
Governance Committee

Date

2018/06/04

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 Dave Cook, Ward 1
Councillor Carolyn Parrish, Ward 5
Councillor Ron Starr, Ward 6
Mayor Bonnie Crombie (Ex-officio)
John Magill, Citizen Member
Sandy Milakovic, Citizen Member

Contact

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

Find it Online

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

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **DEPUTATIONS**

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 - February 12, 2018
- 6.2. Approval of the Governance Subcommittee Minutes - March 19, 2018
- 6.3. Update Council Code of Conduct, Verbal Discussion
- 6.4. Council and Staff Relationship Policy - Bill 68 Requirement
- 6.5. New Council Orientation and Strategic Direction Setting
- 6.6. Traffic Safety Council Review
- 6.7. Electronic Participation for Advisory Committee Meetings.

Please note; The Accessibility Advisory Committee considered this matter at its April 30, 2018 meeting and recommended the following:

AAC-0017-2018

1. That the Accessibility Advisory Committee supports electronic participation for advisory committee meetings, including the capability to vote, for individuals with disabilities, where an accommodation has been requested.
2. That the Accessibility Advisory Committee's request for electronic participation at advisory committee meetings be forwarded to Governance Committee for discussion and review.

This recommendation was approved by General Committee on May 16, 2018 and subsequently adopted by Council on May 23, 2018.

6.8. Status of Governance Committee Work Plan Items

7. **INFORMATION ITEMS**

8. **OTHER BUSINESS**

9. **ADJOURNMENT**

City of Mississauga

Minutes



Governance Committee

Date

2018/02/12

Time

1:06 PM

Location

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

Members Present

Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Pat Saito	Ward 9
Sandy Milakovic	Citizen Member
John Magill	Citizen Member

Members Absent

Councillor Ras	Ward 2
Mayor Bonnie Crombie	(Ex-Efficio) <input type="checkbox"/> Other Municipal Business

Staff Present

Janice Baker, City Manager and Chief Administrative Officer
 Gary Kent, Commissioner of Corporate Services and Chief Financial Officer
 Andra Maxwell, Legal Counsel, Legal Services
 Robert Trewartha, Chief of Staff, Office of the Mayor
 Diana Rusnov, Director of Legislative Services and City Clerk
 Sacha Smith, Manager of Legislative Services and Deputy Clerk
 Ivana Di Millo, Director of Communications
 Allyson D'Ovidio, Legislative Coordinator

Contact

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

Find it online

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

1. CALL TO ORDER □ 1:06 PM

2. APPROVAL OF AGENDA □

Approved (Councillor Parrish)

3. DECLARATION OF CONFLICT OF INTEREST - Nil

4. DEPUTATIONS - Nil

5. PUBLIC QUESTION PERIOD - 15 Minute Limit (5 minutes per speaker) - Nil

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 CONSIDERED

6.1. Approval of the Minutes - October 31, 2017

Approved (J. Magill)

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

Councillor Parrish noted that the Region's policy was brought to compare with the City's to see if there is anything missing. Gary Kent, Commissioner of Corporate Services and Chief Financial Officer noted the policies align well with the exception of the per diem rate. Mississauga's per diem is \$75.00/day whereas the Region is recommending \$85.00/day. Minor housekeeping changes may be brought forward this year.

RECOMMENDATION

That the Region of Peel report, dated November 29, 2017, entitled Update to the Business Expense Accounts □ Members of Council Policy be received.

Received (Councillor Parrish)
Recommendation GOV-0001-2018

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

In response to Councillor Saito, Gary Kent, Commissioner of Corporate Services and Chief Financial Officer noted this project is a good measure of transparency with no costs incurred and further recommend that we continue to stream the Audit and Governance Committee meetings.

In response to John Magill, Citizen member, Diana Rusnov, Director of Legislative Services and City Clerk, provided clarification with respect to comments regarding audio visual upgrades, specific to the December 4, 2017 Audit Committee meeting. Ms. Rusnov further noted that the concerns have since been resolved.

Councillor Parrish noted that it is a good practice to make meetings available online for the public to view as desired. Councillor Saito further noted that we should promote the live streaming as much as possible. Ms. Rusnov clarified that the statistics provided are for Governance Committee only, Council numbers can be provided.

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 ☐

Approved (J. Magill)

Recommendation GOV-0002-2018

6.4. Benchmarking ☐ Government Relations Protocol

Councillor Saito provided background information on the Protocol noting that the item has now returned to the Committee with comments from staff and the Integrity Commissioner.

John Magill, Citizen member noted he would like the word ☐ Strategic ☐ to be included in the policy purpose and further that the plans for action need to be aligned with the established objectives.

Councillor Saito clarified that the purpose of the Protocol was to discourage Members of Council from meeting on independent initiatives; however, we still want Councillors to lobby for funding on projects.

In response to comments made by Councillor Saito and Mr. Magill, Rob Trewartha, Chief of Staff, noted we do have strategic priorities and wording can be added with respect to strategic advocacy with other levels of government. Councillor Parrish supports the protocol returning to Council as amended. Councillor Saito noted that

there is benefit in an annual review of the Protocol. Members of the Committee engaged in a discussion with respect to penalties.

In response to discussion, Mr. Trewartha advised that the Protocol could be amended to reflect the discussion and be distributed to the Committee with a final document to go to Council.

In response to Sandy Milakovic, Citizen member, Councillor Saito noted the Governance Committee is not responsible for Government Relations and further, that this topic should be brought forward as a recommendation and direction given to staff to do something about this. Janice Baker, City Manager and CAO noted we have assigned leadership of Government Relations to Rob Trewartha in the Mayor's Office. Mr. Trewartha noted he will be working with the Extended Leadership team regarding internal processes, standing committees etc. Councillor Saito requested that Mr. Trewartha come back to Governance Committee with an update after this discussion.

RECOMMENDATION

That the Draft Government Relations Protocol as outlined in Appendix 1, attached to the memorandum dated, February 6, 2018 from Robert Trewartha, Chief of Staff, Office of the Mayor, be approved as amended and that staff be directed to incorporate the following changes to the "Purpose" section of the Protocol and report back to Council:

- a) Include wording with respect to Mississauga's strategic priorities and advocacy.
- b) Include wording with respect to the rationale to have a Government Relations Protocol.

Approved (Councillor Parrish)
Recommendation GOV-0003-2018

6.5. Governance Subcommittee Report - Municipal Governance Leadership Challenge

John Magill, Citizen member provided background information with respect to the report and noted recommendations 1 through 6 are a summary of the material. Mr. Magill noted that earlier discussions about Government Relations could be added as recommendation 5.b. under "Managing Relationships more effectively"

As part of the discussion, Councillor Saito noted that the Council Orientation session should be held as soon as possible after the inaugural meeting in December, 2018. Councillor Saito further noted that staff and one or two members of the Committee should have a brainstorming session in April, 2018 with respect to the components of the orientation. Janice Baker, City Manager and CAO noted that an outline of the Table of Contents should be included as one of the items for discussion and further that the City Manager's office is presently thinking through the different layers of the orientation as there are individual and ward specific pieces to consider. Ms. Baker noted that staff would develop a framework to promote conversation around what works and what doesn't.

Members engaged in a discussion with respect to ward specific priorities, City priorities

and the process for quality decision making.

Councillor Saito applauded Sandy Milakovic, Citizen member and Mr. Magill for their hard work and contributions.

RECOMMENDATION

1. That the report from John Magill, Citizen Member, entitled "Governance Subcommittee Report – Municipal Governance Leadership Challenge" dated February 5, 2018, be received.
2. That the Guide to Good Municipal Governance Concluding Chapters Question 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.

Approved (J. Magill)

Recommendation GOV-0004-2018

6.6. Requirements for Citizen Appointment to Committees of Council

Councillor Starr commented on the consensus from the Diversity and Inclusion Advisory Committee, noting that members agreed Canadian Citizenship is a reasonable requirement.

Councillor Parrish noted tax payers and those who live in the City should have a right to vote and sit on Committee. Councillor Starr suggested that we should leave the policy as is and bring it back after a new Council has been appointed.

Members of the Committee engaged in a discussion with respect to the amending the policy to remove citizenship as a requirement for citizen appointments to Committees of Council.

RECOMMENDATION

1. That the report dated January 25, 2018, entitled "Requirements for Citizen Appointments to Committees of Council" from Gary Kent, CPA, CGA, Commissioner of Corporate Services and Chief Financial Officer, be received.
2. That Canadian citizenship be removed as an eligibility requirement for citizen appointments to Committees of Council, as outlined in Corporate Policy 02-01-01 Citizen Appointments to Committees, Boards and Authorities.

Approved (Councillor Parrish)

Recommendation GOV-0005-2018

6.7. Status of Governance Committee Work Plan Items

Members engaged in a discussion about the status of the work plan items. Councillor Saito directed staff to add the review of the Code of Conduct and organize a meeting in the next month to discuss this with the Committee and Integrity Commissioner. Councillor Saito directed staff to notify Members of Council that the Code of Conduct would be reviewed and request feedback on the existing document.

In response to Mr. Magill, Councillor Saito noted that Legal Services has provided comments with respect to Bill 68 and no further response is outstanding at this time. Councillor Saito noted the one of the questions asked was with respect to the appointment of the Regional Chair and the role of the Mayor.

RECOMMENDATION

That the status of the Governance Committee Work Plan, dated February 12, 2018, be approved as amended to include a review of the Code of Conduct on the Work Plan.

Approved (J. Magill)

Recommendation GOV-0006-2018

7. INFORMATION ITEMS - Nil
8. OTHER BUSINESS ☐ Nil
9. ADJOURNMENT ☐ 2:09 PM (Councillor Starr)

City of Mississauga

Minutes



Governance Subcommittee

Date

2018/03/19

Time

1:01 PM

Location

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

Members

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

Members Absent

Councillor Carolyn Parrish, Ward 5

Staff Present

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

Contact

Allyson D'Ovidio, Legislative Coordinator
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Find it Online

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

1. Call to Order - 1:01 PM2. Approval of Agenda

Approved (Councillor Starr)

3. Declaration of Conflict of Interest - Nil4. Matters Considered4.1 Review: Council Code of Conduct

Members of the Governance Subcommittee, the Integrity Commissioner and staff engaged in a discussion with respect to updating the Council Code of Conduct. Councillor Saito directed the Integrity Commissioner to prepare a draft update and distribute a redline version to all members of the Council for review and comments. A final consolidated review is to be brought to the Governance Committee meeting, April 16, 2018.

The following changes were discussed:

- Gifts and Benefits (Rule No.2)
 - Modify the language to clarify the distinction between gifts and tokens;
 - Identify a distinction between personal gifts, gifts for the City and gifts as Members of Council; and
 - Include language to clarify monetary limits.
- Councillor Expenses (Rule No.3)
 - Tighten the language with respect to the Election rule and Expenses rule;
 - 4.a) Include web links and language with respect to policies;
 - Reference Council Protocol; and
 - Include language with respect to expectations when the Code of Conduct is not up to date.

- Definitions: [Family Member]
 - Consider broadening the scope of the definition of [family member]
 - Suggestion to adopt a [Transparency Statement]
 - Identify disqualifying interests;
 - Consider using language - avoidance of conflict of interest; and
 - Provide clarity for when members need to disclose relationships, i.e. when spouses and/or children are volunteers on board, etc.
- Election Campaign (Rule 6):
 - Include language that Council owns the data collected during the Election campaign.
- Undue Influence Provision (Rule No. 7)
 - Include language to clarify that Members of Council are not permitted to be part of an appeal or actively participate in the opposition of a decision.
- Media Communication (Rule 10)
 - Provide clarity with respect to when to be cautious; and
 - Provide more information and guidance about social media.

5. Information

5.1 Municipal Act, 2001, S.O. 2001, c. 25: Ontario Regulation 55/18 Codes of Conduct - Prescribed Subject Matters Consolidation.

Received (S. Milakovic)

6. Next Meeting Date □ To be determined.

7. Adjournment □ 2:50 PM (S. Milakovic)

City of Mississauga

Corporate Report



Date: 2018/05/29

To: Chair and Members of Governance Committee

From: Mary Ellen Bench, BA, JD, CS, CIC.C, City Solicitor

Originator's files:

Meeting date:
2018/06/04

Subject

Council and Staff Relationship Policy – Bill 68 Requirement

Recommendation

1. That the Council and Staff Relations policy attached to the report of the City Solicitor dated May 29, 2018 entitled "Council and Staff Relationship Policy – Bill 68 Requirement" be approved.

Background

Bill 68, the *Modernizing Ontario's Municipal Legislation Act, 2016* added a requirement that municipalities establish Council-municipal staff relationship policies. This policy is to be in place by March 2019. In reviewing what is often contained in a Council-municipal staff policy, it became apparent that the City already has policies in place on many of these matters, and these policies are supplemented by the Council Code of Conduct and the Conflict of Interest policy that applies to City staff. Other City policies that are significant in this regard are the respectful workplace policy, standard of behaviour policy, acceptable use of IT resources policy, workplace violence and harassment policy and public complaints procedure to name the core matters.

Comments

In 2016 and 2017 the Governance Subcommittee undertook a review of what it might take to become recognized as a leader in municipal governance the steps necessary to achieve that goal. One of the matters identified in the review of potential process improvements was the development of a staff/Council policy regarding roles and relationships between staff and members of Council. This is consistent with the Bill 68 requirement. Council/staff roles and responsibilities was also a significant matter of interest in the proceedings under the *Good Government* phase of the Toronto judicial inquiry presided over by Justice Bellamy as well, and

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Justice Bellamy's recommendations are reflected in the Bill 68 amendments to the *Municipal Act, 2001*. The draft policy was prepared by staff with reference to these documents.

It is intended that the Council and staff relationship policy not repeat what is already in place and accordingly it focuses on high level guiding principles that uphold the City's value of trust, quality and excellence and the respect for the role of Council, the Mayor as Head of Council, and staff. The draft policy sets out in plain language the responsibilities of the Mayor, Council, City Manager, senior staff and staff.

The draft policy identifies the role of Council in setting policy and providing overall direction to the municipality, approving service levels through the budget, policy and programs, enacting by-laws and resolutions, ensuring accountability and transparency and maintaining the financial wellbeing of the municipality. The *Municipal Act, 2001* assigns certain other duties to the Mayor as the Head of Council, which are reflected in the policy. The City Manager is the head of the administration and is ultimately responsible for ensuring policy advice is provided to Council and that the direction of Council is carried out. The role of staff is to use professional judgment to implement Council's decision by establishing the practices and procedures required to carry out those decisions, and by providing high quality professional advice to Council so that Council can make informed decisions. These responsibilities are set out in greater detail in the draft policy.

It also sets out the following Guiding Principles which reflect the work of the Governance Subcommittee:

1. Council and Staff will uphold the City's values of Trust, Quality and Excellence.
2. Council and Staff recognize that both bring value to the City and will work together for the benefit of the residents of Mississauga.
3. Council and Staff will respect their professional boundaries: Council will not attempt to direct Staff or influence their professional opinion and Staff will not lobby Council on any matter. Only Council as a whole has the authority to make policy decisions and direct Staff to carry out specific tasks.
4. Council will not contact or issue instructions to any City contractor, consultant or other service provider but will instead advise the City Manager or Commissioner of any concerns.
5. Council and Staff will not make public statements that reflect negatively on the City or on an individual Council or Staff member.
6. Council and Staff are expected to interact with mutual respect and honesty.

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7. Criticism will be provided in a constructive manner that focuses on the topic of discussion (e.g. service level or quality of a report) and not on the individual.
8. Council and Staff will have respect for priorities and timelines; all participants will be well prepared for meetings and provide required information in advance.
9. Information provided to Council by Staff will be fair, accurate, thorough, timely and understandable.

Financial Impact

N/A

Conclusion

Bill 68 requires the City to adopt a Council and Staff Policy. This is consistent with the work of the Governance Subcommittee and the matters identified by the Subcommittee to be a leader in municipal governance.

Attachments

Appendix 1: Draft policy regarding Council and Staff Relations



Mary Ellen Bench, BA, JD, CS, CIC.C, City Solicitor

Prepared by: Mary Ellen Bench, City Solicitor

City of Mississauga

Corporate Policy & Procedure



Policy Title: Council and Staff Relations

Policy Number: [Policy No.]

Draft Only □ April 3, 2018

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

Policy Statement

The Corporation of the City of Mississauga is responsible to provide good government with respect to the matters within its jurisdiction. To do so requires a strong working relationship between the Mayor and Council and City staff.

Purpose

This policy outlines the overarching roles and responsibilities of Council and Staff and the principles that will guide their working relationship.

Scope

This policy applies to the Mayor and Council of the City of Mississauga and all City Staff.

Definitions

For the purposes of this policy:

□City□means the Corporation of the City of Mississauga.

□City Manager□means the City Manager and Chief Administrative Officer of the City of Mississauga.

□Council□means the Mayor of the City of Mississauga and all ward councillors.

□Senior Management□means the City Manager, all commissioners (LT), and directors (ExLT) of the City of Mississauga.

□Staff□means all City of Mississauga employees, including Senior Management.

Legislative Authority

The *Municipal Act, 2001* (the Act) requires that all municipalities adopt a policy with respect to the relationship between members of council and the officers and employees of the municipality. This policy has been developed in accordance with subsection 270 (1) 2.1 of the Act.

Related Documents

Council and/or Staff are also subject to the following documents that provide information that informs the working relationship between Council and Staff:

- Council Code of Conduct
- Council Procedure By-law 139-13, specifically Part III □ Rules of Order and Debate
- *Municipal Conflict of Interest Act*
- Corporate Policy and Procedure:
 - Respectful Workplace
 - Workplace Violence
 - Conflict of Interest (staff)
 - Standard of Behaviour
 - Whistleblower Program
 - Matters Considered in Closed-Session

Good Governance

The Act assigns Council the overall responsibility for creating a responsible and accountable municipal government. Council is the primary source of all legislative authority and sets the overall policy direction of the City. The Act allows Council authority to delegate responsibility for administrative actions and decision-making authority to staff. Central to good governance is clarity to the following:

- Good financial stewardship and financial management systems
- Protection of assets
- Management of human and physical resources
- Systems for measuring, reporting and evaluating performances and a transparent system for corrective action
- Establishment of policies and procedures that comply with or exceed legislative requirements
- Procedures to measure and report on program effectiveness, and
- Adherence by each City professional to their profession's designation/governance rules

Roles and Responsibilities

Council Staff Relations

Relations between Staff and Council should always be civil, respectful and professional. Staff and Council must understand each other's roles and responsibilities to avoid frustration and conflict. Unique to the municipal level is the opportunity to publically question staff about reports, policy administration and expert/professional advice. Neither provincial nor federal elected politicians are afforded this level of staff/elected official questioning. Council should always treat

this openness with respect and civility in its questions, statements and answers, even when disagreeing with a professional opinion. Such treatment aids in attracting and retaining the best sought after talent. While adhering to the Respectful Workplace policy, Council should always refrain from either persistent or unjustified criticism.

Mayor

The Mayor has many responsibilities but most critical is leadership to ensure integrity in the municipal government's actions, policies and decisions. The Mayor is responsible for:

- Acting as the primary spokesperson for the City
- Acting as the Chair of Council and participating in Council's agenda development
- Being the City's primary spokesperson respecting intergovernmental relations
- Under the *Municipal Act, 2001*, acting as head of Council and carrying out procedural duties, and
- Providing leadership to Council

Council

Council is responsible for:

- Participating in the hiring of the City Manager and input into the hiring of commissioners
- Setting policy and overall direction and enacting by-laws and resolutions to do so
- Approving budget, policy and programs
- Determining which services the municipality provides in addition to those the City is required to provide
- Delegating responsibility for overall management of the administration of the City to the City Manager, while ensuring the accountability and transparency of the City's operations
- Keeping the City Manager informed of significant matters and/or upcoming issues that may impact operations or that are of concern to local residents
- Maintaining the financial wellbeing of the municipality
- Balancing local needs and those concerns which affect the entire City
- Striking a balance between healthy oppositional debate and unity of purpose in political leadership
- Being present and attentive in the Council chamber for the duration of the session
- Conducting business in an open forum, except where permitted by legislation
- Maintaining confidentiality as required
- Receiving staff reports and recommendations and not "shooting the messenger" when such advice is politically unwelcome
- Providing advance notice to Staff, whenever possible, of matters that will be raised at Council to allow Staff time to prepare to address them and ensure efficient meetings
- Obtaining the consent of Council before holding discussions with the City Manager and/or Senior Management prior to making an inquiry to Staff that may result in significant work or may involve confidential information
- Hiring their Executive Assistant and managing their performance, and

- Attending an orientation session at the beginning of each term of office, including returning Council members

City Manager

The City Manager is responsible for:

- Providing effective advice and support to Council in developing, recommending and implementing policies, plans and programs for Council's consideration
- Executing Council approved policies
- Supervising and directing municipal affairs
- Overseeing all aspects of the City's human resources policies, including responsibility for acquisition and management of staff, including the termination of employment and discipline processes and protocols, without political interference
- Overseeing the day-to-day operations of the City to ensure the efficient administration of all City departments and the implementation of the decisions of Council
- Ensuring a clear division of responsibility between the political and administrative functions of the City
- Providing leadership to ensure good governance, with a separation of political influence and Staff decisions
- Keeping the Mayor updated on key business decisions
- Developing coordinated policy and budgetary recommendations for Council
- Implementing the policy and budgetary decisions made by Council
- Overseeing the strategic budget preparation, including protocols, presentations and public input
- Overseeing the City's strategic plans and their implementation/communication plans, and
- Providing strategic direction to Senior Management

Senior Management

Senior Management is responsible for:

- Ensuring equal treatment of all Council members (i.e. avoiding close alliance, or the appearance of close alliance, with individual Council members)
- Ensuring they are always equally responsive to requests from all Members of Council
- While Senior Management may assist individual members of Council by providing information or assistance on ward matters, they may only take direction from Council and cannot take direction from any individual Council member
- Ensuring significant information which may be used in Council or in a political forum is provided to all Council members and to the City Manager, unless it is confidential
- Implementing and administering approved policies, plans, services and programs
- Demonstrating a commitment to accountability and transparency
- Providing leadership in short and long-term planning
- Clearly conveying the intent of Council policy direction and decisions to Staff who are responsible for implementation
- Meeting with Council as required for information sharing or education sessions, and

- Providing and advising Members of Council of key facts and ensuring that they are understood correctly or, if any proposed policy direction has serious flaws, recommending an alternate course of action

Staff

Staff is responsible for:

- Ensuring equal treatment of all Council members (i.e. avoiding close alliance, or the appearance of close alliance, with individual Council members)
- Ensuring they are always equally responsive to requests from all Members of Council
- While Staff may assist individual members of Council by providing information or assistance on ward matters, Staff may only take direction from Council and cannot take direction from any individual member of Council
- Building and maintaining a professional relationship with Council by undertaking research and providing accurate, expert, impartial and understandable advice in a timely and professional manner, without regard for politics, to enable Council to make informed decisions
- Implementing Council's decisions and establishing administrative practices and procedures to carry out those decisions, even if they do not agree with them
- Responding to individual councillor requests, providing they pertain to a Council approved matters or matters under consideration
- Writing reports in plain language and in accordance with Corporate Policy and Procedure □ Corporate Reports
- Seeking the advice and approval of applicable Senior Management prior to responding to a direct request from Council, except where the request is minor or of a day-to-day operational nature
- Providing Council with information and analysis sufficient to enable them to carry out their duties, including identifying risks and providing options to minimize those risks
- Ensuring all Council members are provided with the same information on matters of general concern and/or matters that will be discussed at a meeting of Council or a committee of Council, and
- Complying with all City policies and procedures

Guiding Principles

Council and Staff will conduct themselves in accordance with the following Guiding Principles:

1. Council and Staff will uphold the City's values of Trust, Quality and Excellence.
2. Council and Staff recognize that both bring value to the City and will work together for the benefit of the residents of Mississauga.

Policy Number: [Policy No.]

Effective Date: [Effective Date]

Policy Title: Council and Staff Relations

Last Review Date: [Last Review]

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3. Council and Staff will respect their professional boundaries: Council will not attempt to direct Staff or influence their professional opinion and Staff will not lobby Council on any matter. Only Council as a whole has the authority to make policy decisions and direct Staff to carry out specific tasks.
4. Council will not contact or issue instructions to any City contractor, consultant or other service provider but will instead advise the City Manager or Commissioner of any concerns.
5. Council and Staff will not make public statements that reflect negatively on the City or on an individual Council or Staff member.
6. Council and Staff are expected to interact with mutual respect and honesty.
7. Criticism will be provided in a constructive manner that focuses on the topic of discussion (e.g. service level or quality of a report) and not on the individual.
8. Council and Staff will have respect for priorities and timelines; all participants will be well prepared for meetings and provide required information in advance.
9. Information provided to Council by Staff will be fair, accurate, thorough, timely and understandable.

Revision History

Reference	Description

City of Mississauga

Corporate Report



Date: 2018/03/15

To: Chair and Members of Governance Committee

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

Originator's files:

Meeting Date:
2018/06/04

Subject

New Council Orientation and Strategic Direction Setting

Recommendation

That staff be directed to organize orientation and strategic direction setting sessions for the Members of Council for the 2018-2022 term, as outlined in the report entitled, 'New Council Orientation and Strategic Direction Setting' dated March 15th, 2018, from the City Manager and Chief Administrative Officer.

Report Highlights

- Orientation sessions for new Council Members are organized by staff within the first 4-5 weeks after the municipal election. A proposed orientation framework for the 2018-2022 term of Council is outlined.
- A strategic direction setting event, as proposed by the Governance Committee for early in the new term of Council, is a new type of engagement session that will provide an opportunity for the new Council to work to build consensus, establish priorities and develop an increased understanding of how ward priorities fit into the city-wide priorities, and the decision-making processes related to priority setting.

Background

After the inauguration of a new City Council, the common practice is for staff to provide the new Council members with an overview of the important City priorities, projects and issues.

At the Governance Committee meeting of February 12th, 2017, a report by the Citizen Members entitled 'Governance Subcommittee – Municipal Governance Leadership Challenge' included some additional suggestions specific to the orientation for new / incoming Council Members, as follows:

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1. That a more comprehensive orientation be prepared for new / incoming Council Members:
 - a. That 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.

The Governance Committee's direction to staff was to develop an orientation framework for Council Members, to be ready for the start of the next term of Council, that would provide a corporate-wide overview and include:

- a forum that allows all Council Members to describe their specific ward priorities and include discussion on how these priorities fit into the larger city-wide scope of initiatives and strategies
- a determination on the protocols and decision-making processes regarding how priorities are determined and/or how they might get changed, pared-down or cut.

Comments

The following is a list of the important dates after the election to the end of the year, for the new City Council:

- October 22nd, 2018: Voting Day
- October 23rd, 2018: Declaration of official election results (certifying of results by the City Clerk)
- November 28th, 2018: last Council meeting of the 2014-2018 Council
- December 3rd, 2018: Inauguration Council meeting of the 2018-2022 Council
- December 5th, 2018: first General Committee and Budget Committee meetings
- December 5th, 2018: Special Meeting of Council to approve Councillor appointments to City / Regional Boards and Committees
- December 12th, 2018: first regular Council meeting
- December 24th (noon) to January 2nd, 2019: Holiday office closure

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ORIENTATION SESSIONS:

To ensure the new Councillors receive prompt information regarding both their transition into their Councillor role and the work involved in the December meetings, the following orientation sessions are recommended:

- One-on-One with new Councillor:
 - Meeting between Clerk's Office staff and new Councillor regarding orientation materials
 - Meeting with Human Resources and City Clerk's staff to discuss the new Councillor's office staff recruitment needs and for paperwork sign-on including payroll
 - Tour of building and office space, including discussions with F&PM and I.T. staff regarding furniture, security and access, and computer/phone needs
 - If requested by the new Councillor, the organizing of a tour of their ward to point out specific City park / facility / construction projects of interest
 - Suggested timeframe: between October 29th and November 13th, 2018
- Orientation meeting #1 with new Councillors: (incumbent Councillors will be invited and are welcome to attend):
 - Meet and Greet with Leadership Team
 - Broad overview of the corporation
 - Inaugural Council meeting details explained
 - Suggested tentative date: November 14th, 2018 (tbc)
- Orientation meeting #2 with new Councillors: (incumbent Councillors will be invited and are welcome to attend)
 - Overview of broad, corporate-wide strategic priorities
 - Departmental overview of projects and issues with a focus on information specific to the wards of new Councillors
 - Overview of the Budget, such as financial status, pressures, etc.
 - Outline of the material, presentations and approval process for 2019 Business Plan and Budget
 - Overview of Committees of Council
 - Suggested tentative date: November 27th, 2018 (tbc)

STRATEGIC DIRECTION SETTING:

As recommended by the Governance Committee, a new strategic direction setting will be introduced for the 2018-2022 term of Council. In the past, City Council has occasionally been involved in facilitated conversations, via education sessions, regarding the City's vision and priorities. However, as described above in the Background section, the request of the Governance Committee asks for a more in-depth discussion.

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The following is a proposed outline of what an education session for strategic direction setting, for the 2018-2022 term of Council:

- Invitees: Council, Leadership Team, specific key staff members.
- Tentative timeframe: mid-February to March-end (1 day session). This timing will ensure that the priorities are built into staff work plans and the next budget cycle.
- Suggested locations: BraeBen golf course or the Harding Estate.

Suggested Agenda: (Note: no decisions will be made at this meeting as this is an education session only).

Morning:

- Environmental scan: facilitated conversation on what is generally on the minds of Council regarding such topics as: budget, economy, technology, social, political, environment, etc. (overall themes, concerns and opportunities will surface during this session).
- Strategic Plan: presentation on the Strategic Plan – a high-level overview of how far the City has advanced on the 40-year plan, additions and changes that have occurred.
- Overview of established City-wide priorities. This discussion will go into more depth on the Strategic Plan. Members of Council will discuss the approved major projects or initiatives that are important across the corporation (Transportation, citizen engagement, housing, etc.) including stage of development, funding, timing, who is affected, issues and concerns, changes that have been made over time.
- Council discussion related to strategic priority setting at a City wide basis.

Afternoon:

- Ward Priorities: Council members will have an opportunity to outline their specific wards priorities, both the ones already initiated and any others they may have. This will help in staff's understanding of new or upcoming strategic direction(s) as the new term of Council begins.
- Wrap up discussion on next steps.

OTHER ORIENTATION EVENTS:

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Additional orientation events / training sessions that also will occur early in the new term of Council include, but not limited to:

- Security Briefing
- Meeting with the Integrity Commissioner and orientation on the Council Code of Conduct
- Emergency Plan information
- Council Member webpage creation or refresh
- Mandatory on-line training (corporate policies)
- Computer training (if required)
- Media Training (if requested)

Appendix one is the index of the last orientation binder for Council and will be updated for the incoming Council.

The Region of Peel will conduct their own orientation sessions for the Regional Council Members; all efforts will be made to coordinate the scheduling of these events and avoid any conflict.

Financial Impact

Costs to support the orientation sessions and strategic direction setting event, as outlined in this report, will be minimal and will be covered within existing operating budget accounts.

Conclusion

It is important to start a new term of Council with a meaningful orientation for new Council Members and to provide opportunities for the entire Council to transition as a new Committee-of-the-Whole with agreed upon strategic and City wide priorities and an understanding of Ward priorities and a solid decision-making protocols in place. The proposed orientation sessions and strategic direction setting event outlined in this report will support these goals.

Attachments

Appendix 1: Council Orientation Binder Index

A handwritten signature in black ink, reading "Janice Baker". The signature is written in a cursive style with a large, looping initial "J".

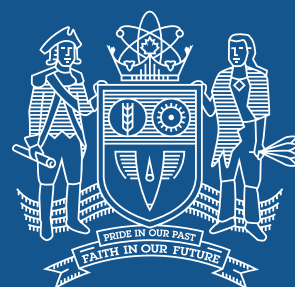
Janice Baker, FCPA, FCA, City Manager and Chief Administrative Officer

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

The City of Mississauga

Council Reference

2014 – 2018





This document is current as of November 1, 2014. Any internet addresses highlighted herein represent active links within the electronic version of this manual and are current as of the date of publication.

(Note: Links are available only through the Inside Mississauga website and may not be accessed remotely.)

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City of Mississauga Corporate Report



Date: 2018/03/29

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:
2018/06/04

Subject

Traffic Safety Council Review

Recommendation

That the report dated March 29, 2018 from the Commissioner of Corporate Services and Chief Financial Officer, entitled "Traffic Safety Council Review", be received.

Background

On October 11, 2017, Council directed staff to review: 1) Traffic Safety Council (TSC) meeting attendance; (2) the number of site visits attended over the past 12 months and years of service; 3) the number of requests for crossing guards that were granted and refused; and 4) the number of citizen members that attend site inspections in other municipalities.

The Terms of Reference for TSC are attached as Appendix 1 and outline the composition as 14 citizen members, 3 Members of Council, 2 Trustees (1 from the Peel District School Board and 1 from the Dufferin-Peel Catholic School Board) and 1 Life Member. The committee's work plan consists of the promotion and implementation of Walk to School programs, as well as site inspection requests received from members of Council, school staff and residents to install a crossing guard or traffic safety reviews. Occasionally, Transportation and Works staff will initiate a review with TSC members to review the warrants for the retention of a crossing guard due to changes in school boundaries, school busing and temporary construction.

Comments

Members of TSC have served on the Committee from less than one year to 12 years. Appendix 2 details the number of committee meetings and site inspections that TSC members have attended from September 2016 to February 2018. Site inspections are scheduled during the morning when students are walking to school and in the afternoon when students are dismissed. TSC members attend these site inspections along with Transportation and Works

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staff including the Crossing Guard Supervisor and/or Traffic Operations Technician/Technologist.

Benchmarking was undertaken with other municipalities with respect to the number of citizen members, site visits and requests for crossing guards that are granted or refused (Appendix 3). Nine responses were received and of those only Brampton and Caledon have a citizen advisory committee that review requests for school crossing guards. For those municipalities that do not have a citizen advisory committee, staff conduct the site inspections and make recommendations related to school crossing guards.

The Traffic Safety in School Zones Policy was recently updated with administrative changes as part of the regular policy review program (Appendix 4). In accordance with the Policy and the *Highway Traffic Act*, Section 176, Crossing Guards are not placed on any roads with a posted speed limit in excess of 60km/hr. If TSC receives a request for a site inspection for roads in excess of 60km/hr, the Committee will conduct a safety review to review turning traffic, site lines, traffic signal timing, fencing and sidewalks etc.

A review of the City Committees of Council Structure dated March 4, 2013, noted that Traffic Safety Council “has the highest number of items per agenda and recommendations made at each meeting. The meetings are very organized and rigorous in the work they perform. While the corporation have staff who can perform this work, staff indicate they appreciate the citizen members working with them as school officials and residents appear to be more approachable with ideas when a citizen is involved in the discussion.”

Financial Impact

Not applicable.

Conclusion

The Traffic Safety Council implements proactive programs at schools to help reduce the impact of traffic in school zones; as well they respond to the requests related to concerns about traffic at particular schools or intersections. The Committee members utilize their expertise and provide recommendations following their participation at site inspections. Should Governance Committee consider dissolving Traffic Safety Council, it is suggested that a fulsome review and report be prepared to consider the staffing implications should staff perform the work of the Committee.

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Attachments

Appendix 1: Traffic Safety Council Terms of Reference

Appendix 2: Traffic Safety Council Review – Years of Service, Meeting Attendance and
Number of Site Inspections

Appendix 3: Benchmarking Research: Municipal School Traffic Safety Advisory Committees /
Review of Requests for School Crossing Guards

Appendix 4: Traffic Safety in School Zones Policy 10-03-01

Appendix 5: Comparison Chart - Traffic Safety in School Zones Policy 10-03-01



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

Prepared by: Sacha Smith, Manager, Legislative Services and Deputy Clerk

Terms of Reference for Traffic Safety Council

Mandate

The Mississauga Traffic Safety Council considers matters related to the safety of students and their movement through the City of Mississauga and shall, wherever the situation warrants it, make recommendations to the Council of the City of Mississauga which are designed and intended to protect elementary and secondary school students from the dangers of vehicular traffic or related hazards. Traffic Safety Council will also work in co-operation with other Committees of Council on issues regarding pedestrian safety throughout the City of Mississauga.

Appointed members are required to attend site inspections on a regular basis to review requests for Crossing Guards and to review safety concerns in school areas and the launch of Walk To School Program.

Objectives/Goals

The objective of the Traffic Safety Council is to provide a safe environment for students in and around schools. The goal is to contribute to a healthy city by encouraging walking to school and ensuring walking routes are safe.

Work Plan

All Advisory Committees shall prepare annual Work Plans which will be sent to their parent standing committee, then to Council at the beginning of the New Year, as well as a progress update at the end of the year. Committee members shall work collaboratively with City staff devise these Work Plans to ensure that the workload is manageable and appropriately shared between the two parties. Work plans will need to be carefully crafted in order to meet the Committee's mandate and objectives, as well as the City's Strategic Plan, Master Plans, and budgetary capacity.

The work plan shall speak directly to the specific goals the committee aims to accomplish. The work plan for each Advisory Committee attempts to use the City's Strategic Plan Pillars, action items, master plans, or legislation as sub-headings to organize the committee's focus and nature of work. The Committee shall present its accomplishments as they relate to the work plan, to Council annually.

Definitions

Definitions are provided for the purpose of clarity and only where necessary. That definitions provided are referenced to the appropriate source/legislation.

Life Member

Where the Traffic Safety Council reviews or considers a member for appointment as a Life Member, the committee will consider a member's contributions to the long term advancement of the goals and objectives of the Traffic Safety Council.

Procedures and Frequency of Meetings

All Committees are subject to Council Procedure By-law, which outlines the procedures for Council and Committee meetings.

http://www7.mississauga.ca/documents/bylaws/procedural_by-law_2013.pdf

The Traffic Safety Council will meet approximately 10 times per year, on the last Wednesday of every month, or as determined by the Committee at the call of the Chair. Traffic Safety Council does not meet in July and August.

In addition to attending Committee meetings, members of the Traffic Safety Council will be required to attend site inspections to evaluate and provide recommendations on approximately a minimum of 2 site inspections per month.

Membership

All members are subject to the Code of Conduct and Complaint Protocol for Local Boards.

http://www7.mississauga.ca/documents/CityHall/pdf/2014/Local_Boards_Code_of_Conduct.pdf.

and Corporate Policy 02-01-01: Citizen Appointments to Committees, Boards and Authorities. <http://inside.mississauga.ca/Policies/Documents/02-01-01.pdf>

The Traffic Safety Council shall be comprised of:

- 3 Councillors;
- 2 Trustees (1 from the Peel District School Board and 1 from the Dufferin-Peel Catholic District School Board);
- Up to 2 Life Members;
- 11 Citizen Members, ideally representing each ward in the City;
- 3 Citizen Members, representing the city at large.

In addition to the Council appointed members of the Committee, the following are non-voting members who serve as a resource to the Committee:

- Manager of Student Transportation (or Designate), Peel District School Board/Dufferin-Peel Catholic District School Board;
- Principals'/Vice-Principals' Association (1 from the Peel District School Board and 1 from the Dufferin-Peel Catholic District School Board);
- One staff from the Peel District School Board and one from the Dufferin-Peel Catholic School Board;
- Transportation & Works (Traffic Operations) staff;

- Transportation & Works (Crossing Guard Supervisor);
- Manager of Parking Control (or Designate), Transportation and Works, Enforcement Division;
- Active Transportation staff;
- Peel Regional Police, Traffic Services.

Role of Chair

The Chair of the Committee will be appointed at the first meeting of the Committee.

The role of the Chair is to:

1. Preside at the meetings of Traffic Safety Council using City of Mississauga's Procedure By-law, and keep discussion on topic.
2. Provide leadership to the Traffic Safety Council to encourage that its activities remain focused on its mandate as an Advisory Committee of Council.
3. Review agenda items with the Committee Coordinator and Traffic Operations staff.
4. Recognize each Member's contribution to the Committee's work.
5. Serve as an *ex-officio* member of subcommittees and attend subcommittee meetings when necessary.
6. Liaise with the Manager of (Office in the City that handles the Committee's subject matter) on a regular basis.

Role of Committee Members

The role of Committee Members is to:

1. Ensure that the mandate of (name of committee) is being fulfilled.
2. Provide the Chair with solid, factual information regarding agenda items.
3. When required, advise Council on matters relating to (the matters that the committee deals with).
4. Actively participate in the promotion of the Committee's signature events/Site inspections/etc. (whatever they may be).
5. Notify the Committee Coordinator if they are unable to attend (name of committee) meetings to ensure that quorum will be available for all meetings.

Quorum

1. Quorum of the Traffic Safety Council shall be reached with the presence of a majority of the appointed and elected members, at a time no later than thirty (30) minutes past the time for which the beginning of the meeting was scheduled and so noted on the agenda or notice of the meeting.

2. The issuance of an Agenda for a meeting of this Committee will be considered as notice of that meeting.
3. The presence of one (1) of the appointed Council members shall be required to establish quorum.

Subcommittees

That, as per the Procedure By-law 139-2013, a Committee of Council may establish a subcommittee which shall consist of members of the parent Committee, as may be determined by such parent Committee and any other member approved by Council.

- Sub-committees will be formed to deal with specific issues, and will make recommendations to the parent Committee. Once the specific issue is dealt with the subcommittee shall cease.
- All appointed members of the subcommittee have the right to vote.
- The Chair of the subcommittee will be appointed at the first meeting of the subcommittee.

The following are subcommittee of the Traffic Safety Council:

- Public Information Subcommittee
- Walk to School Sub-committee

Traffic Safety Council Review □ Years of Service, Meeting Attendance and Number of Site Inspections

- A record of meeting attendance and number of site visits per citizen member over the past 17 months.
- Years of service for every citizen member currently on the TSC.

Citizen Members (14)	No. meetings attended (out of 13)	No. of site inspections (Sept. 2016 □ February 28, 2018)	
		AM	PM
Peter Westbrook (Chair) March 21, 2007	12	41	35
Heather Relf (Vice-Chair) March 21, 2007	13	18	16
Sandra Beniuk March 11, 2015	9	22	16
Arvind Bhaskar March 30, 2016	8	22	7
Brad Butt March 30, 2016	11	41	26
Tamara Coulson March 11, 2015	13	62	59
Louise Goegan 1995-2003; January 18, 2006	10	14	10
Denise Gordon-Mohamud October 9, 2013	10	15	0
Sushil Kumra November 20, 2013	11	1	26
Junaid Shah November 22, 2017	2	0	0
Ajay Sharma March 11, 2015	9	5	6
Mashkooor Sherwani March 11, 2015	5	3	0
Daniel Suess April 25, 2012	10	23	23
Altamash Syed March 11, 2015	12	2	40
Katherine Vukobrat March 11, 2015 □ June 2017	7	6	5

Benchmarking Research: Municipal School Traffic Safety Advisory Committees\Review of Requests for School Crossing Guards

Introduction

This research was undertaken at the request of Mississauga City Council in order to compare Mississauga to other municipalities with respect to assessments of requests for school crossing guards. In the City of Mississauga, requests are assessed by the [Traffic Safety Council](#), which is a citizen advisory committee of Council.

For the research, 11 municipalities were contacted and asked the following questions:

Does your municipality have a citizen advisory committee with a mandate for school traffic safety?

If yes:

- How many citizen members sit on the committee?
- How many site inspections for requests for school crossing guards (SCGs) did committee members undertake in the last school year (September 2016 – June 2017)?
- As a result of those inspections, how many SCG requests were granted and how many refused in the last full school year?

If you **do not** have an advisory committee for school traffic safety:

- Who is responsible for reviewing requests for crossing guards in your municipality?
- In the last school year, how many reviews for requests for school crossing guards were undertaken and as a result of those reviews, how many SCG requests were granted and how many refused?

The research was limited to Ontario municipalities due to applicability of provincial legislation (*Highway Traffic Act*) to this matter.

Nine (9) municipalities responded to the request for information, and of those, two (2) municipalities (Brampton, Caledon) have a citizen advisory committee that reviews requests for school crossing guards.

The seven (7) municipalities that do not have a citizen advisory committee may have broader traffic/community safety programs or committees, but in all of those municipalities, staff conducts the site inspections/reviews of requests for school crossing guards.

For the research, general Web searches were conducted in order to identify any additional municipal advisory committees for school traffic safety. However, no additional committees in Ontario municipalities were discovered. It appears that such committees are not common amongst Ontario municipalities.

Research Results

Municipalities that have an advisory committee for school traffic safety

Municipality/Committee	No. of citizen members	No. of site inspections (Sept. 2016 – June 2017)	No. of School Crossing guard (SCG) requests (granted/refused)
Mississauga Traffic Safety Council	14	49 site inspections related to requests for school crossing guards (SCGs) 4 locations inspected(x2) related to the retention of school crossing guards (SCGs)	<ul style="list-style-type: none"> • 2 requests for SCGs were approved • 47 were not warranted • crossing guards removed at 3 locations and 1 crossing guard remained at current location
Brampton School Traffic Safety Council	10	14 site inspections related to requests for school crossing guards (SCGs)	<ul style="list-style-type: none"> • 3 requests for SCGs were approved • 7 were not warranted • 1 request not warranted currently but will be reviewed again September 2018 <p>Additionally:</p> <ul style="list-style-type: none"> • In 1 case, alternative measures were reviewed • In 1 case, a decision was made by the School Board to bus students • In 1 case, the request was to review the SCG operation (i.e. not a request for new SCG)
Caledon School Traffic Safety Committee	5	1 site inspection Note: The Committee was only recently implemented (in 2016)	Request was to remove the SCG and restore busing to the school. Request was approved.

Municipalities that do not have an advisory committee for school traffic safety

Municipality	Requests for School Crossing Guards (SCGs) assessed by:	Period	No. of SCG request reviews conducted	Disposition of request reviews
Guelph	Staff of Transportation Services (TS)	2016-2017 school year	32	<ul style="list-style-type: none"> • 2 were warranted • 15 were not warranted • 3 were not recommended (2 due to nearby adult guard location; 1 due to speed limit (85km/hr) higher than HTA max of 60km/hr) • 2 were cancelled • 1 was inconclusive due to non-corresponding data (Study will be redone). • 9 were deferred for various reasons, (e.g. construction). The studies will be redone.
Hamilton	<p>Staff of By-Law Enforcement & School Safety Supervisors</p> <p>oversee crossing guard program and are part of the ASST Hub and participate in STPs (see below)</p> <p>Accepts SCG requests only from School Administrators, members of the School Council, or the Ward Councillor's Office.</p> <p>Hamilton Active & Sustainable School Transportation (ASST) Hub, responsible for developing School Travel Plans (STP) at the school level</p>	In 2017-2018 school year: (year to date):	13	<ul style="list-style-type: none"> • 3 were warranted • 5 were refused • 5 pending

Municipality	Requests for School Crossing Guards (SCGs) assessed by:	Period	No. of SCG request reviews conducted	Disposition of request reviews
London	Staff of the Transportation Division	2016-2017 School year	31	2 crossing guards were warranted, 5 other locations qualified for a type D PXO (Pedestrian Crossover)
Oakville	Transportation Division , Engineering and Construction, reviews requests for crossing guards	2017-2018 school year (year to date)	5 Staff also conduct annual crossing guard counts (about 40 locations per year) to determine if locations are still warranted, or if new locations are warranted.	0 approved (no new crossing guard locations added).
Ottawa	Road Safety & Traffic Investigation Unit within Traffic Services Division, Transportation Services Department Deadline for crossing guard requests is March 31 for the next school year. Reviews are conducted April, May and June for readiness for the next school year.	2016-2017 school year	51	19 were warranted.

Municipality	Requests for School Crossing Guards (SCGs) assessed by:	Period	No. of SCG request reviews conducted	Disposition of request reviews
Toronto	<p>Currently requests for crossing guards are reviewed the Traffic Services Division of Toronto Police Services (TPS). One officer does the site inspections.</p> <p>Note: Toronto City Council recently approved recommendations, effective September 2019: To transfer responsibility for SCGs (including warrants) to the City's Transportation Services Division, and that the General Manager, Transportation Services contract with a third-party service provider to deliver the school crossing guard program starting August 1, 2019.</p> <p>Under such a contract, City staff would still be required to develop program requirements, manage the contract, and provide oversight of program delivery (See Report from Toronto Police Transformational Task Force Report and Impacts on City Divisions- Item EX28.5)</p>	2016-2017 school year	52	<p>10 were warranted</p> <p>Also had 21 requests for the removal of guards of which 5 were required and 2 were not required (we still have to conduct the removal surveys</p> <p>Decision of TPS is final (does not go to City Council for approval).</p>

Municipality	Requests for School Crossing Guards (SCGs) assessed by:	Period	No. of SCG request reviews conducted	Disposition of request reviews
Vaughan	Traffic Services conducts studies for school crossing guards.	2016-2017 school year	26	<ul style="list-style-type: none"> • 3 were warranted • an additional 2 relocated due to school boundary changes • 21 were refused

Corporate Policy & Procedure



Policy Title: Traffic Safety in School Zones

Appendix 4

Policy Number: 10-03-01

April 3, 2018

Section:	Roads and Traffic	Subsection:	Traffic Safety
Effective Date:	September 16, 2009	Last Review Date:	April 2018
Approved by: Council	Owner Division/Contact: Committee Co-ordinator for the Traffic Safety Council, Office of the City Clerk, Corporate Services Department		

Policy Statement

The City of Mississauga provides for student safety through the use of school signs, regulatory and warning signs, sidewalks, road markings, crossing guards and enforcement of parking violations.

Purpose

The purpose of this policy is to identify the criteria used in determining appropriate measures for student safety.

Authority

The [Terms of Reference](#) for the Traffic Safety Council provide that the Committee make recommendations to the Council of the City of Mississauga which are designed and intended to protect students from the dangers of vehicular traffic. (A link will be added to the TSC terms of Reference.)

Site Inspection

Site inspections, defined as safety reviews and/or gap studies, are conducted by the Site Inspection Sub-Committee of the Traffic Safety Council. Based on the results of the site inspection, appropriate measures are recommended to ensure the safety of students.

Locations where site inspections are conducted include:

- Mid-block locations without any form of traffic control (often in front of or adjacent to a school site)
- At an intersection with traffic controls (stop signs) on the side street only
- At an intersection controlled by all way stop signs
- At an intersection controlled by an Intersection Pedestrian Signal (IPS)

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Safety Reviews

Safety Reviews include, but are not limited to, review of school signs, regulatory warning signs, sidewalks, road markings and observation of traffic and pedestrian behaviour.

Gap Study

The site inspection usually includes a gap study. The "safe gap time" is the time it takes a child to cross the road safely. The formula used to determine the safe gap time is $(A \div B) + C = \text{safe gap time}$, where:

- **A** represents the width of the road in feet
- **B** represents the average walking speed of a junior school student (3.5 feet per second), and
- **C** represents the time it takes the student to start to cross the road (four seconds)

When Site Inspections are Conducted

Traffic Safety Council conducts site inspections on a proactive and reactive basis. Requests to the Traffic Safety Council for a site inspection must be made in writing.

A maximum of two site inspections are carried out at any one location during a school year, unless the Traffic Safety Council determines that circumstances have changed and another inspection is warranted. If circumstances change and a site inspection is necessary to determine whether a crossing guard continues to be warranted at a crossing location, a minimum of two site inspections will be conducted

Cancellation of Site Inspections

On days when school buses are cancelled or in inclement weather conditions, participants' on-site inspections are requested to contact the Crossing Guard Supervisor prior to attending the site inspection to determine if attendance is required.

Site Inspection Report

The site inspection report contains information about the site conditions, calculations and observations on vehicular and pedestrian traffic, as well as a final assessment and recommendations, which are then reported to the Traffic Safety Council for consideration. *(A link to the Site Inspection Report will be provided.)*

Crossing Guards

The Traffic Safety Council recommends the use of adult crossing guards to assist Kindergarten to Grade 5 students, based on the warrant criteria as determined by the site inspection and on sound judgement and experience. An exception is made to include students in Grades 6 to 8 in construction areas, as outlined in the Temporary Crossing Guard section of this policy. Such recommendations are subject to the availability of a crossing guard. The maximum shift for a

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Effective Date: September 16, 2009

Policy Title: Traffic Safety in School Zones

Last Review Date: April 2018

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crossing guard should not exceed 45 minutes and may be extended at the discretion of the Crossing Guard Supervisor.

Crossing Guard Warranted

Conditions which warrant crossing guards include, but are not limited to:

When there are five or more eligible students crossing, and there are less than four safe gaps in traffic in 50% of the five minute intervals surveyed, a crossing guard may be warranted.

Consideration will be given to assigning two or more adult crossing guards on roadways supporting four or more lanes of traffic where one or more of the following factors are present:

- Students crossing at one side of an intersection or at a mid-block location do so in both directions
- Heavy volumes of turning vehicles are present, or
- Heavy volumes of students cross on both sides of the intersection

Crossing Guard Not Warranted

Conditions which do not warrant crossing guards include, but are not limited to:

- The number of students crossing is less than five
- There are four or more safe gaps in traffic in 50% of the five minute intervals surveyed
- The roadway has more than six through lanes of traffic, and
- The posted speed limit is in excess of 60 km/hr

Speed Limit Exceeds 60 km/hr:

Crossing guards are not used on any roads with a posted speed limit in excess of 60 km/hr. In accordance with section 176 of the *Highway Traffic Act*, such locations warrant other means of ensuring safe crossing.

Lanes of Traffic Exceed Six:

Crossing guards are not used on any road supporting six or more through lanes of traffic where a traffic signal is not present, in accordance with section 176 of the *Highway Traffic Act*.

Flexible Boundary:

In accordance with school board policy, flexible boundary students may not be considered for crossing guard protection; however, if they cross at locations where crossing guards exist, then they can be accommodated if a crossing guard is on duty at that time. It is the responsibility of the parent to ensure safe transit for flexible boundary students.

Grade Separations:

Crossing guards will not be recommended at grade separations, such as underpasses, as there is no potential for vehicular/pedestrian conflict at such locations.

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School Bus Stops:

Crossing guards will not be provided at school bus stop locations.

Temporary Crossing Guard

In the event of construction that impacts the safety of students, a temporary adult school crossing guard may be considered by the Traffic Safety Council to assist Kindergarten to Grade 8 students. Prior to approval of a temporary crossing guard, a site inspection of the area must be completed. The cost for a temporary crossing guard required due to construction will be charged to the construction proponent.

Term

Any recommendation to install a temporary crossing guard during the school year must specify that the guard should be removed at the end of the construction period.

Notice to Parents

The appropriate school is responsible for advising parents of students using the crossing that the crossing guard has been assigned on a temporary basis only and should not be considered permanent.

Review of Crossing Guard Locations

Crossing guard locations may be reviewed at any time. The Traffic Safety Council makes recommendations based on the review of the site. A minimum of two site inspections are to be conducted to determine if a crossing guard should be removed. The removal of a crossing guard will be effective at a break in the school year (Christmas, March or summer break). The recommendation to remove a crossing guard at the end of the school year, at the summer break, will be placed on the Traffic Safety Council agenda no later than April of that year.

The school affected is responsible for advising parents if a decision is made to remove the crossing guard. The Transportation and Works Department is responsible for removing school crossing signs and lines.

School/Speed Signs

The Peel District School Board and the Dufferin-Peel Catholic District School Board have been requested to notify the Traffic Safety Council two to three months in advance of the anticipated opening dates of all new schools in Mississauga. This notice enables the Transportation and Works Department to erect the appropriate school/speed signage prior to the school openings.

The City implements 40 km/hr (25 miles/hr) speed zones on local or minor collector roadways adjacent to junior school frontages or on roadways with less than acceptable geometrics, based on engineering standards.

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In accordance with the Ontario Ministry of Transportation standard, school crossings are implemented if the location is supervised by a crossing guard.

Revision History

Reference	Description
TSC-0261-2006 □ 2006 12 13	
Resolution 0200-2009 □ 2009 09 16	

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
POLICY STATEMENT The City of Mississauga provides for student safety through the use of school signs, regulatory and warning signs, sidewalks, road markings and crossing guards.	POLICY STATEMENT The City of Mississauga provides for student safety through the use of school signs, regulatory and warning signs, sidewalks, road markings, crossing guards and enforcement of parking violations.	
PURPOSE The purpose of this policy is to identify the criteria used in determining appropriate measures for student safety.	PURPOSE No change.	
AUTHORITY The terms of reference for the Traffic Safety Council provide that the Committee make recommendations to the Council of the City of Mississauga which are designed and intended to protect students from the dangers of vehicular traffic.	AUTHORITY The Terms of Reference for the Traffic Safety Council provide that the Committee make recommendations to the Council of the City of Mississauga which are designed and intended to protect students from the dangers of vehicular traffic.	No change to wording. Added link to committee Terms of Reference.
SITE INSPECTION Site inspections are conducted by the Site Inspection Sub-Committee of the Traffic Safety Council. Based on the results of the site inspection, appropriate measures are recommended to ensure the safety of students.	SITE INSPECTION Site inspections, defined as safety reviews and/or gap studies, are conducted by the Site Inspection Sub-Committee of the Traffic Safety Council. Based on the results of the site inspection, appropriate measures are recommended to ensure the safety of students. Locations where site inspections are conducted	Clarified what a site inspection entails. No change to process. Added information on where site

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
	<p>include:</p> <ul style="list-style-type: none"> • Mid-block locations without any form of traffic control (often in front of or adjacent to a school site) • At an intersection with traffic controls (stop signs) on the side street only • At an intersection controlled by all way stop signs • At an intersection controlled by an Intersection Pedestrian Signal (IPS) 	<p>inspections are conducted for clarity. This conforms to the Ontario Crossing Guard Guide.</p>
	<p>Safety Reviews</p> <p>Safety Reviews include but are not limited to review of school signs, regulatory warning signs, sidewalks, road markings and observation of traffic and pedestrian behaviour.</p>	<p>This information has been added for clarification.</p>
<p>Gap Study</p> <p>The site inspection usually includes a gap study. The “safe gap time” is the time it takes a child to cross the road safely. The formula used to determine the safe gap time is $(A \div B) + C = \text{safe gap time}$, where:</p> <ul style="list-style-type: none"> • “A” represents the width of the road in feet • “B” represents the average walking speed of a junior school student (3.5 feet per second), and • “C” represents the time it takes the student to start to cross the road (four seconds) 	<p>Gap Study</p> <p>No change.</p>	

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>When Site Inspections are Conducted</p> <p>A site inspection, including a gap study, should be made at all significant crossing locations including signalized intersections within four weeks of a new school opening.</p> <p>Crossing locations will be based on input from the school board on the new school catchment area.</p> <p>In addition, the police, school boards, Transportation and Works Department or any concerned citizen may make a request to the Traffic Safety Council for a site inspection. Such requests must be made in writing.</p> <p>A maximum of two site inspections are carried out at any one location during a school year, unless the Traffic Safety Council determines that circumstances have changed and another inspection is warranted. If circumstances change and a site inspection is necessary to determine whether a crossing guard continues to be warranted at a crossing location, a minimum of two site inspections will be conducted prior to the Traffic Safety Council meeting in April of any given school year.</p>	<p>When Site Inspections are Conducted</p> <p>Traffic Safety Council conducts site inspections on a proactive and reactive basis. Requests to the Traffic Safety Council for a site inspection must be made in writing.</p> <p>A maximum of two site inspections are carried out at any one location during a school year, unless the Traffic Safety Council determines that circumstances have changed and another inspection is warranted. If circumstances change and a site inspection is necessary to determine whether a crossing guard continues to be warranted at a crossing location, a minimum of two site inspections will be conducted</p>	<p>Removed the requirement for the inspections to be done prior to the April Traffic Safety Council meeting. A minimum of two inspections will still occur annually.</p>
<p>Cancellation of Site Inspections</p> <p>On days when school buses are cancelled or in inclement weather conditions, participants’ on-site</p>	<p>Cancellation of Site Inspections</p> <p>No change.</p>	

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
inspections are requested to contact the Crossing Guard Supervisor prior to attending the site inspection to determine if attendance is required.		
Site Inspection Report The site inspection report contains information about the site conditions, calculations and observations on vehicular and pedestrian traffic and a final assessment and recommendations.	Site Inspection Report The site inspection report contains information about the site conditions, calculations and observations on vehicular and pedestrian traffic as well as a final assessment and recommendations, which are then reported to the Traffic Safety Council for consideration. <i>(A link to the Site Inspection Report will be added)</i>	A link to the Site Inspection Report will be added to the Traffic Safety Committee website.
Site Conditions Site conditions which are noted and considered include, but are not limited to: <ul style="list-style-type: none"> • Traffic controls and signs • Posted speed limit • Parking patterns • Visibility of crossing pedestrians • Sight obstructions (hedges, fences, trees) • Road grade (flat?) • Road width • Road condition • Presence of sidewalks • Proximity to school • Route survey (short cuts, shopping areas, 		The detail of the report content has been removed and a link to the report provided instead (above).

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
construction, parked vehicles)		
		The detail of the report content has been removed and a link to the report provided instead (above).
Assessment: An assessment of the number of safe gaps per five minute period is made.		The detail of the report content has been removed and a link to the report provided instead (above).
Recommendations: After consideration of the assessment of safe gaps and the observations and site conditions, recommendations are made to the Traffic Safety Council. Committee recommendations include, but are not limited to: <ul style="list-style-type: none"> • Placement of a crossing guard or school safety patroller at the location • Parking or stopping prohibitions • Implementation of a “kiss and ride” program • Further police or parking control enforcement • Additional signage, such as speed limit or school zone signs • Traffic controls • Physical alterations on or off-site • Notification to parents regarding parking or stopping prohibitions 		The detail of the report content has been removed and a link to the report provided instead (above).

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<ul style="list-style-type: none"> • Adjustment of school bus routes or transit stops • Removal of site obstructions, such as a news box or transit shelter • Adjustment of walking routes, and/or • Re-inspection <p>The recommendations of the Site Inspection Sub-Committee are forwarded to the Traffic Safety Council for consideration and appropriate action.</p>		
<p>CROSSING GUARDS</p> <p>The Traffic Safety Council recommends the use of adult crossing guards to assist Kindergarten to Grade 5 students based on the warrant criteria as determined by the site inspection and judgement and experience. An exception is made to include students in Grades 6 to 8 in construction areas, as outlined in the Temporary Crossing Guard section of this policy. Such recommendations are subject to the availability of a crossing guard. The maximum shift for a crossing guard should not exceed 45 minutes and may be extended at the discretion of the Crossing Guard Supervisor.</p>	<p>CROSSING GUARDS</p> <p>The Traffic Safety Council recommends the use of adult crossing guards to assist Kindergarten to Grade 5 students based on the warrant criteria as determined by the site inspection and on sound judgement and experience. An exception is made to include students in Grades 6 to 8 in construction areas, as outlined in the Temporary Crossing Guard section of this policy. Such recommendations are subject to the availability of a crossing guard. The maximum shift for a crossing guard should not exceed 45 minutes and may be extended at the discretion of the Crossing Guard Supervisor.</p>	<p>Minor wording revision; added “on sound” judgement.</p>
<p>Crossing Guard Warranted</p> <p>Conditions which warrant crossing guards include, but are not limited to:</p>	<p>Crossing Guard Warranted</p> <p>No change.</p>	

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>Less Than Four Adequate Gaps:</p> <p>Where there are five or more eligible students crossing and there are frequently less than four adequate gaps in traffic during a five minute period on roads having a posted speed limit of not more than 60 km/hr (approx. 35 miles/hr), a lined, signed crossing is warranted and shall be supervised by an adult crossing guard.</p>	<p>When there are five or more eligible students crossing, and there are less than four safe gaps in traffic during 50% of the five minute intervals surveyed, a crossing guard may be warranted.</p>	<p>Removed subtitle. Language clarified for ease of reading and for consistency with the Ontario Crossing Guard guide.</p>
<p>Four or More Lanes of Traffic:</p> <p>Consideration will be given to assigning two or more adult crossing guards on roadways supporting four or more lanes of traffic where one or more of the following factors are present:</p> <ul style="list-style-type: none"> • Students crossing at one side of an intersection or at a mid-block location do so in both directions • Heavy volumes of turning vehicles are present, or • Heavy volumes of students cross on both sides of an intersection 	<p>No change.</p>	<p>Removed subtitle.</p>
<p>Crossing Guard Not Warranted</p> <p>Conditions which do not warrant crossing guards include, but are not limited to:</p>	<p>Crossing Guard Not Warranted</p> <p>No change.</p>	
<p>Four or More Adequate Gaps:</p>		<p>Removed subtitle and merged with</p>

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>Crossing guards are not warranted when:</p> <ul style="list-style-type: none"> • The number of students crossing is less than five • There are frequently four or more adequate gaps in traffic during a five minute period, and • The roadway has more than six through lanes of traffic, and • The posted speed limit is in excess of 60 km/hr 	<ul style="list-style-type: none"> • No change. • There are four or more safe gaps in traffic in 50% of the five minute intervals surveyed • No change. • No change. 	<p>subtitle above.</p> <p>Wording revised to clarify that gaps must be present 50% of the intervals surveyed.</p>
<p>Safety Patrollers:</p> <p>School area signs, indicating that children are crossing in the area, may be installed where appropriate. Safety patrollers may be considered and recommendations forwarded to the Peel Regional Police and the appropriate school principal concerned.</p>		<p>Traffic Safety has not recommended safety patrollers for many years. It is up to individual schools to decide whether they wish to have safety patrollers at their schools. TSC recommends the use of adult crossing guards where the warrants are met. Safety patrollers are under the CAA in Ontario. They recommend students 11-13 years of age for the program, whereas the mandate for TSC to recommend a crossing guard is for kindergarten to grade 5 age students.</p>
<p>Speed Limit Exceeds 60 km/hr:</p> <p>Crossing guards are not used on any roads with a posted speed limit in excess of 60 km/hr. In</p>	<p>Speed Limit Exceeds 60 km/hr:</p> <p>Crossing guards are not used on any roads with a posted speed limit in excess of 60 km/hr. In</p>	<p>Added specific section of the <i>Highway Traffic Act</i>.</p>

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
accordance with <i>the Highway Traffic Act</i> , such locations warrant other means of ensuring safe crossing.	accordance with Section 176 of the <i>Highway Traffic Act</i> , such locations warrant other means of ensuring safe crossing.	
Lanes of Traffic Exceed Six: Crossing guards are not used on any road supporting six or more through lanes of traffic, where a traffic signal is not present. Such locations warrant other means of ensuring the safe crossing of students.	Lanes of Traffic Exceed Six: Crossing guards are not used on any road supporting six or more through lanes of traffic, where a traffic signal is not present, in accordance with Section 176 of the <i>Highway Traffic Act</i> .	Added specific section of the <i>Highway Traffic Act</i> .
Flexible Boundary: In accordance with school board policy, flexible boundary students may not be considered for crossing guard protection. However, if they cross at locations where crossing guards exist, they can be accommodated if a guard is on duty at that time. It is the responsibility of the parent to ensure safe transit for flexible boundary students.	Flexible Boundary: In accordance with school board policy, flexible boundary students may not be considered for crossing guard protection; however, if they cross at locations where crossing guards exist, then they can be accommodated if a crossing guard is on duty at that time. It is the responsibility of the parent to ensure safe transit for flexible boundary students.	Minor wording revisions for ease of reading; no change to intent.
Grade Separations: Crossing guards will not be recommended at grade separations, such as underpasses, as there is no potential for vehicular/pedestrian conflict at such locations.	Grade Separations: No change.	
School Bus Stops: Crossing guards will not be provided at school bus	School Bus Stops: No change.	

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
stop locations.		
TEMPORARY CROSSING GUARD In the event of construction that impacts the safety of students, a temporary adult school crossing guard may be considered by the Traffic Safety Council to assist Kindergarten to Grade 8 students. The cost for a temporary crossing guard required due to construction will be charged to the construction company.	TEMPORARY CROSSING GUARD In the event of construction that impacts the safety of students, a temporary adult school crossing guard may be considered by the Traffic Safety Council to assist Kindergarten to Grade 8 students. Prior to approval of a temporary crossing guard, a site inspection of the area must be completed. The cost for a temporary crossing guard required due to construction will be charged to the construction proponent.	Combined information from section below.
Approval Prior to approval of a temporary crossing guard, a site inspection of the area must be completed.		Combined with section above.
Term Any recommendation to install a temporary guard must specify that the guard should be removed at the end of the construction period.	Term Any recommendation to install a temporary crossing guard during the school year must specify that the guard should be removed at the end of the construction period.	Minor wording changes for clarity. No change to intent.
Notice to Parents The appropriate school is responsible for advising parents of students using the crossing that the guard has been assigned on a temporary basis only and	Notice to Parents The appropriate school is responsible for advising parents of students using the crossing that the crossing guard has been assigned on a temporary	Minor wording change for clarity; replaced “guard” with “crossing guard”.

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
should not be considered permanent.	basis only and should not be considered permanent.	
<p>REVIEW OF CROSSING GUARD LOCATIONS</p> <p>Crossing guard locations may be reviewed at any time, such as when the number of students crossing at a given location falls to four. The Traffic Safety Council then makes appropriate recommendations based on the review of the site. A minimum of two site inspections are to be conducted to determine if a crossing guard should be removed.</p> <p>The school affected is responsible for advising the parents if a decision is made to remove the guard. The Transportation and Works Department is responsible for removing school crossing signs and lines.</p>	<p>REVIEW OF CROSSING GUARD LOCATIONS</p> <p>Crossing guard locations may be reviewed at any time. The Traffic Safety Council makes recommendations based on the review of the site. A minimum of two site inspections are to be conducted to determine if a crossing guard should be removed. The removal of a crossing guard will be effective at a break in the school year (Christmas, March or Summer break). The recommendation to remove a crossing guard at the end of the school year, at the summer break, will be placed on the Traffic Safety Council agenda no later than April of that year.</p> <p>The school affected is responsible for advising the parents if a decision is made to remove the crossing guard. The Transportation and Works Department is responsible for removing school crossing signs and lines.</p>	<p>Added detail that guards will be removed at the end of the school year (summer) and the recommendation included on a Traffic Safety Council agenda by April.</p> <p>Minor wording change for clarity; replaced “guard” with “crossing guard”.</p>
<p>SCHOOL/SPEED SIGNS</p> <p>The Peel District School Board and the Dufferin-Peel Catholic District School Board have been requested to notify the Traffic Safety Council two to three months in advance of the anticipated opening dates of all new schools in Mississauga. This notice enables</p>	<p>SCHOOL/SPEED SIGNS</p> <p>The Peel District School Board and the Dufferin-Peel Catholic District School Board have been requested to notify the Traffic Safety Council two to three months in advance of the anticipated opening dates of all new schools in Mississauga. This notice</p>	<p>Minor edit for ease of reading.</p>

<i>Previous Policy</i>	<i>Current Policy — What Exists Today in Traffic Safety in School Zones policy. If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>the Transportation and Works Department to erect the appropriate school and speed signs prior to the school openings.</p> <p>The City implements 40 km/hr (25 miles/hr) speed zones on local or minor collector roadways adjacent to junior school frontages or on roadways with less than acceptable geometrics, based on engineering standards.</p> <p>In accordance with the Ontario Ministry of Transportation standard, school crossings are implemented only if the location is supervised by a crossing guard or school patroller and “school area” signs are installed on all roadways adjacent to elementary schools.</p>	<p>enables the Transportation and Works Department to erect the appropriate school/speed signage prior to the school openings.</p> <p>No change.</p> <p>In accordance with the Ontario Ministry of Transportation standard, school crossings are implemented if the location is supervised by a crossing guard.</p>	<p>Revised to remove reference to safety patrollers, as they are outside of the City’s scope.</p>

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	First review completed March 2018, deferred for review until the 1st quarter of 2019.	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

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

Status of Governance Committee Workplan Items

Issue	Timeline	Details
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

Issue	Timeline	Details
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 st 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</p> <p>That the draft Corporate Policy titled “Use of City Resources During</p>

Status of Governance Committee Workplan Items

Issue	Timeline	Details
		an Election Campaign, attached as Appendix 2 to the Corporate 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.
18. Corporate Policy Review - Citizen Appointment Process (including a review to limit citizen member appointments to one committee)	To be reviewed during the 1st quarter of 2019.	<p>The matter was considered by General Committee at its meeting on March 21, 2018 and the following recommendation was issued:</p> <p>GC-0175-2018</p> <ol style="list-style-type: none"> 1. That the report dated January 25, 2018, entitled "Requirements for Citizen Appointments to Committees of Council", from Gary Kent, CPA, CGA, Commissioner of Corporate Services and Chief Financial Officer, be received. 2. That the Canadian citizenship remain as a requirement for citizen appointments to Committees of Council, as outlined in Corporate Policy 02-01-01 Citizen Appointments to Committees, Boards and Authorities.
19. Citizen appointments to committees (membership/ composition)	Update during the 1 st quarter or 2018.	Arising from discussion at General Committee on June 15, 2016.

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Issue	Timeline	Details
20. Review of committees for 2018-2022 term of Council	Update during the 1 st 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 That staff be directed to incorporate the following changes to the Civic Protocol Policy 06-02-01 and report back to General Committee:</p> <ul style="list-style-type: none"> 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.
22. Government Relations with Federal and Provincial Governments	Completed	<p>The following recommendation was approved by General Committee on February 28, 2018.</p> <p>GC-0137-2018 That the Draft Government Relations Protocol as outlined in Appendix 1, attached to the memorandum dated, February 6, 2018 from Robert Trewartha, Chief of Staff, Office of the Mayor, be approved as amended at the February 28, 2018 General Committee meeting.</p>

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Issue	Timeline	Details
23. Governance Subcommittee - Municipal Governance Leadership Challenge	On-going	<p>The following recommendation was approved by General Committee on February 28, 2018.</p> <p>GC-0138-2018</p> <ol style="list-style-type: none"> 1. That the report from John Magill, Citizen Member, entitled “Governance Subcommittee Report – Municipal Governance Leadership Challenge”, dated February 5, 2018, be received. 2. That the Guide to Good Municipal Governance Concluding Chapters Question 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. <p>(GOV-0004-2018)</p> <p>As a result of the review and discussions, the Citizen Members of Governance Committee have the following recommendations:</p> <ol style="list-style-type: none"> 1. That a more comprehensive orientation be prepared for new/incoming Council Members. <ol style="list-style-type: none"> 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

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Issue	Timeline	Details
		<p>mandate orientation sessions and a strategy to reinforce it throughout the mandate.</p> <ol style="list-style-type: none"> 2. Ensure decisions are being made aligned with and have a balance between City-wide and ward specific issues. <ol style="list-style-type: none"> 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. <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> a. Consensus building around priorities and unique City characteristics b. Strategic planning c. Decision making 5. Manage relationships more effectively <ol style="list-style-type: none"> 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

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Issue	Timeline	Details
		<p>requirements utilizing all appropriate staff and Council members.</p> <p>6. Process improvements and the role of the Governance Committee</p> <ul style="list-style-type: none"> 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