
Governance Committee

Date

2017/10/31

Time

1:00 PM

Location

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

Members

Councillor Pat Saito, Ward 9 **(Chair)**
Councillor Karen Ras, Ward 2 **(Vice-Chair)**
Councillor Jim Tovey, Ward 1
Councillor Carolyn Parrish, Ward 5
Councillor Ron Starr, Ward 6
Mayor Bonnie Crombie (Ex-officio)
John Magill, Citizen Member
Sandy Milakovic, Citizen Member

Contact

Sacha Smith, Legislative Coordinator, Legislative Services
905-615-3200 ext. 4516
Email sacha.smith@mississauga.ca

Find it Online

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

INDEX – GOVERNANCE COMMITTEE – OCTOBER 31, 2017**1. CALL TO ORDER****2. APPROVAL OF AGENDA****3. DECLARATION OF CONFLICT OF INTEREST****4. DEPUTATIONS** - Nil**5. PUBLIC QUESTION PERIOD** - 15 Minute Limit (5 minutes per speaker)

Pursuant to Section 42 of the Council Procedure By-law 0139-2013, as amended:

Governance Committee may grant permission to a member of the public to ask a question of Governance Committee, with the following provisions:

1. The question must pertain to a specific item on the current agenda and the speaker will state which item the question is related to.
2. A person asking a question shall limit any background explanation to two (2) statements, followed by the question.
3. The total speaking time shall be five (5) minutes maximum, per speaker.

6. MATTERS TO BE CONSIDERED

- 6.1. Approval of the Minutes - June 5, 2017
- 6.2. Government Relations Protocol (Draft)
- 6.3. Civic Protocol
- 6.4. Foreign Delegations
- 6.5. Use of City Resources During an Election Campaign
- 6.6. Status of Governance Committee Work Plan Items
- 6.7. 2018 Governance Committee Meeting Dates

7. OTHER BUSINESS**8. ADJOURNMENT**

City of Mississauga

Minutes



Governance Committee

Date

2017/06/05

Time

9:14AM

Location

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

Members Present

Councillor Karen Ras	Ward 2
Councillor Pat Saito	Ward 9
Mayor Bonnie Crombie	(Ex-officio)
Sandy Milakovic	Citizen member

Members Absent

Councillor Jim Tovey	Ward 1 (Other Municipal Business)
John Magill	Citizen member
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6

Staff Present

Janice Baker, City Manager and Chief Administrative Officer
Gary Kent, Commissioner of Corporate Services and Chief Financial Officer
Geoff Wright, Commissioner, Transportation and Works
Mary Ellen Bench, City Solicitor
Ivana Di Millo, Director, Communications
Rob Trewartha, Chief of Staff
Crystal Greer, Director of Legislative Services and City Clerk
Diana Rusnov, Manager of Legislative Services and Deputy Clerk
Sacha Smith, Legislative Coordinator

Find it online

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

1. CALL TO ORDER – 9:14 AM2. APPROVAL OF AGENDA

Approved (Councillor Ras)

3. DECLARATION OF CONFLICT OF INTEREST – Nil4. DEPUTATIONS4.1. Item 6.2 Janice Baker, City Manager and CAO and Rob Trewartha, Chief of Staff

Ms. Baker spoke to the industry benchmarking results with respect to government relations staff. She explained that the conclusion of the results were that there isn't a lot of consistency within the sector with respect to government relations.

Mr. Trewartha explained the current practice with the use of staff and the Members of Council with respect to government relations. He further spoke to recommendations to enhance government relations moving forward. Ms. Baker spoke further to the matter and noted that government relations work better when it is closer to the political side of the organization. She suggested that the approach be utilized and revisited for changes in 2019.

Members of Committee spoke to the matter and noted the following comments:

- The importance of a coordinated voice and approach when representing Members of Council and it should come from the political side.
- It was suggested that there be a repository of all government relations information i.e. legislation changes, upcoming meetings and it would be contingent on the Members of Council to keep themselves updated.
- It was suggested that all Members of Council be copied on MP and MPP briefings.
- Concern was expressed regarding the timing with announcements from upper levels of government and it was noted that announcements should be shared with Members of Council as soon as possible.
- There should be some guidelines for Members of Council that meet with other levels of government regarding matters that are not considered as a priority by Council. It was requested that staff create some wording to address this matter.

RECOMMENDATION

GOV-0007-2017

That the deputation by Janice Baker, City Manager and CAO and Rob Trewartha, Chief of Staff with respect to government relations, be received.

Received (Councillor Ras)

6.2. Government Relations with the Province and Federal Governments

RECOMMENDATION

GOV-0008-2017

That staff prepare a protocol and report back to General Committee and that the Chair and Vice-Chair of the Governance Committee review a draft of the protocol prior to the report to General Committee.

Approved (Councillor Ras)

5. PUBLIC QUESTION PERIOD - 15 Minute Limit – Nil

6. MATTERS CONSIDERED

6.1. Approval of the Minutes - March 6, 2017

Approved (S. Milakovic)

6.3. Re-establishment of the Road Safety Committee

Councillor Saito noted corrections to the draft Road Safety Committee Terms of Reference. Councillor Ras noted that she agreed with the draft terms of reference as amended.

In response to a question regarding a budget for the Transportation handbook Geoff Wright, Commissioner, Transportation and Works advised that there was \$26,000 transferred to Transportation and Works operating budget for promotion of road safety initiatives and it could be used to publish the handbook in 2018.

In response to a question regarding marketing staff for the Road Safety Committee, Gary Kent, Commissioner, Corporate Services and Chief Financial Officer noted that MiWay Marketing staff would provide assistance; if the need builds for Communications staff then staff would be responsive to that. Councillor Ras noted the importance of having the publication available in other languages and further noted translation services.

RECOMMENDATION

GOV-0009-2017

1. That the report from the Commissioner of Corporate Services and Chief Financial Officer, dated May 16, 2017, titled Re-establishment of the Road Safety Committee be received and that the Committee be established in accordance with the amendments to the Terms of Reference attached as Appendix 1.

2. That Legislative Services staff initiate the process for appointment of citizen members to the Road Safety Committee.
3. That the Road Safety Committee develop a work plan in accordance with the mandate outlined in the Terms of Reference and that any budget requirements for the Committee be included in the 2019 Budget submission.
4. That should additional staff resources be needed to support the work of the Committee, a separate budget request be made as part of the 2019 Budget submission.

Approved (Councillor Ras)

6.4. Status of Governance Committee Work Plan Items

Received (Mayor Crombie)

7. OTHER BUSINESS – Nil

8. ADJOURNMENT – 9:59AM

Policy Title: Government Relations Protocol (Draft)**Purpose**

In an effort to ensure Mississauga has a strong presence with the federal and provincial governments and elected representatives from all parties, it is prudent that the City have a government relations protocol to provide guidance and coordinate all government relations and advocacy activities. Mississauga's Council-approved positions are more likely to be heard by other levels of government if the Mayor, Council and city staff are aligned in their position and understand their role and responsibility. Outlined herein is a suggested protocol for the Mayor and Members of Council and city staff to follow in undertaking government relations and advocacy.

Scope

The protocol only covers events and activities outlined herein.

For additional information on items of Protocol refer to Corporate Policy and Procedures – Public Relations – Protocol; Official Photographs of Elected Officials and Senior Staff; Expressions of Sympathy; Flag Protocol at City Facilities; Events Protocol

Definitions

For the purposes of this policy:

“Mayor” means the elected Mayor or Acting Mayor or person designated by the Mayor

“Councillor” means member of Mississauga City Council

“City Staff” means any person employed by the Corporation of the City of Mississauga

“Event of City-Wide Importance” means an event that is not specific to a particular ward, but has significance to the entire city at the discretion of the Mayor

“Government Relations” means any work done with another level of government, including:

- the federal and provincial governments in Canada, including government leaders, cabinet ministers, MPs, MPPs and senior staff;
- other municipal governments;
- foreign consulates and trade representatives;
- Ambassadors and other foreign dignitaries;

- “Municipal Associations” includes, but is not limited to the Federation of Canadian Municipalities (FCM) and its Big City Mayor’s Caucus and the Association of Municipalities of Ontario (AMO) and its Large Urban Mayor’s Caucus; and the Great Lakes Cities Initiative.

Role of the Mayor

- The Mayor and the Mayor’s Office will coordinate the government relations activities of the City with Members of Council and city staff.
- The Mayor or Councillor designated by the Mayor, will be responsible for all meetings and relations with heads of state, federal and provincial government ministers, mayors, consuls general, ambassadors and other dignitaries.
- The Mayor’s Office will, whenever possible, include members of Council in meetings with heads of state, government ministers, consuls general, ambassadors and other dignitaries
- The Mayor or designate will be the City of Mississauga representative in formal meetings with other mayors, municipal associations, as well as industry and trade associations, and at other events where the Mayor is expected to speak on behalf of the City of Mississauga about Council approved priorities.
- The Mayor will act as the City of Mississauga representative at all official international meetings, including investment missions. Members of Council may attend with the Mayor should they choose to do so.
- The Mayor will, where information is not confidential or embargoed, provide briefings to members of Council and staff about meetings and issues related to City of Mississauga priorities, including legislative and policy developments at other levels of government.
- When requested, the Mayor will work closely with Councillors to determine ward-specific issues and work with the local councillor to address these issues with other levels of government.

Role of the Acting Mayor

- The Acting Mayor is appointed by By-Law 0271-2014 and serves for two consecutive months
- In the event the Mayor is unable to attend an event of city-wide importance, the Mayor shall ask, with the permission of the event organizer, the Acting Mayor to attend in his or her place. If the Acting Mayor is unable to attend, the Mayor shall ask the following Acting Mayor. This process shall repeat until a Councillor is able to attend as Acting Mayor.
- If no member of Council is able to attend as an Acting Mayor, the Mayor’s Office will inform the event organizer accordingly

- It shall be the responsibility of the Acting Mayor to coordinate event attendance and logistics with the local ward Councillor and event organizer

Role of Members of Council

- It is expected that Councillors will meet with their local Members of Parliament and Members of Provincial Parliament, as well as other municipal representatives on issues related to their ward and staff will assist where requested.
- If the opportunity arises to speak to senior officials, both elected or not, within the federal or provincial governments, Councillors are expected to advocate for Council-approved priorities and collaborate with the Mayor on approach and message
- Councillors are expected to speak to the Mayor and Council regarding new initiatives or requests of the federal and provincial governments and have these endorsed by Council prior to advocating to senior officials at the federal or provincial level
- Councillors should brief the Mayor and Council before attending meetings with government officials at the federal or provincial levels.

Role of City Staff

- City staff shall, when requested by Mayor and Council or otherwise, provide briefings on policy or legislation that affects or could affect the City of Mississauga, or that deals with Council approved priorities
- City Staff shall liaise with staff at the federal and provincial governments, and within other municipalities as it pertains to advancing the priorities of the City of Mississauga
- City staff will attend official meetings with representatives from the federal, provincial or other municipal governments when invited by the Mayor or members of Council

City of Mississauga

Corporate Report



Date: 2017/09/08

To: Chair and Members of Governance Committee

From: Gary Kent, Commissioner of Corporate Services and
Chief Financial Officer

Originator's files:

Meeting date:
2017/10/31

Subject

Civic Protocol

Recommendation

That Governance Committee provide feedback on the draft revision to the "Civic Protocol" policy 06-02-01, attached to the Corporate Report from the Commissioner of Corporate Services and Chief Financial Officer, dated September 1, 2017, and that following receipt of feedback, the policy be presented to General Committee for approval.

Report Highlights

- Staff has updated the existing Corporate Policy – Protocol 06-02-01 to address feedback provided by Governance Committee surrounding consultations and visits by other levels of government.
- The policy applies to City-hosted events involving the Mayor or Members of Council.
- For non-City-hosted events, the City will request compliance with this policy by the organizing group. Ultimately, protocol for events that are not City-hosted will be at the discretion of the event organizer.
- A new "Security Protocol" section has also been added to recognize that the security protocol of senior levels of government who are in attendance at City-hosted events will take precedence over that of the City's Security Services.
- The issue of who will meet with the visiting delegation is a conversation between the Mayor's Office and the delegation's representative and is prescribed in policy.

Background

As per direction given at the March 6, 2017 meeting of Governance Committee staff has reviewed the City's Protocol Policy and made updates to the sections around official visits by other levels of government, as well as the security protocol around them.

Approved/Direction (Councillor Parrish) Recommendation GOV-0004-2017		
Issue	Timeline	Details
20. Review of Protocol Corporate Policy 06-02-01	To be scheduled for a future meeting date.	Direction given to staff to review the Protocol Policy at the March 6, 2017 Governance Committee.

Present Status

The existing Corporate Policy and Procedure 06-02-01 "Protocol" was last reviewed in 2009, and outlines the rules of protocol pertaining to corporate or community events. Corporate Communications, in consultation with the Corporate Policy Analyst and Mayor's Office, have reviewed the policy, renamed as "Civic Protocol."

This report introduces proposed changes to the policy that provide additional information on protocol surrounding consultations and visits by other levels of government, as well as related security measures.

The Civic Protocol Policy is also undergoing a review to address updates impacted by the City's new policy "Official City Openings/Events." These revisions are outside of the scope of Governance Committee's request and will be approved separately through the City's regular policy review process.

Comments

A copy of the draft Corporate Policy is attached to this report as Appendix 1.

Financial Impact

The service levels outlined in the draft policy reflect the current maintenance practises delivered by Communications/staff. Therefore, there is no financial impact associated with this policy.

Conclusion

The Civic Protocol policy will be enforced by staff at all City-hosted events. For non-City-hosted events, the City will request compliance with this policy by the visiting delegation. Ultimately, protocol for events that are not City-hosted will be at the discretion of the event organizer.

Governance Committee

2017/09/08

3

Originators files: File names

Attachments

Appendix 1: Civic Protocol

Appendix 2: Civic Protocol – Clean Copy

A handwritten signature in black ink that reads "G. Kent." The signature is written in a cursive, flowing style.

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Lindsay Francini, Supervisor, Public Relations, Communications

City of Mississauga

Corporate Policy & Procedure



Appendix 1

Policy Title: Civic Protocol**Policy Number: 06-02-01****Draft Only – September 19, 2017**

Section:	Public Relations	Subsection:	Events
Effective Date:	June 3, 2009	Last Review Date:	October 2012
Approved by: Council	Owner Division/Contact: Communications Division Corporate Services Department		

Policy Statement

City staff who are organizers of City-hosted corporate events involving the Mayor or Members of Council shall observe the rules of protocol as outlined in this policy.

Scope

This policy applies to City-hosted events. For non-City-hosted events this policy is offered only as a guideline on acceptable protocol. The City may request the planned protocol for an event from the organizer.

Mayor's Attendance

All requests for the Mayor's attendance at, or participation in, functions associated with the Mayor's office must be submitted in writing to the Mayor's office. If the Mayor is not able to attend a function, the Mayor may appoint a designate to attend.

When the Mayor attends a function that is of concern to the ward councillor, the councillor is also asked to attend.

Visitors to Council

The Mayor or Chair of the Committee in session may officially welcome persons or groups to Council. In addition, in the event that a group visits Council, the councillor representing the ward in which the group resides may also welcome them.

Consultations/Visits by Other Levels of Canadian Government

Should the current Canadian Head of State, Prime Minister of Canada, Lieutenant Governor, Governor General and/or the Premier of Ontario request a visit or consultation with the Mayor, the Mayor's Office may advise the Members of Council and other City staff, as required (e.g. Security Services, senior management). The visiting delegation will be provided with this policy and requested to consult with the Mayor's Office if any modifications to the City's protocol are required.

Should the Canadian Head of State, Prime Minister of Canada, Lieutenant Governor, Governor General and/or Premier of Ontario attend an event, their placement and participation is controlled by protocol associated with the offices they hold. Staff from their respective offices will assist with proper arrangements and identify any special requirements.

Order of Precedence for Processions

Elected officials appear in processions in the following order:

- Mayor or Acting Mayor
- Members of Council (appearing in order of the wards they represent)
- Federal government representative
- Provincial government representative, and
- Regional Chair

Speaking Order at Official City Openings/Events

The Councillor for the ward in which the property is located chairs the opening. Elected officials or their approved alternate speak before other speakers, in the following order:

- Mayor or Acting Mayor
- Area MP
- Area MPP, and
- Regional Chair

Traditional Events

Traditional events include the Mayor's Levee, Civic Recognition, Canada Day, Remembrance Day and Light-Up the Square. For City-hosted, City-wide events, the role of Master of Ceremonies (MC) is not fulfilled by the ward councillor.

Seating at City-Sponsored Banquets

The Mayor, Acting Mayor or designated councillor is located at the head table and is called upon to bring greetings from the City of Mississauga.

When the Mayor, Acting Mayor or designated councillor is also the main speaker at the banquet, he/she is located in the centre of the head table adjacent to the podium location.

Policy Number: 06-02-01

Effective Date: June 3, 2009

Policy Title: Civic Protocol

Last Review Date: October 2012

3 of 3

Flags

Flags of Canada, Ontario and Mississauga are flown at all official functions. Viewers of the ceremonies will see the flag of Canada in the centre, Ontario on the left and Mississauga on the right.

Chain of Office

The Mayor's Chain of Office is worn during Council meetings, official openings, parades, etc., at the discretion of the Mayor.

Security Protocol

Security for senior levels of government, including the current Canadian Head of State, Prime Minister of Canada, Lieutenant Governor, Governor General and/or the Premier of Ontario, attending an event at the City or whose visit will include a public-facing element (photo opportunity, brief address to the public) will be the primary responsibility of the visiting party. Security Services, Corporate Services Department, will consult with the party's security detail to coordinate operational plans and ensure that all needs are met. Security Services will continue to perform their normal duties unless requested to do otherwise. Any significant impacts to stakeholder operations will be communicated by Security Services to the affected parties on an "as required" basis. Operational and informational security considerations will take precedence over informing stakeholders of potential impacts.

Revision History

Reference	Description
1974 12 09; Resolution 43 1976 01 26	
2009 06 03	Housekeeping change to clarify last sentence

City of Mississauga

Corporate Policy & Procedure



Appendix 2

Policy Title: Civic Protocol

Policy Number: 06-02-01

Draft Only – September 19, 2017

Section:	Public Relations	Subsection:	Events
Effective Date:	June 3, 2009	Last Review Date:	October 2012
Approved by: Council	Owner Division/Contact: Communications Division Corporate Services Department		

Policy Statement

City staff who are organizers of City-hosted corporate or community events involving the Mayor or Members of Council shall observe the rules of protocol as outlined in this policy.

Comment [PS1]: RATIONALE:
The policy statement is now more specific to City staff who are organizing City-hosted events.

Scope

This policy applies to City-hosted events. For non-City-hosted events this policy is offered only as a guideline on acceptable protocol. The City may request the planned protocol for an event from the organizer.

Comment [PS2]: RATIONALE:
The Scope section clarifies that protocol for events that are not City-hosted will be at the discretion of the event organizer.

Mayor's Attendance

All requests for the Mayor's attendance at, or participation in, functions associated with the Mayor's office, must be submitted in writing to the Mayor's office or Communications Division, Corporate Services Department. If the Mayor is not able to attend a function, the Acting Mayor may be asked to appoint a designate to attend.

Comment [PS3]: RATIONALE:
Revised to reflect current practice.

When the Mayor attends a function that is of concern to the ward councillor, the councillor is also asked to attend.

Visitors to Council

The Mayor or Chair of the Committee in session may officially welcome persons or groups to Council. In addition, in the event that a group visits Council, the councillor representing the ward in which the group resides may also welcome them.

Policy Number: 06-02-01

Effective Date: June 3, 2009

Policy Title: Civic Protocol

Last Review Date: October 2012

2 of 3

Consultations/Visits by Other Levels of Canadian Government

Should the current Canadian Head of State, Prime Minister of Canada, Lieutenant Governor, Governor General and/or the Premier of Ontario request a visit or consultation with the Mayor, the Mayor's Office may advise the Members of Council and other City staff, as required (e.g. Security Services, senior management). The visiting delegation will be provided with this policy and requested to consult with the Mayor's Office if any modifications to the City's protocol are required.

Comment [PS4]: RATIONALE:

The addition of this section will address the concern expressed by Members of Council that they were unaware of a visit by a senior level of Canadian/provincial government (in this case, the Prime Minister of Canada). The City will request compliance with this policy by the visiting delegation. The issue of who will meet with the visiting delegation is a conversation between the Mayor's Office and the delegation's representative and would not be prescribed in policy.

Should the Canadian Head of State, Prime Minister of Canada, Lieutenant Governor, Governor General and/or Premier of Ontario attend an event, their placement and participation is controlled by protocol associated with the offices they hold. Staff from their respective offices will assist with proper arrangements and identify any special requirements.

Comment [PS5]: RATIONALE:

This section now appears at the end of the policy as an "Exception", however, aligns better with the Consultations section. Premier has been added and "Queen" has been removed, as the Consultations section applies to Canadian levels of government.

Order of Precedence for Parades/Processions

Elected officials appear in ~~parades or~~ processions in the following order:

- Mayor or Acting Mayor
- Members of Council (~~riding in or on a common vehicle, or~~ appearing in order of the wards they represent)
- Federal government representative
- Provincial government representative, and
- Regional Chair

Speaking Order at Official City Openings/Events, Sod Turnings, Cornerstone Laying

The Councillor for the ward in which the property is located chairs the opening. Elected officials or their approved alternate speak before other speakers, in the following order:

- Mayor or Acting Mayor
- Area MP
- Area MPP, and
- Regional Chair

Traditional Events

Traditional events include the Mayor's Levee, Civic Recognition, Canada Day, Remembrance Day and Light-Up the Square. For City-hosted, City-wide events, the role of Master of Ceremonies (MC) is not fulfilled by the ward councillor.

Comment [PS6]: RATIONALE:

This section has been added for clarity, as the ward councillor for the area in which the event is held is not automatically the Master of Ceremonies.

Municipally Seating at City-Sponsored Banquets

The Mayor, Acting Mayor or designated councillor is located at the head table and is called upon to bring greetings from the City of Mississauga.

Policy Number: [06-02-01](#)

Effective Date: June 3, 2009

Policy Title: Civic Protocol

Last Review Date: October 2012

3 of 3

When the Mayor, Acting Mayor or designated councillor is also the main speaker at the banquet, he/she is located in the centre of the head table adjacent to the podium location.

Flags

Flags of Canada, Ontario and Mississauga are flown at all official functions. Viewers of the ceremonies will see the flag of Canada in the centre, Ontario on the left and Mississauga on the right.

Chain of Office

The Mayor's Chain of Office is worn during Council meetings, official openings, parades, etc., ~~as often as possible~~ at the discretion of the Mayor.

Security Protocol

Security for senior levels of government, including the current Canadian Head of State, Prime Minister of Canada, Lieutenant Governor, Governor General and/or the Premier of Ontario, attending an event at the City or whose visit will include a public-facing element (photo opportunity, brief address to the public) will be the primary responsibility of the visiting party. Security Services, Corporate Services Department, will consult with the party's security detail to coordinate operational plans and ensure that all needs are met. Security Services will continue to perform their normal duties unless requested to do otherwise. Any significant impacts to stakeholder operations will be communicated by Security Services to the affected parties on an "as required" basis. Operational and informational security considerations will take precedence over informing stakeholders of potential impacts.

Comment [PS7]: RATIONALE:

The addition of this section recognizes that the security protocol of senior levels of government who are in attendance at the City will take precedence over that of Security Services.

Exceptions

~~Should the Prime Minister and/or the Queen attend an event, their placement and participation is controlled by protocol associated with the offices they hold. Staff from their respective offices will assist with proper arrangements and identify any special requirements.~~

Revision History

Reference	Description
1974 12 09; Resolution 43 1976 01 26	
2009 06 03	Housekeeping change to clarify last sentence

City of Mississauga

Corporate Report



Date: 2017/10/23

To: Chair and Members of Governance Committee

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

Originator's files:

Meeting date:

2017/10/31

Subject

Foreign Delegations

Recommendation

That staff be instructed to develop a policy to deal with requests from foreign delegations to visit the City of Mississauga.

Report Highlights

- Requests to the City to hold diplomatic meetings, host international delegations (elected officials and private sector) and study tours have been steadily increasing in recent years.
- There is no single point of contact or information on the City's website that helps external stakeholders identify how to make such requests
- There is no documented criteria to accept or decline a request
- There is no internal process for staff to navigate these requests.
- The requests can result in budget and staff resource pressures with little benefit to the City.

Benchmarking with other Canadian cities has been undertaken to determine best practise.

Background

The City of Mississauga receives multiple requests to hold diplomatic meetings, host international delegations (elected officials and private sector), support foreign government study tours and other similar requests. Requests emanate from a variety of sources, including embassies, federal, provincial and municipal governments and private firms specializing in the organization of study tours and visiting delegations. Requests may vary from a brief courtesy call to a multi-faceted program, ranging from one-half day to a maximum of one full day. These requests have been steadily increasing, sometimes arriving with little lead time. Requests are

Governance Committee	2017/10/23	2
----------------------	------------	---

received by various City departments/divisions and by elected officials. (Note: “courtesy calls” to the Mayor’s Office are not within the scope of this report.)

Present Status

Discussions have taken place between City staff and the Mayor’s Office in an effort to identify the key issues and gaps associated with hosting foreign delegations and/or study tours.

The key issues are:

1. There is currently no single point of contact in the City that helps internal staff navigate these requests or assists external stakeholders in identifying how to make such requests. There is a lack of uniformity and efficiency across all departments.
2. The City’s external website does not include any information pertaining to “foreign delegations” or “study tours”, common terminology found on several of our comparator’s websites.
3. In most instances, accepting these requests comes at some cost to the City and provides little or no merit or value in return from an economic standpoint.
4. There is insufficient budget to adequately support these requests, including items such as refreshments, etc.
5. Meetings often require significant staff time and City resources.
6. Risks associated with providing letters of invitation to support visitor visa applications: there is a lack of consistency in when such letters are issued by the City, and it is questionable whether they should be issued at all.
7. Requests for meetings/visits often come with little advance notice, resulting in insufficient time to adequately assess and prepare.
8. Expert knowledge of international protocols is required for hosting foreign delegations. The City does not currently have an expert versed in international protocol.
9. Lack of defensibility to decline requests; there is no criteria, standard policy, or operating procedures for assessing such requests.

Accepting foreign delegations that may be of little value encourages others to apply, creating further demand.

Comments

Benchmarking has been undertaken to determine what approaches exist in other Canadian cities and to ascertain best practices. Some cities appear to have robust policies and procedures in place to help address some of the issues identified above.

Benchmarking Summary

Information was collected to address the following:

1. Does the city have a dedicated Protocol Office? If “Yes”, how many staff (full-time and part-time) is it comprised of?
2. Does the city have a Corporate Policy or any other documented guideline or procedure?
3. What is the annual budget, if one exists? What does the city provide and what is the delegation responsible for (e.g. translators, accommodation, transportation, meeting rooms)?
4. Which department or division is responsible for vetting requests and, if accepted, for administering the visit (planning/ greeting & hosting/coordination with other departments, divisions and elected officials)?
5. What is the intake process (e.g. online)? Is there information available on your external website?
6. How far in advance do delegations and study tours need to apply?
7. Does the city provide Letters of Invitation for the group to support their visa applications and/or confirmation letters?
8. Do you accommodate requests from foreign private sector tour operators? If “Yes”, do you charge fees for this? If yes, what are the fees?
9. What are the benefits of hosting foreign delegations and what are the key challenges?

Q1. Does the city have a dedicated Protocol Office? If “Yes,” how many staff (full-time and part-time) is it comprised of?

Six of the seven benchmarked cities have a protocol office. Information with respect to staffing levels was provided by two cities, Ottawa and Toronto.

In the case of Ottawa, the city with the most robust process, there is a Chief of Protocol and an Assistant - Protocol Support, both full-time positions. Toronto has four staff managing multiple portfolios, including inbound visits, among other activities, while Calgary has two full time, permanent staff, one part-time staff (approximately 22 to 25 hours per week) and two on-call, experienced staff who are called upon as needed (20 – 35 hours per month). It is worth noting that these cities, along with Edmonton’s Protocol Office, which “provides leadership and coordination in the City’s ceremonial, protocol and diplomatic activities”, assume responsibility for other protocol related visits or events, such as flag raisings, gift exchanges, etc.

Q2. Does the city have a Corporate Policy or any other documented guideline or procedure?

Three of the benchmarked cities do have corporate policies; 2 do not (one acknowledged the need for one); the remaining two did not respond to the question and no policy could be found through internet searches.

Q3. What is the annual budget, if one exists? What does the city provide and what is the delegation responsible for (e.g. translators, accommodation, transportation, meeting rooms)?

Five of the seven cities responded to this question or information was available online. The majority of cities do not have a dedicated budget for foreign delegations and/or study tours; funds must come out of existing operating budgets and are the responsibility of the department that agreed to the visit. One city, Richmond B.C. recoups some costs through fees and charges by-laws related to visits by for-profit organizations. (The fees do not apply for requests by non-profits, such as school groups, government bodies and sister/friendship cities or where the Richmond initiates the visit.)

Toronto maintains a gift bank; a gift is provided to the lead delegate and city pins are provided to the accompanying members. However, the budget for any other costs is embedded in operations budgets and mainly consists of staff time. The city is currently reviewing their process and may look toward dedicated resources. Currently, the visiting delegation is responsible to cover their costs, including translation and catering.

Regardless of the lack of a dedicated budget most cities have covered the cost of catering (refreshments or lunches), logistics (room set-up, etc. in the form of staff time) and gifts. The visiting group is responsible for most other costs (e.g. translation services, transport to and from the study tour location, accommodation, etc.).

The City of Ottawa's Office of Protocol Branch has a set operating budget. Funding or resources for delegations and study tours must be accommodated through the existing budget and cannot result in additional financial burden on the City.

Q4. Which department or division is responsible for vetting requests and, if accepted, for administering the visit (planning/ greeting & hosting/coordination with other departments, divisions and elected officials)

There is little consistency in the placement of the Protocol Office within the structure of the benchmarked cities. The responsibility for administering the protocol resides in:

- City Clerk's Office - 2 cities
- The Mayor's Office - 2 cities, one in collaboration with Economic Development
- The City Manager's Office – 2 cities

Where a well-established Protocol Office exists it is that area that vets most requests. Richmond's Inter-government Relations & Protocol Unit (IGR), for example, vets all of their requests; Edmonton's Protocol Office and Services is responsible for coordination of visits and hosting for delegations and official visitors. There is an advantage to housing the protocol in one department.

As noted in Q1, Ottawa's Office of Protocol assumes responsibility for all protocol related visits or events. The Office assesses all requests for compliance with their corporate policy; once vetted, a Request for Approval form is submitted to the City Manager. If approved, the Office of Protocol will then liaise with the appropriate departments to identify presenters, etc. and prepare itineraries and complete any required legwork involved with logistics (room bookings, refreshments, etc.). The Office of Protocol also escorts visitors once they arrive.

Toronto's Protocol Services, located in the City Clerk's office, handles all delegations, tailoring programs to delegate's objectives through "a network of divisional contacts and elected representatives", including arranging meetings, presentations and site visits involving City staff.

Calgary's Citizen Recognitions & Protocol Office, part of the City Clerk's Office, vets requests if they come in to them. The Clerk's Office has recently engaged with internal departments and agreed to a temporary process, which includes a flow chart. Based on the nature of the request and makeup of the delegation (e.g. are there elected officials? At what level – municipal, federal etc.; expectation of learning and/or hosting) Clerks direct the request to appropriate staff to manage.

Vetting of requests in Hamilton is managed by the Economic Development Office, who will "triage" requests in collaboration with the Mayor's Office. As noted on the city's website, the Economic Development Office "reviews all requests to ensure they are legitimate, provide maximum benefit to the City, and offer efficient inter-departmental coordination". Other departments are involved as required to give technical presentations, etc.

Q5. What is the intake process (e.g. online)? Is there information available on your external website?

In six of the seven cities there is one single point of contact responsible for the intake of requests;

- Three use an online form
- Two accept requests to a dedicated email, and
- One accepts requests in writing to a designated address.

Two cities note that the request must be on government or company letterhead. Only one is similar to the City of Mississauga in that requests are received at a variety of entry points, mostly via the Economic Development Office. Others are received by the City Manager's or Mayor's Office, while others go directly to the City Clerk.

All of the benchmarked cities have at least some information available on their city's website, ranging from who to contact for additional information to online forms that serve as an application. Applicants are required to identify the specific area of interest and have a clear learning objective.

Q6. How far in advance do delegations need to apply?

Information was available for five of the seven benchmarked cities;

- 2 weeks' notice – 1 city
- 4 weeks' notice – 2 cities
- 6 weeks' notice – 2 cities

One city has no formalized process but considers one month to be the minimum. Advance notification is flexible at this time, as some visits/ requests take minimal time to coordinate while others are significant and require sufficient time for staff to respond to and plan. The city in question is planning to implement a more formal timeline.

Toronto currently stipulates that, if a visit is to be cancelled, 48 hours' notice is required. Failure to provide this notice could result in future requests being denied.

Q7. Does the city provide Letters of Invitation for the group to support their visa applications and/or confirmation letters?

Of the five cities where information was available, none provide Letters of Invitation.

One city stressed the importance of not treating these letters lightly, as they can put the city at risk. Entry visas may be valid for up to five years and allow multiple entries to Canada. This same city will provide a letter confirming that the delegation has initiated a request for a visit but makes it clear the City is not formally hosting. One other city will also provide a letter of confirmation only. Once a group is confirmed a letter will be provided confirming the delegates' names, date of birth, etc., what the visiting group is doing and where they're going.

Q8. Do you accommodate requests from foreign private sector tour operators? If "Yes", do you charge fees for this?

Governance Committee	2017/10/23	7
----------------------	------------	---

Only two of the respondents, Richmond and Toronto, will accept visits arranged by private tour operators and charge set fees, ranging from \$250, plus room rental fee for up to a 2 hour visit (Richmond) \$1,695 for a half day (Toronto).

Q9.What are the benefits of hosting foreign delegations and what are the key challenges?

Responses to this question were uniform:

- Benefits include:
 - The importance of sharing knowledge and best practices.
 - Reciprocal benefit - a technical exchange of information related to issues important to the host city
 - Future economic development opportunities
 - Building and sustaining international relationships
 - Relationship building for future exchanges and linkages
 - Being seen as a leading city in Canada; enhancing the city's profile
- Key Challenges
 - Staff resources/staff time
 - Lack of dedicated budget
 - No formal process (specific cities)
 - Availability of speakers and/or meeting rooms
 - Unknown nature of visits that may be requested, as it makes it difficult to predict work and dedicate staff resources in advance
 - Ensuring study tour requests are value-added so staff are best utilized
 - Last minute requests – difficulty confirming a spokesperson/speaker

Summary of Findings

The City of Mississauga is in good company when it finds itself grappling with the issue of foreign delegation and study tour requests. Even cities with established processes identified that they are currently looking to improve procedures further through, for example, a better budgeting process; dedicated staff resources to handle requests; or creation of a strategic plan to prioritize and enhance visits from identified areas.

The advantages to having a defined application process, including criteria, are clear:

- The ability to consistently screen requests (i.e. to accept or decline based on the value the request may bring to the City)
- Awareness City-wide of the types of requests and their origin
- Adequate lead time to prepare for requests that are accepted
 - Less stress on staff with respect to workload

Governance Committee	2017/10/23	8
----------------------	------------	---

- Roles and responsibilities are clear; time not wasted attempting to determine who should do what
- Time to ensure that accepted protocols for foreign delegations are identified and implemented by staff, avoiding accidental missteps by the City
- Only those delegations or study tours that may provide some benefit to the City are entertained

There is consistent sentiment across all benchmarked cities that visiting delegations and study tours can be of benefit, as noted above. Despite there being one entry point for requests it's evident that collaboration across departments is necessary behind the scenes.

Recommendations

1. The Mayor's Office to act as the central point of contact for all delegation requests and work with a team of staff in departments across the corporation, as well as Council, to determine the merit of the delegation request and the responsible department(s)
2. Possible representation on the team would include:
 - The Mayor's Office - to coordinate schedules and provide input on any priorities the Mayor may have
 - The Economic Development Office - to advise on potential economic value to the City
 - Communications - to offer protocol advise for major delegations
 - The City Manager's Office - to represent the Leadership Team and ensure consistency with the Strategic Plan
 - Facilities and Property Management - to ensure requests for rooms, etc. can be accommodated
 - Culture
3. The following next steps are required to proceed:
 - Establish a corporate policy that includes criteria that will form the basis for accepting or declining requests and determining the appropriate situations for the City to issue visa letters or letters of invitation
 - Determine a possible budget or a process for including potential costs in Division budgets
 - Create detailed internal processes for handling requests (e.g. flow charts)
 - Post the information on the City's external website
 - Create an online form

Options

N/A

Strategic Plan

Prosper – fostering relationships with the potential for economic growth.

Financial Impact

Creation of a dedicated budget - amount TBD.

Conclusion

The City of Mississauga has an excellent reputation as one of Canada's leading cities. While the City cannot accept every request for a foreign delegation or study tour that it receives it is important to maintain a prominent profile on the national and international stage. Establishing the Mayor's Office as a single point of contact will ensure that all requests are appropriately considered and properly handled without posing an undue burden on staff.

Attachments

Appendix 1: Benchmarking Cities

Appendix 2: Visiting Delegation Form



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

Prepared by: Robert Trewartha, Chief of Staff, Office of the Mayor

BENCHMARKING – FOREIGN DELEGATIONS

City	Dedicated Protocol Office - Y/N. If Yes, how many?	What is the annual budget? What does the city provide; what is the delegation responsible for (e.g. interpreter, gifts)?	Who in your organization (e.g. dept/division) is responsible for a.) vetting requests b.) planning/ greeting/escorting the delegation?	What is the intake process? E.g. online? Is the information available on your external website?	How far in advance do delegations need to apply?	Do you provide Letters of Invitation for visa applications?	Do you accommodate requests from foreign private sector tour operators? If Yes, do you charge fees for this? What are the fees?	What are the benefits of hosting foreign delegations and what are the key challenges?
	Corporate policy? Y/N							
Calgary	<p>Yes. Have a dedicated Protocol Office known as "Citizen Recognitions & Protocol", currently have: two full time permanent staff one part time staff (about 22 – 25 hr per week) one full time limited term position (working towards an established position to be approved to increase our FT complement). two on-call staff (experienced professional staff who are booked in when needed; varies throughout the year, typically about 20 – 35 hours per</p>	<p>No dedicated annual budget allocated but money has been dedicated to this e.g. staff resources, facilities, hosting, courtesies such as small mementos.</p>	<p>Citizen Recognitions & Protocol is part of the City Clerk's Office; however, there is no official entry point</p> <ul style="list-style-type: none"> City has agreed to a temporary solution: Clerks' Office has actively engaged with the main players in the City: based on the nature of the request and makeup of the delegation (i.e. is the delegation all administration? At what level, are there elected officials – municipal, federal etc.; expectation of learning and/or hosting) the request is directed to appropriate staff, City Clerk's Office has created a 	<p>No formalized intake process at this time; limited info on City website.</p> <ul style="list-style-type: none"> requests are received at a variety of entry points. many requests enter via Economic Development, CMO or Mayor's Office or directly to City Clerk's. Have one contact for hosting and protocol at a domestic (Canadian) level and one for Int'l (International Coordinator) for issues relating to hosting and protocol at an international level 	<p>No guidelines in place. Consider a minimum of one month to be the minimum, as some visits/ requests take minimal time to coordinate; others are significant and there needs to be sufficient time for staff to respond to and plan.</p>	<p>Not to the knowledge of Citizen & Recognitions & Protocol office.</p>	<p>They have been accommodated at least once in the past; all costs were the responsibility of the delegation and/ or company they contracted. The City hosted them at their facility for meetings/sessions . No fees were charged.</p> <p>Economic Development also liaises with Alberta's Provincial Economic Development and Trade; may accommodate private sector tours.</p>	<p>Benefits: It's important to share knowledge and best practices.</p> <p>Key Challenges:</p> <ul style="list-style-type: none"> Staff time No formal process or budget

	month total). Corporate Policy – No, but recognize the need for a more formalized process to determine responsibilities, budget etc. Expect a policy will be created.		flow chart which is being tested for incoming requests.					
Edmonton	Yes – Protocol Office and Services, Communications & Engagement department.	<p>There is no one budget; often covered in several areas.</p> <p>Tea, gifts etc. will, on most occasions, come from the Mayor's office or Protocol (part of Communications Department)</p> <p>Economic development focus with a courtesy call with the Mayor - Sustainable Development Department or Edmonton Economic Development (agency) would cover costs.</p> <p>Translators - city pays for some but most delegations travel with their own. Determined in</p>	<p>DRAFT PROCESS EES (Economic and Environmental Sustainability Branch) Role</p> <ul style="list-style-type: none"> • Primary point of contact for international activities(inbound or outbound) from the Office of the Mayor, Office of City Councillor, City Manager and Sustainable Development Deputy City Manager's Office. • Works with Protocol on the planning and implementation of inbound and outbound international activities. • Develops and seeks approval for activity briefing notes, itinerary, travel details and budget. • Develops the meeting schedule, 	<p>Very few requests through 311. Generally, if requests come through 311 the group/city does not have any relationship with the City and it is most likely a junket.</p> <p>Our experience is that serious inbound missions go through the Mayor's office or through the economic development agency or us in Sustainable Development. Normally we have some sort of prior relationship.</p> <p>e.g. Recently a Sustainable Development Department staff member spoke</p>	<p>Minimum is a month, depending on how detailed the delegation and their needs. Dates for incoming missions are negotiated. Some are firm on their dates and they come but do not get to see elected officials or other senior leaders as they have other priorities. For our serious inbound we work together to find a time.</p>	<p>If we know the group then we will offer letters. We assess each request. From China we vet them through our Alberta China offices. This helps filter out tourism missions.</p>	<p>We do not accept foreign tour operators. We recently had a Chinese tour group contact us. We asked some straight forward questions as to their purpose and they never got back to us. We go direct Gov't to Gov't. We do not want to burn out our industry or elected officials with frivolous tours.</p>	<p>Benefits – build trade bridges. Sister City's handle the cultural side. Economic Dev puts all programs through the economic development lens.</p> <p>Challenges</p> <ul style="list-style-type: none"> - cultural and protocols of different countries. - Expectations. - interference from local cultural associations - program hijacked by well-meaning volunteers community reps.

		<p>pretrip planning.. Accommodation - delegation pays their own, plus ground transportation. Exception - Sister City in China, as they pay Edmonton's ground transportation and hotels when they visit China so the city reciprocates.</p> <p>Meeting Rooms: no charge for meeting rooms within City Buildings.</p> <p>Hosting: City covers the cost for food if there's a working lunch; host one nice dinner. If it is political - elected officials then the Mayor's office and Protocol would host a City Dinner with industry and other elected officials. Protocol would cover the costs.</p>	<p>company briefing notes and compiles Briefing Book.</p> <ul style="list-style-type: none"> • Works with Protocol on cultural issues, protocol items, gifting etc. • Work with Protocol to brief activity Leadership <p>Protocol Role</p> <ul style="list-style-type: none"> • Screen Inquiries • Schedule appropriate Leadership (Elected, CLT) representatives • With EES brief Leadership representatives • Host, Greeter – Official Representative and Face to City • Arrange for Photography • Negotiate with Restaurants, Transportation, Hotels • Cultural Protocols – flags, tea, gifts, dos and don'ts • Works with EES on schedule and briefing binders 	<p>at a conference in Ukraine and one of the attendees from a small city in Albania arranged for his mayor to send him a letter requesting a formal relationship and an incoming visit. Request was referred to the Mayor's office and the Intergovernmental Relationships department.</p>				
Hamilton	<p>No, handled through the Mayor's Office and EDO.</p> <p>Corporate</p>	<p>No specific budget – ad hoc for now Have hosted a lunch at times; may serve</p>	<p>Vetting by Economic Development Office, triage requests (e.g. courtesy call, study</p>	<p>Online form - must identify the specific area of interest and have a clear learning</p>	2 weeks	<p>Previous Mayor did provide them. Letter should not be treated lightly, can be a</p>	<p>Have not done so.</p>	<p>Benefits: Only accept applications with a reciprocal benefit - a technical exchange of information related</p>

	Policy – No	refreshments. If diplomatic may also provide a gift. Comes out of EDO if request originated there.	tour, etc.) EDO “reviews all requests to ensure they are legitimate, provide maximum benefit to the City, and offer efficient inter-departmental coordination” Other departments are involved as required to give technical presentations, etc.	objective. Yes - information available on city website		security issue. Letter may be provided but want it understood the City isn't hosting. Can get an entry visa for up to 5 years; allows in and out access. Rephrased to ensure it's clear City		to issues important to the City or Economic development opportunities - “Building and sustaining international relationships is critical to our vision of becoming a leading city in Canada.
Ottawa	Yes - Office of Protocol - principal point of contact for all study tours and visiting delegations- All study tour requests go to the Chief of Protocol Corporate Policy – Yes	- Office of Protocol Branch has a set operating budget - Funding or resources must be accommodated through existing budgets; can't result in add'l financial burden on the City - Coordination/co st of transportation are the delegate's responsibility	Office of Protocol assesses all requests for compliance with City's corporate policy; submit a Request for Approval form to the City Manager once vetted – then liaise with the appropriate departments to identify presenters, etc. Office of Protocol prepares itineraries, etc., does all legwork involved with logistics (room bookings, refreshments, etc.). Escort visitors,	Online form goes to Office of Protocol Yes - information available on city website	Must be received in writing by the Office of Protocol at least six weeks in advance of the event.	No – Letters of confirmation only. Once a group is confirmed a letter will be provided outlining who's coming, their names, DOB, etc. Letter confirms what the group is doing and where they're going. The City never extends an invitation to a foreign delegation.	No.	- relationship building - maintaining stature as Canada's capital Key Challenges: -staff time and resources. Won't entertain a study tour/ visiting delegation that would represent duplication by the same requesting body on the same topic within the past two years; Puts too much add'l workload on staff
Richmond B.C.	Yes – Inter-governmental Relations & Protocol Unit (IGR). Includes all requests made directly to Council and other City depts.	Funding or resources must be through existing budgets or fees collected pursuant to Visiting Delegation, Study Tour and City Hall Tour Bylaw No. 9068	Vetting - Inter-government Relations & Protocol Unit (IGR)	Groups apply by email. Yes - Information outlined on Protocol Office site	4 weeks, in writing (email)	No; will not issue Visa letters or letters of invitation for visiting delegation, study tour requests	For-profit organizations - Visiting Delegation and Study Tours a) Up to 2 hours - \$250, plus room rental fee b) 2 to 4 hours - \$500, plus room rental fee	Benefits – enhance the city's profile - exchange of information Key Challenges - staff resources; availability of speakers and/or meeting rooms

	Corporate Policy - Yes	and the Fees Bylaw No. 8636. Group provides their own interpreter if required. City will provide speakers for the topic of interest.					c) Over 4 hours - \$1,000, plus room rental. No fee for requests by non-profits (e.g. school groups, government bodies and Sister or Friendship Cities) or where the City initiates the visit	- available budget
Toronto	<p>Yes – Protocol Services</p> <ul style="list-style-type: none"> - currently have 4 staff who managing multiple portfolios that include inbound visits - launching a new org model in the new year that will have a more focused core for inbound/outbound visits. <p>Corporate Policy – Yes – “Study Tours”. Also detailed criteria in the City Council Handbook</p>	<p>Protocol Services maintains a gift bank; provide one gift to delegation lead, City pins to other delegates. No dedicated budget at this time; budget is embedded in operations budgets and is mainly staff time; currently reviewing; may look toward dedicated resources</p> <p>Budget is spent on official gifts and sometimes catering or logistics, depending on the nature of the visit. Aside from staff time, budget for study tours is minimal. Visiting group is responsible for</p>	<p>Vetting -Protocol Services – part of City Clerk’s Office.</p> <ul style="list-style-type: none"> - Handles all delegations - Tailors program to delegate’s objectives through “a network of divisional contacts and elected representatives” - Arranges meetings/presentations/site visits by City staff 	<p>Requests made in writing on gov’t or tour operator letterhead to Protocol Services – must include an official letter of request from the level of gov’t or organization. sponsoring the visit.</p> <p>Yes - information available on city website</p>	<p>Study tours – 4 weeks. Cancellations must be received a minimum of 48 hours before the scheduled event. Failure to comply may result in future requests being declined.</p>	<p>No. Visa letters, letters of invitation and/or confirmation letters are not issued</p>	<p>Yes, Fees for visits by int’l delegations booked through tour operators/private organizations apply,</p> <p>1 to 2 hr = \$1,130 Half day = \$1,695 Full day = \$3,390 Two day = \$5,650</p> <p>No fee for official gov’t requests for certain orgs.</p>	<p>Benefits</p> <ul style="list-style-type: none"> - opportunity to observe best practices - exchange of information - Build awareness of the city; reputation building and showcasing Toronto - Relationship building for future exchange and linkages <p>Key Challenges</p> <ul style="list-style-type: none"> - non-dedicated budget - Staff resources - unknown nature of visits, as it makes it difficult to predict work and dedicate staff resources. - Ensuring study tour requests are value-added so we best utilize staff - decline requests “that

		most costs (e.g. translation services, transport to & from the study tour location, accommodation)						inappropriately divert divisional resources from core business.” - Last minute requests – difficulty confirming spokesperson
Vancouver	Yes – Protocol Office Emailed Vancouver City Manager's office wendy.au@vancouver.ca Nov 28/16	TBD	Protocol Office – part of City Manager's Office -reviews all requests to ensure they're legitimate, provide maximum benefit to the City, and offer efficient inter-departmental coordination”	Requests made online. Must upload a letter of request to visit on official letterhead Yes - information available on city website	6 weeks in advance	TBD	No.	Benefits: Only accept applications with a reciprocal benefit - a technical exchange of information related to issues important to the City or Economic development opportunities Key Challenges –

Ottawa – rarely decline if the request meets criteria; were getting 2-3 days’ notice at times. These late requests tended to be by “fillers”. i.e. a trip to the area was already planned but there were a few hours to fill. If request doesn’t meet the 6 week deadline they can be flexible. May decline request during busy times (e.g. budget)

Calgary –

- has been on their list to address in the past year or so
- Who’s coming? What is it – a courtesy call?
- Not one entry point; talking with their EDO and Mayor, business units to agree on the entry point
- Want it to be Protocol but they’re a small team – can’t take the lead until get more resources.
- Province may be pushing Calgary to
- Takes a lot of time and effort – for what purpose?
- Some easy meet & greet. Don’t “roll out red carpet”; just providing information
- Idea is to farm out the admin
- Protocol is in Clerks;

- requests are received at a variety of entry points. The goal will be to have a dedicated entry point, while it likely will be Protocol, this is not determined.

Edmonton

The Protocol Office provides leadership and coordination in the City's ceremonial, protocol and diplomatic activities.

The Protocol Office strives to profile the City in a politically and culturally sensitive and positive manner. This Office is responsible for a portfolio of events, activities and services that benefit, promote, celebrate or enhance the City of Edmonton.

Our Services

- Visit coordination and hosting for delegations and official visitors.
- Provide gifts and information for national/international trade missions.
- Provide direction and advice for flag etiquette, speaking order and styles of address.
- Provide direction and advice to maintain and enhance the bond between the City of Edmonton and the local military community.
- Coordinate and provide direction for protocol items initiated by the Mayor and Council.
- Organize ceremonial events, conferences, seminars and other City Council related major events.

Communications (ours)

- More for City-initiated protocol events that have a significant public profile and/or are City-wide and require official participation by the City (e.g. visits by heads-of-state, royalty)

Appendix 2

Visiting Delegation Request Form

In order to understand more about your interest in the City of Mississauga, all inbound delegation visit requests must be completed on the following *International Inbound Delegation Request Form*.

INSERT PREAMBLE –

- costs may be incurred by the visiting delegation to cover hosting fees (venue and refreshments etc.)
- the City does not provide invitation letters to support travel visas

Contact Details of the Person Completing this Form			
Name			
Organization			
Relationship to Delegation	Volunteer, Member of Delegation, Consultant, Trade Commissioner supporting company, etc....		
Organization Address			
Email		Phone Number	

Leader of Delegation Information			
Name (include Mr, Mrs. Dr. etc.)			
Position/Title			
Organization if different from above			
Organization Address if different from above			
Website of Organization			
Home Country of Visiting Delegation			
Proposed Date(s) of Visit and number of days (proposed date to be a minimum of 4 weeks from date of request)			
Number of Delegates who will be joining on this visit. Please list their names, positions and organizations if different from your own.			
Email		Phone Number	

Please provide a brief background of the visiting delegation.

--

Has your delegation been to Mississauga before? If so, when?

Please list other cities or organizations the delegation is planning to visit. Attach an itinerary if available.

What is the **primary** purpose(s) of your visit? (Choose **up to** 3 that apply)



Study Tour / Familiarization Tour / Information Gathering

- ☐ Explore government best practices
Department of interest: _____ (i.e. waste management, transportation, urban planning etc.)
- ☐ Explore industry best practices
- ☐ Explore infrastructure
- ☐ Visit academic institutions and/or industry associations
- ☐ Other: _____

Cultural

- ☐ Exchange ideas and customs
- ☐ Connect with local communities
- ☐ Other: _____

Diplomatic/Political

- ☐ Meeting with Mayor of Mississauga
- ☐ Meeting with City Councillors
- ☐ Meeting with other government bodies
Including: _____
- ☐ Other: _____

Economic Development

- ☐ Business development / Sales opportunities
- ☐ Partnership / Joint Venture opportunities
- ☐ Merger / Acquisition opportunities
- ☐ Investment / Expansion opportunities into Mississauga
- ☐ Trade / Export opportunities
- ☐ Other: _____

Other

- ☐ Please describe: _____

Please list any specific topics of discussion for the visit or meeting.

Please list any specific sites/City staff you wish to visit.

--

Are there any outcomes you wish to achieve? What would the delegation like to learn?
--

--

Please outline any potential opportunities related to your visit that may be of interest to the City of Mississauga (e.g. upcoming projects; exchange programs; research).
--

--

City of Mississauga

Corporate Report



Date: 2017/09/05

To: Chair and Members of Governance Committee

From: Gary Kent, Commissioner of Corporate Services and
Chief Financial Officer

Originator's files:

Meeting date:
2017/10/31

Subject

Use of City Resources During an Election Campaign

Recommendation

That Governance Committee provide feedback on the draft policy titled "Use of Corporate Resources in an Election Year" attached to the Corporate Report from the Commissioner of Corporate Services and Chief Financial Officer, dated September 5, 2017, and that following receipt of feedback, the policy be presented to General Committee for approval.

Background

A number of amendments to the *Municipal Elections Act* enacted by Bill 181, have implications on the administration of the 2018 Municipal Election. A clause has been added to the legislation requiring, that before May 1st in the year of the election, municipalities and local boards shall establish rules and procedures with respect to the use of municipal or board resources, during the election campaign period.

In previous elections, a Frequently Asked Questions (FAQ) document was prepared to aid staff and candidates in understanding what restrictions existed during the campaign period. The FAQ document distributed during the 2014 Municipal Election and the 2015 Ward 4 By-election is attached for reference as Appendix 1.

Comments

To ensure compliance with Section 88.18 of the *Municipal Elections Act*, staff have reviewed existing documentation, benchmarked other municipalities and met with affected staff. The draft policy has also been sent to the Integrity Commissioner for review and comment.

A draft policy, attached as Appendix 2, has been prepared based on this research and consultation. The draft policy addresses the following elements:

Governance Committee	2017/09/05	2
----------------------	------------	---

1. In addition to municipal election campaigns, the policy applies to provincial and federal elections.
2. In accordance with previous Council direction, the policy contains a prohibition on candidates directly or indirectly booking City Facilities for election purposes.
 - Rule 6 of the Council Code of Conduct currently prohibits booking City Facilities for election purposes and Recommendation GOV-0016-2014 states “in a municipal election year, commencing on the date of registration by any candidate for municipal elected office, until the date of the election, no such candidate including Members of Council, may directly or indirectly, book any municipal facility for any purpose that might be perceived as an election campaign purpose”.
3. Campaign material cannot be produced using City resources, and cannot contain photographic or video materials that are the copyright of the City of Mississauga.
4. Campaign Ads are considered commercial advertising and only permitted in accordance with the Corporate Policy and Procedure – Placing Advertisement With the City.
5. City employees may only campaign for a candidate if it does not interfere with the employees normal duties, takes place outside of City work hours and is done without reference to the fact that the individual is a City employee.
6. If an elected official uses any Social Media account for campaigning, the account must not be created or supported by City resources, and must contain a clear statement indicating that the account is being used for election campaign purposes and is not related to the duties of the Elected Official.
7. The use of the City Logo/Brand or any variation of it cannot be used on any campaign material, signs, social media or campaign website.
8. Elected Officials may not publish Councillor newsletters or distribute them after June 30th of the election year.
9. For clarity, the policy establishes Labour Day as a predetermined cut-off date for official City openings/events.
 - Ward specific event are permitted, and include community park openings, ward barbeques/celebrations and other community milestones. Campaigning is not permitted at any ward event which is funded through the elected official’s budget.
10. Election signs cannot be posted on City property, including road allowances.

Financial Impact

There is no financial impact.

Conclusion

To ensure compliance with the *Municipal Elections Act*, as amended, a draft Corporate Policy has been prepared to establish rules for the use of City resources during an Election Campaign. Once Governance Committee feedback has been received the Corporate Policy will be presented to General Committee for approval.

Attachments

Appendix 1: Frequently Asked Questions During an Election Year – 2015

Appendix 2: Draft Policy – Use of City Resources During an Election Campaign



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

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

Frequently Asked Questions During an Election - 2015

During the course of the Municipal Election, the City of Mississauga's Elections team responds to a number of questions from candidates. The following questions and answers have been prepared to assist candidates with understanding the restrictions in place during the Municipal Election.

- Can an employee campaign for a candidate running for Council?

An employee is permitted to campaign, on his/her own time, provided that they do not identify themselves as a City employee, or wear a City uniform. The employee must also ensure that campaigning does not interfere with normal duties, and that no City resources (computers, cell phones etc.) are used.

- Can candidates book City facilities for campaign purposes?

No. Recommendation GOV-0016-2014 prohibits any candidate for the Municipal Election from booking City of Mississauga facilities for election purposes.

A candidate is permitted to accept an invitation to address a group who have booked a room in a facility, such as clubs who meet on a regular basis, or ratepayers groups who have organized an all candidates meeting.

- Are candidates permitted to campaign and distribute literature at City facilities and on City property?

The City of Mississauga does not permit solicitation/campaigning within City facilities or on City property.

A candidate is permitted to accept an invitation to address a group who have booked a room in a facility, such as clubs who meet on a regular basis, or ratepayers groups who have organized an all candidates meeting, provided that literature is not distributed.

Frequently Asked Questions During an Election - 2015

- Can campaign material be placed on bulletin boards at Libraries and Community Centres?

Campaign material is considered commercial advertising, and is permitted to be placed on Library bulletin boards that contain commercial advertising, provided that the regular commercial posting service fee is paid (\$250).

Campaign material is not permitted to be placed on community bulletin boards in Libraries and Community Centres.

- Can Councillors provide Councillor newsletters for distribution at Libraries and Community Centres?

Councillors cannot distribute newsletters after June 30th in an election year. After June 30th, all Councillor newsletters will be removed from all Libraries and City facilities where they have been left for distribution.

- Can a candidate use City logos on campaign material?

No. The City of Mississauga's logos are a registered trade-mark, owned by the Corporation of the City of Mississauga. The use of the logo is reserved exclusively by the City, for its own use.

Candidates taking part in elections for public office at the City must not, under any circumstance, use a City logo or any variation of it on flyers, brochures, signs, websites or any other election campaign-related materials.

- Can a candidate link to a City document or City webpage from their campaign website?

Yes. A candidate is permitted to link to any City document available to the public or City webpage. However, a candidate is not permitted to incorporate a video or other material with which the City has proprietary rights on their own webpage.

- Can a candidate attend an official opening of a City facility or official event?

A candidate, like any member of the public, is welcome to attend an official opening of a City facility or other official event. Only those individuals identified in the City of Mississauga's Protocol for Official Events are invited to speak.

Frequently Asked Questions During an Election - 2015

- Can a candidate set-up a booth to campaign at a community event?

A candidate must comply with the rules of the organizers of the event. For example, if the event is organized by an external group, it is subject to the approval of the organizers.

A campaign booth would not be permitted at an event organized by the City of Mississauga.

- Are people permitted to wear campaign buttons or campaign t-shirts on City property or in City facilities?

The City cannot restrict the freedom of expression of someone wearing a t-shirt or button on City property, except in the following circumstance:

- No election buttons, t-shirts etc. are permitted at a polling location (both inside and outside of the poll).
- City staff, during working hours, are not permitted to wear anything endorsing a candidate.

- Can a candidate ride a Mississauga Transit Bus to campaign and talk to voters?

The Transit By-Law 425-2003 Section 12 reads:

(1) No person shall do any of the following in, on or about property owned, leased, occupied or used by the Corporation that constitutes any part of the public transportation system including a Mississauga Transit Vehicle, bus shelter or other vehicle:

(e) sell or attempt to sell any newspaper, magazine, merchandise or any other article or thing, distribute any pamphlet or literature, or solicit members of the public for any purpose whatsoever, except with the prior written permission of Mississauga Transit.

Mississauga Transit does not provide permission to candidates.

- Can a candidate take photos at a polling location?

Election procedures prohibit the use of cameras inside a polling location.

A candidate wanting to have their photo taken is only permitted to be photographed entering the polling location.

Frequently Asked Questions During an Election - 2015

- Are election signs permitted on City property?

Election signs cannot be posted on public property (including road allowances and other land or fences owned by any government or agency).

Election signs are only permitted on private property, with the permission of the landowner.

- Can a candidate place a campaign advertisement in a City program or facility?

Election campaign advertising is considered commercial advertising, and is permitted according to the established processes contained in the City of Mississauga's Corporate Policy – Placing Advertisement with the City. Specifically, provided that the placement of any election advertisement is reviewed by the business section that manages the particular City property, the City's established advertisement criteria are met and all applicable fees are paid.

However, campaign advertising is not permitted on a property used for a polling location, at the same time the site is used for voting. Any advertising approved will be removed, once the facility is used for Advance Polling.

- Can a candidate place a campaign advertisement on the Digital Program Screens in Celebration Square?

No. Commercial advertising is not permitted on the Digital Program Screens.

- Can a candidate place campaign advertisement on a City electronic message board?

No. Electronic message boards are to be used to promote programs, meetings, special events, and public service announcements. Commercial advertising is not permitted.

- Can a candidate park a vehicle that is “wrapped” with a candidate's name, or contains campaign signs in a City parking lot?

Election signs or other references to a candidate are not permitted at a polling location, including the parking lot. A car “wrapped” to reference a candidate or containing campaign signs will be removed from the parking lot, regardless of whether it was a City facility.

**For more Municipal Election information please contact 905-615-VOTE
or visit mississaugavotes.ca**

City of Mississauga

Corporate Policy & Procedure

**Policy Title: Use of City Resources During an Election Campaign****Policy Number: [Policy No.]**

Section:	Municipal Government	Subsection:	Elections
Effective Date:	[Effective Date]	Last Review Date:	[Last Review]
Approved by: Click here to enter text.		Owner Division/Contact: Legislative Services, Corporate Services Department	

Policy Statement

This policy provides a consistent approach to the use of City of Mississauga resources during an Election Campaign Period and expressly prohibits the use of City Resources for campaign purposes.

Purpose

The purpose of this policy is to provide clear direction to all Candidates and City employees to ensure a fair and transparent electoral process while also ensuring compliance with all applicable legislation, including the *Municipal Elections Act, 1996* (the "MEA").

The City recognizes that Elected Officials are responsible to serve their constituents and fulfill their responsibilities until the end of their term but that clear separation must exist between the Elected Official's role as a Candidate and their role as a Member of Council (or local board).

Scope

This policy applies to:

- All candidates for a municipal election or by-election
- Where applicable, all candidates for a provincial or federal election or by-election
- All Elected Officials of the City not seeking re-election
- All City employees, including employees in the offices of Elected Officials, and
- Members of local boards

For additional Municipal Election information visit www.mississaugavotes.ca

Legislative Requirements

This policy complies with the MEA. The MEA prohibits a municipality from making a contribution to a Candidate in a municipal election during an Election Campaign Period. Any use of City of Mississauga resources by or on behalf of a Candidate during an Election Campaign Period would be considered a contribution by the City. The *Election Finances Act* and the *Canada Elections Act* impose similar prohibitions for provincial and federal election campaigns.

Policy Number: [Policy No.]	Effective Date: [Effective Date]	
Policy Title: Use of City Resources During an Election Campaign	Last Review Date: [Last Review]	2 of 9

Elected Officials are also governed by the Council Code of Conduct, as amended. Elected Officials may seek confidential advice from the Integrity Commissioner with respect to interpretation of the Council Code of Conduct, the *Municipal Conflict of Interest Act* and any policy of the municipality governing the ethical behaviour of Elected Officials.

Definitions

For the purposes of this policy:

“Campaign Material” means material in any media (i.e. print, radio, television, websites and Social Media) used to promote or oppose a Candidate, political party or ballot question. Campaign Material also includes but is not limited to banners, literature (pamphlets, brochures, cards), posters, placards/signs, buttons/pins, clothing and car wraps.

“Campaigning” means any activity by, on behalf of or in opposition to a Candidate, political party or ballot question during an Election Campaign Period that is meant to elicit support or opposition. Campaigning includes but is not limited to the display of Campaign Material.

“Candidate” means any individual, including an incumbent, who has filed a nomination to run for election or by-election for an office in a municipal, provincial or federal election.

“City” means the Corporation of the City of Mississauga.

“City Facility” means any property under the care and control of the City, including property owned, leased, occupied or used by the City, which can include but is not limited to, libraries, community centres, meeting rooms, lobbies, auditoriums, theatres, banquet spaces, gymnasiums, sports fields, parks, golf courses, pools, arenas, museums and marinas.

“City Resources” means real property, goods and/or services owned, controlled, acquired and/or operated by the City including, but not limited to, City staff (during hours where they receive compensation from the City), materials, equipment, City Facilities, technology, Information Technology Resources (defined below), intellectual property, display areas (e.g. cases, walls), logos/brands, supplies and Elected Officials’ or staff office budgets.

“Clerk” means the Clerk of the City of Mississauga.

“Elected Official” means any individual elected to City Council or board.

“Election Campaign Period” means:

- For a municipal election - the period that commences on the date a Candidate’s nomination paper is filed. The Election Campaign Period concludes on December 31 of the election year for a regular election and 45 days after voting in the case of a by-election
- Any restrictions for a provincial or federal election commence on the day the writ for the election is issued or a by-election is called and ends on Voting Day

Policy Number: [Policy No.]	Effective Date: [Effective Date]	
Policy Title: Use of City Resources During an Election Campaign	Last Review Date: [Last Review]	3 of 9

“Election Sign” means a sign advertising or promoting the election of a political party or a Candidate for public office in a municipal, provincial or federal election, according to the City’s Sign By-law 54-02, as amended. Election signs do not include Campaign Ads.

“Employee” means all union and non-union employees, contract employees, interns and volunteers acting on behalf of the City of Mississauga. Although volunteers are not employees of the City, they are expected to conduct themselves in accordance with this policy.

“Information Technology (IT) Resources” means City owned or issued IT Resources including, but not limited to:

- Hardware, such as computer desktops, laptops, tablets, portable and computing devices and related peripherals (e.g. printers, scanners, etc.) and wireless communication devices (e.g. smart phones, cell phones, etc.)
 - All internet and e-mail systems
 - Electronic data transmission equipment, devices and networks
 - Business systems and servers and all City managed data and software
 - All types of telephone, radio and other audio/voice or audio/visual communication equipment, devices and networks, including voicemail
 - Local and network storage media used in the operation of these resources including, but not limited to CDs, tape media, paper, USB, flash memory, flash drives, external hard drive, cloud storage, etc., and
 - Data, information and other work products, such as computer programs, databases (unless publicly available), spreadsheets, etc. created and/or maintained in using these resources
- In addition, any City data and information that is accessed, stored, created, processed, transmitted or filed in a personal electronic device is included in this definition.

“Official City Openings/Events” are held in Mississauga and have a City-wide impact; are identified in a project work plan/charter and/or are endorsed by the Leadership Team and/or Council. An Official City Opening/Event includes an opening ceremony component, followed by the main public program. The ceremony must include:

- An official invitation sent to the approved guest list on the City’s official invitation template, and
- All or some of the following elements: attendance of the Mayor and/or Members of Council, agenda, speakers, plaque unveiling, ribbon cutting

“Paid Campaign Ad” means any commercial advertising on City property, at City programs and in City media that is approved in accordance with the criteria outlined in Corporate Policy and Procedure – Placing Advertisement With the City. For greater clarity, Election Signs are not considered Campaign Ads.

Policy Number: [Policy No.]	Effective Date: [Effective Date]	
Policy Title: Use of City Resources During an Election Campaign	Last Review Date: [Last Review]	4 of 9

“Social Media” means publically available, third party hosted, interactive web technologies used to produce, post and interact through text, images, video and audio to inform, share, promote, collaborate or network. Examples include internet forums, blogs, podcasts, Facebook, Twitter and Instagram.

“Voting Day” means:

- For a municipal election - the day on which the final vote is taken (the fourth Monday in October in the year of the election) or a by-election (the 45th day after nomination day), as set out in the *Municipal Elections Act*, 1996.
- For a provincial or federal election or by-election – the day set out according to the *Elections Act* (provincial) and *Canada Elections Act* (federal)

Accountability for City Staff

Directors

All Directors are accountable for:

- Ensuring all applicable managers/supervisors are aware of this policy and of any subsequent revisions, and
- Ensuring compliance with this policy

Managers/Supervisors

Managers/supervisors are accountable for:

- Ensuring applicable staff in their respective work units are aware of this policy and any subsequent revisions
- Ensuring applicable staff are trained on this policy and any subsequent revisions with respect to their specific job function
- Ensuring staff comply with this policy, and
- Seeking clarification of any aspect of this policy from the Elections Office, as required

Employees

Employees are accountable for:

- Complying with this policy, and
- Seeking clarification from their manager/supervisor of any aspect of this policy that is not understood

Clerk

The Clerk is accountable for:

- Ensuring all candidates for a municipal election are aware of this policy
- Ensuring review and update of this policy as required prior to a municipal election or by-election or as required by changes to legislation
- Ensuring all Candidates are treated equally, and

Policy Number: [Policy No.]	Effective Date: [Effective Date]	
Policy Title: Use of City Resources During an Election Campaign	Last Review Date: [Last Review]	5 of 9

- Forwarding any complaints or concerns received by the Clerk regarding municipal candidates and/or municipal candidate activities to the appropriate business unit for investigation

Activities

Use of City Facilities for Campaign Purposes

The following activities are not permitted at City Facilities during an Election Campaign Period:

- Directly or indirectly booking a City Facility for any election purpose
- Campaigning on City transit (i.e. MiWay): In accordance with Section 12 of the Transit By-Law 425-2003, as amended, distribution of any pamphlet or literature, or solicitation of members of the public for any purpose whatsoever is not permitted, except with the prior written permission of Mississauga Transit. Mississauga Transit does not provide permission to Candidates
- Campaigning or solicitation (including display or distribution of Campaign Material) within any City Facility, including Elected Officials' offices, with the exception of commercial advertising space, and
- In accordance with the Parks By-law 186-05, as amended, unless authorized by permit, solicitation is not permitted in City parks

Note: Candidates may accept an invitation to address a group who have booked a City Facility (e.g. clubs who meet on a regular basis or ratepayers groups who have organized an all-Candidates meeting)

Campaign Material

The following restrictions apply to Campaign Material:

- At no time shall City Resources and/or Elected Officials' budgets be used to sponsor or produce any Campaign Material
- Photographic or video materials that are copyright of the City cannot be used in Campaign Material or when Campaigning
- Campaign Material is not permitted to be placed on community bulletin boards in City libraries and community centres
- Campaign Material is not permitted at any location marked as a voting location
- In accordance with Corporate Policy and Procedure – Elected Officials' Expenses, promotional items that carry an Elected Official's contact information and/or identify the Elected Official that are purchased through their expense account must not be distributed or used after June 30 of an election year or, for an Elected Official who is a candidate in a by-election, after the date that Council passes a by-law requiring a by-election
- Elected Officials may not display Campaign Material during Official City Openings/Events or when carrying out the duties of their office, and
- City staff are not permitted to wear or display any Campaign Material during working hours

Paid Campaign Ads

Policy Number: [Policy No.]	Effective Date: [Effective Date]	
Policy Title: Use of City Resources During an Election Campaign	Last Review Date: [Last Review]	6 of 9

Paid Campaign Ads are considered commercial advertising and are permitted to be posted under the following circumstances:

- In accordance with Corporate Policy and Procedure – Placing Advertisement With the City, i.e. provided that the placement of any election advertisement is reviewed by the business section that manages the particular City Facility; the City’s established advertisement criteria are met; and all applicable fees are paid
- On Library bulletin boards that are available as commercial advertising space (i.e. not on library bulletin boards), providing all criteria is met and applicable fees are paid, and
- On and within City buses and bus shelters as commercial advertising space, providing all criteria are met and applicable fees are paid

Campaign Ads are not permitted:

- At polling stations, including non-City Facilities. Campaign Ads will be removed once advance polling or voting commences. A car “wrapped” to reference a Candidate or containing campaign signs may be covered or removed from the parking lot of the polling location
- On Mississauga Celebration Square digital screens. In accordance with Corporate Policy and Procedure – Digital Display Screens, commercial advertising is not permitted, and
- On the City’s electronic message boards, in accordance with the Electronic Reader Board Guidelines, as the electronic message boards are only used to promote programs, special events and public service announcements. Commercial advertising is not permitted.

City Employees – Campaigning and Use of City Resources

City Employees are subject to the following:

- In accordance with Corporate Policy and Procedure – Conflict of Interest, an Employee may campaign for a Candidate provided that Campaigning:
 - Does not interfere with the Employee’s normal duties
 - Takes place outside of City work hours, and
 - Is done without reference to the fact that the individual is a City Employee
- City uniforms, badges, crests or any other item that would identify the individual as City staff must not be worn while Campaigning
- City Resources must not be used for any purpose related to an election campaign, and
- Any communication received by staff concerning a Candidate must be referred to the Candidate’s campaign office

Note: Elected Officials may not request that City Employees, including staff working in a ward councillor office, perform any duties related to the election campaign during hours in which the Employee receives any compensation from the City. The City acknowledges that there may be some incidental use of City Resources during the regular course of an Employee’s duties, such as coordinating the Elected Official’s campaign schedule or redirecting citizens to the campaign office.

Policy Number: [Policy No.]	Effective Date: [Effective Date]	
Policy Title: Use of City Resources During an Election Campaign	Last Review Date: [Last Review]	7 of 9

Use of Information Technology Resources and Social Media

The following applies to the use of Information Technology (IT) Resources:

- Candidates are permitted to link to any City document available to the public or on a public City webpage from their campaign website
- Candidates are not permitted to incorporate a video or other material (e.g. photos) for which the City has proprietary rights on their own webpage. Official photographs of Elected Officials may not be used for campaign purposes.
- Elected Officials shall not use the City's IT Resources, including individual websites linked through the City's website and Social Media accounts used for ward communication, for any election campaign or campaign-related activities
- If an Elected Official uses any Social Media account for Campaigning, such account must not be created or supported by City Resources. Social media accounts used for campaign purposes must utilize personal cell phones, tablets and/or computers
- Elected Officials who choose to create or use Social Media accounts for Campaigning must include, for the duration of the Election Campaign Period, a clear statement on each campaign website or Social Media account's home page indicating that the account is being used for election campaign purposes and is not related to their duties as an Elected Official, and
- Elected Officials are allowed to place campaign phone numbers, websites and e-mail addresses on the election pages of the City's external website, which is available and authorized for use by all municipal candidates

Use of City Logo/Brand

The City's logos are registered trade-marks, owned by the City of Mississauga. The use of the City brand is reserved exclusively by the City for its own use or when permission has been granted in accordance with Corporate Policy and Procedure - Mississauga Brand Visual Identity Program. Candidates must not, under any circumstances, use a City logo or any variation of it on any Campaign Material, Election Sign, Social Media or campaign website.

Elected Officials' Newsletters and Media Releases

In accordance with the Council Code of Conduct and Corporate Policy and Procedure - Elected Officials' Expenses, commencing on June 30th in a municipal election year until the date of the election or, for an Elected Official who is a candidate in a by-election, after the date that Council passes a by-law requiring a by-election, Elected Officials may not publish Councillor Newsletters, in print or electronically, or distribute them in City Facilities. After these dates applicable ward councillor newsletters will be removed from City Facilities where they have been left for distribution. All newsletters distributed through the mail must be post-marked by no later than June 30th in an election year or, for an Elected Official who is a candidate in a by the date that Council passes a by-law requiring a by-election.

Note: Elected Officials may, during this period, use IT Resources or Councillor letter head to communicate notifications to their ward residents that are not election related.

Policy Number: [Policy No.]	Effective Date: [Effective Date]	
Policy Title: Use of City Resources During an Election Campaign	Last Review Date: [Last Review]	8 of 9

Attendance at Official City Openings/Events

There will be no Official City Openings/Events scheduled after Labour Day until after voting day during the year of a municipal election.

Otherwise, the following applies in relation to Official City Openings/Events that occur prior to Labour Day:

- Campaigning does not include the attendance of Candidates and/or Elected Officials or their supporters at Official City Openings/Events, such as a City-sponsored festival, in their capacity as a resident of the City but not as a Candidate.
Note: Candidates are responsible for ensuring that their staff and supporters are aware of this distinction.
- Elected Officials may participate in Official City Openings/Events in their current role (e.g. as Mayor or Deputy Mayor). City events that are expected to occur annually, such as Canada Day, will take place in an election year
- Elected Officials identified in Corporate Policy and Procedure – Event Protocol and Corporate Policy and Procedure – Protocol may be invited to speak at Official City Openings/Events or external events but Campaigning for election is not permitted (e.g. campaign-related remarks)
- Campaign booths are not permitted at Official City Openings/Events, and
- Where campaign booths are permitted at events organized by an external group and taking place at a City Facility, Candidates and/or their supporters/staff are not permitted to actively solicit attendees (i.e. may not approach attendees or hand them Campaign Material)

Ward Events

Ward-specific events apply to an individual ward and are not an Official City Opening/Event. Examples include, but are not limited to, community park openings; ward barbecues/celebrations; and other community milestones. Costs are covered through the Elected Official's budget. The ward councillor, as the host for a ward-specific event, will be the master of ceremonies and bring greetings from the City. The Mayor and Members of Council may also be invited as guests.

Ward events are permitted during an Election Campaign period but Campaigning is not permitted. Elected Officials are responsible for ensuring that their staff, supporters and volunteers are aware of this restriction.

Photography at Polling Stations

Election procedures prohibit the use of cameras inside a polling location. However, a Candidate is permitted to be photographed entering the polling location.

Election Signs

Policy Number: [Policy No.]	Effective Date: [Effective Date]	
Policy Title: Use of City Resources During an Election Campaign	Last Review Date: [Last Review]	9 of 9

Election Signs cannot be posted on City property, including road allowances and other land or fences owned by any government or agency. Election Signs are only permitted on private property, with the permission of the landowner and in accordance with the Sign By-law 54-02, as amended. A permit is not required for an Election Sign; however, all other requirements of the by-law apply. For more information on the Election Signs, refer to Section 21 of the [Sign By-law 54-02](#), as amended.

Revision History

Reference	Description

Status of Governance Committee Workplan Items

Issue	Timeline	Details
1. Tour de Mississauga Delivery Model for 2016 and beyond	Adopted by Council on February 10, 2016.	MCAC-0004-2016 1. That the letter dated December 18, 2015 from Glenn Gumulka, Executive Director, SustainMobility, regarding the management of the Tour de Mississauga, be received for information. 2. That the Members of the Mississauga Cycling Advisory Committee support the transfer of the management of the Tour de Mississauga to SustainMobility. 3. That the Tour de Mississauga Subcommittee of the Mississauga Cycling Advisory Committee continue to work with SustainMobility on the Terms and Conditions relating to the transfer of the management of the Tour de Mississauga to SustainMobility.
2. Review of Code of Conduct	Throughout the term of Council.	On-going updates to the Code of Conduct.
3. Review expanding the membership of the Towing Industry Advisory Committee (TIAC)	June 20, 2016 Governance Committee Agenda	The following recommendation was approved by Governance on June 20, 2016: That the review of membership on the Towing Industry Advisory Committee be dealt with along with all of the committee membership reviews in the 1st quarter of 2018 by the Governance Committee.
4. Feasibility Study for Internet Voting	Completed	The following recommendation was approved by Governance on June 20, 2016: 1. That the Corporate Report dated June 7, 2016 from the Director

Status of Governance Committee Workplan Items

		<p>of Legislative Services and City Clerk, outlining the potential enhancements for the 2018 Municipal Election be received for information.</p> <p>2. That staff be directed to implement Vote Anywhere for the 2018 Municipal Election on Election Day and Advance Poll Days and that the City of Mississauga will wait for the Province to test the ranked ballot option before it is implemented for a municipal election.</p>
5. Procedure By-law Review	Completed	<p>The following recommendation was approved by Governance on November 14, 2016:</p> <p>That a by-law be enacted to amend By-law 0139-2013, being the Corporation of the City of Mississauga Council Procedure By-law as amended, in accordance with the Corporate Report dated October 5, 2016, from the Commissioner of Corporate Services and Chief Financial Officer titled "Proposed Amendments to the Council Procedure By-law 0139-2016.</p>
6. Report on Pilot Committee of Adjustment Streaming	Completed	<p>The following recommendation was approved by Governance Committee on September 19, 2016:</p> <p>GOV-0014-2016</p> <ol style="list-style-type: none"> 1. That the Corporate Report dated August 8, 2016 from the Commissioner of Corporate Services and Chief Financial Officer titled. "Video streaming and On-demand videos for Additional Committee meetings" be received. 2. That staff be directed to implement video streaming and on-demand videos for the Audit and Governance Committees as a one year pilot project.

Status of Governance Committee Workplan Items

7. Municipal Election Campaign Contribution Rebate Program for the 2018 Election	Completed	Adopted by Council on February 22, 2017.
8. Review of Section 29 of the Committee of Adjustment Procedure By-law	Completed	Adopted by Council on September 14, 2016.
9. Election Lawn Signs	Discussion at Special Council on November 16, 2016.	<p>Resolution 0220-2016 adopted by Council on November 16, 2016 to establish the period of time that the signs can be up.</p> <p>Resolution 0221-2016 adopted by Council on November 16, 2016 which gives direction to staff to provide further information on the Sign By-law as it relates to Municipal Elections.</p>
10. Community Group Support	Completed	<p>The following recommendation was approved by Governance Committee on March 6, 2017:</p> <p>GOV-0001-2017 That the report entitled Community Group Support Program Policy 08-01-01 dated February 28, 2017 from the Commissioner of Community Services be received for information.</p>

Status of Governance Committee Workplan Items

11. Budget Allocation Process for Advisory Committees	Completed	Adopted by Council on December 14, 2017.
12. Integrity Commissioner RFP and Recruitment	Completed	Integrity Commissioner appointed by Council on June 21, 2017.
13. Posting of comments from Planning Staff with respect to Committee of Adjustment applications	Update during the 1 st quarter of 2017.	
13. Bill 8 (Accountability Act) implementation	To be scheduled for a future meeting date.	
14. Procedure for establishing committees or task forces	To be scheduled for a future meeting date.	
15. Issues resulting from the Region of Peel representation discussions	Update during the 1 st quarter of 2017.	On-going consultation at the Region of Peel.
16. Corporate Policy Review pertaining to Municipal Elections	October 31, 2017 meeting date	Discussion included on the October 31, 2017 Committee agenda.

Status of Governance Committee Workplan Items

17. Corporate Policy Review – Citizen Appointment Process (including a review to limit citizen member appointments to one committee)	Update during the 1 st quarter or 2018.	
18. Citizen appointments to committees (membership/ composition)	Update during the 1 st quarter or 2018.	Arising from discussion at General Committee on June 15, 2016.
19. Review of committees for 2018-2022 term of Council	Update during the 1 st quarter or 2018.	Arising from discussion at General Committee on June 15, 2016.
20. Review of Protocol Corporate Policy 06-02-01	October 31, 2017 meeting date	Discussion included on the October 31, 2017 Committee agenda.
21. Governance Relations with Federal and Provincial Governments	October 31, 2017 meeting date	Discussion included on the October 31, 2017 Committee

City of Mississauga
Memorandum



To: Chair and Members of Governance Committee

From: Sacha Smith, Manager, Legislative Services and Deputy Clerk

Date: October 25, 2017

Subject: 2018 Governance Committee Meeting Dates

This memorandum is to advise of the following Governance Committee meeting dates that are scheduled for 2018 at 1:00 pm in the Council Chamber, 2nd Floor, Civic Centre:

- Monday, February 12
- Monday, April 16
- Monday, June 4

Please note that due to the Municipal Election in October 2018, Governance Committee meetings will not be scheduled between the months of September and December 2018.

Sacha Smith
Manager, Legislative Services and Deputy Clerk
Legislative Services Division