on municipal services. An example is the City's tax system that other municipalities are using.	Continue to encourage staff to engage with their peers from other municipalities for best practices and potential partnerships that benefit all parties.
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**Does the municipality actively investigate potential public-private partnerships, including the use of not-for-profit and volunteer agencies in connection with service delivery?**

The City partners with various affiliated groups, such as Lease free Mississauga and numerous sporting groups to run programs.	Continue these mutually beneficial partnerships.
The City supports groups who provide programs on behalf of the City financially through the grants program. The City also enters into public/private partnerships where the programs are provided on the City's behalf, such as the Garry Morden Centre, the LRT, joint community centres with secondary schools.	Continue these mutually beneficial partnerships.

**Does the municipality consider alternative service delivery options when establishing a new program or service?**

Yes, significant services are contracted out, such as snow and grass cutting services.	Continue existing practice
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**When seeking assistance from the province, does the municipality indicate what steps it will take to address its problems, rather than simply asking the province for help?**

A workshop is currently planned in November 2017 that will bring together the 905 municipalities and various agencies to work on priorities and approaches to provincial and federal funding.	Workshop in November.
The City does a lot of advocating for the City's needs with the provincial government.	NA
Council is doing their part in areas that are solely their responsibility, such as the storm water charge.	NA