



Governance Task Force Overview and Directions

March 21, 2019

Bruce Macgregor
Chief Administrative Officer

MANDATE OF PROVINCIAL ADVISORS

The mandate of the advisors is to provide expert advice to the Minister of Municipal Affairs and Housing and to make recommendations to the government on opportunities to improve regional governance and service delivery.

Recommendations from the advisory body will focus on the following questions:

Questions on municipal governance and decision-making

- a) Is the decision-making (mechanisms and priorities) of upper- and lower-tier municipalities efficiently aligned?
- b) Does the existing model support the capacity of the municipalities to make decisions efficiently?
- c) Are two-tier structures appropriate for all of these municipalities?
- d) Does the distribution of councillors represent the residents well?
- e) Do the ways that regional councillors/heads of council get elected/appointed to serve on regional council help to align lower- and upper-tier priorities?

Questions on municipal service delivery

- f) Is there opportunity for more efficient allocation of various service responsibilities?
- g) Is there duplication of activities?
- h) Are there opportunities for cost savings?
- i) Are there barriers to making effective and responsive infrastructure and service delivery decisions?

January 15, 2019 <https://www.ontario.ca/page/regional-government-review>

March 13, 2019 <https://www.ontario.ca/page/consultation-regional-government-review>

MUNICIPAL GOVERNANCE

Municipal Governance
Size of Council(s) <ul style="list-style-type: none"> Would a change in council size improve representation and decision making?
Representation by population <ul style="list-style-type: none"> Does the distribution of councillors represent the residents well?
Representation by local municipality <ul style="list-style-type: none"> Does the distribution of councillors represent the residents well? Review and resolution required under the <i>Municipal Act</i> Section 218 (6) (7), to be completed 2 years from the start of the current council term (December 1, 2020)
Method of election of members <ul style="list-style-type: none"> Do the ways that members of council get elected/appointed to serve on regional council help to align lower- and upper-tier priorities? (<i>Municipal Act</i> Section 218 (2) (b) Direct, double direct) Would a change in member selection process improve representation and decision?
Method of election of Chair <ul style="list-style-type: none"> Do the ways that heads of council get elected/appointed to serve on regional council help to align lower- and upper-tier priorities? (<i>Municipal Act</i> Section 218 (2) Appointment vs Election at large)
Two tier/single tier <ul style="list-style-type: none"> Are two-tier structure appropriate? Would a change in municipal structure improve representation and decision making? Where do you see municipal governments in 10 years?
Alternate members <ul style="list-style-type: none"> <i>Municipal Act</i> Section 268
Other(s)?

Source: Questions posed through the Provincial Review Terms of Reference, Provincial Survey and submission guidelines and/or Municipal Act.

DECISION MAKING

Decision Making
<p>Weighted voting</p> <ul style="list-style-type: none"> • <i>Municipal Act</i> Section 218 (3) • May 2016 Council Education Session scenario; currently in place in Simcoe County
<p>Delegated authority (e.g. staff, executive committee, etc.)</p> <ul style="list-style-type: none"> • Delegation By-law 2018-50, Sections 3.1 The Regional Chair and Regional Clerk are appointed signing officers of the Region and may jointly execute any document on behalf of the Region • Delegation Of Council Authority By-law 2018-51, Section 1, where regular Council meetings are suspended for any reason, Council delegates to the Chief Administrative Officer and Regional Treasurer specific authorities • City of Toronto Executive Committee has the responsibility to make recommendations on governance policy and structure and directly reports to Council.
<p>Triple majority requirements</p> <ul style="list-style-type: none"> • <i>Municipal Act</i> Section 219
<p>Upper and lower tier alignment</p> <ul style="list-style-type: none"> • Are the decision-making (mechanisms and priorities) of upper- and lower-tier municipalities efficiently aligned? • Does the existing model support the capacity of the municipalities to make decisions efficiently? • Are there barriers to making effective and responsive infrastructure and service delivery decisions?
<p>Chair voting</p> <ul style="list-style-type: none"> • <i>Municipal Act</i> Section 243 • Procedural By-law 2018-59, Section 9.6 The Regional Chair may vote in meetings of Council
<p>Other(s)?</p>

Source: Questions posed through the Provincial Review Terms of Reference, Provincial Survey and submission guidelines and/or Municipal Act.

SERVICE DELIVERY

Service Delivery
Efficiencies <ul style="list-style-type: none">• Is there opportunity for more efficient allocation of various service responsibilities?• Are there opportunities for cost savings?
Scale of services / service levels <ul style="list-style-type: none">• Opportunities for improved effectiveness, efficiency or cost effect service delivery?
Duplication <ul style="list-style-type: none">• Is there duplication of activities?
Migration (up-loading vs down-loading)
Other(s)?

Source: Questions posed through the Provincial Review Terms of Reference, Provincial Survey and submission guidelines and/or Municipal Act.

SERVICE DELIVERY

Should there be greater realization and more specific assignment of responsibility in such functional areas as:

- Land-use planning
- Water, Wastewater and Stormwater
- Public transit
- Health, housing and social services (public health, long-term care, hospital capital fundraising, social housing)

Are there municipal service purpose bodies that should be considered for review, eg:

- Conservations authorities
- Police service boards
- Library boards
- Health units, where separated

Improving the quality of municipal services and reducing costs (for example, land-use planning, public infrastructure, economic development and social services) (March 13, 2019)

March 13, 2019 <https://www.ontario.ca/page/consultation-regional-government-review>

Regional Upper Tier Services
*denotes services that are Provincially mandated and/or funded
Children's Services*
Court Services*
Forestry
Housing Services*
Long-Term Care*
Paramedic Services*
Police Services
Public Health*
Social Assistance*
Transit
Local Lower Tier Services
Building
Fire
Libraries
Licensing
Parks, Recreation and Heritage
Stormwater Drainage and Management
Both Upper and Lower Tier Municipal Responsibilities
By-law Enforcement
Borrowing/Tax Collection
Economic Development
Emergency Planning
Planning
Roads
Waste Management
Water
Other

PROVINCIAL REVIEW FOCUSES ON 3 AREAS:

Municipal Governance	Decision Making	Service Delivery
<ol style="list-style-type: none"> 1. Size of Council(s) 2. Representation by population 3. Representation by local municipality (required under the Municipal Act by 2020) 4. Method of election of members 5. Method of election of Chair 6. Two tier/single tier 7. Alternate members <p>Other(s)?</p>	<ol style="list-style-type: none"> 1. Weighted voting 2. Delegated authority (e.g. staff, executive committee, etc.) 3. Triple majority requirements 4. Upper and lower tier alignment 5. Chair voting <p>Other(s)?</p>	<ol style="list-style-type: none"> 1. Efficiencies 2. Scale of services / service levels 3. Duplication 4. Migration (up-loading vs down-loading) <p>Other(s)?</p>

PRIORITIES OF GOVERNANCE TASK FORCE

Municipal Governance	L/M/H	Decision Making	L/M/H	Service Delivery	L/M/H
1. Size of Council(s)		1. Weighted voting		1. Efficiencies	
2. Representation by population		2. Delegated authority (e.g. staff, executive committee, etc.)		2. Scale of services /service levels	
3. Representation by local municipality (required under the Municipal Act by 2020)		3. Triple majority requirements		3. Duplication	
4. Method of election of members		4. Upper and lower tier alignment		4. Migration (up-loading vs down-loading)	
5. Method of election of Chair		5. Chair voting		Other(s)?	
6. Two tier/single tier		Other(s)?			
7. Alternate members					
Other(s)?					

PRIORITIES OF GOVERNANCE TASK FORCE

Regional Upper Tier Services <small>*denotes services that are Provincially mandated and/or funded</small>	L/M/H	Local Lower Tier Services	L/M/H	Both Upper and Lower Tier Municipal Responsibilities	L/M/H
Children's Services*		Building		By-law Enforcement	
Court Services*		Fire		Borrowing/Tax Collection	
Forestry		Libraries		Economic Development	
Housing Services*		Licensing		Emergency Planning	
Long-Term Care*		Parks, Recreation and Heritage		Planning	
Paramedic Services*		Stormwater Drainage and Management		Roads	
Police Services				Waste Management	
Public Health*				Water	
Social Assistance*					
Transit					

Questions



Additional Resources

- [Finding Common Ground: Interlocal Cooperation in Canada \(K. Daley, Z. Spicer, IMFG, 2018\)](#)
- [Is Municipal Cooperation a Silver Bullet? An Australian Perspective \(G. Sansom, IMFG, 2018\)](#)
- [Legacies of the Megacity: Toronto's Amalgamation 20 Years Later \(M. Lesch, IMFG, 2018\)](#)
- [York Region - Northern Six \(N6\) Shared Services and Collaboration \(D.J. Cash, Cash & Associates Inc., 2017\)](#)
- [Case Study: Eastern Highlands Health District, Mansfield, Connecticut \(Centre for Sharing Public Health Services, 2017\)](#)
- [Too Big, Yet Still Too Small \(Z. Spicer, IMFG, 2014\)](#)
- [Sharing Municipal Services in Ontario: Case Studies and Implications for Ontario Municipalities \(KPMG, 2013\)](#)
- [Stop, start, save: Shared service delivery in local government \(Deloitte, 2009\)](#)
- [Shared services in Ontario's local public sector: Localizing accountability \(MFOA, no date\)](#)