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## Governance Committee

### Date

2018/02/12

### 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 Carolyn Parrish, Ward 5  
Councillor Ron Starr, Ward 6  
Mayor Bonnie Crombie (Ex-officio)  
John Magill, Citizen Member  
Sandy Milakovic, Citizen Member

### Contact

Allyson D'Ovidio, Legislative Coordinator, Legislative  
Services 905-615-3200 ext. 5411  
Email <mailto:allyson.dovidio@mississauga.ca>

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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 - October 31, 2017

6.2. Region of Peel - Update to Business Expense Accounts - Members of Council Policy (at the request of Councillor Parrish)

6.3. Audit Committee and Governance Committee Meeting Streaming - Pilot Project Update

6.4. Benchmarking – Government Relations Protocol

6.5. Governance Subcommittee Report - Municipal Governance Leadership Challenge

6.6. Requirements for Citizen Appointment to Committees of Council

6.7. Status of Governance Committee Work Plan Items

7. **OTHER BUSINESS**

8. **ADJOURNMENT**

# City of Mississauga

# Minutes



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## Governance Committee

**Date**

2017/10/31

**Time**

1:00 PM

**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
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Jim Tovey	Ward 1 (Other Municipal Business)
Mayor Bonnie Crombie	(Ex-officio)
John Magill	Citizen member
Sandy Milakovic	Citizen member

**Staff Present**

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

**Find it online**

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

1. CALL TO ORDER – 1:00 PM
2. APPROVAL OF AGENDA  
Approved (Councillor Parrish)
3. DECLARATION OF CONFLICT OF INTEREST - Nil
4. DEPUTATIONS - Nil
5. PUBLIC QUESTION PERIOD - Nil
6. MATTERS CONSIDERED
  - 6.1. Approval of the Minutes - June 5, 2017  
Approved (S. Milakovic)
  - 6.2. Government Relations Protocol (Draft)

Members of the Committee engaged in a discussion with respect to the Draft Government Relations Protocol and made the following suggestions:

- When the Mayor and Acting Mayor are unavailable to attend an event of city-wide importance, the Mayor should ask the Ward Councillor to attend.
- The reference to The Mayor attending international meetings should clearly identify meetings outside of the City of Mississauga.
- In the Role of the Member of Council a descriptor should be added to specify when acting in the capacity of City of Mississauga Councillor.

In response to a request for clarification with respect to international travel, Gary Kent, Commissioner, Corporate Services and Chief Financial Officer noted Councillors are allowed to expense international travel to their budget. Mayor Crombie noted Councillors need to have a defined role to account for the expenditure. In response to an inquiry with respect to whether there should be a process to approve Councillors to attend international events, Councillor Ras noted these circumstances are rare and should be considered on a case by case basis. Mr. Kent further noted that if all of Council voted for a unique circumstance, the costs would be taken from a corporate account.

In response to comments regarding the role of the Acting Mayor, Robert Trewartha, Chief of Staff, Office of the Mayor, noted the purpose of this section was to address



attendance at city-wide events. Mr. Trewartha noted the challenges associated with asking the Mayor's Office to coordinate events for the local area Councillors and further that the Acting Mayor shall coordinate event logistics with the event organizer.

Mr. Trewartha provided clarity with respect to the requirement for members of Council to receive Council endorsement prior to advocating to senior officials at the federal or provincial level and noted the purpose is to ensure members of Council are advocating for Council approved initiatives. Councillor Tovey expressed his concerns with this requirement.

#### RECOMMENDATION

That the draft Government Relations protocol as outlined in the document reviewed by the Governance Committee on October 31, 2017 be approved as amended to include the following and that staff report back to General Committee with a Corporate Policy:

- a) Role of Mayor  
"The Mayor will act as the City of Mississauga representative at all official international meetings outside of the City of Mississauga, including investment missions. Members of Council may attend with the Mayor should they choose to do so."
- b) In the Role of Members of Council section include a descriptor to clarify that it is when acting in the capacity of a City of Mississauga Councillor.
- c) Role of Acting Mayor  
"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 Ward Councillor. This process shall repeat until a Councillor is able to attend as Acting Mayor."

Approved as amended (Councillor Parrish)  
Recommendation GOV-0011-2017

#### 6.3. Civic Protocol

Members of the Committee engaged in a discussion with respect to the Civic Protocol Policy 06-02-01 and made the following comments:

- The order of precedence should be Mayor or Acting Mayor, Members of Council then Regional Chair, then Federal government representative and Provincial government representative.
- The same order should apply for speaking order at events.
- The policy should specify who should be invited to speak at events.

Mayor Crombie noted the importance of the order of precedence at events at City Hall and Celebration Square and further that the City officials speak first.

In response to comments by Committee members, Janice Baker, City Manager and CAO noted that the policy is referring to the speaking order at City events and that it cannot be enforced at private events where City officials are attending. In response to a comment about speakers, Laurel Schut, Manager of Corporate Communications, noted MPs and MPPs are invited to speak only where there is a funding agreement or partnership agreement in place.

#### RECOMMENDATION

That staff be directed to incorporate the following changes to the Civic Protocol Policy 06-02-01 and report back to General Committee:

- a) Move the Regional Chair to appear directly following Members of Council in the Order of Precedence for Processions.
- b) Move the Regional Chair to speak directly following the Mayor or Acting Mayor in the Speaking Order at Official City Openings/Events.
- c) Clarify that Federal and Provincial Government representatives be invited to speak if there is a partnership/funding agreement in place.

Approved as amended (Councillor Parrish)

Recommendation GOV-0012-2017

#### 6.4. Foreign Delegations

Councillor Parrish noted there should be a budget for refreshments and further that letters from the Mayor or Councillors should be sent to foreign delegations when they are invited to an event.

Members of the Committee engaged in discussion with respect to who should be considered or invited to the City as a foreign delegation and the risks of sending letters. In response to Councillor Starr, Janice Baker noted the risks to the City by not having criteria in place to manage the requests. Ms. Baker further noted we run the risk of supporting a foreign delegation that has only commercial interests in the City. Councillor Starr noted that trade and political exchange should be welcomed. Mayor Crombie further noted the potential risk from delegates who use an invitation from the City to expedite a visa application and suggested that letters should come from the Chamber of Commerce.

In the interim, Councillor Saito suggested that requests to cover the costs of refreshments should be brought to Council for approval or reimbursement until a policy can be adopted.

#### RECOMMENDATION

That the report dated October 23, 2017 from the City Manager and Chief Administrative Officer entitled Foreign Delegations be received and referred to staff to develop a policy to deal with requests from foreign delegations to visit the City of Mississauga and report back to Governance Committee.

Approved (Councillor Starr)

Recommendation GOV-0013-2017

#### 6.5. Use of City Resources During an Election Campaign

In response to comments made by Councillor Saito and Janice Baker about canvassing outside of the writ period, Mary Ellen Bench, City Solicitor noted that restricting federal and provincial candidates from canvassing on City property during City events could result in complaints related to Freedom of Speech.

Members of the Committee engaged in a discussion with respect to advertising on commercial signs. Councillor Parrish requested that the Sign By-law be reviewed with respect to when spaces can be rented out if not being used by Council.

In response to Councillor Ras, Ms. Baker confirmed that Councillors' office data belongs to the City Councillor. Councillor Parrish confirmed that her personally funded website is not impacted by this policy. Mayor Crombie noted that the use of City resources during an Election Campaign should be an item on a future Council agenda.

#### RECOMMENDATION

That the report dated September 5, 2017 from the Commissioner of Corporate Services and Chief Financial Officer regarding the draft policy entitled "Use of Corporate Resources in an Election Campaign" be received and that staff be directed to report to General Committee.

Approved (Councillor Parrish)

Recommendation GOV-0014-2017

6.6. Status of Governance Committee Work Plan Items

RECOMMENDATION

That the status of Governance Committee Workplan Items dated October 31, 2017 be received for information.

Received (Councillor Starr)

Recommendation GOV-0015-2017

6.7. 2018 Governance Committee Meeting Dates

RECOMMENDATION

That the memorandum entitled 2018 Governance Committee Meeting Dates dated October 25, 2017 from Sacha Smith, Manager of Legislative Services and Deputy Clerk be received for information.

Approved (Councillor Parrish)

Recommendation GOV-0016-2017

7. OTHER BUSINESS - Nil

8. ADJOURNMENT – 2:14 PM (Councillor Tovey)

**REPORT**  
**Meeting Date: 2017-12-07**  
**Council Expense Policy Review Committee**

DATE: November 29, 2017

REPORT TITLE: **UPDATE TO THE BUSINESS EXPENSE ACCOUNTS - MEMBERS OF COUNCIL POLICY**

FROM: Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

### RECOMMENDATION

That the changes to the Region of Peel's Business Expense Accounts - Members of Council Policy, attached as Appendix I to the report of the Chief Financial Officer titled "Update to the Business Expense Accounts - Members of Council" be approved, effective December 6, 2018, with the new term of Council;

And further, that the recommended changes to the Policy related to ineligible election related expenses resulting from the requirements under the *Municipal Elections Act, 1996*, be approved, effective immediately.

### REPORT HIGHLIGHTS

- The Business Expense Accounts - Members of Council Policy governs the types of reimbursement for business travel and incidental business expenses.
- The Council Expense Policy Review Committee, on September 7, 2017, directed staff to evaluate their recommended changes to the Council Expense Policy.
- The proposed amendments to the Policy include: changing the final approval authority to the Chief Financial Officer, adding the requirement of reporting to Regional Council prior to and after attending a conference, introducing a limitation to the number of Members of Council allowed to attend events or conferences, and clarifying the eligibility requirements for hotel and airfare expenses.
- The Committee directed staff to examine certain sections of the current Policy to assess whether changes are needed. These sections included: the per diem rate, kilometre threshold, introducing purchasing cards for Members of Council, reward programs, Regional newsletters, and internal charges for the use of Regional services.
- A new section has been added to the Policy to reflect ineligible election related expenses.
- There are a number of minor administrative changes to the Policy that are recommended by staff.

## UPDATE TO THE BUSINESS EXPENSE ACCOUNTS - MEMBERS OF COUNCIL POLICY

### DISCUSSION

The Council Expense Policy Review Committee ("the Committee") met on September 7, 2017 and the Committee directed staff to evaluate their recommended changes to the Business Expense Accounts - Members of Council Policy ("the Policy"). The Committee also discussed certain sections of the Policy that required further investigation by staff to inform potential changes to the Policy.

#### 1. Proposed Direction

The following changes were recommended during the meeting and have been reflected in the updated Policy:

- The Commissioner of Finance and Chief Financial Officer should be the final approval authority, not the Regional Chair.
- Attendance at conferences should be communicated to Regional Council through an information report prior to booking. A further report to Council would be completed after attending the conference.
- Members of Council are permitted to attend a maximum of three events or conferences per year. The Association of Municipalities of Ontario ("AMO") and Federation of Canadian Municipalities ("FCM") conferences are exceptions to this rule.
- A maximum of three Members of Council are permitted to attend each event or conference on behalf of the Region of Peel, with the exception of the AMO and FCM conferences. This is self-monitored by the Members of Council.
- If an opportunity arises to attend an event through the work of a Regional Committee, only Committee members are permitted to attend, with any exceptions to be justified in the preliminary report to Council. A Committee member, without Regional Council approval, cannot appoint a designate to attend the event.
- Hotel expenses should be limited to the standard room rate available at any event. Otherwise, any rates above and beyond a standard room rate, the Member of Council would not be reimbursed.
- Flight costs for Members of Council should be limited to economy class rates if the length of one flight is under five hours. If the length of the flight is longer than five hours, Members of Council would be able to access business class rates.
- Alcohol is not eligible for reimbursement.
- The authorized expenses "Over and above allowance" as reported in the quarterly Members of Council Term Allowance statements will be re-named "Other Board or Committee Expenses."

#### 2. Sections Requiring Further Investigation

The Committee discussed a few areas of the Policy which require further examination to determine what the appropriate change to the Policy should be, if required.

##### a. Per Diem Rate

The Committee directed staff to review the current per diem rate for Members of Council.



## UPDATE TO THE BUSINESS EXPENSE ACCOUNTS - MEMBERS OF COUNCIL POLICY

As reported to the Committee in the Council Expense Policy Comparisons Report (dated August 29, 2017), the per diem rates provided by other municipalities range between \$60 and \$100. Further details are described in Table 1 below:

**Table 1: Per Diem Rate Details by Municipality**

Municipality	Per Diem Rate	Eligibility Details	Last Date it Was Updated
Region of Peel	\$60 per day	Meals and incidental expenses	Increase of \$10 was approved in 1999
City of Brampton	\$60 per day	Meals only	Removal of \$25 per diem for incidental expenses was approved in 2015
City of Mississauga	\$75 per day	Meals and miscellaneous expenses	Increase of \$15 was approved in 2015
Town of Caledon	\$60 per day	Meals only	Changes in per diem are aligned with the Region's per diem rate change
City of Hamilton	\$75 per day (within Canada) \$100 USD per day (outside of Canada)	Meals and incidental expenses	Increase was approved in 2016

As referenced in Table 1, the Region's per diem rate has not changed since 1999; however food costs have risen significantly over the years. If the Region had indexed the per diem rate in line with inflation, the Region's per diem rate would have been an estimated \$85.85 as of 2018.

\* \* \* Therefore, staff recommend that the per diem rate be increased from \$60 to \$85 per day, as referenced in Appendix A of the draft revised Policy, to align with inflationary increases.

### b. Kilometre Threshold

The Committee instructed staff to examine the rationale of 60 km being covered and whether this should be amended in the Policy.

As reported to the Committee in the Council Expense Policy Comparisons Report (dated August 29, 2017), three municipalities reported a threshold for local travel. The details for the Region's and other municipalities' kilometre thresholds are discussed in Table 2 below:

## UPDATE TO THE BUSINESS EXPENSE ACCOUNTS - MEMBERS OF COUNCIL POLICY

Table 2: Kilometre Threshold Details by Municipality

Municipality	Kilometre Threshold	Eligibility Details
Region of Peel	60 km	<ul style="list-style-type: none"> <li>- Mileage for business travel within the Region of Peel is eligible for reimbursement.</li> <li>- For business travel up to 60 km, car mileage, registration costs, meal costs and hotel accommodation are eligible for reimbursement.</li> <li>- For business travel exceeding 60 km, travel costs, trip cancellation insurance, vicinity travel costs, registration cost, hotel accommodation and meals are eligible for reimbursement.</li> </ul>
City of Brampton	160 km	<ul style="list-style-type: none"> <li>- Any mileage less than 160 km is covered through Councillor's car allowance.</li> <li>- Any mileage over and above 160 km can be claimed.</li> </ul>
City of Mississauga	100 km	<ul style="list-style-type: none"> <li>- Any mileage less than 100 km is covered through Councillor's car allowance.</li> <li>- Any mileage over and above the threshold can be claimed.</li> </ul>
Durham Region	160 km	<ul style="list-style-type: none"> <li>- Eligible to claim hotel costs for any events greater than 160 km away from Durham Region Headquarters.</li> </ul>
Town of Caledon	Not listed	<ul style="list-style-type: none"> <li>- Business mileage is covered by the Councillor's salary.</li> <li>- Mileage for travel to out-of-town functions is reimbursed up to the mileage cost that does not exceed the cost of economy airfare for the same purpose through the Councillor's Term Allowance.</li> </ul>

As depicted in Table 2, the current Regional kilometre threshold has no impact on the claiming of mileage or hotel accommodations for Members of Council. Therefore, staff recommend to increase the Region's threshold to 100 km to be in line with the other municipalities.

### c. Purchasing Cards ("P-Card")

The Committee asked staff to study the implications for introducing a Regional credit card for Members of Council.

Staff met to discuss the possibility of issuing a Regional P-Card for Members of Council within the context of the current Regional P-Card process and noted the following concerns:

- The current timelines for the P-Card reconciliation process are short, in which reconciliations need to be completed within 10 calendar days of the following month. Staff would have challenges meeting the timelines due to the Members of Council not having an office at a Region of Peel building.



**UPDATE TO THE BUSINESS EXPENSE ACCOUNTS - MEMBERS OF COUNCIL POLICY**

- The P-Card reconciliation process requires access to the Region's financial system and therefore reconciling between the Region and local municipalities' P-Cards could be difficult without system access.
- There is a risk of error as a result of the use of the wrong P-Card for Regional business expenses, which could result in higher administrative workload to correct the errors.

\*\*\*

As a result of the above noted concerns, staff recommend that the current process be continued where Members of Council expenses are processed through Business Expense Claim forms without the issuance of a Regional P-Card.

**d. Reward Programs**

The Committee discussed the issue of acquiring or accumulating loyalty points for purchases, in which the points should accumulate to the Region of Peel and not to the individual Members of Council.

The current Regional Policy refers to reward programs under section 9.1c, in which paid costs (e.g. fees, taxes) can be reimbursed in the event that reward programs are used to cover the airfare or other items. The current Policy does not speak to the accumulation of reward program points.

As referenced in the Committee report Council Expense Policy Comparisons Report (dated August 29, 2017), the issue of reward programs are addressed in the Mayor and Councillor Expense Policy at the City of Brampton and the P-Card Policy at the City of Mississauga. Both policies indicate either employees or Members of Council may not benefit from the use of reward programs when making business purchases.

\*\*\*

Under the Region's current Business Expense Claim process, it is difficult to accumulate loyalty points to the Region of Peel and not the individual Members of Council. Therefore, staff recommend to not include any wording in the Policy related to the accumulation of loyalty points.

**e. Regional Newsletters**

The Committee directed staff to evaluate the implications of separating the Regional newsletters section of expenses into its own account, with an amount allocated based on a standard-sized newsletter and on the number of households found in the ward.

Table 3 below provides details on the funding sources for Councillor newsletter costs both at the Regional level and the local municipal level.

## UPDATE TO THE BUSINESS EXPENSE ACCOUNTS - MEMBERS OF COUNCIL POLICY

**Table 3: Councillor Newsletter Details by Municipality**

<b>Municipality</b>	<b>Funding Source</b>
Region of Peel	<ul style="list-style-type: none"> <li>- Annual budget of \$35,000 in the Council Administration operating cost centre issuing one Regional newsletter per Member of Council.</li> <li>- Second newsletter per Member of Council is charged against the Member of Council Term Allowance.</li> </ul>
City of Brampton	- Covered under the Councillors Term Allowance
City of Mississauga	- Covered under the Councillors Term Allowance
Town of Caledon	- Covered under the Councillors Term Allowance

The Regional budget for newsletters, as referenced in Table 3 above, has not been adjusted since 2008. The original budget was not based on the number of households at that time. In addition, this budget has not kept pace with the rate of inflation or the increase in the number of households in the Region over the years.

The increase in newsletter costs as a result of inflation and a growing community are evidenced in Council's past spending. For example, in 2015, Council spent \$143,500 in Regional newsletter costs with 611,593 newsletters issued, and in 2016, Council spent \$180,000 with 730,546 newsletters issued. This results in an average cost per issue of \$0.24.

To determine the total estimated 2019 newsletter costs, staff used an average cost per issue of \$0.25 based on 2016 spending and indexed with projected inflation, and an average 1.4 per cent annual household increase, applied to the number of households taken from the 2011 Statistics Canada census data. 2016 household census data information was not available at the time of this report. This resulted in an estimated budget of \$305,603, with an estimated 1,222,410 newsletters issued.

This budget covers the cost of one newsletter issued by each Mayor of each local municipality to its constituents, one newsletter issued by the Regional Chair to all Peel constituents, as well as each Councillor sending a newsletter to constituents in their ward.

\* \* \*

Staff recommend that an increase to the Council Administration operating cost centre budget by \$270,603 for 2019, to align the budget with the actual spending on Regional newsletters. This budget will be further broken down by ward for each Member of Council. Any amount spent in excess of the Member of Council's newsletter budget will be charged to their Term Allowance.

In addition, staff propose creating a new section 6.5.2, within the proposed revised Policy, that provides clarification on where the cost of the Regional newsletters can be claimed.



## UPDATE TO THE BUSINESS EXPENSE ACCOUNTS - MEMBERS OF COUNCIL POLICY

This new section also includes a new requirement under the *Municipal Elections Act, 1996*, which will move the deadline for newsletters in an election year from June 30<sup>th</sup> to May 1<sup>st</sup>.

### f. Internal Charges for the Use of Regional Services

At the September 28, 2017 Regional Council meeting (Resolution 2017-759), Council directed the Committee to provide recommendations to Regional Council related to requiring Members of Council to allocate costs for the use of Regional resources and/or property to their expense accounts.

Currently, Members of Council are not charged for the use of Regional resources. All three local municipalities in the Region of Peel allocate internal charges to the Councillors expense accounts for such things as internal printing costs, facility rentals and the use of mobile signs.

\* \* \*

To be consistent with the Councillor expense policies at the local level, staff are proposing to add in section 6.5.1 which further describes the internal charge-backs for the use of Regional services.

Currently, the Region's User Fee By-law contains fees for facility room rentals at PAMA, which the rates range from \$312.16 to \$367.25 for 2.5 hours. This could be referenced when staff is developing a price list for the use of Regional services.

### 3. Ineligible Election Related Expenses

Under the *Municipal Elections Act, 1996*, the Region of Peel cannot provide a subsidy to any candidate in a municipal election. Therefore special conditions for expenses apply to the Members of Council during an election year.

A new section, Section 7, has been added to the updated Policy to comply with this requirement. The section lists the detailed ineligible expenses, which includes constituent related expenses and the use of Regional facilities, property and mobile signs.

### 4. Other Minor Administrative Changes

The Committee's review of the Policy also provides an opportunity for staff to make recommendations on additional minor administrative changes to the Policy. The proposed minor changes are described below:

- Section 5.9 has been added to the updated Policy in order to provide a definition of the Members of Council. Members of Council include all Regional Councillors and the Regional Chair.
- Section 6.2 has been reorganized to include subsections related to travel arrangements, attendance at conferences, other board or committee expenses and hotel accommodation. The reorganization of this section provides more clarity on the Member of Council requirements in relation to events or conferences expenses.
- Under Section 6.3 Meals, the names of all attendees must be listed on the receipt. Staff propose to add the requirement of listing the purpose of the meeting to be consistent with the requirements of the local municipal Councillor expense policies.

**UPDATE TO THE BUSINESS EXPENSE ACCOUNTS - MEMBERS OF COUNCIL POLICY**

- Section 9.1 provides details on the responsibilities of Members of Council in relation to their business expense claims. Section 9.1b currently reads "The expense has not otherwise been charged to the Region (including to a Region of Peel P-Card)." Staff are proposing to add "or to the local municipalities, Boards and Commissions" at the end of the sentence, to ensure any expenses charged to the Region were not also charged to any of the local municipalities or Boards or Commissions.

**FINANCIAL IMPLICATIONS**

There will be a financial impact on the Region's 2019 operating budget as a result of the increase to the Regional newsletter budget, which will be included during the 2019 budget process. The remaining draft revisions to the Policy are not expected to have a financial impact. The increase in the per diem rates and the increase related to internal charge-backs for the use of Regional services can be accommodated within the current Term Allowance. Members of Council will continue to determine the expenditures they wish to make which are eligible for reimbursement by the Region within the provisions of this Policy and which fall within the budget allocated for this purpose.

**CONCLUSION**

The Business Expense Accounts, Members of Council Policy has been redrafted based on the input received from the Council Expense Policy Review Committee on September 7, 2017. The draft policy is being tabled for review and discussion by members of the Committee and for direction to staff regarding these revisions.



Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

**Approved for Submission:**


D. Szwarc, Chief Administrative Officer

**APPENDICES**

Appendix I – Business Expense Accounts, Members of Council Policy F30-02

*For further information regarding this report, please contact Monique Hynes, extension 4212, via email at [monique.hynes@peelregion.ca](mailto:monique.hynes@peelregion.ca).*

*Authored By: Sandy Calandra*

*Reviewed in workflow by:*

Financial Support Unit



Corporate  
PolicyPolicy No: F30-02  
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CATEGORY:	FINANCIAL MANAGEMENT
SUBCATEGORY:	EXPENDITURES
SUBJECT:	BUSINESS EXPENSE ACCOUNTS – MEMBERS OF COUNCIL

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## 1. PURPOSE

This Policy provides Members of Council with guidelines for reimbursement of expenses for business travel and incidental business expenses.

## 2. SCOPE

This Policy applies to Members of Council.

## 3. POLICY STATEMENT

Members of Council are accountable to the public and are responsible for ensuring that their expenses clearly and directly relate to the business of the Region of Peel. Members of Council may attend Regional business related event(s), travel on Regional business at the Region's expense and be reimbursed for Regional constituent related expenses. Members of Council may travel to promote the economic development of the Region of Peel. The Region of Peel provides a term allowance to reimburse ~~Councillors~~ **Members of Council** for reasonable business expenses incurred while travelling on Regional business and incidental business expenses. Appendix A shows the current term allowance for each ~~Councillor~~ **Member of Council**. If the ~~Councillor~~ **Member of Council** is elected or appointed after the term has officially commenced, the term allowance will be pro-rated.

## 4. AUTHORIZATION

~~Regional Councillors'~~ **Members of Council** Business Expense Claims are reviewed **for compliance with this Policy and approved** by the ~~Regional Chair and the Regional Chair's claims are reviewed by the~~ **Commissioner of Finance and Chief Financial Officer ("CFO") (or designate).**

## 5. DEFINITIONS

**5.1. Insurance:** Adequate coverage on personal vehicles that the Member of Council is responsible for maintaining.

**5.2. Municipal Organizations:** Recognized organizations established to represent the collective general interests of municipal corporations.

**5.3. Normal Workplace:** 10 Peel Centre Drive.

**5.4. Per Diem:** A daily allowance intended to cover the cost of meals, gratuities, personal telephone charges, and all other expenses of events other than registration, hotel or overnight accommodation, business telephone charges, and transportation. Appendix A lists the per diem guideline.

**Red font denotes additions**  
**Blue strikethrough denotes deletions**

Corporate  
PolicyPolicy No: F30-02  
Page: 2 of 10

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CATEGORY:	FINANCIAL MANAGEMENT
SUBCATEGORY:	EXPENDITURES
SUBJECT:	BUSINESS EXPENSE ACCOUNTS – MEMBERS OF COUNCIL

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**5.5. Prepayments:** Reimbursable expenses charged to the Member of Council prior to the event which can be expensed directly to the applicable account. Should the event subsequently not be attended, all reasonable efforts shall be made to recover these prepayments and credit them to the same account.

**5.6. Receipt:** An original document showing the payee, date, amount, Harmonized Sales Tax ("HST") and description of goods or services paid by the Member of Council. A debit or credit card slip is not an acceptable receipt as it does not show details of the transaction. All claims for reimbursement, with the exception of the per diem, car mileage and public transit costs shall be supported by an original receipt. If the Member of Council does not have an original receipt, an explanation as to why the original receipt has not been submitted shall be provided.

**5.7. Regional Business:** Attendance at an event as a representative of the Region, to derive a benefit for the Region or to advance the interests of the Region.

**5.8. Reward Program:** Any program such as Air Miles Collector Program, Aeroplan, Frequent Flyer or other loyalty programs where free airfare, hotel or other items are earned.

**5.9. Members of Council:** includes all Regional Councillors and the Regional Chair.

## 6. REIMBURSABLE EXPENSES (What can be claimed)

### 6.1. Car Mileage Rate

In order to retain its Income Tax free status, the transportation cost reimbursement rates are those set by Canada Revenue Agency shown in Appendix A.

Travel from home to a Member of Council's normal workplace and back is considered by the Canada Revenue Agency as personal use of the vehicle and is not subject to reimbursement. Subsequent travel to other locations for business purposes is reimbursable but associated side trips for personal purposes such as lunch, personal deliveries, etc., are not.

### 6.2. ~~Business Travel~~ Events

All Members of Council may choose to attend events or conferences related to their duties as a Member of Council.



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<b>CATEGORY:</b>	<b>FINANCIAL MANAGEMENT</b>
<b>SUBCATEGORY:</b>	<b>EXPENDITURES</b>
<b>SUBJECT:</b>	<b>BUSINESS EXPENSE ACCOUNTS – MEMBERS OF COUNCIL</b>

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### 6.2.1 Travel Arrangements

Members of Council will make reasonable efforts to travel using the most economical cost alternative while being consistent with good business practices; and giving consideration to the impact on Peel's reputation.

Travel arrangements for ~~Councillors~~ **Members of Council** can be made through the Regional Chair's Office, any Commissioner's Office, an outside agent or an area municipality, as desired. However, in making such arrangements, the ~~Councillor~~ **Member of Council** must ensure that sufficient expense allowance is available to cover the cost of the travel or event. The Manager, Accounting Services, Corporate Finance Division, should be contacted to determine the remaining term allowance. Any amount spent exceeding the term allowance will be paid personally by the ~~Councillor~~ **Member of Council**. Reimbursements exceeding the term allowance will be refunded by the ~~Councillor~~ **Member of Council**.

### 6.2.2 Attendance at Conferences

Members of Council are required to report to Council for informational purposes prior to conference registration. After attending the conference, a report must be submitted to Council for knowledge sharing purposes within 90 days of attendance at conference.

Members of Council may attend up to three conferences per year. Each conference must be limited to three Members of Council attending on behalf of the Region of Peel. The conferences of the Federation of Canadian Municipalities ("FCM") and the Association of Municipalities of Ontario ("AMO") would be exceptions. Any further exceptions must be sought from Regional Council at that time. This is self-governed by the Members of Council.

### 6.2.3 Other Board or Committee Expenses

~~Councillors~~ **Members of Council** who are appointed and endorsed by Regional Council as direct Regional committee members, or as committee members or officers of municipal organizations, shall be reimbursed for expenses incurred in performing the duties related to their appointment, in addition to the ~~Councillor's~~ **Member of Council's** term allowance for business related events, presuming that the applicable organization has made no provisions.

Should an opportunity to attend an event arise through the work of a Regional Committee, then only members of that Committee are permitted to attend, with any exceptions being justified in the preliminary report to Regional Council. A Committee member, without Regional Council approval, could not appoint a designate to attend the event.

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Where the Regional Chair has approved a ~~supplementary allowance for a Councillor~~ **Member of Council** to attend an event or act on the Chair's behalf, expenses incurred in carrying out Council's direction ~~shall be in addition to the term allowance provided for business related events.~~ **shall be charged to the Regional Chair's Term Allowance.**

Members of Council appointed as Members of the Police Services Board shall charge police related event costs to the Police Services Board cost centre.

#### 6.2.4 Hotel Accommodations

Hotel accommodation is normally at the ~~single standard room occupancy rate~~ **available at any event**, excluding meals. Reasonable efforts to arrange moderate rates for accommodation are to be made. **If the conference hotel is fully booked, then a comparative priced hotel standard room must be booked. Otherwise, above and beyond such a standard room rate, the Member of Council would not be reimbursed.**

#### 6.3. Meals

The ~~purpose of the meeting and the~~ names of all attendees must be listed on the receipt. All expenses for meals are to be kept to a reasonable amount.

Per diems may be claimed. Appendix A lists the current guideline for meals and incidental expenses (gratuities, personal calls, dry cleaning and other). The per diem can be claimed without receipts.

**Alcoholic beverages will not be reimbursed.**

#### 6.4. Registration Costs

Registration costs submitted for reimbursement should exclude the extra costs of personal entertainment, golfing, tours or meals associated with ancillary events such as sightseeing excursions or evening outings.

#### 6.5. Other Expenses

~~Councillors~~ **Members of Council** may claim for reimbursement as part of the Regional Council term allowance the following: constituent related expenses, business cards showing the Region of Peel, and home office equipment. ~~and the constituent communication for the Region of Peel share of the newsletter. This constituent communication regarding Regional issues is considered an essential function and related expenses cover postage, letterhead, envelopes, printing, photocopying, photos and slides. The Regional cost is based upon the proportion of space devoted to~~

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~~Regional issues. In the year of an election, the constituent communication expenses shall not be reimbursed after June 30<sup>th</sup>.~~

Charitable donations shall be made in the Region of Peel's name, as per Canada Revenue Agency best practices.

#### **6.5.1. Internal Charge-back for the Use of Regional Services**

Expenses related to the use of Regional resources and/or property will be charged to the Member of Council's expense account based on the Region's price list.

#### **6.5.2. Newsletters**

The constituent newsletter communication regarding Regional issues is considered an essential function and related expenses cover postage, letterhead, envelopes, printing, photocopying, photos and slides. The Regional cost is based upon the proportion of space devoted to Regional issues. The Regional cost of one newsletter per Member of Council is covered within a separate account within the Region's Council Administration operating cost centre budget. The budget is allocated by ward for each Member of Council. Any costs spent on newsletters exceeding a Member of Council's budget are charged against the Member of Council's expense account. In an election year, the costs incurred by Members of Council for newsletters shall not be reimbursed after April 30th.

### **7. INELIGIBLE ELECTION RELATED EXPENSES**

Under the *Municipal Elections Act, 1996*, the Region of Peel cannot provide a subsidy to any candidate in a municipal election. Therefore special conditions for expenses apply to the Members of Council during an election year.

An election year begins at the start of the nomination period (May 1 of an election year) and ends with the end of the Council term.

The Members of Council will not be allowed to use their Business Expense Accounts for constituent related expenses after April 30th in an election year.

Constituent related expenses include:

- Brochures
- Newsletters
- Posters
- TV and radio commercials

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- Newspaper ads
- Mail outs
- Postage
- Letterhead
- Envelopes
- Printing
- Photocopying
- Photos
- Slides

Use of Regional facilities, property, vehicles or public spaces (including Regional mobile signs) are prohibited from use and cannot be expensed from Members of Council Business Expenses Accounts.

## 8. CLAIMING EXPENSES (When it can be claimed)

### 8.1. Local Travel (Within the Region of Peel)

Car mileage reimbursed.

**8.2. Event:** A conference, convention, annual meeting, workshop, seminar, training session, investigational or promotional travel, course, study tour, correspondence course, community ratepayer meeting, community relation event, charity fundraising function, retirement dinner and other business meeting.

**8.2.1. Local Event or Single Day Meeting:** An event within 60 kilometres of the Member of Council's normal workplace.

The following expenses may be reimbursed as required:

- a) Car mileage;
- b) Registration cost;
- c) Cost of a meal; and
- d) Hotel accommodation.

**8.2.2. Distant Event:** An event held in excess of 60 kilometres from the Member of Council's normal workplace.

The following expenses may be reimbursed as required:

- a) **Travel costs** to and from the event to a maximum of economy airfare, including if a personal vehicle is utilized, the car mileage at the standard

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rate up to the cost of an economy airfare. **If the length of a flight is longer than five hours, the Member of Council may choose business class travel.** Reasonable efforts must be made to travel by the most economical route possible;

- b) **Trip cancellation insurance** where advance bookings or other discount fares are utilized;
- c) **Vicinity travel costs** such as a car rental or taxi, if required by the nature of the event;
- d) **Registration cost**;
- e) **Hotel accommodation** for the duration of the event, plus one additional travel day, if required; and
- f) **Cost of a meal.**

If advance bookings or other discount fares require an extended stay to qualify for a reduced fare, additional costs may be claimed to the extent that the additional amount plus the actual fare and related trip cancellation insurance is less than or equal to the economy fare, at the time, to the same location.

#### 8.2.2.1. Out of Canada

Claims must be converted at the foreign exchange rate prevailing at the time the costs were incurred, using either:

- a) the rate issued by the Treasury Section of the Corporate Finance Division for the month when the travel occurred; or
- b) the actual rate charged to the credit card as evidenced by a credit card statement.

## 9. RESPONSIBILITIES

### 9.1. Member of Council will ensure that:

- a) A business expense claim is submitted within 60 days of completion of the travel or incurrence of the expense;
- b) The expense has not otherwise been charged to the Region (including to a Region of Peel P-Card) **or to the local municipalities, Boards and Commissions**;

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**Blue strikethrough denotes deletions**



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- c) The business expense has been incurred by the Member of Council. In the event that rewards programs are used, only paid costs (e.g. fees, taxes) are submitted, not the full value of the airfare or other items **paid for by redeemed points**; and
- d) The Member of Council's office completes the Business Expense Claim and the Member of Council signs it prior to submitting the claim. ~~to the Regional Chair, or Chief Financial Officer in the case of the Chair, for review and advice.~~

#### 9.2. **Reviewer CFO (or designate)** will ensure that:

- a) All items claimed have been verified as conforming to this Policy and all receipts are attached, as required.

#### 9.3. **Corporate Finance Division** will ensure that:

- a) The Business Expense Claim has been reviewed before reimbursement;
- b) The Business Expense Claim conforms to Policy;
- c) Claims are processed in a timely manner; and
- d) Funds are deposited to the Member of Council's bank account.

### 10. REPORTING

The ~~Chief Financial Officer~~ **CFO** must report, on an annual basis, the Regional Council remuneration and expenses in respect of services as Members of Council, local boards or other bodies for the preceding year, by March 31<sup>st</sup>.

Members of Council will receive their individual quarterly statements of expenditures showing term expenses incurred to-date and the ~~Councillor's~~ **Member of Council's** remaining term allowance. Members of Council expenses will be posted on the Region of Peel website by Legislative Services on a quarterly basis. The quarterly statements will include payment information, if available, for Regional Appointees on other bodies such as Conservation Authorities.

This Policy will be reviewed every four years prior to the municipal election.



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#### 11. SUBMISSION DEADLINE

All claims should be submitted to Accounts Payable by March 31<sup>st</sup> of the following year.

<b>APPROVAL SOURCE:</b>	Resolutions 97-438; 99-822; CAO Directive C05-06; Resolution 07-300; ACP10-01; CAO Directive C12-05; ACP13-06; Resolution 2014-640; 2015-185; 2017-244; ACP14-13
<b>ORIGINAL DATE:</b>	April 1997
<b>LAST REVIEW DATE:</b>	March 30, 2017
<b>LAST UPDATE:</b>	March 30, 2017
<b>EFFECTIVE DATE:</b>	March 30, 2017
<b>RESPONSIBILITY:</b>	Finance Department / Corporate Finance Division / Accounting Services Section

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## APPENDIX A

### 1. Expense Guideline:

The per diem expense guideline ~~of is \$60~~ **\$85** per day for travel on Regional business. ~~can be broken down as follows:~~

- ~~• \$50 for breakfast, lunch and dinner; and~~
- ~~• \$10 for all other incidentals (e.g. dry cleaning, gratuities, personal telephone calls etc.).~~

### 2. Mileage:

The maximum Canada Revenue Agency car mileage rates for using personal vehicles for Regional business currently set as follows:

- \$0.54 per kilometre up to 425 kilometres per month; and
- \$0.48 per kilometre for any remaining kilometres per month.

### 3. ~~Councillor~~ **Member of Council** Term Allowance:

For each ~~Councillor~~ **Member of Council**, the term allowance is **\$22,380** to attend Region of Peel business related events, to be reimbursed for Regional constituent related expenses and to cover the cost of constituent communications during the term of office.

The annual increase of the term allowance will be based on the previous year's Consumer Price Index (Canada, All-items) as announced in the federal budget.

# City of Mississauga

## Corporate Report



Date: 2018/01/24

To: Chair and Members of Governance Committee

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

Originator's files:

Meeting date:  
2018/02/12

## Subject

**Audit Committee and Governance Committee Meeting Streaming - Pilot Project Update**

## Recommendation

That the streaming of Audit Committee and Governance Committee meetings be continued, as outlined in the Corporate Report dated January 24, 2018 from the Commissioner of Corporate Services and Chief Financial Officer entitled, "Audit Committee and Governance Committee Meeting Streaming – Pilot Project Update".

## Background

On October 12, 2016 Council considered General Committee Recommendation GC-0595-2016, which recommended the following:

GC-0595-2016

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.  
(GOV-0014-2016)

Council directed staff to implement video streaming for Audit Committee and Governance Committee for a pilot period of one year, which commenced on November 14, 2016.

## Comments

Prior to the pilot, the City provided livestreaming and on-demand video for Council, General Committee, Planning and Development Committee and Budget Committee, with the addition in 2015 of the Committee of Adjustment, making the City of Mississauga the first municipality in Ontario to stream Committee of Adjustment meetings.

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On November 14, 2016 Audit Committee and Governance Committee began live streaming their meetings which are accessed both internally via the City's Intranet and externally on the City's website on the Council and Committee Videos webpage -

<http://www.mississauga.ca/portal/cityhall/council-and-committee-videos>.

The introduction of livestreaming has effectively assisted in increasing transparency to the Audit and Governance Committees' processes and decisions. Residents who were unable to attend the meetings, were able to access the meetings through the City's website to either view the meeting live or at a later date and time, as archived videos.

Since the introduction of the streaming component, live streaming of the meetings has been moderately utilized. On-demand views of the archived meeting videos has been predominately and consistently higher, indicating the public's preference in viewing meeting videos at their convenience.

## Financial Impact

Currently, the operating impact of live streaming Audit and Governance Committees' meetings has been accommodated through existing services and no additional funds were required to implement live streaming of the meetings.

The meetings were attended by Audio Visual Services staff and an additional Celebration Square staff person who operated the cameras and produced the streamed meeting. Audio Visual Services staff attended 9 meetings during the pilot project year (five Audit Committee meetings, four Governance Committee meetings) equalling approximately 27 staffing hours, equivalent to approximately \$1,620.00. Technical staff from Celebration Square was also in attendance at each of the meetings, equalling 22 staffing hours at a cost of \$660.00. This resulted in an overall financial impact of \$2,280.00 for staffing hours.

## Conclusion

Live streaming of Audit and Governance Committees meetings was implemented for a pilot period of one year to assess the performance and usage by the public. The public's ability to view the meetings live or on-demand as archived videos has assisted in increasing public engagement and transparency of Committees' processes and decisions.



Governance Committee

2018/01/24

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## Attachments

Appendix 1: Audit and Governance Committees Video Views Statistics

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

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Gary Kent, CPA, CGA, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Karen Morden, Legislative Coordinator, Legislative Services

## Audit and Governance Committees Video Views Statistics

Week 1: Mon Nov 14, 2016

#		Live/On-Demand	Video Views	Viewed Minutes
.	Live Council Chamber (Nov 14, 2016) - both Governance and Audit Committees	Live	28	933
1	Audit Committee	On-Demand	No external video	-
2	Governance Committee	On-Demand	No external video	-

Week 2: Mon Mar 6, 2017

#		Live/On-Demand	Video Views	Viewed Minutes
.	Live Council Chamber (Mar 6, 2017) - both Governance and Audit Committees	Live	9	336
1	Audit Committee	On-Demand	27	205
2	Governance Committee	On-Demand	19	44

Week 3: Mon May 15, 2017

#		Live/On-Demand	Video Views	Viewed Minutes
.	Live Council Chamber (Mar 6, 2017)	Live	9	336
1	Audit Committee	On-Demand	37	420

Week 4: Mon Jun 5, 2017

#		Live/On-Demand	Video Views	Viewed Minutes
.	Live Council Chamber (Jun 5, 2017)	Live	7	231
2	Governance Committee	On-Demand	31	103

Week 5: Mon Sep 18, 2017

#		Live/On-Demand	Video Views	Viewed Minutes
.	Live Council Chamber (Sep 18, 2017)	Live	3	99
1	Audit Committee	On-Demand	16	207

## Week 6: Tue Oct 31, 2017

#		Live/On-Demand	Video Views	Viewed Minutes
.	Live Council Chamber (Oct 31, 2017)	Live	9	406
1	Governance Committee	On-Demand	40	1,242

## Week 7: Tue Dec 4, 2017

#		Live/On-Demand	Video Views	Viewed Minutes
.	Live Council Chamber (Dec 4, 2017)	Live	*Unavailable	-
1	Audit Committee	On-Demand	19	237

\*The specific number of livestream views is unavailable as there was also a Planning and Development Committee meeting on the same date. The IT/AV upgrade to the Council Chambers in late December 2017/ early January 2018 now allows for specific data retrieval.

# City of Mississauga

## Memorandum




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Date: 2018/02/06

To: Governance Committee

From: Robert Trewartha

Meeting Date: 2018/02/12

Subject: Benchmarking – Government Relations Protocol

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Dear Governance Committee Members;

At the December 6, 2017 General Committee Meeting, the following recommendation was passed with respect to the Draft Government Relations Protocol, attached as Appendix 1:

**GC-0782-2017**

That the matter regarding a Government Relations Protocol for members of Council be referred back to Governance Committee for further discussion with input from the Integrity Commissioner and Policy staff and further that staff be directed to provide benchmark information.

**Background**

With respect to the benchmark request, staff reached out to the Mayor's Offices in the following cities:

Regina	Calgary	Edmonton
Gatineau	Halifax	Hamilton
Kitchener	Laval	London
Longueuil	Montreal	Ottawa
Quebec City	Saskatoon	St. John's
Surrey	Toronto	Vancouver
Windsor	Winnipeg	

These cities are members of the Big City Mayor's Caucus (BCMC) of the Federation of Canadian Municipalities (FCM).

Of the 20 cities contacted, 12 responded. The following is a synopsis of the findings:

- None of the cities that responded have a formal government relations protocol.

- 2 cities are in the midst of developing a government relations protocol, although final versions are not yet complete or available to the public
- 3 cities stated that they have a convention that “elected official speak to elected officials” and “staff speak to staff,” but no explicit policy to enforce this rule.
- In the case of cities in Quebec, provincial legislation actually mandates that the Mayor be the one and only spokesperson for the City. Quebec City for example has put in place best practices for the Mayor and staff to work together on government relations.
- In every city but two, there is an office of intergovernmental or government relations that provides information and analysis to staff and elected officials, as well as engages in advocacy efforts with other levels of government.

### **Conclusion**

The request for benchmarking was specific to the question of whether other cities had in place government relations protocols similar to the one being discussed by General and Governance Committee. If given direction, staff can complete a more comprehensive benchmarking with more defined terms and objectives.

Appendix 2 is a summary of the benchmarking conducted by City staff in October 2017 as to whether other cities have a government relations committee and, whether there are staff persons within the corporation dedicated to government relations.

### **Attachments**

Appendix 1: *Draft Government Relations Protocol*

Appendix 2: *Benchmarking Research Summary: Government Relations Staff Positions and/or Committees in Ontario Municipalities* (October 2017)




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Robert Trewartha, Chief of Staff to Mayor Crombie

**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 out of country, 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 Ward Councillor to attend. If the local Ward Councillor is unable to attend, the following Acting Mayor shall be asked. 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, in their capacity as a Member of Mississauga City Council 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, in their capacity as a Member of Mississauga City Council, 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



## Benchmarking Research Summary: Government Relations Staff Positions and/or Committees in Ontario Municipalities

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This benchmarking research investigated government relations staff positions and/or committees in Ontario municipalities. For the research, 26 Ontario municipalities that we regularly consult for benchmarking exercises and/or that participate in the Municipal Government Relations Network (MGRN) were contacted. (The MGRN is a knowledge-sharing network, whose members are mainly mid to large municipalities).

14 municipalities responded to the request for information, which included the following questions: (Please see Appendix 1 for a list of responding municipalities)

1. Does your Municipality have an office or staff positions dedicated (fully or primarily) to Government Relations duties, and/or a Government Relations Committee?

If yes, please provide:

- Position titles
- Job descriptions
- Reporting structure (Who does Government Relations staff report to?)
- Committee Terms of Reference

2. If your municipality does not have dedicated Government Relations staff or a Committee, who is responsible for Government Relations duties?

### Research Results: Overview

Of the 14 municipalities that responded to the request for information:

- **6** have one staff position dedicated to Government Relations
- **One of the 6** has more than one staff position dedicated to Government Relations
- **None** of the municipalities has a Government Relations Office
- In **4** municipalities, the GR staff report to the City Manager/CAO or Regional Chair, and in **1** Municipality, the GR position reports directly to the Mayor and the CAO
- **2** municipalities have a Government Relations Committee

## Detailed Research Results

1. Does your Municipality have a Government Relations office and/or dedicated Government Relations staff positions?

Response	Yes	No
Number of Municipalities	6	8

### Position titles and reporting for municipalities that have positions dedicated (fully or primarily) to Government Relations duties

Municipality	Staff Position(s)	Reports to:
<b>City of Brampton</b>	Manager, Government Relations and Public Policy	Chief Administrative Officer (CAO)
<b>City of Burlington</b>	Senior Manager of Government Relations and Strategic Communications (recently-created position)	City Manager
<b>City of Guelph</b>	Manager, Policy and Intergovernmental Relations (IR) (Assisted by 1 Intern)	Executive Director, IR, Policy and Open Government, Office of the CAO
<b>City of Kingston</b>	<ul style="list-style-type: none"> <li>• Manager of Intergovernmental Relations</li> <li>• Senior Manager of Institutional Partnerships and Innovation (has some GR duties)</li> </ul>	<ul style="list-style-type: none"> <li>• Reports directly to the Mayor and CAO</li> <li>• Reports to the CAO</li> </ul>
<b>Peel Region</b>	<ul style="list-style-type: none"> <li>• Manager, Strategic Public Policy and External Relations</li> <li>• Advisor, External Relations</li> <li>• Specialist, External Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to the Director, Corporate Strategy Office, who reports to the Commissioner of Corporate Services</li> </ul>
<b>York Region</b>	Chief of Staff and Director of Government Relations	<ul style="list-style-type: none"> <li>• Chairman of the Region</li> </ul>

Please see Appendix 2 for summary of job descriptions.

2. Does your Municipality have a Government Relations Committee?

Response	Yes	No
Number of Municipalities	2	12
	Hamilton Peel Region	

**3. If your municipality does not have dedicated GR staff or a GR Committee, who is responsible for Government Relations duties?**

For municipalities that do not have dedicated Government Relations staff positions and/or committees, the research results indicate considerable variation with respect to distribution of Government Relations duties, as outlined in the following table:

Response	# of municipalities
Offices of the CAO/City Manager and the Mayor	1 Municipality (Greater Sudbury)
Offices of the CAO/City Manager, the Mayor and the City Clerk	1 Municipality (Chatham-Kent)
Director of Communications and Intergovernmental Affairs (within Office of the CAO/City Manager) sits on the GR Sub-committee	1 Municipality (Hamilton)
Director of Economic Development and Government Relations (not a dedicated GR position) working closely with the offices of the CAO/City Manager and Mayor	1 Municipality (St. Catharines)
By department/topic typically via the CAO/City Manager and/or Mayor's Office	1 Municipality (Whitby)
Office of the CAO/City Manager and will soon spread responsibility to the members of the Corporate Leadership Team (Department Heads, City Treasurer and City Solicitor) to connect with the Ministries that are relevant to issues they are leading.	1 Municipality (Oshawa)
GR/advocacy work is conducted by the Policy Integration team, in the Policy Integration and Communications division of the CAO's office (three staff on our team: Manager of Policy Integration, Policy Advisor and Policy Coordinator). GR and advocacy is just one of the team's functions of the work plan, approximately 1/3 of the team's time.	1 Municipality (Halton Region)
Responsibility is jointly shared as part of the job responsibilities of the CAO, and the Executive Director, Access Barrie relying on the support of other staff in the organization to assist with funding applications (Corporate Asset Management, Engineering) , presentations (Access Barrie staff), and the Mayor and Mayor's office. No GR Committee; however, any governmental relations issues/funding issues are reported through the Finance and Corporate Services Committee.	1 Municipality (Barrie)

**Appendix 1 – List of Responding Municipalities**

City of Barrie  
City of Burlington  
City of Brampton  
Municipality of Chatham-Kent  
City of Greater Sudbury  
City of Guelph  
Halton Region  
City of Hamilton  
City of Kingston  
City of Oshawa  
Peel Region  
City of St. Catharines  
Town of Whitby  
York Region

## **Appendix 2 – Summary of Job Descriptions for Staff Positions Dedicated to Government Relations Activities**

The following is a summary of educational requirements, key competencies and responsibilities for staff positions dedicated to Government Relations activities, based on job descriptions provided by responding municipalities. In order to protect privacy, detailed individual job descriptions are not included in this report, but are available for our internal reference.

### **Position Overview:**

This role manages the Government Relations and Public Policy initiatives to support the Mayor, Councillors and Corporate Leadership Team. The incumbent will partner with all orders of Government (local, regional, provincial, federal) to develop positive intergovernmental relationships and raise the profile of the municipality.

### **Key Responsibilities**

The key responsibilities with respect to Government Relations (GR) matters include:

- Issues monitoring, planning and strategy
- Advisory, research and reporting
- Advocacy and Relationship building
- Providing GR support to the Mayor and Council, and the Corporate Leadership Team

#### ***Issues monitoring, planning and strategy***

- Provide leadership in the area of issues management, actively looking for, anticipating and responding to changes related to policy and platform developments at the federal, provincial and municipal orders of government
- Monitoring, tracking and reporting on legislation, its impact on and opportunities for the City
- Identify opportunities to influence the development of public policies at the federal and provincial levels and prepare briefing and background/research materials on intergovernmental initiatives, issues and projects
- Monitor long term and emerging local, regional and broader government relationship management issues that may have an impact on municipal services
- Scan and monitor what is being said and written by the public, media, government and interest groups, identifying issues and their potential impact on the City, and creating and implementing strategies in response
- Work with the organization's departments and stakeholders to implement decisions that are significant and drive the direction of the organization's approaches to public policy
- Manage multiple corporate strategic programs that support the organization's external relations strategy and public policy positions

#### ***Advisory, research and reporting***

- Compile, synthesize and analyze public policy issues from upper levels of government, affecting the City and the municipal sector in general

- Review and advise on major initiatives and measures undertaken by other levels of government or the private sector where the interests of the municipality are or may be affected
- Conduct research and analysis on issues relating to government relationship management, and develop options, provide advice or make recommendations based upon the research
- Coordinate, research and recommend corporate-wide public policy positions, communications and briefing materials to ensure that City interests are articulated and represented in dealings with other levels of government, a wide range of representative bodies (e.g. FCM, AMO) and public boards
- Provide strategic and consultative advice to Mayor, Councillors and the Corporate Leadership Team
- Provide strategic intergovernmental relations, public policy advice and research support to Council-initiated task forces, special committees and internal stakeholders
- Provide regular briefing reports and facilitate information sessions for Mayor, Councillors, the City Manager and the City's Leadership Team on intergovernmental business to advance the City's position

### ***Advocacy and Relationship Building***

- Identify issues relating to provincial and federal jurisdiction and develop strategies to influence decision-making at those levels of government
- Develop, implement and provide strategic advice on intergovernmental initiatives to support key priority issues.
- Support advocacy efforts aimed at governments and other key stakeholders on issues related to the City
- Develop and continually enhance a broad network of contacts and resources both within and outside the corporation, inter-municipally and at multiple levels of government (governmental officials, municipal associations, community agencies and other organizations)
- Create and organize meetings, forums and senior level presentations to support the Council, City Manager and the Leadership team in building relationships, and advancing requests with Provincial and Federal Ministers and their senior political staff, local representatives (MP & MPP) and community organizations.
- Participate regularly in provincial network forums, committees and workgroups to promote and support the City's interests
- Guide the development of persuasive advocacy materials for council approval and presentation to provincial cabinet ministers, MPPs, MPs and senior government officials
- Advance the organization's reputation through a commitment to innovation and engagement and build trust and confidence both internally and externally

### ***Support to Mayor and Council, the City Manager/CAO and the Municipality's Leadership Team***

- Support the work of the Mayor, Council, City Manager and Leadership team to achieve potential objectives involving federal and provincial governments, including political liaison for grant opportunities
- Support Mayor and Council in their participation in municipal sector associations and organizations and provincial and federal committees or task forces

- Provide strategic advice and support to the Mayor, Council and City Manager/CAO in relationships with federal, provincial and municipal representatives

### **Educational Requirements**

University degree in Political Science, Public Administration, Business administration, Economics, or related field. Master's Degree is preferred/considered an asset.

### **Key Competencies**

- Well-developed consulting and facilitation skills (defining issues; clarifying relationships and managing stakeholder expectations; researching, developing and recommending options; and when asked, facilitating implementation)
- Advanced research, analysis, consultation, and communications skills
- Advanced knowledge of provincial and federal government structures, relations and decision making process
- Strong ability to interpret legislative policies and processes in a clear, concise and comprehensive manner
- Understanding of the role of the CAO, Mayor/Council positions in a municipal environment and how to best support the related intergovernmental advocacy needs to ensure the success of the City in this regard.
- Experience working with various levels of government, consultation and problem solving
- Ability to develop coalitions, partnerships, or collaborative relationships with other governments, sector associations and business groups and to navigate and lead effectively in this environment to achieve program objectives
- Ability to provide specialized, sensitive advice to elected representatives and to carry out their plans with minimal direction in a political environment
- Ability to support senior management on planning and implementing strategic initiatives that may not be fully developed nor precisely defined and may involve conflicting objectives
- Ability to manage large complex programs or projects
- Ability to manage on-going change and supporting the organization's vision

### **Appendix 3 – Terms of Reference for Government Relations Committees**

2 Municipalities (Hamilton and Peel Region) have a Government Relations Committee

#### **City of Hamilton**

#### **GOVERNMENT RELATIONS SUB-COMMITTEE TERMS OF REFERENCE**

##### **Introduction:**

The Social Services Downloading Steering Committee was established by Council at its meeting held on September 28, 2005. The name was changed to the Fairness to Hamilton Campaign by a Committee of the Whole resolution on April 24, 2007.

Subsequently, the name of the Fairness to Hamilton sub-committee was changed to the Government Relations sub-committee on **[Month/Day/2015]**.

##### **Objectives:**

The Government Relations sub-committee will outline the priorities that the City wishes to advocate to the Provincial and Federal governments.

As needed, the committee will develop proactive campaigns to inform the public and the Provincial and Federal Governments on the needs of the City.

##### **Membership:**

- Mayor Fred Eisenberger
- Councillor Sam Merulla
- Councillor Judi Partridge
- Councillor Doug Conley
- Councillor Terry Whitehead

Membership to also include Official Advisors from the community, who will act as resources to the committee, without voting privileges.

Official Advisors to the Government Relations Committee can come from the following list, but is not limited to the following groups:

- Hamilton Chamber of Commerce (and its entire affiliated local Chambers which includes the Flamborough Chamber of Commerce, and the Stoney Creek Chamber of Commerce)
- Roundtable for Poverty Reduction
- Hamilton Centre for Civic Inclusion
- Other Transit/Transportation and Social Service organizations



- Educational, post-secondary, healthcare and other institutional sectors

**Meetings:**

Meetings to be held on a monthly basis.

**Secretariat:**

Legislative services shall be provided by the City of Hamilton Clerk's Division.

**Voting and Attendance:**

For purposes of voting, majority means more than half of the Steering Committee members present and voting.

A quorum for the purposes of voting shall be 50% plus one (1) of the Sub-Committee members.

## Peel Region

### Government Relations Committee (GRC)



The Government Relations Committee (formerly the Intergovernmental Relations Advisory Committee) was established by Regional Council on January 15, 2015.

The mandate of the Governmental Relations Committee (GRC) is to:

- a) Develop, coordinate, implement and monitor government relations strategies, based on Regional Council endorsed advocacy positions, with Members of the Provincial Legislature, the Provincial Government, members of the Parliament of Canada, the Government of Canada, and related governmental agencies, including lower tier municipalities;
- b) Organize meetings with the Prime Minister, Premier, Ministers, MPs, MPPs, as well as community stakeholders/organizations; and
- c) Monitor activity with major municipal sector associations [e.g. Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Rural Ontario Municipal Association (ROMA)] and recommend engagement strategies with these organizations.

The term of appointment shall be for the term of Regional Council or until their successors are appointed.

### **Members**

Regional Chair Frank Dale (ex-officio)	Martin Medeiros
Bonnie Crombie	Gael Miles
Grant Gibson	Karen Ras
Jennifer Innis - <b>Vice-Chair</b>	Jim Tovey - <b>Chair</b>
Linda Jeffrey	Allan Thompson

# City of Mississauga

## Corporate Report



Date: 2018/02/05

Governance Committee

To: Governance Committee

From: John Magill and Sandy Milakovic,  
Citizen Members, Governance Committee

Meeting date:  
2018/02/12

## Subject

**Governance Subcommittee - Municipal Governance Leadership Challenge**

## Recommendation

1. That the report entitled "Governance Subcommittee Municipal Governance Leadership Challenge" be received.
2. That the Guide to Good Municipal Governance Concluding Chapters Questions Review be reviewed on a semi-annual basis by the Governance Committee to maintain and update the document.
3. That the recommendations from the Citizen members outlined in this report be added to the Governance Committee work plan.

## Background

In December 2015, City Council passed a recommendation GC-0736-2015, directing that an off-site strategic session be scheduled to have Council consider what it might take to become recognized as a leader in municipal governance and commit to taking the steps necessary to achieve that goal and that a Governance Subcommittee be established.

The mandate of the Governance Subcommittee was to among other things examine the following:

1. Review the principles and criteria towards the establishment of a model of good governance for the City of Mississauga
2. The priorities, the visions and actions arising out of the strategic off-site sessions.

## Comments

Facilitated sessions of Council in May and June 2016 resulted in the creation of a vision and priorities good governance document as well as an implementation plan which are attached as Appendix 1 and 2.

One of the recommendations from the implementation plan was the establishment of a Subcommittee to undertake a detailed review of the concluding questions from the book “Guide to Good Municipal Governance” by C. Richard Tindal and Susan Nobes Tindal. The concluding questions at the end of each chapter were used as a basis for discussion at the subcommittee meeting; the Subcommittee prepared The Guide to Good Governance Concluding Chapter Questions Review attached as Appendix 3.

As a result of the review and discussions, the Citizen Members of Governance Committee have the following recommendations:

1. That a more comprehensive orientation be prepared for new/incoming Council Members.
  - a. The orientation at the beginning of each term would establish agreed upon City priorities and the principles upon which decisions and strategic priorities will be based and prioritized. Councillors will understand the fit of their ward priorities and appropriate ward actions.
  - b. Create a governance culture supportive of consensus building among councillors beginning with the early mandate orientation sessions and a strategy to reinforce it throughout the mandate.
2. Ensure decisions are being made aligned with and have a balance between City-wide and ward specific issues.
  - a. Annually as staff begin to prepare next year's budget Council should be informed of potential challenges and priorities.
3. Ensure Strategic and Master Plans are provided in an informative and user friendly format.
  - a. Include an executive summary to large documents
  - b. Provide simplified information for the public
  - c. Staff to present an executive summary to Council following approval of the Budget regarding major projects coming forward.
4. Effectively and efficiently expand and experiment with methods for consultation with the public including the hard to access for:
  - a. Consensus building around priorities and unique City characteristics
  - b. Strategic planning
  - c. Decision making
5. Manage relationships more effectively
  - 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.

6. Process improvements and the role of the Governance Committee
  - a. Report to Governance Committee and Council on the implications of Bill 68
  - b. Continue to identify opportunities for improvements in governance
  - c. Consider the impact on governance improvements contained in procedural rules for Council and in the Code of Conduct
  - d. Add the City's core values to signature blocks
  - e. Monitor the progress of achievement of recommendations applicable to staff contained in Appendix 2

## Financial Impact

Not applicable

## Conclusion

The Citizen Members appreciate the extra time, effort and frankness of Council Members and members of the Senior Management Team in fulfilling the work undertaken by the Governance Subcommittee.

## Attachments

Appendix 1: Vision and Priorities Documents – May 24, 2016 off-site

Appendix 2: Governance Committee, vision, action and implementation plan

Appendix 3: Guide to Good Municipal Governance Concluding Chapter Review Questions




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John Magill and Sandy Milakovic

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 documents (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 6 <sup>th</sup> 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 6 <sup>th</sup> 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	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

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### 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.	<ul style="list-style-type: none"> <li>• <a href="#"><u>Strategic Plan</u></a> – <a href="#"><u>staff annually</u></a> report on progress. The Strategic Plan is intended to be a long term vision document.</li> <li>• After each election, the City Manager and Departmental Commissioners meet individually with Council members to discuss priorities and projects.</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Council was involved and approved the current plan.</li> <li>• City departments discuss ward priorities with area Councillors annually.</li> </ul>
What is the definition of a regular update?	Yearly status reports provided.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

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.	<ul style="list-style-type: none"> <li>• A <a href="#">Community Engagement Strategy</a> 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.</li> <li>• <a href="#">“Have your say”</a>: A project consultation website for the public.</li> <li>• 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.)</li> <li>• Budget Town Halls – Live Streaming</li> <li>• Ward 9 Facebook</li> <li>• Statistics for Budget Allocator tool:</li> <li>• For the current <a href="#">2018 budget</a>, we have received 663 submissions and 184 comments since the allocator went live on September 12.</li> <li>• For the 2017 Budget, we received 1,483 submissions and 474 comments. Teletown hall:               <ul style="list-style-type: none"> <li>○ 12,909 residents participated in the three telephone budget sessions.</li> <li>○ 17.5 minutes was the average participant duration.</li> <li>○ 1,434 attendees were for the City-wide session.</li> <li>○ 500+ attendees were for the ward specific sessions.</li> </ul> </li> </ul>

## Guide to Good Municipal Governance Concluding Chapter Questions Review

Response	Action	Examples related to the question
		<ul style="list-style-type: none"> <li>• <a href="#">Accessibility Plan</a> – Ensuring barriers to accessibility are removed.</li> <li>• <a href="#">Website Modernization Project</a> – Redesigning the City website and other initiatives with IT to improve City resources and how people engage with the City.</li> </ul>

### 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.	<p>Risk prevention strategies appear to be effective.</p> <p>Full security plan and strategy have been developed (physical security of property and people).</p>	<ul style="list-style-type: none"> <li>• Strategies are effective</li> <li>• All project charters include a section on risks.</li> <li>• Whistleblower program and policy</li> <li>• Risk Management Section follows trends and looks for opportunities to address, such as cameras on buses.</li> <li>• Other examples: Cyber insurance, <a href="#">Emergency plan</a>, the Emergency Services Office, Health and Safety Management System, <a href="#">Protective Measures program</a>, Workplace Violence policy and a Robust Insurance program.</li> <li>• 2018 budget to include emergency/disaster relief funding</li> <li>• Hazard Identification Risk Assessment (HIRA) – related to flooding and workplan includes future HIRA related to ice storms etc.</li> </ul>
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.		

## Guide to Good Municipal Governance Concluding Chapter Questions Review

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.	<p><i>Progress has been made with Provincial and Federal governments in areas such as:</i></p> <ul style="list-style-type: none"> <li>• <i>The Gas Tax</i></li> <li>• <i>Public Transit Infrastructure Fund</i></li> <li>• <i>Clean Water and Wastewater Fund</i></li> </ul> <p><i>The City continues to do what it can within its own jurisdiction:</i></p> <ul style="list-style-type: none"> <li>• <i>Continuing to have an annual 2% infrastructure and debt payment levy;</i></li> <li>• <i>All major infrastructure categories have robust programs to evaluate and manage assets.</i></li> <li>• <i>The introduction of Storm water charges allowed us to triple our ten year capital funded program.</i></li> <li>• <i>An increased focus on the Asset Management plan will provide direction for prioritization.</i></li> </ul> <p><i>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 <a href="#">2018-2021 Business Plan and 2018 Budget</a>.</i></p> <p><i>Therefore we continue to approach the federal and provincial governments for sustainable funding. i.e. <a href="#">Provincial 2017 Budget: Pre-Budget Submission</a>, <a href="#">Federal 2017 Budget: Pre-Budget Submission</a>.</i></p>
Capital expenditures amounts are being spent but are the amounts enough?	<p>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.</p> <p>City does a thorough job of allocating the tax dollars received and is transparent throughout the budget process.</p>	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

### 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.	<p>Build resiliency and adaptation into the system to respond.</p> <p>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.</p> <p>The City has projects that are unfunded and for which funding sources have not been identified.</p> <p>Need better advocacy for a predictable funding allocation model. Operating and replacement costs do not seem to be understood by other levels of government.</p> <p>Focus of business case is what it actually costs to accommodate the density proposed by the province.</p> <p>City must be prepared to address any changes and be nimble to reprioritize.</p>	<ul style="list-style-type: none"> <li>• <i>Members of Council and staff attend and partner with AMO and FCM lobby efforts.</i></li> <li>• <i>Business planning process – takes direction from the Strategic and Master plans to reconcile vision with the budget.</i></li> <li>• <i>Use the tools where we can (e.g. CIPs)</i></li> </ul> <p><b>Partnership Examples:</b></p> <ul style="list-style-type: none"> <li>• <i>Development partners (e.g. Oxford)</i></li> <li>• <i>BIAs</i></li> <li>• <i>MBOT (Mississauga Board of Trade)</i></li> <li>• <i>Toronto Global</i></li> <li>• <i>Post-secondary (UTM, Sheridan)</i></li> <li>• <i>Where there is an opportunity to comment on new legislation, the City provides comments and input.</i></li> </ul>



## Guide to Good Municipal Governance Concluding Chapter Questions Review

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.	<ul style="list-style-type: none"> <li>• <i>People strategy (Master Plan)</i></li> <li>• <i>Talent panel review</i></li> <li>• <i>Tuition reimbursement program</i></li> <li>• <i>Talent acquisition program</i></li> <li>• <i>Overarching people strategy</i></li> <li>• <i>Sustainable plan for all levels in the organization.</i></li> <li>• <i>Professional association and membership fee policy for reimbursement.</i></li> <li>• <i>We are considered to be a Leader in succession planning in municipal government sector.</i></li> <li>• <a href="#"><u>Diversity and Inclusion Workplace Strategy</u></a></li> </ul>

## Guide to Good Municipal Governance Concluding Chapter Questions Review

**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.	<ul style="list-style-type: none"> <li><i>Tuition reimbursement extends to Council staff</i></li> <li><i>Opportunities available to Councillors:</i> <ul style="list-style-type: none"> <li><i>Associations offer courses/professional development</i></li> <li><i>Internal training</i></li> <li><i>Media training</i></li> <li><i>The annual City Manager's Leadership conference is modelled after Back to School and all members of Council are invited to attend.</i></li> </ul> </li> </ul>
Members of Council have the opportunity to enroll in any training that is offered to staff.	Look at opportunities such as that offered by Trillium Health's "back to school" program where an in-house conference is offered to Council.	

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

Response	Action	Examples related to the question
The City has recently made improvements to the <a href="#">Procedure By-law</a> , with changes such as recorded votes and consent agendas.	Continue to identify opportunities for improvement through the Governance Committee.	<ul style="list-style-type: none"> <li><i>Corporate reports have been updated to include highlights, financial impact, and strategic plan.</i></li> <li><i>Moving towards a paperless agenda to reduce paper usage, where possible.</i></li> <li><i>Streamlined Council procedure with consent agenda and recorded votes</i></li> <li><i>Audio-visual equipment upgrade scheduled for Council Chambers</i></li> <li><i>Evolved in organizational design to align with Council and Community priorities.</i></li> <li><i>Different divisions established based on needs and priorities. Addition of:</i></li> </ul>
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.	
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.	
The City does not want an Executive Committee.	Council has determined that an Executive Committee is not required. See <a href="#">Governance</a>	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

Response	Action	Examples related to the question
	<a href="#">Committee Review (Item 2)</a>	<ul style="list-style-type: none"><li>○ <i>Culture and Environment Division</i></li><li>○ <i>Committees – Governance, Environment, DIAC and Road Safety</i></li><li>○ <i>Hurontario LRT Office</i></li><li>○ <i>Transportation Committee was established and retired based on effectiveness.</i></li></ul>

## Guide to Good Municipal Governance Concluding Chapter Questions Review

### 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.	<ul style="list-style-type: none"> <li>• According to a recent independent assessment we're ahead of others in the municipal sector</li> <li>• Citizen satisfaction survey results posted</li> <li>• Real time metrics and dashboards – e.g. energy, 311, lost time</li> <li>• Project results posted on project sites</li> <li>• Targets established: winter maintenance targets, recruitment targets (time to fill), finance service level agreements, etc.</li> </ul>
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.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

### 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.	<ul style="list-style-type: none"> <li>• <i>Staff awards (CAFE)</i></li> <li>• <i>Awards to staff from external parties/industry - <a href="#">Recognition Policy</a></i></li> <li>• <i>Awards are posted on-line</i></li> <li>• <i>Long Service awards – Mayor and Councillors attend to honour staff</i></li> </ul>

### 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.	<ul style="list-style-type: none"> <li>• <i>PMP program for staff</i></li> <li>• <i>Lean embedded into our processes – continuous improvement, customer-focused.</i></li> <li>• <i>Key Performance Indicators benchmarked with other municipalities.</i></li> </ul>
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.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

### 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.	<ul style="list-style-type: none"> <li>• <a href="#">Strategic Plan</a> – annual report on progress</li> <li>• Several areas prepare annual reports (e.g. Communications, Accessibility)</li> <li>• Corporate Reporting templates require comments on the Financial Impact and relevance to the Strategic Plan.</li> </ul>
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.	<p>The City has a Corporate Performance and Innovations group to assist management with studies.</p> <p>The City created a Lean Office to address systemic service delivery.  <a href="https://yoursay.mississauga.ca/budget-2018/videos/921">https://yoursay.mississauga.ca/budget-2018/videos/921</a></p>	<ul style="list-style-type: none"> <li>• Lean – over 2,000 staff are white belt trained, and over 75 certified or in progress yellow and green belt staff.</li> <li>• Small improvement repository – over 650 completed.</li> <li>• PMSO (Project Management Support Office) established</li> <li>• Regular policy review program standards</li> <li>• Business Planning</li> <li>• Audit work plan and risk assessment</li> </ul>



## Guide to Good Municipal Governance Concluding Chapter Questions Review

### 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.	<ul style="list-style-type: none"> <li>• <a href="#"><u>Community Engagement Framework</u></a> established to ensure consistency in approach and closure with engagement</li> <li>• Citizen Surveys done in the past depending on issue</li> <li>• Planning – public meetings above requirements of the Planning Act</li> <li>• Program level surveys such as warrants for stop signs, lower driveway parking</li> <li>• Community Engagement portal being prepared</li> <li>• Introducing customer feedback on the website</li> <li>• Consultation with advisory committees such as AAC and DIAC</li> </ul>
The City does a good job on communicating on big issues such as the strategic plan or planning matters however we are less successful on smaller issues i.e. changes to by-laws.	When an issue impacts the whole municipality it may be helpful to use a survey to gain feedback. Ensure we let residents know what we heard from them and what actions the City took.	
Challenges on getting people's attention, quality around releases, plain language and attractiveness.	Council newsletters to include concluding results from consultations on Ward relevant issues or City wide issues. <a href="#"><u>Have Your Say Mississauga</u></a>	
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.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

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

<b>Response</b>	<b>Action</b>	<b>Examples related to the question</b>
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.	<ul style="list-style-type: none"> <li>• <i>Streaming of Council and Committee meetings.</i></li> <li>• <i>Recorded votes</i></li> <li>• <i>Very limited number of closed meeting reports.</i></li> <li>• <i>Council education sessions are usually held in public session.</i></li> <li>• <i>Open data for recorded votes</i></li> <li>• <i>Fulsome media relations program</i></li> <li>• <i>Vote anywhere</i></li> <li>• <i>All Council and Committee meetings are open to the public.</i></li> <li>• <i>Reputation of being open and transparent</i></li> </ul>

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

<b>Response</b>	<b>Action</b>	<b>Examples related to the question</b>
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.	<p>Continue to expand the Open Data collection of information.</p> <p>We scan documents for accessibility.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Open data portal</a>; we are one of top 20 open data cities in Canada</li> <li>• 311</li> <li>• After hours dispatch</li> <li>• Website making information accessible 24/7 – Access Services available upon request</li> <li>• Translations Services</li> <li>• <a href="#">Accessibility Advisory Committee</a> (AAC)</li> </ul>

## Guide to Good Municipal Governance Concluding Chapter Questions Review

**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.	<ul style="list-style-type: none"> <li>• <i>Best practices and modernization of information on the website.</i></li> </ul>

**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.	<ul style="list-style-type: none"> <li>• <i>Staff (subject area experts) are available as required to attend ward Councillor meetings (e.g. coyote information sessions)</i></li> <li>• <i>Staff engaged in AMO and FCM initiatives</i></li> </ul>
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.	
Ward Town hall meetings are held with the Mayor and the ward Councillor.	Continue the practice of Mayor/Councillor town hall meetings.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

### 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.	<ul style="list-style-type: none"> <li>• PSN (Public Sector Network) – largest municipally owned fibre network in North America.</li> <li>• Tax system – created by the City and procured to other municipalities.</li> <li>• Joint procurements with other municipalities</li> <li>• Partnership with Metrolinx</li> <li>• Vcom partnership</li> <li>• Region of Peel – water billing on storm water charges.</li> <li>• Emergency response – mutual aid</li> <li>• Use of Provincial and Federal vendors of record listing.</li> </ul>

**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.	<ul style="list-style-type: none"> <li>• Community groups</li> <li>• Older adult strategy</li> <li>• UTM, Sheridan – share bandwidth</li> <li>• Peel Regional Police</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Festivals</li> <li>• Recreation Programs</li> <li>• BIAs, MBOT</li> <li>• Hospitals</li> <li>• Gary Morden Centre</li> </ul>

## Guide to Good Municipal Governance Concluding Chapter Questions Review

Response	Action	Examples related to the question
Hurontario LRT, joint community centres with secondary schools.		<ul style="list-style-type: none"> <li>Community Development staff who work with volunteer groups, festivals, unity way</li> <li>Hershey Centre</li> </ul>

### 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.	<ul style="list-style-type: none"> <li>Always looks at various service delivery models/options</li> <li>Metrolinx – Hurontario LRT</li> <li>Contracted out work (capital budget funded)</li> <li>Hershey Centre -subcontracted</li> <li>Streetlighting – Alectra Utilities</li> <li>Stormwater billing – Region of Peel</li> <li>'Sauga strokes – therapeutic pools</li> <li>Family washrooms, single sex swim programs</li> </ul>

### 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.	<p>We use all tools available:</p> <ul style="list-style-type: none"> <li>Infrastructure levy</li> <li>Being "Shovel-ready" for project funding</li> <li>Emergency management</li> <li>Hurontario LRT example</li> <li>Advocacy in election years (provincial and federal)</li> </ul>

## Guide to Good Municipal Governance Concluding Chapter Questions Review

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.	<ul style="list-style-type: none"> <li>• <i>Demonstrate what we've done before we ask for assistance, e.g. Gas tax, hotel tax</i></li> <li>• <i>Stormwater charge</i></li> </ul>

**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
<p>The City is good at examining options and looks for opportunities for greater municipal authority. e.g. hotel tax.</p> <p>The City is always looking to maximize opportunities.</p>	General Committee approved implementation of a hotel tax in principle.	<ul style="list-style-type: none"> <li>• <i>Integrity Commissioner – noted as strongest code in the province</i></li> <li>• <i>Code of conduct</i></li> <li>• <i>Hotel tax</i></li> <li>• <i>Sharing economy – Uber, Airbnb</i></li> <li>• <i>Prudent Investor regulations and strategy</i></li> <li>• <i>OMB reform</i></li> <li>• <i>Joint and Several Liability</i></li> <li>• <i>Presentations are made to Council and Committee related to new leg. For example</i></li> <li>• <i>Bill 148</i></li> <li>• <i>Construction Lien Act</i></li> <li>• <i>Bill 68</i></li> </ul>
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	
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.	



## Guide to Good Municipal Governance Concluding Chapter Questions Review

**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.	<ul style="list-style-type: none"> <li>• <i>Labour management meetings</i></li> <li>• <i>Develop and implement a bargaining strategy</i></li> <li>• <i>Joint health and safety committee</i></li> <li>• <i>City manager town halls</i></li> <li>• <i>Employee engagement survey</i></li> <li>• <i>CAFÉ awards</i></li> <li>• <i>3<sup>rd</sup> party relationship building with unions</i></li> <li>• <i>Whistleblower policy</i></li> <li>• <i>City Managers Leadership conference</i></li> <li>• <i>Two Way communications program</i></li> <li>• <i>Staff appreciation events</i></li> </ul>
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.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

### 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.	<ul style="list-style-type: none"> <li>Staff surveys taken to ensure awareness of TQE.</li> </ul>

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.	<ul style="list-style-type: none"> <li>Core values are reflected in the materials brought to Council.</li> <li><a href="#">Code of conduct for Council and Committees</a></li> <li>Respectful workplace</li> <li>Mandatory training</li> <li>Standard of behavior policy</li> <li><a href="#">2016-2018 Business Plan and 2016 Budget</a></li> <li>The Lean Program is to drive excellence and quality service.</li> </ul> <p>Examples of transparency and accountability such as:</p> <ul style="list-style-type: none"> <li>Open Data</li> <li>recorded voting</li> <li>website, streaming</li> <li>Whistleblower Policy</li> <li>Closed sessions</li> </ul>
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.	
The Strategic Plan is used in the financial planning for the City.	The budget planning process incorporates the values from the Strategic Plan.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

**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.	<ul style="list-style-type: none"> <li>• See above</li> <li>• Bill 68 requires alignment of staff and Council responsibilities – report to be prepared for Council consideration by year end</li> <li>• Public complaint process</li> <li>• Integrity Commissioner</li> </ul>

**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.	<ul style="list-style-type: none"> <li>• Whistleblower policy</li> <li>• Audit Committee</li> <li>• Mandatory training – Respectful Workplace</li> <li>• ExLT as forum to discuss issues</li> <li>• Conflict of interest policy for staff</li> <li>• Professional association membership required ethics training</li> </ul>

**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.	<ul style="list-style-type: none"> <li>• Integrity Commissioner involved in orientation of new Council.</li> <li>• Integrity Commissioner meets with new Councillors individually (and incumbents if they wish)</li> <li>• Respectful Workplace Policy</li> <li>• Code of Conduct covered in orientation</li> </ul>
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.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

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.	<ul style="list-style-type: none"> <li>Includes orientation for Council staff</li> </ul>
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?	<p>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.</p> <p>Briefing Councillors as the Chair and how they should be dealing with situations like this.</p>	

### 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.	<ul style="list-style-type: none"> <li>Yes taken into account in hiring process</li> <li>PMP process</li> <li>Policies – standard of behavior, acceptable behavior</li> <li>Criminal records checks</li> <li>Confidentiality agreements</li> <li>Succession Management Plan</li> <li>Supervisory statistics and training provided</li> </ul>
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 <a href="#">Workforce Diversity and Inclusion Strategy</a> and comply with policy.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

### 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.	<ul style="list-style-type: none"> <li>Bill 68 requires that this is formalized. A report will be presented to Council by year end on this matter.</li> </ul>
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.	<p>To address this anticipated requirement the City could start considering creating a Code of practice in accordance with Bill 68.</p> <p>This could be a recommendation from the good governance subcommittee's report.</p>	

#### 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.	<ul style="list-style-type: none"> <li>Council ask for staff advice but they make the final decisions – staff respect their role</li> <li>Clear delineation of staff and Council role</li> <li>No instances of complaints regarding interference</li> </ul>
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.	

## Guide to Good Municipal Governance Concluding Chapter Questions Review

**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.	<ul style="list-style-type: none"> <li><i>Absence of problems demonstrates that there is an understanding</i></li> <li><i>Commitment to Transparency evident in public reporting of expenses</i></li> <li><i>Questions related to staff recommendations are raised in the public forum</i></li> </ul>
A Councillor may be involved, if there is a subcommittee involved or a local issue.	Members of Council are involved as required.	

**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.	<ul style="list-style-type: none"> <li><i>Robust policy review process – cyclical review</i></li> <li><i>Steering committees</i></li> <li><i>Project charters</i></li> <li><i>Business cases</i></li> <li><i>Budget requests</i></li> </ul>

**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.	<ul style="list-style-type: none"> <li><i>Code of Conduct and Integrity Commissioner initiated by Council</i></li> <li><i>Balance between Council direction to staff to review and report back and staff initiating reports on matters</i></li> <li><i>Most agenda items are brought forward by staff. (i.e. amendments to by-laws, customer service strategy)</i></li> </ul>
Staff are always encouraged to look at best practices.	Benchmarking is regularly undertaken. Council depends on staff to identify issues to be reviewed.	



## Guide to Good Municipal Governance Concluding Chapter Questions Review

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.	<i>Addressed in the Council Code of Conduct.</i>

# City of Mississauga

## Corporate Report



Date: 2018/01/25

To: Chair and Members of Governance Committee

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

Originator's files:

Meeting date:  
2018/02/12

## Subject

**Requirements for Citizen Appointment to Committees of Council**

## Recommendation

That Governance Committee provide direction on the condition of Canadian citizenship as a requirement of Corporate Policy 02-01-01 Citizen Appointments to Committees, Boards and Authorities.

## Background

In recent years, Members of Council have made several comments with respect to the requirement for citizen members on committees of Council to be a Canadian Citizen, as per Corporate Policy 02-01-01 entitled "Citizen Appointments to Committees, Boards and Authorities" (Appendix 1). On September 27, 2016, a report to the Diversity and Inclusion Advisory Committee (DIAC) recommended that DIAC provide direction regarding the criteria for Canadian citizenship for citizen appointments (Appendix 2).

In response to these inquiries and in preparation for the upcoming 2018 Municipal Election and subsequent citizen appointments to committees of Council, benchmarking was undertaken with twelve (12) municipalities and is attached as Appendix 3. The scope of the research was to determine if other municipalities specify Canadian citizenship as a general requirement for citizen members to be eligible to be appointed to committees.

## Comments

The purpose of Policy 02-01-01, Citizen Appointments to Committees, Boards and Authorities is to permit Council to appoint residents of Mississauga as citizen members of committees to utilize their knowledge and skills. Policy 02-01-01 requires that citizen members of committees must be Canadian Citizens.

Governance Committee	2018/01/25	2
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In reviewing other municipalities, only two (2) (Brampton and Kingston) specify Canadian citizenship as a general eligibility requirement for appointment to committees of Council (Appendix 3). The most common requirements amongst the municipalities that were benchmarked were: legal voting age (18 years) and that a citizen be a resident or a property owner in the municipality.

In 2016, a working group of DIAC members was developed to provide input into the Mississauga Citizenship Program. Discussions with this group lead to the consensus that the Canadian citizenship requirement for citizen members to be appointed on committees of Council should remain.

## Strategic Plan

The Belong pillar of the Strategic Plan identifies “Getting involved in local government” as a priority. This establishes the need to educate newcomers to Mississauga on opportunities available in local government such as the ability to serve on boards and committees. Sitting as a citizen member on a committee of Council is one of many ways in which residents can participate in the development of their community and the future of the City.

## Financial Impact

Not applicable.

## Conclusion

The City of Mississauga represents one (1) of three (3) municipalities of the twelve (12) reviewed, which specify Canadian citizenship as part of the general eligibility requirements to be appointed to Committees, Boards and Authorities. The members of the DIAC working group found this requirement to be purposeful and agree that it should remain part of the eligibility criteria. Staff are requesting direction regarding Corporate Policy 02-01-01 Citizen Appointments to Committees, Boards and Authorities with respect to the eligibility requirement of Canadian citizenship.

Governance Committee	2018/01/25	3
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## Attachments

Appendix 1: Corporate Policy 02-01-01 Citizen Appointments to Committees, Boards and Authorities.

Appendix 2: Corporate Report dated, September 27, 2016, entitled Mississauga Citizenship Program.

Appendix 3: Benchmarking Research, 2018.



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Gary Kent, CPA, CGA, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Allyson D'Ovidio, Legislative Coordinator

City of Mississauga

# Corporate Policy & Procedure



**Policy Title: Citizen Appointments to Committees, Boards and Authorities**

**Policy Number: 02-01-01**

Section:	<b>Municipal Government</b>	Subsection:	<b>Council and Committees</b>
Effective Date:	<b>September 10, 2014</b>	Last Review Date:	<b>September 2014</b>
Approved by: <b>Council</b>		Owner Division/Contact: <b>Support Services, Legislative Services - Office of the City Clerk Corporate Services</b>	

## Policy Statement

Council appoints citizen members to the City's committees, boards and authorities.

## Purpose

Citizen appointments allow Council to utilize the knowledge and skills of the citizens of Mississauga. This policy establishes eligibility criteria and outlines the application and appointment process.

## Scope

This policy applies to citizen appointments to any of the City's committees, boards and authorities, unless Council directs that an alternate appointment process be undertaken.

For the purposes of this policy, "committee" means committee, board, and authority.

## Eligibility

Citizen members of committees must be:

- Canadian citizens
- A minimum of 18 years of age at the time of application, and
- Either a resident of Mississauga or a citizen who owns a business in Mississauga

Employees of the City of Mississauga or the Regional Municipality of Peel are not eligible.

Citizen members of committees will be required to provide, as a condition of appointment, confirmation that they do not have a criminal record for which a pardon has not been granted.

A citizen member who ceases to be eligible must submit his or her resignation to the committee.

Policy Number: 02-01-01

Effective Date: September 10, 2014

Policy Title: Citizen Appointments to Committees,  
Boards and Authorities

Last Review Date: September 2014

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## Application process

### Public Notice

The Office of the City Clerk, Corporate Services Department, arranges for a public notice to be placed on the City's web site and in newspaper(s) having general circulation in Mississauga, advising of citizen positions available on the various committees of Council. The public notice is usually placed in the fall of each election year and appears for three consecutive weeks.

### Information Sessions

The public notice advises that an information session will be held for all committees. Citizens interested in serving on any of the committees may attend the information session. The Office of the City Clerk arranges the information session.

### Application Form

Application forms are available on request from the Office of the City Clerk, at the information session and on the City's web site. Incumbents must reapply each term.

The application form will require applicants to provide information about their interests/experience as it relates to the committee to which they are applying. Applicants for all positions will be asked the same questions to ensure consistency and fairness in the evaluation process.

The application must be completed and submitted to the Office of the City Clerk by an established deadline. No applications will be accepted after the deadline.

### Application Process for Election Campaign Finances Committee

The application process for the Election Campaign Finances Committee differs from that of other committees in that a public notice is placed on the City's web site and in newspaper(s) having general circulation in Mississauga in the spring, immediately prior to an election, rather than the fall and no information session is held.

## Appointment Process

The appointment process will be undertaken in two phases, one for boards, authorities and quasi-judicial committees in the fall or early winter of the election year and one for advisory committees early the following year.

### Screening Process

All applications received by the established deadline will be screened by the Office of the City Clerk in order to short list those candidates whose interests/experience align with the mandate of the committee they are applying for.



Policy Number: 02-01-01	Effective Date: September 10, 2014	3 of 4
Policy Title: Citizen Appointments to Committees, Boards and Authorities	Last Review Date: September 2014	

### **Nominating Committee**

A Nominating Committee is established for each committee having citizen members. The review panel of each Nominating Committee will be comprised of a minimum of two members of the newly-elected Council who are appointed to, or previously sat on, the applicable committee.

Each Nominating Committee is responsible for reviewing the short list of applicants and, with the support of staff from the Office of the City Clerk, conducting interviews.

### **Selection**

Following the interview process, potential appointees are selected by each Nominating Committee. The recommendations are consolidated by the Office of the City Clerk in a report to Council, in closed session, for their consideration and final approval.

The Office of the City Clerk notifies all applicants, in writing, of Council's decision and retains all applications on file.

### **Term of Office**

Citizen members serve a term concurrent with that of Council and retain office until their successors are appointed.

The Office of the City Clerk will canvass citizen members of committees at mid-term to confirm that they wish to carry out the balance of their term.

While there are no specific term limits for citizen members of committees, Council may give preference to qualified applicants who have not had a previous opportunity to serve, over those who are seeking re-appointment after serving two consecutive terms.

### **Appointment Process for Election Campaign Finances Committee**

The appointment process for the Election Campaign Finances Committee differs in that there is no Nominating Committee. Council will appoint a panel of staff to interview applicants. The staff panel will make a recommendation to Council with respect to the appointees to this committee. Citizen members of the Election Campaign Finances Committee are appointed prior to the election and serve for the term of office that commences following the municipal election. All other requirements with respect to the appointment process apply to the Election Campaign Finances Committee.

### **Filling Vacancies during Term of Committee**

Vacancies are not filled after March 31 of an election year.

Policy Number: 02-01-01	Effective Date: September 10, 2014	
Policy Title: Citizen Appointments to Committees, Boards and Authorities	Last Review Date: September 2014	4 of 4

When a vacancy needs to be filled, the previous applications will be submitted to the applicable Nominating Committee for consideration.

If there are no previous applicants who are suitable and available to serve, the City Clerk repeats the application and appointment process described above (with the public notice appearing for two weeks, rather than three).

## Expenses

Citizen members of committees may be eligible for the standard City of Mississauga car allowance. See Corporate Policy and Procedure – Business Expenses - Car Allowance.

Business cards are not provided to citizen members of committees.

## Revision History

Reference	Description
GC-0300 – 2006 04 26	
GC-0585-2010 – 2010 09 15	
GC-0187-2013 – 2013 04 10	Citizens who owns a business in Mississauga may become Citizen members of committees
GC-0388-2014 – 2014 09 10	Revised citizen appointment process; applicant must be 18 and over

# City of Mississauga

## Corporate Report



Date: 2016/09/27

Originator's files:

To: Chair and Members of Diversity and Inclusion Advisory Committee

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

Meeting date:  
2016/10/19

### Subject

**Mississauga Citizenship Program**

### Recommendation

1. That a working group consisting of members of the Diversity and Inclusion Advisory Committee and staff be created to provide input into the Mississauga Citizenship Program.
2. That the Diversity and Inclusion Advisory Committee provide direction regarding the criteria for Canadian Citizenship for citizen appointments.

### Background

The Strategic Plan sets out vision and the strategic priorities for the City. Under the Belong pillar, one of the priorities is "Getting involved in local government" and states that "newcomers need to be educated on opportunities available in local government such as the ability to serve on various boards and committees." The Action Plan that accompanies the Strategic Plan identifies specific action items required to achieve the vision and includes the following action under the Belong Pillar:

Action 14: Engage newcomers by establishing a Mississauga citizenship program.

We will establish a Mississauga citizenship program, providing orientation for new residents on civic engagement opportunities.

The program will provide new immigrants with a better understanding of the inner workings and impact of local government. New immigrants will be recruited to serve on municipal agencies or committees, boards and commissions, just one of the ways they can be major contributors to the success of Mississauga.

The 2016 – 2018 Business Plan & 2016 Budget for Legislative Services, included budget to create a Mississauga Citizenship program for implementation in 2017 to better prepare residents for the opportunities available on City Council, committees, boards and authorities following the 2018 Municipal Election and into the future.

Diversity and Inclusion Committee	2016/09/27	2
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Originators files: File names

## Comments

The proposed program is intended to provide residents with the opportunity to become more knowledgeable about local government and learn how they can become involved, especially in how they might potentially serve on Council, municipal boards, committees and authorities.

In reviewing other municipalities, no similar programs could be found. The Region of Peel offers 'Immigration Peel' that focuses on services such as; housing, health care and jobs. The City of Mississauga Library Services offer citizenship and settlement information sessions and services for newcomers but does not provide specific information regarding citizen engagement in municipal government. Both the Region of Peel and Mississauga Libraries expressed an interest in sharing any information the City could provide with their clients. In discussing the proposed program with other social service agencies it was found that they would all be interested in this type of information and would share it with their clients.

The content of the proposed program would include:

- Information related to the election process, both how to vote and how to become a candidate;
- Information related to potential citizen involvement opportunities on municipal boards, commissions and committees of Council;
- Speakers who could share the information with interested individuals, groups, organizations, etc.

It is recommended that a working group be established consisting of members of the Diversity and Inclusion Advisory Committee and staff to provide input into the program materials and best practices related to sharing the information.

Corporate Policy 02-01-01 Citizen Appointments to Committees, Boards and Authorities states that eligible citizen members of committees must be a Canadian citizen. The requirement for Canadian citizenship aligns with the Municipal Elections Act which states that candidates seeking office and voters must be Canadian Citizens. Direction is needed to determine whether Canadian citizenship should continue to be a requirement to serve. A review of other municipalities found some that required Canadian Citizenship was required while others did not have this as a requirement.

## Strategic Plan

See Background Section of this report.

## Financial Impact

Projected expenses associated to this program would be covered through the Council approved Budget of \$10,000.

Diversity and Inclusion Committee

2016/09/27

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Originators files: File names

## Conclusion

The proposed Mississauga Citizenship program is an opportunity to encourage residents to gain an understanding of local government and especially how they might get involved on Council, local boards, committees of Council and authorities. The involvement of a working group of DIAC members to provide input on the materials and how to share the information with residents is recommended. Staff requests direction regarding Corporate Policy 02-01-01 Citizen Appointments to Committees, Boards and Authorities regarding eligibility requirements related to Canadian Citizenship.

## Attachments

Appendix 1: Corporate Policy 02-01-10 Citizen Appointments to Committees, Boards and Authorities



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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

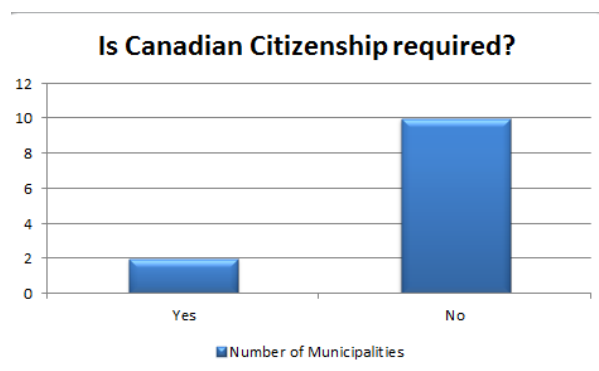
Prepared by: Diana Rusnov, Manager, Legislative Services/Deputy Clerk

## Overview Summary

### 1. Is Canadian Citizenship a requirement for appointment as a citizen member of Committees of Council? (i.e. other than committees for which Canadian citizenship is a legislative requirement)

**City of Mississauga:** Canadian Citizenship is a requirement for citizen appointments to committees of Council.

**Benchmarking:** Of the 12 municipalities reviewed, only two (Brampton, Kingston) specify Canadian citizenship as a general eligibility requirement. The most common general eligibility requirements are: legal voting age (18 years) and resident or property owner in the municipality.



## Detailed Responses

### 1. Is Canadian Citizenship a Requirement for Appointment as a Citizen Member of Committees of Council?

Of the 12 municipalities reviewed, only two (Brampton and Kingston) specify Canadian citizenship as a general eligibility requirement. The most common eligibility requirements are: legal voting age (18 years) and resident or property owner of the municipality.

Municipality	Eligibility Criteria; Must be:
<b>Mississauga</b>	<ul style="list-style-type: none"> <li>• Canadian Citizen</li> <li>• Mississauga resident and/or business owner;</li> <li>• Minimum 18 years of age</li> </ul>
<b>Barrie</b>	<ul style="list-style-type: none"> <li>• Barrie Resident and/OR</li> <li>• Barrie Property Owner and/OR</li> <li>• Barrie Business Owner</li> <li>• Acknowledgement that the Code of Conduct applies to them and they agree to abide by the terms</li> </ul>
<b>Brampton</b>	<ul style="list-style-type: none"> <li>• Canadian Citizen</li> <li>• Brampton resident and/or business owner;</li> <li>• Minimum 18 years of age</li> </ul>



Municipality	Eligibility Criteria; Must be:
<b>Calgary</b>	<ul style="list-style-type: none"> <li>• Resident of Calgary</li> <li>• At least 18 years of age</li> </ul>
<b>Guelph</b>	<ul style="list-style-type: none"> <li>• Resident or owner of property in the City</li> <li>• At least 16 years of age or older (unless otherwise specified in the Advisory Committee's Terms of Reference)</li> </ul>
<b>Halifax Regional Municipality (HRM)</b>	<ul style="list-style-type: none"> <li>• a) A resident of HRM</li> <li>• b) At least 18 years of age (exceptions may be made by Council for committees specifically related to youth)</li> </ul>
<b>Kingston</b>	<ul style="list-style-type: none"> <li>• 18 years of age or older;</li> <li>• Must be a resident of the municipality, or an owner, tenant of land (or spouse of same) for the duration of the term; and be one of the following:             <ul style="list-style-type: none"> <li>○ Canadian Citizen, or</li> <li>○ Permanent Resident, a person who has been given permanent resident status by immigrating to Canada but is not a Canadian Citizen, and has resided in Kingston for at least one year.</li> </ul> </li> </ul>
<b>London</b>	<ul style="list-style-type: none"> <li>• Must be of legal voting age (except for youth committee, which asks for youth, age 16-18)</li> </ul>
<b>Oakville</b>	<ul style="list-style-type: none"> <li>• Oakville property owners and/or residents</li> <li>• 18 years of age or older</li> </ul>
<b>Pickering</b>	<ul style="list-style-type: none"> <li>• Pickering property owners and/or residents</li> <li>• 18 years of age or older</li> </ul>
<b>Toronto</b>	<ul style="list-style-type: none"> <li>• Resident of Toronto, and</li> <li>• At least 18 years of age</li> </ul>
<b>Vancouver</b>	<ul style="list-style-type: none"> <li>• Live or work in Vancouver, or have a significant body of experience with Vancouver issues</li> </ul>
<b>City of Waterloo</b>	<ul style="list-style-type: none"> <li>• All residents, property owners, business owners, employees of businesses in the City of Waterloo or individuals enrolled in a City of Waterloo campus of a postsecondary institution shall be eligible to serve on Committees, subject to specific legislative requirements or requirements in the Council approved terms of reference.</li> </ul>

## 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"> <li>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.</li> <li>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.</li> </ol>

## 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	Completed	
14. Bill 8 (Accountability Act) implementation	To be scheduled for a future meeting date.	
15. Procedure for establishing committees or task forces	To be scheduled for a future meeting date.	
16. Issues resulting from the Region of Peel representation discussions	Update during the 1 <sup>st</sup> quarter of 2017.	On-going consultation at the Region of Peel.
17. Corporate Policy Review pertaining to Municipal Elections	November 15, 2017 General Committee	<p>The following recommendation was approved by General Committee on November 15, 2017:</p> <p>GC-0742-2017 That the draft Corporate Policy titled "Use of City Resources During an Election Campaign, attached as Appendix 2 to the Corporate</p>

## Status of Governance Committee Workplan Items

		Report dated November 2, 2017 from the Commissioner of Corporate Services and Chief Financial Officer titled "Corporate Policy and Procedure - Use of City Resources During an Election Campaign", be approved with the exception of paid campaign ads in City facilities and that staff report back on campaign material as it relates to the Placing Advertisement with the City Policy 03-09-01.
<b>18. Corporate Policy Review - Citizen Appointment Process (including a review to limit citizen member appointments to one committee)</b>	<b>February 12, 2018 meeting date</b>	<b>Report regarding the requirement for Canadian citizenship only.</b>
19. Citizen appointments to committees (membership/ composition)	Update during the 1 <sup>st</sup> quarter or 2018.	Arising from discussion at General Committee on June 15, 2016.
20. Review of committees for 2018-2022 term of Council	Update during the 1 <sup>st</sup> quarter or 2018.	
21. Review of Protocol Corporate Policy 06-02-01	Completed	<p>The following recommendation was approved at General Committee on November 15, 2017:</p> <p>GC-0732-2017</p> <p>That staff be directed to incorporate the following changes to the Civic Protocol Policy 06-02-01 and report back to General Committee:</p> <p>a) Move the Regional Chair to appear directly following Members of Council in the Order of Precedence for Processions.</p> <p>b) Move the Regional Chair to speak directly following the Mayor or Acting Mayor in the Speaking Order at Official City Openings/Events.</p>

## Status of Governance Committee Workplan Items

		c) Clarify that Federal and Provincial Government representatives be invited to speak if there is a partnership/funding agreement in place.
<b>22. Governance Relations with Federal and Provincial Governments</b>	<b>February 12, 2018 meeting date</b>	<p><b>The following recommendation was approved by General Committee on December 6, 2017:</b></p> <p><b>GC-0782-2017</b>  <b>That the matter regarding a Government Relations Protocol for members of Council be referred back to Governance Committee for further discussion with input from the Integrity Commissioner and Policy staff and further that staff be directed to provide benchmark information.</b></p>