City of Mississauga
Agenda

MISSISSAUGA

Governance Subcommittee

Date
2017/12/11

Time
1:00 PM

Location
Civic Centre, Committee Room C, 2nd Floor
300 City Centre Drive, Mississauga, Ontario, L5B 3C1

Members

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

Contact
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Find it Online

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

1.   Call to Order

2.   Approval of Agenda

3.   Declaration of Conflict of Interest

4.   Minutes of Previous Meeting

4.1   Governance Subcommittee Minutes – October 31, 2017

5.   Matters to be Considered

5.1   Municipal Governance Leadership Challenge Report submitted by John Magill and
           Sandy Milakovic, Citizen Members, Governance Committee.

6.   Next Meeting Date – To be determined.

7.   Adjournment

City of Mississauga
Minutes

MISSISSAUGA

Governance Subcommittee

Date
2017/10/31

Time
2:19 PM

Location
Civic Centre, Committee Room B, 2nd Floor
300 City Centre Drive, Mississauga, Ontario, L5B 3C1

Members Present
Councillor Jim Tovey, Ward 1 (2:25 PM – Left 3:02 PM)
Councillor Karen Ras, Ward 2
Councillor Pat Saito, Ward 9 (Left 3:50 PM)
John Magill, Citizen Member **(Chair)**
Sandy Milakovic, Citizen Member **(Vice-Chair)**

Staff Present
Janice Baker, City Manager and Chief Administrative Officer
Gary Kent, Commissioner of Corporate Services and Chief Financial Officer
Mary Ellen Bench, City Solicitor
Diana Rusnov, Director of Legislative Services and City Clerk
Sacha Smith, Manager of Legislative Services and Deputy Clerk
Allyson D'Ovidio, Legislative Coordinator

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Find it Online

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

1. Call to Order – 2:19 PM

2. Approval of Agenda

Approved (Councillor Saito)

3. Declaration of Conflict of Interest – Nil

4. Minutes of Previous Meeting

Governance Subcommittee Minutes – July 10, 2017

Approved (Councillor Ras)

5. Matters Considered

5.1 Municipal Governance Leadership Challenge Report submitted by John Magill and Sandy Milakovic, Citizen Members, Governance Committee.

Members of the Subcommittee reviewed and discussed the Municipal Governance Leadership Challenge Report and made amendments as noted.

Members of the Subcommittee reviewed and discussed Chapters 2 to 8 from the book *Guide to Good Municipal Governance* and made further amendments as noted in Appendix 3.

Members directed staff to circulate the amended document to the Governance Subcommittee for review before the end of the year. Councillor Ras noted that this document should be reviewed every two years once it has been finalized.

6. Next Meeting Date

7. Adjournment: 3:54 PM

City of Mississauga

Municipal Governance Leadership Challenge

Background

In 2015 City Council voted to:

a. *Consider what it might take to become recognized as a leader in municipal governance, and*
b. *Commit to taking the steps necessary to achieve that goal.*

Facilitated sessions were held in in May and June of 2016 to examine the creation of a vision and priorities related to good governance and the actions required to achieve the vision and priorities.

The actions noted at the sessions are contained in Schedule 1 (attached).

The Governance Subcommittee undertook investigation and consideration of the actions noted in the Terms of Reference for Governance Subcommittee (Schedule 2). It chose to do so through the shared experience of answering and documenting its collective responses to the questions posed at the conclusion of each chapter in the book *"Guide to Good Municipal Governance"* by C. Richard Tindal and Susan Nobes Tindal. Permission to use the book for this purpose, and any subsequent public action by the City based upon its use, was obtained in advance by the City.

As the challenge Council committed itself to was to become recognized as a leader in municipal governance, the Subcommittee sought to identify and document its answers where satisfactory compliance was believed to exist and to identify areas for improvement where appropriate.

Attached as Schedule 3 is a document which contains the subcommittee's collective responses to the questions posed by the *"Guide to Good Municipal Governance"*.

Governance Subcommittee Reconfiguration and Recommendations **Based on Ten Keys to Good Governance – Chapter 9 (Tindal)**

1. ***Building and maintaining consensus on the Strategic plan, core values, key municipal priorities and unique community characteristics worth preserving.*** **(combines Steps 1 &2)**

   a. Create a more comprehensive orientation of all council members at beginning of each mandate to establish agreed City priorities and the principles upon which decisions and strategic priorities will be based and prioritized. Councillors will understand the fit of their ward priorities and appropriate ward actions.

   b. Create a governance culture supportive of consensus building among councillors beginning with the early mandate orientation sessions and a strategy to reinforce it throughout the mandate

   c. Create an expectation of attendance at and participation in ongoing refreshers to initial orientation and to continuous education for staff and Council members through the development of an annualized calendar
   d. Encourage ingenuity and innovation in the overall public consultation strategy and process (see # 4 below)

2. ***Review what you do, how you do it followed by alignment of resources, structure, planning, policies, procedures to implement efficiently and effectively.*** **(combines Steps 3 & 4)**

   a. Budget process to include analysis linked to relevance to the strategic plan and core values

   b. Building and maintaining consensus at all levels about City priorities, values and ethics

3. ***Measure results in a manner which highlights the City's strategic priorities, values and ethical standards***. **Reward superior performance linked to the City's strategic priorities, values and ethical standards. (combines Steps 5, 8 & 9)**

   a. Calendarized more frequent and detailed reviews by Council – consider the use of dashboards to facilitate and expedite the process?

   b. More informative and easily accessible reports to the public on progress vs plan in year

   c. Continue, enhance and celebrate the culture of employee recognition at all levels

4. ***Effectively and efficiently expand and experiment with methods for consultation with the public, including the hard to access, for:*** (Step 6)

   a. Consensus building around priorities and unique City characteristics

   b. Strategic Planning

   c. Decision making

5. ***Manage intergovernmental relationships more effectively.*** (Step 7)

   a. Establish a plan of action with specific objectives and resources for approaching other levels of government for support of the City's strategic priorities and asset requirements utilizing all appropriate staff and Council members

   b. Establish a monitoring process and review results, and possible course corrections, on a predetermined schedule

6. ***Process improvements and the role of the Governance Committee***

   a. Bill 68 – Staff/Council policy or Code of Practice is required to be developed under this legislation. It will include the whole area of roles and relationships with staff (Step 10). Include in this exercise a consideration of the role of Councillors (ombudsman or legislator)

   b. Continue to identify opportunities for improvement in governance

   c. Consider the impact on governance improvements contained in procedural rules for Council and in the Code of Conduct

   d. Corporate Reports to include actions in support of the Strategic Plan and core values in a header or footer

   e. Monitor the progress of achievement of recommendations applicable to staff contained in Schedule 2 attached

   f. Staff to present an executive summary to Council following approval of the Budget regarding major projects coming forward.

Vision and priorities document May 24, 2016						
Be strategic about human resource utilization	Consistently/Proactively share information so we all know what is going on	Everyone respects decorum at all times	Mississauga meets the "Gold Standard" for governance	Collaborative and Respectful relationship among Council/Mayor	Be creative about finding ways to engage more residents	Simplify policies to make things easier for the public
Ward support staff reporting directly to Councillor not Clerk's Department	Improved one on one communication between Councillors and Senior Management Team	Respect for in-camera discussion	Elements of good governance are in all strategic doucments (values/pillars)	Fewer 'political machinations'	Councillor's should write articles and communicate more about good governance	Review/understand rules/regulations for the public facilities usage ie. Celebration Square
Succession Planning	Councillor cc'd on all ward related issues (work, projects, etc)	More respectful of in-camera discussions	Need annual governance report – how are we doing?	Improved communication protocol between Mayor/Staff and Councillor's	Enhance focus on social media channels – innovative communications	
	Local issues are dealt with staff directly not raised at Council meetings	No electronics or devices during in-camera or public deputations	Add 6th pillar to strategic plan – "Good Governance"		Continue tele-town halls on budget. Add hashtag/twitter to enhance on-line budget tool.	
	More formalized sharing of information from Advisory Committee members and more weight given to that knowledge	Follow the procedural by-law.	Council decisions should reflect ties with strategic plan		More City/Regional education for the public. Eg. who does what.	
	Advisory Committee information shared with all Council before new motions presented.	No office staff at in-camera meetings.	Direct links for all projects to Strategic Plan elements and financial implications (long and short term)		Educate the public on Section 37.	
	Clarify role of Councillor's – re: reporting to Council re: external boards, agencies, committees.	No walk-on motions.	All city initiatives must include good governance (eg. measurable milestones)		Add 'question period' to all committees: invites interest and participation of the public.	

	Executive summary should be provided with all committee reports		City wide projects basic principles for "go forward" decisions – help to prioritizing projects		Transparency – video streaming for all committees -archiving	
			Finances – funding sources -get out of businesses			
			Implement a lobbyist registry			
			Pick councillors based on skills and those whose skills can be channelled – eg. PDC Chair			
			Encourage province to step up to modern standards eg. conflict of interest			

Governance Committee – June 20, 2016	Action and Implementation Plan						
Be creative about communication with the public	Review the business of Municipal Government	Follow policies and procedures	Provide opportunities for Councillors to have informal discussions	Strengthen communications between Council and staff	Create opportunities to drive City agenda with other levels of government	Be Leaders in good governance	More positive proactive involvement with MP's and MPP's by Councillors individually
Livestream and archive all committees	Define and adhere to core business	Follow policies and procedures	Councillors have informal opportunities to discuss issues as they arise	Communications – need creative ways of reaching Mississaugans – explore other avenues	Proposed sessions with other levels of government (MP, MPP and Trustees)	Make good governance the 6th pillar	More positive proactive involvement with MP's and MPP's by Councillors individually
Improve public reporting of Strategic Plan progress	Institute a cost/benefit analysis of all city businesses	Follow rules at Council and Committee meetings	Improved Council relations	Streamline communications		Acknowledge good governance as an on-going objective and expectation	
Good governance articles by staff (not Councillors)	Manage expectations-establish 'goal posts' early	All Council members buy in		Improve protocol/communications between Mayor/Staff and Councillors		Define elements of good governance with the Governance Committee	
	Make sure all priorities are aligned with the Strategic Plan	Clerks – policies, procedural by-law , no walk-on motions		Establish communication protocol and follow it – information to go to Council immediately		Research how and where to include good governance in the pillars	
		Committee decisions to be respected (do your homework and get info ahead of meetings)		Communication between SMT/Councillors		Support enhancing the role of the Governance Committee	
		Educational sessions on procedural by-laws and policies		Quarterly or bi-annual one on one meetings with Mayor and Councillor		Define good governance principles	
				LT (direction to staff) – communicate issues as relevant to Ward		Further define the role and education of citizen members of governance	

Governance Committee Terms of Reference

Mandate:

The Governance Committee will examine issues related to, but not limited to:

- committee structures and procedures
- policies and procedures governing Council Members (code of conduct, expenses, etc.)
- policies and procedures governing elections (election reform, election financing, etc.)
- policies and procedures regarding transparency and accountability to the public (citizen appointments)
- the role and recruitment of the Integrity Commissioner

Procedures and Frequency of Meetings:

The Governance Committee will be an Advisory Committee of Council, and will:

- be subject to Council Procedure By-law, for its procedures
- be scheduled bi-monthly through the year with the exception of July and August, or as determined by the Committee at the call of the Chair
- include a Public Question Period at every meeting, during which persons invited to address the Governance Committee shall be restricted to questions pertaining to subjects that appear on the agenda for that specific meeting
- have City staff from key divisions provide support to the Governance Committee including, but not limited to:
  - o Legislative Services
  - o Legal Services
  - o Communications
- have Legislative Services staff attend all meetings of the Governance Committee to:
  - o record and report its recommendations to General Committee
  - o provide administrative support with the proceedings
  - o complete the minutes of the meeting which will be presented for adoption at the next meeting of the Governance Committee

Term of Office:

The term of office of the Governance Committee shall run concurrent with the current term of Council, or until successors are appointed, and:

- at the first meeting of the Committee, the members of the Governance Committee will appoint from among their number, a Chair and Vice-Chair
- at the end of the term of Council, the work of the Governance Committee will be reviewed to determine if the Committee should remain for the next term of Council, or be dissolved

Membership:

The membership of the Governance Committee will be comprised of five (5) Councillors and two (2) Citizen Members appointed by a resolution of Council. The Mayor shall be an ex-officio member of the Committee. All members of Council may attend and participate in discussions at Governance Committee, however, only the five members of Council and two Citizen Members appointed to the Committee and the Mayor as ex-officio are permitted to vote on matters.

The criteria for appointment of citizen members are as follows:

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

Role of Chair

The role of the Chair is to:

- preside at the meetings using City of Mississauga's Procedure By-law, and keep discussion on topic and focussed on the mandate of the Governance Committee
- review agenda items with the Committee Coordinator, Legislative Services to ensure they are appropriate for the mandate of the Governance Committee
- call additional meetings when necessary
- cancel meetings, due to lack of substantive agenda items, when necessary

Quorum:

- quorum of the Governance Committee shall be reached with the presence of a majority of the appointed members (4 members), at a time no later than thirty (30) minutes past the time for which the beginning of the meeting was scheduled and so noted on the agenda or notice of the meeting
- the issuance of an agenda for the Governance Committee meeting will be considered as notice of that meeting

Subcommittees:

The Governance Committee may establish a subcommittee:

- per the Procedure By-law rules
- formed to deal with specific issues, and will make recommendations to the Governance Committee
- once the specific issue is dealt with the subcommittee shall be dissolved

Guide to Good Municipal Governance Concluding Chapter Questions Review

Chapter 2 – Be Strategic and Selective

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

Response	Action	Examples related to the question
Newly appointed Council does not formally agree on overall priorities as this has traditionally been done through the budget and strategic planning processes.	Following the Inaugural Council meeting, arrange a workshop where the new Council can share their individual priorities and establish common goals and objectives for the coming term of Council.	• *Strategic Plan – staff annually report on progress. The Strategic Plan is intended to be a long term vision document.* • *After each election, the City Manager and Departmental Commissioners meet individually with Council members to discuss priorities and projects.*
Council does not have set objectives of what is to be complete throughout the term.	Challenging Council to develop a list of overall priorities that can be agreed upon. Based on the approach noted above.	
The approved Strategic Plan sets out the City's priorities and does not necessarily align with or include Council's priorities.	A review of the Strategic Plan with Council as part of the orientation should occur.	
There may be discrepancies between ward issues versus City priorities.	General Committee referred GOV-0011-2017 to the Governance Committee for further review of a protocol for members of Council for Government Relations.	

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

Response	Action	Examples related to the question
Council is not deeply involved in the Strategic Plan update/review process. The final document is approved by Council.	Council should get more involved with the Strategic Plan review. It is suggested that Council conduct a planning session with newly elected Council to align ward and City-wide priorities.	• *Council was involved and approved the current plan.* • *City departments discuss ward priorities with area Councillors annually.*
What is the definition of a regular update?	Yearly status reports provided.	

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

Response	Action	Examples related to the question
Challenges with getting community involvement in any substantial way.	Expand public engagement efforts on receiving community input.	*A Community Engagement Strategy has been adopted; a series of meetings will be held for the development of the related policy. The strategy will make it easier for citizens to access information.* *"Have your say": A project consultation website for the public.* *Community engagement for all major projects and Master Plans (e.g. Inspiration Lakeview, Hurontario LRT, Ninth Line, Dundas Connects, Stormwater outreach, Hackathon, Teletown budget discussions, etc.)* *Budget Town Halls – Live Streaming* *Ward 9 Facebook* *Statistics for Budget Allocator tool:* *For the current 2018 budget, we have received 663 submissions and 184 comments since the allocator went live on September 12.* *For the 2017 Budget, we received 1,483 submissions and 474 comments. Teletown hall:* *12,909 residents participated in the three telephone budget sessions.* *17.5 minutes was the average participant duration.* *1,434 attendees were for the City-wide session.* *500+ attendees were for the ward specific sessions.*

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Response	Action	Examples related to the question
		• *[Accessibility Plan](#) – Ensuring barriers to accessibility are removed.* • *[Website Modernization Project](#) – Redesigning the City website and other initiatives with IT to improve City resources and how people engage with the City.*

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

Response	Action	Examples related to the question
City staff, including those from Risk Management, Emergency Management Office and Corporate Services, are well prepared and trained to assess and limit risk to the City.	Risk prevention strategies appear to be effective. Full security plan and strategy have been developed (physical security of property and people).	• *Strategies are effective* • *All project charters include a section on risks.* • *Whistleblower program and policy* • *Risk Management Section follows trends and looks for opportunities to address, such as cameras on buses.* • *Other examples: Cyber insurance, [Emergency plan](#), the Emergency Services Office, Health and Safety Management System, [Protective Measures program](#), Workplace Violence policy and a Robust Insurance program.* • *2018 budget to include emergency/disaster relief funding* • *Hazard Identification Risk Assessment (HIRA) – related to flooding and workplan includes future HIRA related to ice storms etc.*
Audit Committee reviews any potential risk to the City.	Internal Audit is currently undertaking a Corporate Risk Assessment and the results will be presented to the Audit Committee at the March 2018 meeting.	
The City of Mississauga works collaboratively with other levels of Government to review any type of risk towards the City.		

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

Response	Action	Examples related to the question
Limited budget to repair or replace Infrastructure. The City has taken increased steps to evaluate and plan for asset management repairs. This will continue to be a demand on the City's budget.	Departments report on funds allocated to aging infrastructure.	*Progress has been made with Provincial and Federal governments in areas such as:* • *The Gas Tax* • *Public Transit Infrastructure Fund* • *Clean Water and Wastewater Fund* *The City continues to do what it can within its own jurisdiction:*
Capital expenditures amounts are being spent but are the amounts enough?	No. Funding from other levels of government is insufficient. City owns 66% of the infrastructure yet only receives 10% tax dollars. Council should lobby other levels of government to get more funding. Systemic underfunding from other levels of government remains an issue. City does a thorough job of allocating the tax dollars received and is transparent throughout the budget process.	• *Continuing to have an annual 2% infrastructure and debt payment levy;* • *All major infrastructure categories have robust programs to evaluate and manage assets.* • *The introduction of Storm water charges allowed us to triple our ten year capital funded program.* • *An increased focus on the Asset Management plan will provide direction for prioritization.* *Funding remains insufficient however, as we have projected unfunded pressures and capital projects to the value of $810m in the next ten years. This funding gap is identified in the* <u>2018-2021 Business Plan and 2018 Budget.</u> *Therefore we continue to approach the federal and provincial governments for sustainable funding. i.e.* <u>Provincial 2017 Budget: Pre-Budget Submission,</u> <u>Federal 2017 Budget: Pre-Budget Submission.</u>

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Chapter 3 – Align Organization with Priorities

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

Response	Action	Examples related to the question
When the City of Mississauga is in control of the priority then there is consistency. When other levels of Government are involved we have no control over the actual service levels. An example is the Hurontario LRT where the impact on the operating budget is not known.	Build resiliency and adaptation into the system to respond. Need to build business plans/cases to demonstrate to other levels of government the need for additional funding. This is done on a projects specific basis. The municipal sector is making the argument that federal money and provincial money should have funding allocated based on a reliable basis to better plan due to consistency, similar to gas tax model. The City has projects that are unfunded and for which funding sources have not been identified. Need better advocacy for a predictable funding allocation model. Operating and replacement costs do not seem to be understood by other levels of government. Focus of business case is what it actually costs to accommodate the density proposed by the province. City must be prepared to address any changes and be nimble to reprioritize.	• *Members of Council and staff attend and partner with AMO and FCM lobby efforts.* • *Business planning process – takes direction from the Strategic and Master plans to reconcile vision with the budget.* • *Use the tools where we can (e.g. CIPs)* ***Partnership Examples:*** • *Development partners (e.g. Oxford)* • *BIAs* • *MBOT (Mississauga Board of Trade)* • *Toronto Global* • *Post-secondary (UTM, Sheridan)* • *Where there is an opportunity to comment on new legislation, the City provides comments and input.*

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Is the municipality undertaking comprehensive HR planning, including succession planning, staff appraisals and professional development of existing personnel?

Response	Action	Examples related to the question
Yes – the City does an excellent job.	Metrics are reported through the Budget process annually including details regarding: recruitment, lost time reporting, succession planning, demographics of workforce, turnover.	*People strategy (Master Plan)* *Talent panel review* *Tuition reimbursement program* *Talent acquisition program* *Overarching people strategy* *Sustainable plan for all levels in the organization.* *Professional association and membership fee policy for reimbursement.* *We are considered to be a Leader in succession planning in municipal government sector.* *Diversity and Inclusion Workplace Strategy*

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

Response	Action	Examples related to the question
Members of Council have the opportunity to enroll in any professional development course that aligns with the expense policy.	The Clerk's Office to ensure Members of Council are aware and publish a list of opportunities that are available throughout the year for the Councillor's professional development, similar to the information provided by the Region.	• *Tuition reimbursement extends to Council staff* • *Opportunities available to Councillors:* o *Associations offer courses/professional development*

Members of Council have the opportunity to enroll in any training that is offered to staff.	Look at opportunities such as that offered by Trillium Health's "back to school" program where an in-house conference is offered to Council.	o *Internal training*
		  o *Media training*
		  o *The annual City Manager's Leadership conference is modelled after Back to School and all members of Council are invited to attend.*

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

Response	Action	Examples related to the question
The City has recently made improvements to the Procedure By-law , with changes such as recorded votes and consent agendas.	Continue to identify opportunities for improvement through the Governance Committee.	• *Corporate reports have been updated to include highlights, financial impact, and strategic plan.* • *Moving towards a paperless agenda to reduce paper usage, where possible.*
Format of agenda and corporate reports to be more streamlined.	Corporate reports should include a section where the report highlights how the report's recommendations align with the City's priorities and any risk considerations.	• *Streamlined Council procedure with consent agenda and recorded votes* • *Audio-visual equipment upgrade scheduled for Council Chambers*
Yes, many examples where the internal organization has changed and evolved over time to align with changing priorities.	Remain nimble to adapt to changing needs and priorities.	• *Evolved in organizational design to align with Council and Community priorities.*
The City does not want an Executive Committee.	Council has determined that an Executive Committee is not required. See Governance	• *Different divisions established based on needs and priorities. Addition of:*

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Response	Action	Examples related to the question
	Committee Review (Item 2)	o *Culture and Environment Division* o *Committees – Governance, Environment, DIAC and Road Safety* o *Hurontario LRT Office* o *Transportation Committee was established and retired based on effectiveness.*

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Chapter 4 – Measure Results – Reward Performance

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

Response	Action	Examples related to the question
The City will be conducting a maturity assessment in 2017 of performance measures. There are areas difficult to measure, which have smaller systems that have not been updated and data is not available; administrative processes fall into that category.	The City has gold standards in some areas and will continue to identify the other areas in efforts to bring those areas up to the same standards. Focus around new technology in all technology plans as systems are being updated and improved to ensure measures are understood, and what data is required.	• *According to a recent independent assessment we're ahead of others in the municipal sector* • *Citizen satisfaction survey results posted* • *Real time metrics and dashboards – e.g. energy, 311, lost time* • *Project results posted on project sites* • *Targets established: winter maintenance targets, recruitment targets (time to fill), finance service level agreements, etc.*
The City's Budget Book is the primary document through which performance metrics are reported out.	According to KMPG, the external auditor, their review of Mississauga indicates the City is ahead of other municipalities with respect to performance measures. A review is scheduled by the external auditor to go Audit Committee in spring 2018.	
The City benchmarks against other municipalities, where Council may request a review to ensure that best practices are being followed and for management and accountability.	Council reacts to measurements and will modify the service levels as required.	

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Is good performance recognized, reinforced and celebrated?

Response	Action	Examples related to the question
Council is very supportive of events to recognize staff. There is a culture of extending appreciation.	Good performance is recognized, reinforced and celebrated through the Corporate Awards program. Recipients are acknowledged at Council with a presentation of their award.	• *Staff awards (CAFE)* • *Awards to staff from external parties/industry -* *Recognition Policy* • *Awards are posted on-line* • *Long Service awards – Mayor and Councillors attend to honour staff*

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

Response	Action	Examples related to the question
The City conducts Employee Engagement Survey's every two years.	Employee Engagement Survey refresher in 2018.	• *PMP program for staff* • *Lean embedded into our processes – continuous improvement, customer-focused.* • *Key Performance Indicators benchmarked with other municipalities.*
Employee Performance Reviews conducted annually across the Corporation.	Budgets are set for performance increases. Each Department is given a budget allocation for performance increases; distribution of tier quotas; staff can move within the tiers but not outside of them. The Leadership Team receives reports from HR on the average cost of increase. Staff can request a review of their performance review to the Director, Commissioner up to the City Manager level.	

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

Response	Action	Examples related to the question
The City does have effective processes for linking priorities, actions and results.	Strategic and Master Plans link priorities and actions of the City.	• *Strategic Plan – annual report on progress* • *Several areas prepare annual reports (e.g. Communications, Accessibility)* • *Corporate Reporting templates require comments on the Financial Impact and relevance to the Strategic Plan.*
There are annual agreements for Non-Union staff, which highlights core competencies and key results. Focus on objectives and successes.	There will be a performance management program review in 2018.	
Ensure that Corporate Reports speak to the strategic plan, initiatives and recommendations that support strategic priorities.	Continue to highlight in Corporate Reports.	

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

Response	Action	Examples related to the question
There is a regular and systematic review of municipal service delivery, with the objective of improving processes and service to the public. The City is using a lean methodology in reviewing day to day operations.	The City has a Corporate Performance and Innovations group to assist management with studies. The City created a Lean Office to address systemic service delivery. https://yoursay.mississauga.ca/budget-2018/videos/921	• *Lean – over 2,000 staff are white belt trained, and over 75 certified or in progress yellow and green belt staff.* • *Small improvement repository – over 650 completed.* • *PMSO (Project Management Support Office) established* • *Regular policy review program standards* • *Business Planning* • *Audit work plan and risk assessment*

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Chapter 5 – Pursue Public Involvement

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

Response	Action	Examples related to the question
Yes but there is always more that can be done. The City offers lots of opportunity for public feedback but the challenge is getting residents to take advantage of those opportunities. Examples are: budget allocator tool and the comment section.	Once community feedback is received, the information gathered needs to be relayed back to the residents who attended the consultation.	• *Community Engagement Framework established to ensure consistency in approach and closure with engagement* • *Citizen Surveys done in the past depending on issue* • *Planning – public meetings above requirements of the Planning Act*
The City does a good job on communicating on big issues such as the strategic plan or planning matters however we are less successful on smaller issues i.e. changes to by-laws.	When an issue impacts the whole municipality it may be helpful to use a survey to gain feedback. Ensure we let residents know what we heard from them and what actions the City took.	• *Program level surveys such as warrants for stop signs, lower driveway parking* • *Community Engagement portal being prepared* • *Introducing customer feedback on the website*
Challenges on getting people's attention, quality around releases, plain language and attractiveness.	Council newsletters to include concluding results from consultations on Ward relevant issues or City wide issues. Have Your Say Mississauga	• *Consultation with advisory committees such as AAC and DIAC*
The launch of new City's website had the user in mind to understand how residents want to receive information.	Creating a section on the City of Mississauga's website to post survey results or public consultation feedback.	

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

Response	Action	*Examples related to the question*
All committee meetings are open to the public to attend and six committee meetings are now streamed online.	Staff to provide a breakdown of the streaming numbers for each meeting.	• *Streaming of Council and Committee meetings.* • *Recorded votes* • *Very limited number of closed meeting reports.* • *Council education sessions are usually held in public session.* • *Open data for recorded votes* • *Fulsome media relations program* • *Vote anywhere* • *All Council and Committee meetings are open to the public.* • *Reputation of being open and transparent*

Does the municipality operate on the principle that information should be made public, except where the law specifically prohibits its disclosure?

Response	Action	*Examples related to the question*
Yes – the City can create a report that would make a closed session report available to the public unless the information included would prohibit its disclosure. The City continues to provide more information through the open data project.	Continue to expand the Open Data collection of information. We scan documents for accessibility.	• *Open data portal; we are one of top 20 open data cities in Canada* • *311* • *After hours dispatch* • *Website making information accessible 24/7 – Access Services available upon request* • *Translations Services* • *Accessibility Advisory Committee (AAC)*

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Does the municipality believe that decision making is enhanced by actively involving the public in the making of the decisions?

Response	Action	*Examples related to the question*
Yes – the City engages the public by using modern techniques to engage the public when making decisions.	The Community Engagement project will establish standardized engagement practices.	• *Best practices and modernization of information on the website.*

Do members of council give top priority to their role of representing the interests of local residents?

Response	Action	*Examples related to the question*
Yes, Members of Council are very responsive to their residents.	Ward Councillors hold community specific meetings related to development, ward events, etc.	• *Staff (subject area experts) are available as required to attend ward Councillor meetings (e.g. coyote information sessions)*
Committees are formed with members of the community to receive initial feedback before holding public information sessions. Members of Council bring staff as subject matter experts to community meetings

Part of the City's culture that staff are expected to attend resident meetings. | Continue to invite staff to attend resident meetings to ensure open dialogue and understanding between Council, residents and staff. | • *Staff engaged in AMO and FCM initiatives* |
| Ward Town hall meetings are held with the Mayor and the ward Councillor. | Continue the practice of Mayor/Councillor town hall meetings. | |

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Chapter 6 – Partner where possible

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

Response	Action	*Examples related to the question*
When possible, staff will partner with other local governments on municipal services. An example is the City's tax system that other municipalities are using.	Continue to encourage staff to engage with their peers from other municipalities for best practices and potential partnerships that benefits all parties.	• *PSN (Public Sector Network) – largest municipally owned fibre network in North America.* • *Tax system – created by the City and procured to other municipalities.* • *Joint procurements with other municipalities* • *Partnership with Metrolinx* • *Vcom partnership* • *Region of Peel – water billing on storm water charges.* • *Emergency response – mutual aid* • *Use of Provincial and Federal vendors of record listing.*

Does the municipality actively investigate potential public-private partnerships, including the use of not-for-profit and volunteer agencies in connection with service delivery?

Response	Action	*Examples related to the question*
The City partners with various affiliated groups, such as Leash-Free Mississauga and numerous sporting groups to run programs.	Continue these mutually beneficial partnerships.	• *Community groups* • *Older adult strategy* • *UTM, Sheridan – share bandwidth* • *Peel Regional Police*
The City supports groups who provide programs on behalf of the City financially through the grants program. The City also enters into public/private partnerships where the programs are provided on the City's behalf, such as the Garry Morden Centre, the	Continue these mutually beneficial partnerships.	• *Festivals* • *Recreation Programs* • *BIAs, MBOT* • *Hospitals* • *Gary Morden Centre*

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Response	Action	Examples related to the question
Hurontario LRT, joint community centres with secondary schools.		• *Community Development staff who work with volunteer groups, festivals, unity way* • *Hershey Centre*

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

Response	Action	Examples related to the question
Yes, significant services are contracted out, such as snow and grass cutting services.	Continue existing practice.	• *Always looks at various service delivery models/options* • *Metrolinx – Hurontario LRT* • *Contracted out work (capital budget funded)* • *Hershey Centre -subcontracted* • *Streetlighting – Alectra Utilities* • *Stormwater billing – Region of Peel* • *'Sauga strokes – therapeutic pools* • *Family washrooms, single sex swim programs*

When seeking assistance from the province, does the municipality indicate what steps it will take to address its problems, rather than simply asking the province for help?

Response	Action	Examples related to the question
We do effective advocacy to help ourselves.	The Mayor/ Members of Council and City Staff do a lot of advocating for the City's needs with the provincial government.	*We use all tools available:* • *Infrastructure levy* • *Being "Shovel-ready" for project funding* • *Emergency management* • *Hurontario LRT example* • *Advocacy in election years (provincial and federal)*

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Response	Action	*Examples related to the question*
Council is doing their part in areas that are solely their responsibility, such as the storm water charge.	Council will undertake ongoing reviews of measures.	• *Demonstrate what we've done before we ask for assistance, e.g. Gas tax*, hotel tax • *Stormwater charge*

Is the municipality exerting itself to maximize whatever operating freedom and discretion it does have under existing provincial legislation?

Response	Action	Examples related to the question
The City is good at examining options and looks for opportunities for greater municipal authority. e.g. hotel tax. The City is always looking to maximize opportunities.	General Committee approved implementation of a hotel tax in principle.	• *Integrity Commissioner – noted as strongest code in the province* • *Code of conduct* • *Hotel tax* • *Sharing economy – Uber, Airbnb* • *Prudent Investor regulations and strategy*
City Council advocates for changes to legislation in particular when the Province seeks to constrain. e.g. representation at AMO	Council will pass Resolutions related to proposed new legislations or to advocate changes to existing legislation i.e. AAC member participating	• *OMB reform* • *Joint and Several Liability* • *Presentations are made to Council and Committee related to new leg. For example*
The City is aggressive in voicing opinions when the Province is trying to take away or download responsibilities.	Council provides comments at standing committees and submits comments when new legislation or when there are proposed amendments.	• *Bill 148* • *Construction Lien Act* • *Bill 68*

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Is the municipality making every effort to develop a partnership with its employees (and their unions) so that barriers to good governance can be reduced or removed?

Response	Action	Response related to the question
Labour relations are strong overall.	The collective bargaining contracts were negotiated to 2019 which provides stability.	• *Labour management meetings* • *Develop and implement a bargaining strategy* • *Joint health and safety committee* • *City manager town halls* • *Employee engagement survey* • *CAFÉ awards* • *3rd party relationship building with unions* • *Whistleblower policy* • *City Managers Leadership conference* • *Two Way communications program* • *Staff appreciation events*
Communication is key to maintaining a partnership with employees. The City Manager and CAO and Leadership Team communicate with staff regularly i.e. videos, face to face meetings, emails. Strategic priorities are communicated and the awareness shows in the employee survey.	Strategic priorities may need to be refreshed for all staff. Employee surveys are undertaken and the results are reported to Council. The City received high scores in trust in the corporation and leadership.	
Members of council have a good working relationship with staff and committees of Council.	It should be an expectation that a good working relationship between staff and Council continue. Members of Council should be the ones to call out bad behaviour of their Council colleagues.	

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Chapter 7 – Develop and Live by Organizational Values

Does your organization have a set of core values that are well known?

Response	Action	*Examples related to the question*
The core values are: Trust, Quality and Excellence (TQE). Council is open to reviewing the core values.	The City could do a refresh of the core values ensuring new and existing staff are aware.	• *Staff surveys taken to ensure awareness of TQE.*

If the municipality has a set of core values, do they provide a foundation for the decisions that are made by council?

Response	Action	*Examples related to the question*
As an organization, we live the core values. Respectful conduct at Council exhibits trust.	Members of Council needs to be careful and ensure that they are following the core values as they represent the City of Mississauga.	• *Core values are reflected in the materials brought to Council.* • *Code of conduct for Council and Committees* • *Respectful workplace* • *Mandatory training* • *Standard of behavior policy*
We link our decision making back to strategic priorities. The core values are linked with the Strategic Plan.	Decisions need to take values into consideration.	• *2016-2018 Business Plan and 2016 Budget* • *The Lean Program is to drive excellence and quality service.*
The Strategic Plan is used in the financial planning for the City.	The budget planning process incorporates the values from the Strategic Plan.	*Examples of transparency and accountability such as:* • *Open Data* • *recorded voting* • *website, streaming* • *Whistleblower Policy* • *Closed sessions*

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Is there a written code of conduct governing the behaviour/actions of council members and of staff?

Response	Action	*Examples related to the question*
There is a Council Code of Conduct for Members of Council as well as Corporate Policies with respect to conduct and behaviour for staff.	The Code of Conduct is designed to be a useful guide to Members of Council.	• *See above* • *Bill 68 requires alignment of staff and Council responsibilities – report to be prepared for Council consideration by year end* • *Public complaint process* • *Integrity Commissioner*

Do members of Council and senior staff demonstrate/model ethical behaviour by their actions?

Response	Action	*Response related to the question*
In his final report, the former Integrity Commissioner complimented Council as he did not receive any complaints related to the behaviour between Councillors or from staff to Council.	The new Integrity Commissioner will do an annual report and in depth review.	• *Whistleblower policy* • *Audit Committee* • *Mandatory training – Respectful Workplace* • *ExLT as forum to discuss issues* • *Conflict of interest policy for staff* • *Professional association membership required ethics training*

Are values, including ethical behaviour, given prominent coverage during the post- election orientation of council members?

Response	Action	*Response related to the question*
More work could be done in this area.	Governance Committee and the Integrity Commissioner review Code of Conduct with Council at each new term.	• *Integrity Commissioner involved in orientation of new Council.* • *Integrity Commissioner meets with new Councillors individually (and incumbents if they wish)*
The information was reviewed with members of Council.	Create a document about the standards and Behavior expectations of the City of Mississauga and that it are our wish to continue then current high standards.	• *Respectful Workplace Policy* • *Code of Conduct covered in orientation*

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Response	Action	*Response related to the question*
	At the start of the new term a Council session should be scheduled to review priorities and the good governance report so that all members of Council hear the same message and discuss the expectations.	• *Includes orientation for Council staff*
A question is what are the consequences if a Councillor or the Mayor doesn't comply with the ethical behaviour and standards of the City of Mississauga? Who pulls the trigger for the Integrity Commissioner to investigate?	Councillors should feel comfortable to approach their colleagues to let them know about their behaviour. There should be some expectation that the Mayor or Chair of the Committee would say something about the behaviour at a meeting. Briefing Councillors as the Chair and how they should be dealing with situations like this.	

Are values, including ethical behaviour in particular, taken into consideration in the hiring and ongoing evaluation of staff?

Response	Action	*Response related to the question*
It is taken into consideration for senior staff. In leadership positions there are 360 evaluations and development programs.	There is always more that can be done as well as including the City's core values in the hiring letters for staff could be reviewed.	• *Yes taken into account in hiring process* • *PMP process* • *Policies – standard of behavior, acceptable behavior* • *Criminal records checks* • *Confidentiality agreements* • *Succession Management Plan* • *Supervisory statistics and training provided*
City is building a culture to get the most out of people.	Talent Management Section	
All employees sign off in their PMP for policies related to the code of conduct, respectful workplace and to other policies.	Remind staff of annual sign off acknowledging Corporate Policies.	
All policies are updated to align with Provincial Legislation. e.g. Whistleblower Policy	Refresh Workforce Diversity and Inclusion Strategy and comply with policy.	

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Chapter 8 – Adopt a Council-Staff Protocol

Have Council and staff discussed and agreed upon their respective roles?

Response	Action	*Examples related to the question*
The roles of members of Council are clearly defined.	Draft Civic Protocol Policy.	• *Bill 68 requires that this is formalized. A report will be presented to Council by year end on this matter.*
There is no formal document related to roles however, the Code of Conduct and Procedure By-law speaks to the role of Council as well as the By-law appointing the City Manager and CAO.	There are areas that we can provide greater clarity and information in the orientation session for Members of Council. A report is being prepared for Council's consideration.	
A protocol for members of Council will be going to General Committee in the Fall related to advocacy on issues.	Draft Civic Protocol Policy approved by Governance Committee.	
Bill 68 requires a staff-Council policy or Code of Practice.	To address this anticipated requirement the City could start considering creating a Code of practice in accordance with Bill 68. This could be a recommendation from the good governance subcommittee's report.	

Is there a common understanding of the role played by staff in providing policy advice and recommendations?

Response	Action	*Examples related to the question*
Staff are politically neutral and their role is to advise Council.	The Council orientation session should include information with respect to staff's role in policy advice and recommendation.	• *Council ask for staff advice but they make the final decisions – staff respect their role* • *Clear delineation of staff and Council role*
There is respect for staff's professional opinion.	Members of Council can change the staff recommendation, but not the staff report. There must be a respect for the technical/professional advice.	• *No instances of complaints regarding interference*

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Is there a common understanding of the role played by council members in the implementation of policy decisions?

Response	Action	*Examples related to the question*
Staff understands that Council makes the final decision.	As a public corporation, there is a common understanding of how decisions are made.	• *Absence of problems demonstrates that there is an understanding*
A Councillor may be involved, if there is a subcommittee involved or a local issue.	Members of Council are involved as required.	• *Commitment to Transparency evident in public reporting of expenses* • *Questions related to staff recommendations are raised in the public forum*

Does the municipality have a formal, systemic review stage that is consistently applied when there are significant initiatives in policy or in the provision of services and facilities?

Response	Action	*Examples related to the question*
There is a formal structure for policy reviews and similar for services and resources that are required.	Services are reviewed during the budget process.	• *Robust policy review process – cyclical review* • *Steering committees* • *Project charters* • *Business cases* • *Budget requests*

Is there an appropriate balance between the policy matters introduced by council and those that are initiated by staff?

Response	Action	*Examples related to the question*
Staff regularly are asked to prepare policies and sometimes staff initiate bringing it forward.	Both staff and Council initiate policy.	• *Code of Conduct and Integrity Commissioner initiated by Council*
Staff are always encouraged to look at best practices.	Benchmarking is regularly undertaken. Council depends on staff to identify issues to be reviewed.	• *Balance between Council direction to staff to review and report back and staff initiating reports on matters* • *Most agenda items are brought forward by staff. (i.e. amendments to by-laws, customer service strategy*

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Are council deliberations conducted in an atmosphere that is cordial and marked by good will and mutual respect?

Response	Action	*Examples related to the question*
Debate is handled in a cordial manner and differences of opinion do not carry over to future meetings or topics.	There is a sense of respectfulness with respect to the debate between Council colleagues.	*Addressed in the Council Code of Conduct.*