Municipal Structures

MPA Research Report

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Acknowledgements

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Introduction

Municipal governments have been faced with combined pressures from the beginning of their creation; cities have faced pressures of growing responsibilities, costs and scarce resources, as they have struggled to create a type of government that is efficient and effective for its citizens. Municipalities in the 21st century are facing a similar challenge found in the early 1900s– how they can become successful in maintaining a balance between their primary roles of representative (political and administrative) and service delivery. The emphasis has been for municipalities to operate more like a business in order to maintain this balance. Such an idea parallels with the developments that took place 100 years ago, which gave rise to municipal structures in North America. Municipalities in North America are viewed as local democratic institutions which respond to collective public concerns and objectives[1]. The ultimate measure of their performance lies with how effectively they respond to the elusive public interest. Furthermore, Tindal and Tindal point out that municipalities possess a second image that is contrasting to the first: "Municipalities are of many players in a competitive market place in which individuals are free to pursue their personal interests by seeking out the services that they find most attractive" (*Tindal and Tindal: 367*). With this image, municipal governments exist to provide various services and programs to local residents. Municipalities have struggled for many years to meet the fundamental roles of local governance, which is primarily representation and service delivery.

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[1] C. Richard Tindal and Susan Nobes Tindal, Local Government in Canada 5th Editions, (Scarborough: Nelson Thomson Learning , 2000), 367

One of the main concerns that emerged at the beginning of the 20th century and has resurfaced at the turn of the 21st century was the structure of local government. The demand in the early 20th century was a type of structure that operated like a business. Such municipal systems have become reform "legacies" in North America and the same concern of restructuring has emerged in many cities. Take for example the Toronto Board of Trade City Governance Task Force review on the City of Toronto. This review, an interim report, was released on May 26, 2003 and is entitled "Six Principles of good municipal government: A blueprint for a more effective City Hall." The report outlines six foundational principals, which should be implemented in order to achieve a government whose vision and fiscal responsibilities are aligned with the expectations of its citizenry. These expectations encompass the assurity of quality of life, delivery of services, and appropriate financial management. Therefore, the six principals respond to this task of governance, by laying the groundwork by which a municipality can successfully balance these obligations. The six principals identified by the task force are as follows; leadership, citywide focus, civic engagement, transparency, accountability, and citizen-focused sound management. Leadership is discussed as a necessary focal point from which direction for the development, actualization and implementation of the strategic vision originates and is sustained. This focal point, 'leadership', is the champion of the plan and therefore must be prepared to communicate the vision and lead the vision by operationalizing it on a day to day basis. City Wide focus principle refers to viewing the strategic vision collectively and thereby, seeing it in its entirety and not as fragmented entity. The vision "establishes the framework that guides all decision making" [2]and serves to move the City in a forward direction. Civic engagement involves exactly what

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[2] City Governance Task Force, Toronto Board of Trade Report, May 2003, p 2

the name implies. Engaging citizens through communication, participation, and decision-making in an inclusive and timely manner, shows them that you respect and value their input. The Toronto Board of Trade expounded upon the inclusiveness concept by recognizing the need for diversity and cultural consideration to be acknowledged and incorporated into the engagement process. The fourth principle, transparency, suggests that the municipality approach all municipal matters in an open, accessible and transparent manner. The City should be striving to openly share information with its citizens, other than in certain instances or where this may impinge upon rights of privacy of individuals or business such as in cases of litigious matters. Accountability is identified as a critical component that is relevant to the decision-making and actions of elected officials and staff. It provides evidence of the ethical standards of both officials and staff, and allows for "consequences for unethical behaviour."[3] The accountability principle is linked to decision-making, adherence to plans, and maintenance of public records. Finally, citizen-focused sound management is the principal of customer service. Customer service is described as cost effective, efficient, offers standards of service delivery and is innovative. Many municipalities are exploring similar issues of governance, and the same concerns have also emerged in London Ontario.

Subsequently, the London Chamber of Commerce expressed similar interests as those highlighted by the Toronto Board of Trade, which triggered their interest in a thorough analysis of government structures in North America today. For the past number of years London's municipal government has been troubled by an ongoing series of conflicts among members of council and between council and senior administrative staff. Furthermore, there has been debate over the usefulness of council's quasi-executive-

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[3] City Governance Task Force, Toronto Board of Trade Report, May 2003 p 2

committee and the directly-elected Board of Control that still exists with the City of London. The London Chamber of Commerce has been concerned with these issues particularly because they have contributed to the lack of a clear vision of a future direction for the City. Of particular concern are financial management matters and the budget development process, which appear to be conducted in the absence of a strategic financial framework. City officials, elected representatives and the citizens of the city, also share such concerns. For example, there is a possibility that citizens will vote for a reduction in the size of city council. Furthermore, there is also the possibility of eliminating Board of Control and even incorporating a different system in London.

This report will examine a key question that has surfaced both throughout the late 19th century – early 20th century and at the turn of the 21st century: do political institutions affect the way in which municipalities are managed? We believe that a particular structure adopted by a municipality will have some affect in the way in which the organization is managed. This affect will vary according to other confounding variables, which will also impact the overall governance of any municipality. Therefore, we are sensitive to the implications that may be derived from this research. This relates specifically, to the possibility of a structures' adaptability without having adequately considered other outlying variables that include, but are not limited to, the socio economic status of the residents of a municipality. However, we attempt to identify patterns and trends, which may be useful for a municipality to explore. More recently, municipal performance measures have been established that allow a municipality to benchmark their performance, specifically related to the delivery of municipal services and the associated operating costs. We know that this performance is directly impacted

by a framework, an overall municipal structure. This structure is a critical consideration that must be explored because it dictates and manages the boundaries of all municipal operations and decision-making. In short, the structure will impact the effectiveness and efficiencies of governance because it is the framework within which many operational variables, such as service delivery, function. In the book entitled *The Future of Governing*, the authors identify concerns and difficulties that develop when contemplating adjustment of municipal structures. "The problem then becomes how to structure government in ways that recognize the reality and even the desirability of the significant policy role for public servants while simultaneously preserving the requirements of democratic accountability."[4] Therefore, in order to find better ways of governing, structural exploration should be done while simultaneously factoring in confounding elements, which Peters identifies as hierarchy and rules, permanence and stability, and internal regulation. In addition to these internal elements, municipal structure and governance are impacted by increasing pressure to find new and innovative ways of managing the ever increasing complex needs of their communities. These needs require an increase in demand for services with inadequate financial resources. They face pressures related to growth and change, such as privatization, amalgamation, and contracting out, that demand a more than business as usual approach.

The Mission:

The London Chamber of Commerce is interested in identifying different municipal structures adopted by cities across North America. This report will identify the most common municipal structures found in today's North American cities. Based on

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[4] Guy Peters, The Future of Governing (Kansas: University Press of Kansas, 1996) p 6

these models and their characteristics, we will be identifying cities that possess the structures outlined in the report and the affect on municipal management. This will be examined by analyzing the nature of the relationships between council and staff, the strength of the strategic plan (or even if one exists), and some key aspects that may evidence influence on the overall municipal governance of each structure. The cities analyzed were chosen by the London Chamber of Commerce based on information gathered by their Succession Planning Governance Task Force and their municipal governance subcommittee working group. The purpose of this taskforce was to guide the London Chamber of Commerce through a process that would produce recommendations or possibly a position paper for London City Council. The aim of the recommendations and paper would be that they be used as a tool of assistance by council "as a way of moving our community forward in the most efficient, balanced and fairest way possible, always with the best interest interests of the citizens of London in mind." (Draft letter, LCC, June 24, 2002) With this in mind, the committee reviewed results of a municipal governance survey conducted in 1996 in Vancouver, and were able to identify cities, which they would be interested in knowing about. In addition to this, we are trying to identify any patterns that exist with each structure which indicate how cities are managed. Our indicators are operational in nature, in that they directly impact the day to day governance, decision-making and efficiencies of the municipality. Each city has a profile, which contains information that explores these operational indicators. Initially, internal demographic data is gathered in an attempt to understand the economies of scale. For example, we can determine the numbers of councillors and/or committees relative to the size of the city and number of departments, and infer patterns that might emerge.

Comparatively, we are able to use data from the operational indicators to draw attention to noticeable variations and themes of similarities between cities. The operational indicators used to profile the cities are as follows: they incorporate concepts related to fiscal management and maintenance, strategic planning, innovation, customer service, and role identity. They function to help link the substance of, and boundaries between the council and administrative tasks; identify gaps and opportunities within structures; inventory municipal strategic performance and outcomes related to their strategies. Finally, we are interested in examining some directions that the City of London is interested in. This final part will examine the issue of Board of Control and its implications and the issue of adopting a smaller municipal council, which has been raised in the community. We will be linking the first two parts of this analysis to these implications to make some final conclusions.

Comparative Analysis

Part 1 - *Local Government Structures in North America*

Organizations tend to search for some general management arrangements in order

to organize and assign authority to them. The formulation of organizational structure has

been a common response to this search for management. City governments have entered

this quest for general management of both its service delivery and representative

functions; thus the formulation of local government structures emerged to create some

management techniques in order to create more efficient and effective local governments.

City governments possess a different institutional arrangement than senior governments.

As T.J Plunkett points out: "in Canada cities lack anything that remotely resembles an

accountable political executive...in Canadian city governments the elected council

embodies both legislative and executive functions. This means that a council must find

some way to exercise these two roles effectively"[5]. The pressure to produce an effective

and efficient management of both legislative and executive functions has been a concern

with municipalities since their creation. The next section will examine the origins of

municipal structures and the three most common structures found in today's North

American cities.

The Reform Era: the introduction to local government structures

The frequency of appeals for change at the municipal level of government and the

growing responsibilities of cities began in the early 1890s. Cities across North America

experienced a change in the traditional model that was adopted before this time; real

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[5] T.J Plunkett, City Management in Canada: The Role of the Chief Administrative Officer, (Toronto: The Institute of Public Administration of Canada, 1992), 3-4

power in the past rested with committees, which were initially formed by aldermen. Such committees would function as the executive. Once the reform era took place, this idea of aldermen control and decision making was eliminated, and a new set of ideas coupled with new structures were formulated. The reform era maintained that a modern city was a "corporation or a huge business with many branches most of which called for special aptitude and training"[6]. Reformers believed that local governments should be based on a structural model similar to private corporations, which would mean its functions would also run like a corporation. The shareholder structure found in corporations was highly popular among reformers, as they believed that it should be themselves who gave authority to executives who possess the appropriate businessmen talents[7]. This idea was supported due to the complications of the previous committee model adopted by cities; many reformers felt that the committee structure found in Canada and the United States, brought corruption and inefficiencies to local governments. As Tindal and Tindal explain: "the council committee system seemed to allow ward aldermen a great deal of power in specific areas which opened the door for corruption"[8]. For example, many U.S. cities, such as New York, were experiencing a high level of machine politics, which brought a lot of corruption in local governments, such as personal hiring and favoritism over certain projects. In Canada, cities such as Toronto, experienced discontent government, as city council in the mid 1890s was made of men who dealt with real estate, which supported policies related to their field. Once growth in Toronto grounded to a halt, the policies

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[6] John C. Weaver, Shaping the Canadian City: Essays on Urban Politics and Policy, 1890-1920, (Toronto: The Institute of Public Administration, 1977), 56
[7] John C. Weaver, 65
[8] C. Richard Tindal and Susan Nobes Tindal, Local Government in Canada, 60

implemented by these real estate aldermen became inefficient and un-economical[9]. Furthermore, reformers believed that the ward system adopted by cities fostered a parochial view of municipal issues instead of a broader view of city wide concerns, which lead to the "back scratching mentality" indicated by Tindal and Tindal. Such problems increased the support for change and for an "at large" election system for council. In the forefront of this change were middle-class merchants and businessmen who were concerned with the inefficient planning and corruption of local governments, which they believed had economic and growth affects on local communities. These changes occurred as early as 1857 in most American cities and the early 1890s for most Canadian cities.

The reformers of this period brought with them several changes, but the most significant changes that were adopted from the Reform Era were the creation of various structures and the separation of the legislative and executive powers. As indicated above, the move towards these changes was an effort to produce effective and efficient government while eliminating corrupt procedures commonly found at the local level of governance. The American reformers had two main thrusts: give more power to the mayor and separate legislative and executive powers. The American schemes of municipal reform influenced Canadian reformers. At the same time, Canadian reformers were also influenced by British traditions such as the idea of "at large" elections. Reformers advocated for the creation of various boards and commissions, which would oversee activity in a specific area. According to Reformers, the pressures of urban growth and development and the advances of technology made municipal governments more complex; thus, municipalities now faced decisions in areas related to sewers,

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[9] John C. Weaver, 42

powers systems, building codes, department budgets, streets and side walk paving[10]. The push towards special boards was an opportunity (in the eyes of Reformers) for municipalities to specialize in such areas. "Boards were valued for isolating functions from control by politicians"[11]; they helped remove special activities from the political arena. One of the most common structures that developed during this era was Board of Control. This structure was directed at strengthening the executive at the expense of council. In the United States, this system was referred to as the Commission System; council was abolished in the American commission system. Canada's Board of Control on the other hand retained council. The purpose of this structure was to take certain executive functions out of the control of council by allowing the board to prepare the budget, award contracts and dismiss department heads. In Canada, board decisions could only be overturned by two thirds vote of council; this however was difficult to do because council included the Board of Control members.

Another American reform that also arose in Canadian municipalities was the City Manager System. This system required the appointment of a Chief Administrator who was the coordinator and director of all the departments and affairs of the municipality. With this structure there was the belief that policy making could and should be separated from policy implementation[12]. Furthermore, it was believed this model could make local governments more efficient because "a chief executive existed who had the appropriate administrative responsibilities and duties to operate the corporation efficiently[13]. This

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[10] Tindal and Tindal, 63

[11] *Ibid*, 63

[12] Tindal and Tindal, 62

[13] Warren Magnusson and Andrew Sancton, City Politics in Canada, (Toronto: University of Toronto Press, 1983), 15

structure was very appealing to the reform group because it seemed the closest to the corporate model that was strongly advocated by reformers.

The final change brought by the reform movement was the separation of administration from legislation. Reformers believed that this would produce a structure where experience would guide policies of the city in controlling its expenditures, guarding against waste and planning for the future development of cities[14]. The idea here is that there is one body that should plan and exercise the vision for the future and another body to produce administration. J.O Miller described this basic principle of municipal reform: "the council, the head, the heart, the eyes, of the city; the administrative body, the hands and the feet"[15]. Reformers believed with the divorce of administration from legislation there would arise a more professional corporation that produced efficient and economical management of local departments. Once administrative duties become separated from that of legislation, then the city council would be set free to perform for its citizens a higher form of services[16]. Reformers emphasized that this separation of duties would produce a more efficient and effective council, which would focus on a prosperous city; council before this era was believed to be confined to the performance of insignificant duties.

The Reforms, pertaining to municipal government, throughout the late 1800s were mainly meant to eliminate corruption and to improve efficiencies. The primary method of achieving this was to remove powers from council control by decreasing the number and importance of ward politicians, by increasing the administration through

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[14] J.O Miller, *The Better Government of our Cities*, in the book <u>Saving the Canadian City</u>, edited by Paul Rutherford, (Toronto: University of Toronto Press, 1974), 351
[15] J.O Miller, *The Better Government of our Cities*, in the book <u>Saving the Canadian City</u>, 350
[16] *Ibid, 355*

Commissions/Board of Control and City Manager Systems, and by creating separate special purpose bodies to take over certain functions that could not be entrusted to politicians according to reformers. Municipal government was regarded less as a level of government and more as a business. A set of structures needed to be implemented in order to adopt the business model. There are similarities with the challenges and problems of 100+ years ago and those of today. Common to both periods are concerns over conflict of interest and corruption charges surrounding municipal councillors. There has been a rebirth in the criticism of politics and politicians as we have entered into another century. Once again, there has been an interest in business principles at the municipal level of governance as the key to survival where concepts such as contracting out, new public management and public choice theories have emerged for some time now.

Municipal Structures found in North American Cities Today

In response to the weaknesses experienced with the Council Committee System before the Reform Era, many municipalities modified their internal government machinery. Two main types of changes have occurred due to the reform movement and still govern the internal structure of local governments: (a) the establishment of some form of chief administrative office to provide leadership and coordination at the staff level; (b) the introduction of some form of executive committee of council to provide political leadership. With these changes, many different municipal structures have been formulated in cities across North America, some of which are similar to the structures first introduced by the reformers – ex. Board of Control and Council-Manager Systems.

As mentioned earlier, the reformers strongly advocated the Commissioner System to be adopted by local governments. This structure merged legislative and executive powers, where Commissioners (who were voted at large) served collectively as the legislative body and individually as the heads of the principal city departments such as finance, public works and public safety. It was believed that this system brought many benefits with it: it gave voters the opportunity to vote for individuals with the appropriate qualifications to government; administration was expeditious, since a Commissioner could serve perform the administrative functions; with elections at large, there was less politically skewed drawing of council ward boundaries and this system did not produce any rivalry or deadlock between a dictatorial Mayor and the Council[17]. In a Commissioner System, the voters have the opportunity to judge the performance of their City's departments. Although this structure was highly supported by the reformers and became popular in many United States cities, it was gradually abandoned. This was due to the disadvantages it brought to municipalities, as explained by David Martin: the absence of executive-legislative checks and balances may mean that each Commissioner could act independently without coordination; competition over the budget is a common problem since each commissioner seeks funding for their domain and the technical expertise demanded by city operations may result in the hiring of separate department heads making a Commissioner less economical (Martin: 1990). There was a lack of a clear coherent leadership with this system which led the Reformers to switch their support to a different structures; the idea of an appointed official with sufficient authority to direct administration of city government in accordance with the policy decisions of a small council elected on a non-partisan ballot gave birth to three popular municipal

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[17] David L. Martin Running City Hall (Tuscaloosa: The University of Alabama Press, 1990) 67

structures found in today's North American cities – the Council-Manager System, the Mayor-Council System and the Council-Chief Administrative Officer structure. The following section examines each of these structures.

The Council-Manger Structure

Most cities in North America have attempted to provide a focus for the continuing general management of their respective administrative organization. One structure that has been adopted as a result of this establishment of a general management is the Council-Manager form of local government. One of the main goals of the Reform Movement was the division of policy and administration. The Council-Manager structure brought about a clear cut division between these two functions where administrative responsibilities are centered with a single official, and policy formulation is the responsibility of City Council. The Council-Manager structure involves the appointment of a professional administrator – the manager – to whom is delegated complete responsibility for administrating the programs of the municipality, while the council is responsible for the formulation of policies and directs its attention to its representative role[18]. In the pure form of this model, which is usually found in mid-sized U.S. cities, there are usually no standing committees; thus there is not much council contact with the administration except through the manager. The Council Manager form of government brought to cities from the Reform Movement has paralleled that of the private corporation, where its characteristics are similar to a private corporation. For example, voters, council and managers are organized in a similar manner as the stock-holders, Board of Directors and Corporate General Manager of a private firm. "There are few

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[18] Tindal and Tindal, 271

elective officers – usually only the council – with the Mayor generally selected by and from the council to serve as a titular and ceremonial leader and to preside at council meetings"[19]. The policy making legislative body is the Council, while the manager is a full time professional executive in charge of the administration of municipal affairs and is responsible to council. In general terms the main features are as follows:

> A small council elected at large on a non-partisan ballot determines all municipal policies, adopts by-laws, votes appropriations and is responsible to appoint a chief executive officer called a city manager...[20]

Below, the role of the Mayor, Council and Manager in the Council-Manager structure is described.

Mayor – In Council-Manager municipalities, Mayors exist but are members of council and they do not perform executive functions and they do not have any special veto powers. The Mayor is viewed as a chief political and policy leader of the city, and may be selected by the council or elected by the voters; "the Mayor is the community's recognized political leader and represents the city at official ceremonies as well as civic and social functions"[21]. One of the main functions of the Mayor in the Council-Manager structure is communication. He/she usually serves as a facilitator between council, manager, staff, public and the media. Roger Kemp describes this function as a coordinative one, where "the Mayor is more or less pulling together the parts of the system to improve their interaction...these parts are the Council, Manager/staff and

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[19] Julianne Duvall, *Contemporary Choices for Citizens*, in the book Forms of Local Government edited by Roger L. Kemp, (Jefferson, North Carolina: McFarland & Company Inc., 1999), 66

[20] Dennis Young, *Canadian Local Government Development: Some Aspects of the Commissioner and City Manager Forms of Administration*, in the book Politics and Government of Urban Canada, by Lionel Feldman and Michael Goldrick (Methuen Publications, 1972), 227

[21] Roger L. Kemp, *The Council Manager Form of Government*, in the book Forms of Local Government, 70

public"[22]. Thus, Mayors in this system are responsible in fostering communication and promoting effective interaction among other officials. Furthermore, the Mayor serves as the guided force in city government, who tries to ensure that all other officials are performing as well as possible. This position can usually be described as *Chief Liaison*, where the Mayor links the two major components of the system – legislative body and administrative apparatus – and can facilitate communication and understanding between elected and appointed officials.

The City Manager - In the Council-Manager structure of local government, City Managers are viewed as administrative caretakers. This involves the appointment and removal of Administrative Officers and employees, executive directions and supervision of administration, and enforcement of the laws. Furthermore, there are managerial responsibilities as to reports on finances and administrative activities for each fiscal year. This provides the City Manager with a second role: they are also drawn into policy making by recommending goals and programs to Council. "The executive budget is the Manager's most precise and continuing means of policy formulation...it is one of the most significant contributions to policy"[23]. Furthermore, the Manager is to keep the Council advised as to financial conditions and needs and make those recommendations concerning city affairs that he/she deems desirable. Tindal and Tindal give an overview of the main duties a Manager must perform (*Tindal and Tindal*, page 271): the Manager must exercise control over all departments and with accordance with civil service regulation, appoint, supervise and remove department heads and subordinate employees

[22] *Ibid, 76*
[23] Arthur W. Bromage, Urban Policy Making: The Council-Manager Partnership, (Chicago: The Interstate Printers and Publishers, Inc., 1970), 34

of the City. Furthermore, he/she must make such recommendations to the council concerning the affairs of the city as may seem to his derivable. Finally, the Manager must keep the Council advised on financial conditions and future needs.

The Council – The Council-Manager structure has a legislative body elected by popular vote; they are primarily responsible for policymaking. The Council is responsible for appointing and removing the Manager by majority vote. The Council serves as a leadership body in the development of policy and dealing with political issues. This body represents the voters where "elected officials assume leadership in broad community policy issues"[24]. At the same time, Council deals with Administrators through the City Manager. In this communication role with the Manager, the Council determines all municipal policies and adopts by-laws for the city.

There are some benefits and problems with this system of local government, which have been identified by several scholars. According to Dennis Young, there are three important advantages to the Council-Manager System:

1. It almost completely removes the responsibility of administration from the council and leaves the members of that body free to devote their time exclusively to the formulation of policy.
2. It removes the possibility of achieving overall coordination of municipal administration.
3. It can furnish continuity of administration and more effective long range planning[25].

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[24] Arthur W. Bromage, Urban Policy Making: The Council-Manager Partnership, 4
[25] Dennis A. Young, *Canadian Local Government Development: Some Aspects of the Commissioner and City Manager Forms of Administration*, in the book Politics and Government of Urban Canada, 227

The presence of the professional manager in charge of the city allows them to focus on strictly running administrative issues. As the people's representative, the council can retain control of policy and focus on just that; thus, this system allows for more accurate governance where roles are specified. The City Manager is free to give expert advise to council with little interference or pressures, which can result in maximum efficient and economy. Furthermore, the structure of Council-Manager government promotes cooperative relationships among officials. According to James Svara there is less likelihood of power struggles between council and the manager because the ultimate control over city government lies with council (Svara and associates: 1994). The Council and Manager are not in competition over duties within the corporation and with rewards from public service. As Svara explains, "elected officials seek public support and re-election whereas managers are concerned about how the council assesses their work and respect within their profession"[26]. Furthermore, Svara illustrates that "the type of leadership provided in the Council-Manager System matches a facilitative system rather than a controlling power-based model"[27]. This system allows for more communication among city staff and elected officials where there is the building of support and interaction among staff, facilitated through the Mayor.

Since the beginning of the Reform Movement, a dominant thrust of public administration has been to support enhance executive power as a means of overcoming government efficiency. The Council-Management System has been views as consistent with this belief because it affords better management of municipal affairs. Robert

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[26] James Svara, Facilitative Leadership in Local Government, (San Francisco: Jossey-Bass Publishers, 1994), xxvii
[27] James Svara, 216

Boynton and Victor DeSantis point out that there are three important respects of better management with this form of government:

1. there is ultimate authority placed in the elected council in a parliamentary like shared power system
2. there is greater civic, political and career expertise and professionalism encouraged and practiced
3. there is a more coordinated system oriented responsiveness with government [28]

With this system, the City Manager can give experts advice to council, it provide more professionalism with administrators, who are chosen on the basis of competence and city officials can focus on their roles and duties as elected representatives.

At the same time however, there are some complications with this system that need to be mentioned. First, a strong presence of a manager can cause some problems with governance. Opponents of the Council-Manager System site the lack of strong, effective leadership that can arise with this system. Complications can arise with leadership where councilmen and the Mayor can sometime fail to exert leadership in policy[29]. Communities in the broad sense call for varying degrees of dynamic leadership from their elected representatives. With a strong manager, this role can be dominated by them, where the majority of policy and leadership is guided by a non-elected official. A second concern with this system has been over the political dichotomy and whether it is possible to keep the manager out of the policy-making process. Some scholars believe it is naïve to think that policy can be separated from implementation and management. For example, the argument has been put forth by the mid-century theorist Luther Gulick; he

[28] Robert Boynton and Victor DeSantis *Form and Adaptation of Municipal Government Structures*, in the book Forms of Local Government, 208
[29] Arthur W. Bromage, 50

suggested that politics and administration could not be separated into mutually exclusive categories and that many policy decisions intensely involve administration[30]. Separation of policy from administration is desirable, especially to the Reformers, but as Dennis Young notes: "it appears difficult for elected representatives to initiate much in the way of policy without at least superficial understanding of the administrative workings and problems of the organization with which they are dealing"[31]. Influence on the community affairs can be extensive, as managers in this system have the responsibility over administration and are in a position to initiate many recommendations for major policy changes. Finally, there is a concern over the idea of the Council-Manager structure being similar to a business corporation. The entire concept of the Council-Manager System, particularly in the United States, is based on the belief that municipal government can be administered in much the same manner as a business corporation. This full validity is limited by the fact that a municipal corporation is in existence for the purpose of accomplishing different end results from those of a business corporation[32]. For example, a municipality must provide the opportunity for elected officials to play a role in directing community affairs. Such participation does not exist in the private firm.

The Council-Chief Administrative Structure

Most municipalities in Canada have preferred the Council-Chief Administrative Officer (CAO) over the Council-Manager structure most commonly found in the United States. This structure evolved slowly in Canada as other attempts were made to secure a

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[30] Robert Boyton and Victor DeSantis, in the book Forms of Local Government, 210
[31] Dennis Young, in the book Politics and Government of Urban Canada, 228
[32] *Ibid*, 228

structure that possessed a general manger arrangement. As the case with the Council-Manager structure, this system has a single appointed officer as the head of the administration. In this structure, a CAO is appointed by the mayor and council. A division of policy and administration is also the goal of this structure. The CAO is responsible to his/her administration where they oversee administrative functions of the city corporation. This system, however, is not as clear cut as the city-manager system. CAO's have limited formal power and appointed authority, and it is up to the mayor to grant the CAO any important informal powers over appointments[33]. Furthermore, there is more immediate contact on public policy matters with Administration and the Mayor in this system. In Canada, this system is also facilitated through the provincial municipal statues, which enable a City Council and Mayor to establish the position of Chief Administrative Officer and define his/her duties by by-law. Some provincial statutes in Canada impose additional requirements before such a by-law can become operative. This is evident with the Municipal Act of Ontario. Under section 229 of the Ontario Municipal Act 2001, a municipality may appoint a Chief Administrative Officer who shall be responsible for the following:

> (a) exercise the general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operations of the municipality; (b) perform such other duties as are assigned by the municipality[34]

Municipalities are to follow such requirements as stated in the Ontario Municipal Act. Section 229(b) indicates that municipalities also play a role in shaping the council-chief administrative structure. For example, the City of London has enacted a City Manager

[33] James Hogan, The Chief Administrative Officer: An Alternative to Council Manager Government, (Tucson Arizona: The University of Arizona Press, 1976), 50
[34] Ontario Municipal Act, 2001 www.e-laws@gov.on.ca

By-Law (last update October 1999), which outlines the following duties for a Chief Administrative Officer under section 3.1 to 3.17:

- the City Manager administers the business affairs of the Municipal Corporation
- he/she has authority over and direction of all City employees
- they assist Council in the development of a Corporate Plan and provide recommendations and advise on by-laws/resolutions
- the city manager must implement corporate policies and programs
- he/she has financial control over all Civic Departments and directs the presentation to Council on all revenues and expenditures and all capital budgets
- the city manager shall report to Board of Control or council the terms of employment and dismissal/appointment of Deputy City Manager/Heads of Department[35]

The Council-Chief Administrative Officer model is highly influenced by the by-laws of the city and laws of the province in Canada, as well as the Mayor and Councils decisions. There is less of a political role of the city manger in this system than the City Manager in the Council-Manager structure. Furthermore, the Mayor plays a more dynamic role in policy and leadership in the Council-Chief Administrative Officer System. The following pages outline a general overview of the role of the Mayor, Council and Chief Administrative Officer/Manager.

The Chief Administrative Officer (CAO) - The CAO position has been given many different titles in Canada and in the United States – City Administrator, City Commissioners, City Manager and General-Director. The primary responsibility of a CAO is in the area of general management and direction of the total city administrative

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[35] City Manager By-law; City of London, A-15 – Enacted October 18, 1999, 4

organization[36]. The CAO is also responsible for the implementation of policy decisions made by council. Furthermore, the CAO is also obligated to make recommendations to the council on new policies, programs and major administrative actions.[37] CAOs in this system of local government may have formal tasks, but what distinguishes this structure from the Council-Manager system is the informal or less formal task they perform in their municipality. In many American cities, CAOs are also viewed as the liaison to the community, media and other governments – a role the Mayor is responsible for in the Council-Manager model. The CAO helps guide and drive decision making for the local organization while guiding community and government issues.[38] As noted above, the functions of the CAO are also restricted by jurisdiction enforced by other levels of government such as Provincial Governments in Ontario.

The Role of Council – The council in this structure has the ultimate duty to develop and evaluate policies and programs of the municipality and must determine which services the municipality provides; thus the council serves as the decision making body of policy and programs, Councilmen also initiates policy and programs along with the Mayor and Chief Administrative Officer. Furthermore, Council must represent the public and must oversee the interests of the municipality. The system is based upon the principle that the councillors manage the affairs of the municipal corporation – they make the decision;

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[36] T.J. Plunkett, City Management in Canada: The Role of the Chief Administrative Officer, (Toronto: The Institute of Public Administration of Canada, 1992), 39
[37] T.J. Plunkett, 42
[38] Boynton and DeSantis in the book Forms of Local Government, 217

while the officers carry out the decisions – they administer the affairs of the corporation[39].

The Mayor – in most municipal legislations, the Mayor is described as the head of Council or Chief Executive Officer. The Mayor's role usually varies based on statutory descriptions provided by higher levels of government. For example, Ontario describes the Mayor's role as one of leadership where he/she presides over council meetings and provides leadership to Council. Generally speaking, Mayor's in municipalities that possess such a structure take on more of a leadership role where their functions are sometimes ambiguous in nature. The Mayor's role really depends on the personality of the individual because there are no clear cut functions in this system between each of the positions described above. As T.J. Plunkett points out, "if for example a mayor has a strong personality combined with a driving sense of accomplishment, he/she could play havoc with the administrative organization of the city by by-passing the CAO and dealing with the administrative organization of the officers and employees of the administration"[40]. A standard responsibility for the Mayor in any city that possesses this structure is to serve as the head representative for its municipality.

Similar problems arise with this structure of local government as seen with the Council-Manager system of government. This structure does not provide a clear understanding of leadership. Depending on the personality of the mayor, leadership is ambiguous. T.J Plunkett makes reference to this common problem of the lack of leadership found with this system. "One source of tension occurs when a CAO becomes

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[39] Paul Hickey, *Decision-Making Processes in Ontario's Local Government*, Ministry of Treasury, Economic and Intergovernmental Affairs, 12
[40] T.J. Plunkett, 43

too visible and develops a public profile, by making civic announcements and issuing information"[41]; this is often caused when the Mayor's role is too ambiguous. A further problem with this system is the fact that council still oversees the administrative duties of the city. As Paul Hickey explains "council does not take advantage of the services of the CAO"[42].

The Mayor-Council Structure

Throughout the 19th century and in the 20th century, interest remained high in designing a form of government that works. This mission of formulating a structure that works has become a priority by many municipalities over the last two centuries. The Mayor-Council structure has been one of these structures that has been tested and adopted by different municipalities across North America. This structure of local government was first imported from England during the colonial period[43]. With this structure, there is a separation of executive and legislative duties between the elected branches – the Mayor and the Council. The legislative body in a mayor council system is usually elected at large or by a district system or by a combination of both (usually found in cities in the U.S). The Mayor is also elected separately in this system and the official designation of the office of the Mayor is the formal head of the city government[44]. It is important to note that this structure of local government can be subdivided into tow forms, which depends on the formal powers held by the Mayor: a strong mayor form and

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[41] T.J. Plunkett, 43
[42] Paul Hickey, *Decision-Making Processes in Ontario's Local Government*, Ministry of Treasury, Economic and Intergovernmental Affairs, 12
[43] Julianne Duvall, *Contemporary Choices for Citizens*, in the book Forms of Local Government, edited by Roger L. Kemp, 63
[44] Roger L. Kemp *The Council Manager Form of Government*, in the book Forms of Local Government, 70

a weak mayor form. Most cities found in both the U.S and Canada possess the strong mayor system where the Mayor serves as a Chief Executive and virtually all Mayors under the strong mayor form of mayor-council structure have a veto power, which is not common in other municipal structures.

The Strong Mayor Form: The strong mayor plan takes the executive power away from the Council and vests it in the Mayor. As Jullian Duvall explains in her article *Contemporary Choices for Citizens*, the strong mayor form of the Mayor-Council system "rejects the wide spread scattering of administrative responsibilities, provides for an executive budget and enables the Mayor to assume direction of an integrated and administrative structure" *(Duvall, in the book Forms of Local Government: 1999, 66)*. In a strong mayor council structure, the Mayor is the source of executive leadership and is responsible for daily administrative activities, the hiring and hiring of top level city officials and budget preparation[45]. As mentioned before, the strong mayor can veto council actions. The strong mayor under the Mayor-Council system is expected to provide political and policy leadership, negotiate settlements among many Council members and has some degree of coordination among administration and various departments. The Mayor in this system serves both as a Chief Executive Officer and to some degree a Chief Administrative Officer. As Chief Executive of the city, the strong mayor is granted authority to appoint and remove department heads and other officials. Moreover, the Mayor remains the centre of government leadership and public responsibility, where power and decision making is centralized in this system. This form

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[45] Ann O'M Bowman, *Urban Government, Chapter 9*, in the book Handbook of Research on Urban Politics and Policy in the United States, edited by Ronald K. Vogel, (Westport Connecticut: Greenwood Press, 1997), 135

of the Mayor-Council structure has been adopted to simplify a city's organizational structure and to strengthen the Office of the Mayor. The Council has a less authoritative role, where it serves the legislative duties of the city; however, the Mayor presides over council and sets the overall agenda of the city[46].

There are some advantages and disadvantages of this system recognized by scholars such as Julianne Duvall (Roger Kemp: 1999, 66-67) and David Martin: 1990, 69-71). Proponents of this form of Mayor-Council system believe that this plan can provide strong political and administrative leadership for the city. There is no division of responsibilities where the strong mayor has both the responsibility of running the city and the authority necessary to carry out this task. It is believed with this type of responsibility held by the Mayor, the council can focus on the public needs of the city and develop the appropriate policies and services for the citizens of the city. Opponents of this plan believe that one person handling both the political and administrative functions can cause more complications and work for the Mayor. There is too much power concentrated with one individual, and there is no assurance that the Mayor will have professional administrative capabilities and policy making capabilities.

The Weak Mayor Form: This form of Mayor-Council structure is characterized by a powerful, relatively large Council, which usually carries out the majority of administrative functions such as the budget preparation and the appointment and approval of the hiring and dismissing lower level employees[47]. The Mayor in this plan has very restricted powers: they have limited or no veto power, limited appointment and removal power, and little administrative functions. Furthermore, the Mayor does not preside over

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[46] David L. Martin, Running City Hall, 69
[47] Julianne Duvall, Contemporary Choices for Citizens, in the book Forms of Local Government, 64

the Council and he/she is usually chosen by the Council. In a weak mayor council system of local government, the Mayor's role is ceremonial and the Council is usually the source of executive power[48]. The Council in this system appoints city officials and develops a budget and policy, while the Mayor plays a minimal role in these duties. This form of Mayor-Council structure possesses many Council Committees, Administrative Boards and Commissions, which exist and operate with considerable independence of the regular city government – this is absent in the strong mayor plan. Such Boards and Commissions are usually responsible for important city activities such as water systems, library and even police[49].

There are also some positive aspects and concerns with the weak mayor form of Mayor-Council structure. The weak mayor plan is believed to have a real potential to meet the needs of constituents because Council, which represents the people, has maximum authority to make decisions advocated by citizens[50]. At the same time however, opponents of this form of Mayor-Council system argue that power and responsibility are diffused. There is a lack of strong leadership and this plan does not allow for any professional administration and division of power. There are very few American and Canadian cities that possess the weak mayor form of Mayor-Council structure.

The majority of strong and weak mayor plans of the Mayor-Council system have adopted a City Manager/Chief Administrative Officer (CAO). This position is appointed, as is the case of the other structures explained above, but in the Mayor-Council model,

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[48] Ann O'M Bowman, *Urban Government,* in the book <u>Handbook of Research on Urban Politics and Policy in the United States,</u> 135
[49] David Martin, 69
[50] Julianne Duvall, *Contemporary Choices for Citizens,* in the book <u>Forms of Local Government,</u> 64

the appointed Administrator sets the Council agenda less frequently. Depending on the form adopted, in the strong mayor system, the Mayor usually sets the agenda, while in the weak mayor system, the Council sets the agenda. CAOs have less budgetary authority than Mayors' in the Mayor-Council system[51]. For example, according to a study conducted by Boynton and DeSantis conducted for their article, which is found in the book *Forms of Local Government*, "Mayors are in charge of budget development in 60 per cent of the jurisdiction while CAOs have this authority in only 18 per cent" (Boynton and DeSantis: 1999, 212). Furthermore, under the Mayor-Council jurisdiction, Administrators have fewer department heads reporting to them, while in the Council-Manager system and Council-CAO system, the Chief Administrator usually has full authority over all department heads. The Manager in this system does, however, have a high political role where he/she has considerable influence in defining the issues and assisting in the setting of legislative agendas. Moreover, the CAO plays more of a coordinative role in the Mayor-Council system among the legislative and executive branches.

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[51] Robert Boynton and Victor DeSantis, *Form and Adaptation of Municipal Government Structures,* in the book Forms of Local Government, 212

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Part 2: Comparative Municipal Structure Analysis

Local governments have focused on functioning effectively and efficiently, and a means of achieving this has been to develop an organizational structure. As Boynton and DeSantis state in their article *Form and Adaptation of Municipal Government Structures*, "how the organization is set up to accomplish its tasks plays a vital role in determining its achievements"[52]. Appendix 1 titled *City Analysis Chart* examines the structures and strategic planning and direction of twenty five North American Cities. The first part of the chart examines the organizational structure of each city, such as the roles and responsibilities of the key players of each municipality (Mayor, Chief Administrator and Council), which determine the municipal structure of an organization. Moreover, this section examines some background information of each city, such as the number of committees, the number of elected officials and unique features of the city. The second part of the chart examines some key indicators or measurements. As mentioned in our introduction the indicators we used are operational in nature, in that they directly impact the day to day governance, decision-making and efficiencies of the municipality. Each city has a profile which contains information that explores these operational indicators. The following section will examine some trends in both the organization structures found and the measurements found in each city. This part will also attempt to make a link between different structures identified and the operational indicators/measurements.

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[52] Robert Boynton and Victor DeSantis, *Form and Adaptation of Municipal Government Structure*, in the book <u>Forms of Local Government</u>, 207

Structural Trends

When examining the self-identified structure of each city and the description of the respective roles of the key players of each city it is evident that every city, no matter what structure it possesses, has some form of a Chief Administrator. Some cities refer to this figure as the Head of Administration or the City Manager/Chief Administrative Officer. In some cities this figure has a more dominant role, while in others the role and responsibilities of the Chief Administrator is limited. Nevertheless, this position is an important position in every city today. A common trend found in almost every city identified is the expanded roles of City Managers in the Council-Manager structure and in the Council-Chief Administrative Officer structure. City Administrators have more responsibilities in their own jurisdiction such as more political involvement exists through the increased interaction with Council on policy decisions. The most common roles carried out by an appointed Administrator as identified by the cities examined are: preparing the budget, overseeing the city's departments and department heads, administering municipal services and setting the legislative agenda; such responsibilities are usually found in the City Manager structure and the Council-Chief Administrative structure. The difference with administration and its management in theses two structures, as identified with the cities examined, are formal authority vs. informal authority and the role of Council and the Mayor for each structure. In Council-Manager cities, the Manager is strong in both administration and policy-making roles. Such a finding was also evident with Boynton and DeSantis study: managers in the Council-Manager system guide policy determination in addition to their work as financial and

technical administrators[53]. This role in Council-Chief Administrative structures really depends on the characteristic of the CAO and of other key players such as Councillors and the Mayor. This is mainly because CAO's in the Council-Chief administrative Officer structure are constrained in their participation in the policy making process. A study was conducted by James Hogan in the mid 1970s which examines the constraints of CAO's compared to City Managers in the Council-Manager structure of local government. Hogan found that CAO's usually feel the need to consult with the Mayor before drafting recommendations on policy related issues[54]. This is the case in some of the Council-Chief Administrative Officer cities examined. For example in cities such as London, and Halifax, the Chief Administrator is constrained by elected officials when making decisions. The CAO in the City of London must consult with the elected body of Board of Control when hiring and dismissing department heads. In the City of Halifax, the Chief Administrator is the head of administrative departments; however, the Mayor in this city must monitor the administration and government of the internal workings of the Municipality and the conduct of the employees of the corporation. The CAO's role in this system is somewhat constrained by the Mayor, who oversees the overall administrative duties. This becomes a common trend in many Council-Chief Administrative Officer cities. As T.J Plunkett points out in his book *City Management in Canada, the Role of the Chief Administrative Officer*, depending on the personal characteristics of the Mayor, in this system of local government the Mayor can shift into the responsibilities of a Chief Administrator if they have a strong personality and feel as if they should be involved in

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[53] Robert Boynton and Victor DeSantis, *Form and Adaptation of Municipal Government Structure*, in the book Forms of Local Government, 218
[54] James Hogan, The Chief Administrative Officer an Alternative to Council-Manager Government, (The University of Arizona Press, 1976), 47

administrative duties. This is also justified through the majority of provincial jurisdictions, which outlines the role of the Mayor as being the overall Chief Executive Officer. The report *Decision-Making Process in Ontario's Local Governments* by Paul Hickey also examines this issue of the position of the Mayor in the Council-Chief Administrative Officer structure. Hickey outlines that the Ontario Municipal Act gives Mayors the right to enter into administrative duties due to their title 'Chief Executive Officer'. This assumes that the head of the Council – the Mayor – is authorized to control and to direct the officer in the management of the corporation[55]. Paul Hickey believes this is not the case; "the head of council is not authorized to lead, co-ordinate and direct the officers of the city...thus, the term CEO should not be used to describe the mayor, as it gives this position more authority than it should have"[56]. This constrains Chief Administrators in conducting their duties.

In the Council-Manager cities examined, it seems as if Councils give up some of its authority to an appointed official – an un-elected individual. Council-Chief Administrative Officer cities are not prepared to do this; the role and responsibilities of the CAO are more informal and are subject to councillors and the mayor. As indicated by the City of Richmond, "to move into a manager city would be unlikely especially as it would require a referendum to authorize council to lawfully delegate some of its authority to an appointed person"[57]. The Council-Manager structure on the other hand gives the City Manager the responsibility of establishing a system of coordinated administration; the City Manager can lead, co-ordinate and direct other officers of the

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[55] Paul Hickey, *Decision-Making Process in Ontario's Local Governments,* Ministry of Treasury, Economics and Intergovernmental Affairs, page 10

[56] Paul Hickey, *Decision- Making Processes in Ontario's Local Governments,* Ministry of Treasury, Economics and Intergovernmental Affairs, page 10

[57] *Interview with Richard McKenna, City of Richmond official,* July 14, 2003

municipal corporation without any authorization from Councillors, which is the case for the City of Arlington. Under the Council-Chief Administrative Officer structure the City Administrator must be authorized to perform such duties specifically by Councillors. Thus, the CAO in this system has more of an informal role than the city manager in the council-manger structure and council is more involved in the administration of the city in the Council-Chief Administrative Officer structure.

What is interesting in the cities examined in our chart is that virtually every city in Ontario functions under the Council-Chief Administrative Officer structure, while U.S cities either operated under the Council-Manager structure of local government or the Mayor-Council structure (particularly the strong mayor form of this system). Many Ontario cities have switched their internal systems to the Council-Chief Administrative Officer structure. Hamilton is a perfect example of this. The City of Hamilton once operated under a Mayor-Council structure with the presence of a strong mayor. Once amalgamation took place, Hamilton decided to change its organizational structure to one that included a Chief Administrator. The main reason for this was because city officials felt that an appointed official was needed to manage the internal affairs of the city with direction from Council, while a Mayor and Councillors would be more effective in performing their duties of serving the citizens – which increased in population after an amalgamation.[58] The Council in Hamilton now retains the legislative, executive and administrative powers and exercises the administrative powers of the corporation with the advice and assistance of an Administrative Officer – the CAO. Other cities that followed this trend in Canada included the City of Victoria, which originally functioned under the Council-Manager system. The City of Victoria once functioned under the Council-

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[58] Connie Comeau, City of Hamilton Office of the Chief Administrative Officer

Manager form of government where many of the Council's purely administrative responsibilities were delegated to an official known as the municipal manager[59]. The City Manager under this system adopted by the City of Victoria, was generally responsible for the control, coordination and supervision of all civic departments. Moreover, Council could appoint any powers given to the Municipal Council to the Manager, as was stated in the Municipal Manager Act 1936 of British Columbia. The powers assigned to the Municipal Manager enabled him/her to deal with a wide range of purely administrative matters without prior reference to Council or any standing committees. This however changed for Victoria, as it now functions under the Council-Chief Administrative Officer structure. Council has more of a supervision role over the officers and the departmental staff of the City of Victoria. The City Manager no longer has full control over administrative duties; they are confined to Council, as Council exercises the administrative power of the municipal corporation with the assistance of the Chief Administrative Officer. The CAO can no longer establish a system of coordinated administration without the interference of Council. This is the distinguishing feature between the Council-Manager structure and the Council-Chief Administrative Officer structure.

The majority of American cities examines in our chart operate under the Mayor-Council structure, in particular the Strong Mayor system. This Strong Mayor system is most commonly found in large urban centres of the United States, such as Boston, New York, Chicago and Detroit. Under this system a Chief Administrator is optional and depends on the decision of the Mayor and Councillors. If a City Manager is appointed in

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[59] T.J. Plunkett, Municipal Organization in Canada. (Montreal: The Canadian Federation of Mayors and Municipalities, 1955), 102

this system, their role is minimal and is subject to the Mayor. The City of Boston for example, has a City Manager who is referred to as the Chief Operating Officer (COO). This position is responsible to the mayor, as the COO reports directly to the Mayor and works with Council to implement the goals of the Mayor. In cities where a Chief Administrator does not exist in the Strong Mayor form of the Mayor-Council structure, the Mayor acts as both the Chief Executive and the Chief Administrator. The Mayor prepares budgets, appoints and dismisses administrative heads, provides management leadership for the corporation and initiates all of the recommendations that are presented to the Council, as seen with the City of Nashville, Pittsburgh and Boston in the chart. The Mayor serves as a political figure and has the power to "recommend to council, the executive powers of the municipal corporation that are not granted to the council and the administrative powers of the corporation"[60]. The Mayor is given the responsibility for the management and administration for the municipal affairs and is the political leader who serves as the chief initiator of policies.

The prime principle of this structure is the separation of powers. As William Anderson notes in his book *American City Government*, in the Strong Mayor form of the Mayor-Council structure "there is a sharp division of powers between the Mayor and the Council, one being called the executive and the other the legislative body"[61]. At the same time however, the Mayor serves as both the executive and also shares the function of legislation with the Council. Centralization of powers in one individual is the key characteristic of this system and is found in all the Mayor-Council cities examined – the city of Boston, Nashville, Winnipeg and Pittsburgh.

[60] Paul Hickey, *Decision-Making Process in Ontario's Local Government*, 36
[61] William Anderson, American City Government, (New York: Henry Holt and Company, 1925), 316

Measurement Trends

Council-Manager System-Measurement Analysis

The Cities of Arlington, Texas; Calgary, Alberta; Edmonton, Alberta; Berkley, California and Vancouver, British Columbia, all operate within the Council-Manager system. In an attempt to recognize and identify similarities between these Cities who possess the same structure of governance, measurement information was explored. Initially, comparisons between each measurement was attempted, however, it was soon realized that this task was not feasible, because each City has different approaches to similar activities. Therefore, the approach taken was to group the measurements into larger broader themes, which could encompass the general smaller concepts within each of the measurements. As a result of this approach the following three themes emerged; Strategic Management, Financial Planning and Customer Service. When looking at the Cities of the Council-Manager structure within the above stated themes, some trends and patterns emerged. The theme with the strongest, most evident trends occurred within the Financial Planning Theme. Here, it was noticed that these cities tend to follow a corporate, business style approach to the various aspects involved with managing their finances. For example, the City of Arlington has contracted their local Chamber of Commerce to lead their economic development initiatives in what is termed as the "Economic Development Contract"[62]. This contract is the tool by which the Chamber's objectives, as outlined by the City, are focused on leading the City into economic development aimed at long-term solutions. Over the next five years, the Chamber will conduct the economic development activities based on six specific long-term strategies.

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[62] Office of the City Manager, *"Issues and Trends: A Perspective on the City of Arlington in 2003"*, May 2003, p 6.

Some of the areas targeted by this contract relate to increasing capital investment, job creation, and addressing issues of fiscal constraint. Another example occurs in the case of the City of Edmonton, where the City uses a business management cycle approach to their financial planning. The business management cycle allows for "a continuous cycle of plan, do, measure, and improve."[63] The business management cycle is a planning process which incorporating all of the following elements into its planning; Plan Edmonton (Corporate Vision, Mission, Goals), Corporate Business Plan, Department Business Plans and Budgets. Although different in terminology, these financial planning examples, and others in the remaining Council-Manager Cities, support a business, corporate style framework which can be seen in many variations, within the business sector. Another predominate theme within the Council-Manager city measures, emerged within the Customer Service theme. Here, it was realized that these Cities tend to offer various innovative governance solutions to their constituents. Innovative governance solutions were identified by looking at each City for evidence of a unique visionary, program, initiative, idea or opportunity, that were uncommon in other municipalities. For example, the City of Calgary is imminently facing continued population explosion and the accompanying issues that are impacted by this situation. The number one issue identified as a result of being 'the fastest growing major city in Canada" [64] is transportation. Therefore the city, in responding to this citizen priority, has planned development of the Transportation Utility Corridor, to facilitate the quick and efficient movement of goods and resources within and throughout the region.[65] The City of Edmonton has shown innovation in focusing its efforts on highlighting Arts & Culture. In

[63] The City of Edmonton, "2003-2005 Corporate Business Plan" June 18, 2002, p. 3.
[64] The City of Calgary, "The City of Calgary 2002 Annual Report" p. 2.
[65] The City of Calgary, "The City of Calgary 2002 Annual Report" p. 17.

fact, the City received recognition by Heritage Minister, Sheila Copps for cities over 125,000 that "demonstrate an ongoing commitment to the Arts & Culture."[66] This recognition is accompanied by 500,000 dollars in federal matching funds for new cultural initiatives. Moreover, Vancouver can now continue to attract and maintain sources of economic revenue that will contribute to sustainable economic vibrancy. In addition to this award, the City also received many other awards for various initiatives and projects. The Federation of Canadian Municipalities Sustainability Community Award was given for Vancouver's renewable energy program which involves a landfill byproduct being turned into a creative energy option[67]. As previously mentioned, these innovations evidence an element that is somewhat unique to a municipality, and shows visionary strategic corporate initiative.

Strategic plans were subject to the conditions of the City and with the majority of the cities examined, all of the major roles - Council, Mayor, Chief Administrator (if exists) - were involved in the strategic planning process in someway. Of the Council-Mayor Cities, the only City that did not have a strategic plan was the City of Arlington, but they did have strategies that guide their governance. However, this City has taken preliminary steps to form a strategic planning session to develop a framework to measure outcomes.

Mayor-Council Measurement Analysis

The Cities of Boston, Winnipeg, Nashville, Pittsburg, all operate within the Council-Manager system. As with the Council-Manager system, we attempted to

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[66] http://www.city.vancouver.bc.ca/awards/index2003.htm
[67] http://www.city.vancouver.bc.ca/awards/index2003.htm

recognize and identify similarities between these Cities that possess the same structure of governance, by exploring measurement information. Again, comparisons between each measurement was attempted, however, we know that the Cities have different approaches to similar activities. Therefore, the same approach of themes of Strategic Management, Financial Planning and Customer Service, was taken. When looking at the Cities of the Mayor-Council structure within the above stated themes, some trends and patterns emerged. The most evident trend of this structure occurred within the Customer Service Theme. Here, it was noticed that Customer Service was centralized through the Mayor's Office, because a strong Mayor is present, who has authority over executive, administrative, and legislative authorities. The Mayor also serves as the general leader of both the community and the corporation, and thus major decisions are centralized from within his/her office. Due to this centralization, the Mayor is involved with many community and city initiatives and leads the corporation in a spirit of responsiveness and accountability to the needs of its citizens. The City of Boston, for example, has a very strong focus on customer service, which is evidenced through many of their community focused committees such as the hunger & homelessness, new Bostonians, and community investment. The City also provides a multitude of services available to the Boston community which include; Jobs & Community Services, Civil Rights, Women's Commission, Office of New Bostonians, to name a few. The City of Winnipeg has taken the information technological approach towards its customer service capacities, and made e-government a strategic priority. E-government will enhance and improve the accessibility to the Corporation by its citizens. Such initiatives have been advanced through the Mayor and their office. The City of Winnipeg is also proposing a community

consultation process that will involve five components, which target feedback methods and mechanisms available to its citizens. The goal of these community consultations are "to provide guidance and direction on opinions to be considered in the budgetary process"[68] These examples consistently reflect a commitment to improved, enhanced, and accessibly customer service options. Once again, the Mayor served as the leader of such initiatives and interacts with the public on such projects.

Strategic plans were evident in all of the cities except the City of Pittsburg. Most of these plans were in the form of strategic visions, missions, or goals and rarely took on the appearance of a more formalized document, which may have included other supporting plans. The City of Winnipeg was the exception, which did possess strategic plan, complete with comprehensive financial plan, and five year financial plan document. The City of Boston also had a budget and performance goals documented to support their strategic visions, which are listed as the Mayors' priorities. In the case of the City of Pittsburg, it is unclear if this absence of a strategic plan is due to the major financial difficulties that the city is experiencing, mainly the potential 50 million dollar deficit, or the fact that we were unable to locate it on their site. What we did find with the Mayor-Council cities that did not posses some form of a Chief Administration, is that there are some fiscal problems evident. Both the City of Nashville and Pittsburg have identified fiscal constraints related to sustaining a tax base that can support services, and limited ability to generate revenue, and a sluggish economic climate. This could be due to the fact that there is not one key individual or department identified as overseeing the budgetary/fiscal process of the city, as is the case with Boston. It may be important to

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[68] City of Winnipeg, "Financial Management Plan" April 25, 2001. n. pag.

keep in mind that these issues may also be indicative of a larger, national economic climate, and not only the structure.

The Council-Chief Administrative Officer Analysis

Majority of the cities analyzed possess the Council-Chief Administrative Officer structure, not surprisingly, since this is the most predominant structure in Canada, and the majority of the cities examined are Canadian cities. As with the Council-Manager system and the Mayor-Council system, we attempted to recognize and identify similarities between those cities that possess the same structure of governance, by exploring measurement information. As previously explained comparisons between each measurement was not feasible, as we know that each City has a different approaches to similar activities. Therefore, the same approach of themes of Strategic Management, Financial Planning and Customer Service, was taken. When looking at the cities of the Council-Chief Administration structure within these stated themes, some trends and patterns emerged. The most evident trend of this structure occurred within the Strategic Plan Theme. Strategic plans are a critical component that assists the Corporation to formulate a comprehensive overall vision and direction as supported by the following paragraph.

Strategic planning is designed to help public and non-public organizations (and communities) respond effectively to their new situations. It is a disciplined effort to produce fundamental decisions and actions shaping the nature and direction of an organization's activities within legal bounds. These decisions typically concern the organization's mandates, mission, and product or service level and nix cost, financing, management, or organizational design.[69]

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[69] Ursula, Stelman, Custom Course Reader *"Strategic Management in Public and Voluntary Service"* (London: University of Western Ontario, 2003) p 23.

Every Council Chief administrative City had some form of strategic plan, either as a comprehensive singular document, or as part of a larger plan, which contained mini-strategic plans within it, as with the case of the City of Mississauga, the City of Ottawa, the City of London, the City of Thunder Bay or the City of Kitchener. It is important to mention that strategic plans were not only common within this structure, but also evident in the other cities, all of whom had a strategic plan, except for the City of Pittsburg, the City of Arlington, and the City of Saint John. However, when examining the Chief Administrative Officer cities comparatively, it remains noteworthy, as it is still one of the most pronounced similarities as evidenced by the existence of more formalized strategic documents, than those found within the other city structures. The majority of the mini plans, which in themselves were also strategic documents, related to key target issues such as transportation, community development, and parks and recreation. Some of these strategic plans originated from some form of community visioning exercise such as in the case of the Region of Halifax, the Cities of Kitchener, London, Hamilton, Toronto, Ottawa and Winnipeg; whereas others resulted from planning sessions with various stakeholders, such as in the case of the City of Mississauga, Sudbury and Saskatoon. Financial planning relating to the Chief Administrative Officer cities did have some pronounced trends, such as the annual budgets and a focus on economic development, which seemed to be a common thread of all of the cities. Concise financial plan documents were not always common, only to a few, however, strategic financial planning did occur in other formats such as budgetary projections, fiscal forecasting, and capital expenditure forecasts which could be linked to strategic plans. Some of the cities which possess noteworthy financial plans include the following: The City of Richmond Fiscal

Sustainability Plan; The City of Winnipeg Financial Management Plan; The City of

Brampton Five Key Drivers document; the City of Sudbury Long-term Financial Plan;

and The City of Victoria Economic Development Strategy. The most accentuated focus

of the strategic financial targets for these cities were in relation to creating vibrant,

diversified or specialized, sustainable economies. Some of the cities are attempting to

become centres whose aim is attracting a concentration of specific industries such as

biotechnology/biomedical, tourism, information technology, and telecommunications. A

few examples of industry targeting can be seen in the following cities; Hamilton targets

biotechnology, tourism and film industry; Sudbury targets tourism and information

technology; and Thunder Bay targets telecommunications. Other cities choose to aim

their strategic financial targets at diversifying their industries as much as possible, as is

the case with the City of Mississauga and Brampton. It is important to mention that three

of the Council-Chief Administrative Officer cities were also pursuing business alliances

outside of Canada. The City of Thunder Bay is a part of the Northwest Midwest Alliance

with the United States, and the City of Markham has forged an international business

alliance with other countries. The City of Kitchener have hired a firm called Canadian

Technology to market the Region of Waterloo, internationally. All of these Cities did

focus on some form of downtown revitalization, either as a pronounced strategic

direction, or a part of an overall initiative which targeted the downtown.

The Theme of Customer Service produced much ingenuity. It was not surprising that

many of theses Cities recognized that as a consequence of; provincial downloading,

growth management issues such as increase in demand for services, and fiscal

uncertainties, they are placed in the position to re-create themselves. This re-creation

involves finding other avenues of opportunity for income generation and sustainability.

The only trend found within this area relates to the variety of innovative means that the

Cities are using to either provide services, improve effectiveness, or obtain efficiencies.

Each City found a different way of addressing these issues. It might also be mentioned

that very few of the Council-Chief Administrator Cities did not seem to invest a lot of

energies in recruiting and retaining talent, in other words, becoming an employer of

choice. The importance of this element is emphasized in The Canadian Policy Research

Network publication entitled "Employer of Choice."[70] This report examined a variety of

human resources strategies specific to assisting public sector organizations to becoming

such an employer. The majority of these strategies require "a bold new human resource

strategy that can promote change within each government workplace-a strategy that

encourages innovative ways of organizing, managing, supporting and rewarding

people."[71] If the cities were involved with this dimension, it did not evidence itself

through our findings. The City of Mississauga, the City of Markham, and the City of

Richmond subscribe to employee focused agendas, and provided evidence of an internal

customer focus by establishing an employee friendly environment. An exemplary

example of such an emphasis was evidenced by the City of Mississauga's CAFÉ

(Corporate Awards for Excellence) recognition program. This program recognizes the

outstanding achievements of employees and encourages employees to strive for

excellence and productivity by offering awards such as, leadership and empowerment,

heroism, and team effectiveness, to name a few.

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[70] Graham Lowe, Employer of Choice? Workplace Innovation in Government, (Toronto: CPRN 2001) p vii
[71] Graham Lowe, Employer of Choice? Workplace Innovation in Government, (Toronto: CPRN 2001) p vii

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Part 3 – City of London Case Scenario

The City London is considering two important changes with the City, which has been an issue for some time now. Council has proposed two areas for change – change in the size of council to one that is smaller council and the possible elimination of Board of Control. These issues are to be decided by the public on a referendum vote. The following section will examine these two structural changes for the City of London.

The Size of London's City Council

There has been an ongoing debate regarding the restructuring of City Council and Wards within the City of London. One suggestion has been to decrease the size of existing Councillors. Some concerns over council size have been the amount of money it costs and the inefficiencies of a large Council. In a 1996 Discussion Paper on London Structure prepared by Brian Gray, it was concluded that based on the 1995 Budget amount, the City of London would save $245,044, if the number of councillors were reduced[72]. At the same time, it is believed that Councillors workload has increased significantly over the years and decreasing the size of Council would add more pressures to Councillors - significant pressures for Councillors to devote a considerable amount of time to their municipal responsibilities. If the citizens of London do decide to vote on a smaller size of Council, the City may have to review its current internal structure. As we saw earlier, the City of London operates under the Council-Chief Administrative Officer structure; the City has a total of seven Councillors, one Mayor and four member of Board of Control – a total of twelve elected officials. The current Council-Chief Administrative

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[72] Brian R. Gary, *Discussion Paper, London Government Structure*, The Corporation of the City of London, April 16, 1996 (prepared for the Comprehensive Policy Committee and Dawn Erskine, Controller of the City of London)

Officer structure may still be suitable for this system; however, the most common structure that possesses a small city Council is the Mayor-Council structure, in particular, the strong mayor form of this system. The City of London could consider this structure if suitable to the changes that may occur with the City.

Although the Strong Mayor – Mayor-Council system is usually found in large American cities, and usually varies in size and composition, this structure is most suitable with a small Council elected at large. This system allows Council to focus on certain initiatives and does not add as much pressure to Council. For example the chief functions of the Council in this plan are the passage of ordinances and resolutions and the approval of the budget[73]. The Mayor then receives centralized power where he/she has the responsibility for the administration of the city affairs and provides overall leadership to council and to the corporation. This allows Council to focus on its responsibilities without having to worry about the administration of the Corporation; Council only focuses on legislative powers and certain executive powers given to Council by the Mayor[74]. Council does not have to worry about executive, legislative and administrative duties, which is the case under the Council-Chief Administrative Officer structure. The strong mayor form of Mayor-Council structure has a quite simple process. This system features strong leadership; a Mayor who is the centre of responsibility and leadership; a simple system of decision-making that is visible to the public and a high degree of accountability of the Mayor and the Councillors.

Although this system helps eliminate the problem of Council pressures related to an increased workload and significant time dedication to the City, which usually arises

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[73] William Anderson, American City Government (New York: Henry Hold and Company, 1925), 316

[74] Paul Hickey, *Decision-Making Process in Ontario's Local Governments*, Ministry of Treasury, Economics and Intergovernmental Affairs, 36

when a Council size shrinks, this system does have some negative impacts as mentioned in our city structure analysis. One of the major concerns with this strong mayor form is related to the system's dependence on the integrity and abilities of a single person – the Mayor. It may become difficult to elect a Mayor that has the appropriate expertise and background needed to serve as both a politician and as an administrator. Moreover, William Anderson recognizes another difficulty with this system: the separation of Council from Administration[75]. If Council is to prepare budgets and oversee legislative duties, they need to be involved in administration in some way. The strong mayor system cuts off Council from Administration completely. Nevertheless, this system is viewed as a simple system that shows a clear division of power, responsibility and accountability. It provides a fairly simple and visible form of organization, and it gives communities a sense of local political leadership. Most importantly, it allows Council to function effectively with no distractions from administration or other branches of the Corporation.

Board of Control

Board of Control has been one of the biggest controversies with the City of London. The City is the only known Corporation that possesses Board of Control in North America today. Board of Control was a popular system in many Canadian cities, which was strongly advocated by the Reformers. It was anticipated that the Board of Control would provide effective leadership and contribute to a more efficient management of the affairs of the municipality[76]. In Ontario, it came into being under the authority of Section 33 of the Municipal Amendment Act 1896. The City of Toronto

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[75] William Anderson, 317
[76] Tindal and Tindal, 276

appointed its first Board of Control in 1897 and Hamilton and London followed in the early 1900s. Over the years, however, this system slowly diminished and now London is the only city that functions with such a system. One of the main reasons for its abolishment in many cities across North America was the friction this system caused between the board and the rest of council[77]. Although the City of London still accepts such a system many referendums have taken place regarding this system. **Appendix Two** outlines some of the referendums on Board of Control experienced in London since 1909.

Boards of Control have five major areas of responsibility as noted by R.H. Cooper, former City Clerk of the City of London: (these duties are also set out in the Ontario Municipal Act)

(a) to prepare estimates of expenditure and certify them to Council for consideration
(b) to prepare specifications for and award all contracts and for that purpose to call for all tenders for the work, material, supplies, implements, machinery, etc. and to report its action to the Council at the next meeting
(c) to nominate all Head of Departments in the case of a vacancy, and after a favourable report by the Head of the Department, any other officer of the Corporation required to be appointed by by-law or resolution of the Council, and any other permanent officers, clerks, or assistants and to recommend the salaries of all officers and clerks
(d) to dismiss or suspend any Head of Department and forthwith to report such dismissal or suspension to the Council
(e) to insert and report to the Council monthly or oftener upon all municipal works being carried on or in progress[78]

Board of Control is essentially, an "elective executive" committee of the Council; its responsibility expands to the entire corporation from administrative coordination to the direction of departmental operations. Board of Control involves a division of legislative and administrative functions between two separately elected bodies – the Council and the Board of Control; "legislation or policy formulation is the

[77] Tindal and Tindal, 277
[78] R.H. Cooper, *How Local Government Operates Under a Board of Control System*, City Clerk's Office, The City of London, 2

responsibility of the Council while Board of Control is responsible for administration"[79]. The Mayor is the Chair of Board of Control and four Controllers are elected at large. Since 1977, the City of London's Board of Control operates with the affirmative vote of a majority of the members of the Municipal Council present at a meeting, which shall be deemed to be a two-thirds vote (City of London Act, 1977, c92(2)). In addition to its duties under the Ontario Municipal Act, Board of Control also reports to Council on the following: City Administrator's Department, Legal Services Department, City Clerk's Department, Finance and Administration Department and Miscellaneous issues such as annexations and appointments of citizens to Boards, Committee and Commissions. It seems as if this Board has strong formal powers and responsibilities, which has lead to some of the concerns and positive aspects of this body discussed below. Firstly, an obvious strength of the Board of Control is its size, and therefore its ability to handle matters with increased frequency and detail. Author Donald Higgins reiterates this ideal with the following statement:

The relatively small size of the board of control or executive committee, the fact that it generally meets more frequently than council, and the possibilities available for the board or committee members to acquire and apply more detailed information and experience in particular areas of policy and administration, make potential for coordinating council's outputs superior to that of other decision making structures.[80]

Another perceived strength of this body is the inherent capacity to possess a dual role position. By nature of the legislated duties of the position of Controller, these individuals are placed in a position to function both as the most Senior Administrators

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[79] T.J. Plunkett, Municipal Organization in Canada, 38

[80] Donald J.H. Higgins, Urban Canada Its Government and Politics (Toronto: MacMillan Company of Canada Limited, 1977), 115

and Councillors.[81] This function serves as a mechanism which could potentially enhance the accountability and communication capacity between the Administration and Council. The main reasoning for this enhancement is the result of Controllers being in the position where they are directly responsible for specific policies or administration areas. Higgins describes this unique position of Controllers in the following paragraph;

The senior civic administrators (Controllers) can therefore be held directly accountable to council as a whole, particularly in those cases where members of the board of control or executive committee have what amounts to a portfolio-particular responsibility for one or more areas of policy and administration. In such cases several department heads report to individual members of the board, and because controllers are members of council too, the channels of communication are increased compared to the council/manager model. This facilitates input form the civic bureaucracy to council.[82]

The Board of Control also provides additional opportunities for the residents of London to access and communicate with their local officials. In the document entitled "Task Force on Governance-Final Report", the City of London rationale for recommending a Board of Control supports the positive aspects previously mentioned, as emphasized by the following statement:

London's modified Board of Control system characterizes the best possible features of an executive body: centralization of responsibility, direct accountability to public, and a subordinate relationship to the council-all recommendations of the Board of Control require the approval of a majority vote of the City Council.[83]

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[81] Ibid, p. 115
[82] Donald J.H. Higgins, Urban Canada Its Government and Politics (Toronto: MacMillan Company of Canada Limited, 1977), 117
[83] City of London, Task Force on Governance-Final Report, December 1996

Additional benefits of Board of Control include its ability to "achieve a measure of policy coordination".[84] Also, the Board could potentially alleviate some of the more arduous duties from Council, thus, allowing Council to focus their energies on other matters that are less time and task intensive. The Board provides another lens by which micro examination of core issues such as financial matters can occur. Conversely, some concerns related to the Board must also be examined. One of the concerns that arise from the observation of its structure, is the Boards' position as a special entity with superior powers and capabilities beyond those of other members of council. Arguable, one may be inclined to say that this privileged position serves as a divide between the elected officials; those with power, and those with diminished levels of power. A long standing local critic of Board of Control and City Councillor, Joe Swan, identified many weaknesses of Board of Control which were presented to the Chair and members of the Comprehensive Policy Committee, on Thursday, March 21, 1996. In this document some of the identified weaknesses of Board of Control are stated below:

A) Creates a strained relationship between councilors and controllers because the detail of information that is possessed by controllers is often not seen by councilors;
B) Creates two classes of elected officials on the one body therefore heightening the level of resentment on the part of councilors;
C) Complicates procedure and deciding of municipal issues especially when council utilizes an extensive committee system;
D) Is an added expense to governing a municipality;
E) Is a system which creates a council within a council and results in the municipal council being larger in size than what would normally exist;
F) Has a dual function which creates a problem when Board of Control members are associated with legislative and policy decisions of the council and are also in a

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[84] Thomas Plunkett, Municipal Organization in Canada, (Montreal: The Canadian Federation of Mayors and Municipalities, 1955) p. 39

position of having to interpret such decisions and give administrative direction relating hitherto;[85]

The strengths and weakness, which have been identified, should be considered when determining the value, the function of, and any alternatives to, this form of governance structure. Recently, the debate continued in a local news journal, where discussion pertaining to the elimination of the Board of Control structure continued. Some notable considerations that arose from the article were the fact that regardless of the name of the body which fulfills the functions of the Board of Control, such as an executive committee, the role and functions performed by the Board still need to be done. Therefore, the consideration must encompass the perspective that looks at what is the best way to accomplish these ongoing functions, and is the current Board of Control system the most appropriate means to of doing this. Moreover, is abolishing the Board of Control in the best interests of our City. These are the questions that Londoners will have to consider when they vote on this issue in November. Professor Andrew Sancton, expert on municipal government points out that the system as it is "works relatively well, and I don't see any pressing need for a change."[86]

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[85] Joe Swan, *Overview on the MunicipalStructure and the Board of Control*, March 21, 1996, p. 2

[86] Andrew Sancton, *FYI London This Week*, June 18, 2003, p 1

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Conclusion

This research paper came to light as a result of the interest expressed by the London Chamber of Commerce, in London Ontario. The Chamber approached the Faculty of Political Science at the University of Western Ontario, to see if there would be interest in researching the effects of municipal governance structures on municipalities. This timely issue is of primary concern to the Chamber of Commerce due to the proposed questions relating to local governance restructuring slated for the November 2003 Municipal Elections ballot. Moreover, there had not been an advisory panel or body established to make recommendations. Therefore, the Chamber reconvened their Governance task force and requested the City of London Council to establish such a body. Meanwhile, the taskforce began to investigate and review a municipal governance survey conducted by the City of Vancouver from which they identified a list of twenty-four possible comparator cities. In addition to creating a list of comparator cities, the Chamber of Commerce governance task force also identified some criteria for comparison, which is reflected in the measures and background information collected in this project. Other concerns relating to lack of vision and clear direction for the City of London, as well as recent public scandals all contributed to a desire to explore issues of governance, specifically relating to the municipal structure of governance and the effects of these structures. These issues of governance were to be explored across comparator cities in North America, as selected by the Chamber. What resulted was a process of negotiations, meetings, and discussions with the London Chamber of Commerce, ourselves and our professor, to find the most appropriate way to address the requests of the Chamber, while integrating a political science perspective. In order to achieve these

goals, we chose the format which has been laid out within this thesis, as a way to explore and examine these structures.

Firstly, we needed to explore the types of municipal structures that exist. We needed to inventory which structures were out there. Based on our research, we have identified the most common structures of local government found in North America, which are; the Council-Chief Administrative Officer Structure, the Council-Manager Structure, and the Mayor-Council Structure. After identifying and elaborating on these structures, we took a historical step backwards to the Reform Era, where the creation of various structures and the separation of legislative and executive powers occurred. In Part Two, we took the information that we had gathered from our research of structures, and applied it to the data which we collected on each of the twenty-five cities. In short, we analyzed the city data by category of structure; this meant putting each city into the appropriate structure categories, based on the data gathered about the city. Then we identified three main themes, which formed from the grouping of measures, to further look for trends and similarities between the cities within the same structures. The three main themes that emerged were strategic planning, financial planning, and customer service. In Part Three, we focused on the City of London and more specifically the Board of Control. In this section, the history, the role, the strengths and weaknesses of this unique system were researched and reported. Furthermore, Appendix Two provides a succinct summary of the history of London's referendums on the Board of Control System. Appendix One contains and summarizes the information researched about the twenty-five cities in a chart format. It is a document that provides a municipal profile for each of these municipalities. The left segment of the chart details demographic data related to each city

such as population, number of wards, councillors, and committees. This helped to provide the background information needed in order to categorize the Cities according to structure. A key component of this section contains information relating to the research of the applicable municipal acts, provincial and state laws which serve as the legislative directive which forms the foundations of the various roles of Council and the Administration. The right side of the chart explored the areas which we entitled measures. These measures served to outline various aspects of municipal governance, and identify the direction of the corporation and in some cases, the outcomes of these directions. Outcomes of performance and planning, fiscal stewardship, customer service and innovative governance were explored. Here, we are able to identify the gaps and opportunities within structures; inventory municipal strategic performance and outcomes related to their strategies.

Having researched all of these components relating to structure, we know that city governance is affected by structure. Therefore, the way in which a city is governed depends upon the structure of the Corporation and the way in which the structure affects governance is determined by the roles of the key players. Conversely, the role of the key players is also determined by the structure. For example, the role of the Mayor within a Strong Mayor system is radically different, less pronounced, and less powerful than a Mayor's role within a Chief Administrative Officer System. Therefore, the structure of governance of such a municipality will also be different. This difference in governance would be reflected within the processes of decision-making, have impact on effectiveness, efficiencies and management, and subsequently determine the dynamics of the relationship between council and management. Although the characteristics of key

players have an effect on these stakeholders, the internal structure of the Corporation also plays a major role in the management techniques. As previously identified within the analysis component of Part two, some trends and similarities were apparent when looking at the cities according to their structure. The similarities and trends discussed emerged within all three themes of measures, and showed some variances based on the structure. Therefore, we do know that there is an impact and effect on governance as a result of structure, however, the degree to which this impact is caused solely by structure could not be determined. Neither can any conclusive recommendations be made as to which structure best suits which city, since each city has unto itself a unique set of characteristics, demands, differing environmental and political factors to deal with. For example, some of these external elements include and are not limited to the following; socioeconomic demographics of a community will affect the amount of tax-base revenue available. A good example of this dilemma has been experienced by the City of Arlington, Texas, whose population of families living below poverty has increased by twenty eight percent.[87] This has resulted in declining revenue as a result of less property ownership and subsequently, the provision of fewer services. Geographical location is another element which would also impact management techniques of a City, as would be the case with municipalities of the Greater Toronto Area who may experience greater service demands as a result of population increases.

In order to be able to pursue any formal recommendations as to which structure should be implemented versus another, to any municipality, further research involving more municipalities on a much larger scale would be required. As well, both the external

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[87] City of Arlington, *Issues and Trends A Perspective on the City of Arlington*, May 2003, online. Internet. Available: www.ci.arlington.tx.us

and internal environment of a municipality must be considered and extensively investigated before reforming any municipal structure. Authors Tindal and Tindal look ahead to the future of municipal governance as captured in the following statement:

How municipalities fare in the new century will depend, as always, how well they maintain a balance between their two primary roles: representative/political and administrative/service delivery. When combined, these roles suggest an appealing and flexible government system which provides varying programs in accordance with the needs and wishes of different communities of local citizens.[88]

The future of good governance will be influenced by municipal structures and the ultimate goal of efficiency and effectiveness, whose definition will vary according to the resources, policies, and needs of the communities being serviced.

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[88]Richard Tindal and Susan Nobes Tindal, Local Government in Canada 5th Edition, (Scarborough: Nelson Thomson Learning, 2000) p 367

Appendix 1 – City Analysis Chart

City	Background Information	Measurements

City of Arlington Texas	Pop 332,969
	
	Self Identified System- "Council-Manager form of government". This form of government is authorized council to function as the City's legislative body. A city manager exists who is appointed by council also called a CEO.
	
	Clear definition of respective responsibilities of :
	    Council- Yes
	    CAO- Yes
	    Mayor- Yes
	    Exec Committee N/A
	
	Roles of each position: The Arlington City Council is comprised of a mayor and eight city councillors. The city council operates as the legislative body. The mayor has no formal veto power and serves the community in a ceremonial effort where he/she represents the entire city. The mayor is considered a member of council and works with council to create policies for the city. The City Council has authority over the city attorney, municipal court judges, and the health officer as council appoints these positions and oversees these positions.
	The council with the mayor is also responsible to appoint a city manager who carries out policy and administers city programs.
	The city manager serves as the chief executive of the city
		Existence of a Strategic Plan - No
		-Strategies are listed but no official plan. Site does state that preliminary steps have been taken in the form of a strategic planning session to develop a framework to measure outcomes.
		
		Existence of a strategic financial plan - Yes
		-The City has contracted their Chamber of Commerce to an Economic Development contract whereby they function as the primary impetus for economic activity. The Chamber has devised and adopted six long-term, strategies focused on the City's economic development during the next five years.
		
		Evidence of linkage of major initiatives to strategic plan- not applicable
		
		Evidence of linkage to budget development process and strategic goals - Yes
		-There is a citizen budget review committee that overseas resource allocation and program priorities.
		
		Evidence of a fiscal road map-Yes
		-Evidence of five year economic development strategy
		
		Multi-year budgeting process - No
		Target-setting for financial performance and assessment against targets

and oversees general administrative duties, and provides policy advice and information to council. There are also three deputy managers that conduct the following duties: administration group such as the department of finance, human resources and support services; community resources such as the department of public works, planning and development services, parks and recreation; citizen services group which includes the departments of police, library, fire and neighborhood services. The deputy managers report to the general city manger. Department directors are hired by and responsible to the city manager. **Structure Summary:** The City of Arlington operates under the **council-manager structure** of local government. Under this system, the council appoints the city manager who acts as the chief executive officer of the government. Administrative responsibilities are centered with one official while policy development is the responsibility of the city council. The manager in this system not only responds to administrative issues of the city, but also possesses a political role where financial and policy recommendations are given to council. Council oversees all municipal policies and adopts city by-laws. Council also plays a major role in the appointment of some key departments. The mayor assists in this function; however, he/she serves as a facilitator between council, the manager, the public and the media, which is the main role of the mayor in the council-manager structure. In this system a mayor is sometimes appointed by council and is usually a councilor.	**Is there a history of targets being met** - No **Evidence of clearly defined business targets for operations and programs** -No - City is experiencing financial constraints **Examples of innovative government:** -Yes -Government of Arlington faces issues related to increasing poverty rates, and the trend of more affluent members moving to suburban areas outside of the City. Also revenue opportunities are shrinking such as tourism on the decline as well as retail shopping opportunities have dwindled dramatically. This shrinking of resources has impacted City services by producing shortfalls, and cutting its programs. Therefore this council must come up with ways of maintaining adequate level of services for their community **Evidence of customer service approach** -Yes -Responsiveness by local government to its citizens is a part of values and incorporated into strategies to achieve vision of the municipality.

City Information

Number of Councillors- One mayor and eight councillors -
the mayor and three of the council members are elected "at
large" by voters citywide. The remainder 5 members are
elected by voters in districts representing specific areas of
the city.

Number of Wards- 5
Number of Departments - 33
Number of Committees of Council-   various
Number of Standing Committees- unknown

Committee names and composition- Various
Citizen boards Comprised of both council and
citizen membership
Examples; Arts Advisory Board
            Building Code Board of Appeal
            Ethics review Commission
            License and Amortization Appeal Board

Committees of Council-   as above

By appointment- Mayor with Council Approval
Duration of committee obligation- two years

Number of other Committees- not applicable

Unique feature; The City Attorney, Municipal Court
Judges, and Health Officer are appointed by City Council.

Standing Committees- unknown

| City of Berkeley | Pop 102,743

Self Identified System – Manager – Council form of local government

Clear definition of respective responsibilities of:
Council   Y
CAO   Y
Mayor   Y
Exec Committee   N/A
Roles of each position: the city manager is responsible for the administration of city services & programs, enforcement of the City's Municipal Code & Ordinances, and preparation of the annual budget. The city manager appoints department directors to assist him/her in carrying out administrative duties. Moreover, the city manager prepares the annual budget, along with administration and coordination of the city's operations.
The city council is the legislative branch of Berkeley's municipal government. It is responsible for creating local laws, policies and basic decisions for the municipality. The city council appoints the city manager.
The Mayor is the chairman of the Council, and presides at the meetings of the council and performs such other duties consistent with his or her office as may be imposed by the council. He or she is entitled to a vote on all matters coming before the council, but possess no veto power. He or she is recognized as the official head of the City for all ceremonial purposes.

Structure Summary: The City of Berkeley operates under the **council-manager structure** of local government. This structure attempts to simplify the municipality's decision | **Existence of a Strategic Plan** – Yes
-This plan in known as the 1977 Master Plan. The Plan is amended as per council's decisions and directions. The Strategic Plan of the city is broken up into various plans. For example, the Downtown Plan focuses on expressing and enhancing Berkeley's unique social and cultural character in the downtown and to create an appealing and safe downtown environment; the Waterfront Master Plan focuses on establishing the waterfront as an area primarily for recreational, open space, and environmental uses, with preservation and enhancement of beaches, marshes, and other natural habitats and developing the waterfront as part of a continuous east bay shoreline open space system.

Existence of a strategic financial plan – Yes
-Known as the Five Year Strategic Financial Plan. The purpose of this plan is to provide a long term view of General Fund revenue and expenditures and other major funds supported by taxes and fees.

Evidence of Linkage of major initiatives to strategic goals- Yes
-Both the major initiatives of the downtown and waterfront revitalization are parts of overall strategic goals for those locations, as detailed in the Waterfront Master Plan and the Downtown Plan.

Evidence of linkage to budget development process and strategic goals – Yes
The Five Year Strategic Plan is linked to the Five Year General Fund Strategic Plan, which outlines the expenditures of the city and the resources; this is how the Five Year Strategic Financial Plan is developed. |

making structure by appointed an administrator who is trained and has the appropriate experienced to lead the administrative branch and to provide recommendations to council. The council exercises the legislative powers where they are responsible for the development of policies and programs. Council may also delegate the executive and administrative powers depending on the city. The mayor serves as the leader of council but possesses no veto power in this system.	**Evidence of a fiscal road map-** Yes -The City develops work plan priorities at the beginning of the budget development process. This task is done so that City council and community expectations link with resources, over a two to five year period. Also has a five year strategic plan. **Multi-year budgeting process-** No **Target-setting for financial performance and assessment against targets-** Yes -As evidenced by the work plan priorities of the City. **Is there a history of targets being met-** Yes -An example of this would be the City reporting a successful Downtown Mainstreet Strategy. **Evidence of clearly defined business targets for operations and programs.** -Specific economic development strategies in place with the following major program components; commercial districts, business retention, business and development attraction, environmental services for businesses. **Examples of innovative government –**Yes -City Council develops a list of 76 priority initiatives, and each member is asked to identify 30 top priorities- 15 A projects, defined as priorities over the next two years, and 15 B projects

City Information
 	
Number of Councillors - eight Council members, elected by districts for four-year terms, and one Mayor, elected "at large" for a four-year term
 	
Number of Wards – yes called districts – 8
Number of Departments – 21
   - Animal Care Services
   - Auditor's Office
   - Capital Projects
   - City Attorney
   - City Clerk
   - City Manager
   - Economic Development
   - Finance
   - Fire
   - Health and Human Services
   - Housing
   - Human Resources
   - Information Technology
   - Library	

	- Parks Recreation and Waterfront - Planning - Police, Police Review Commission - Public Works - Rent Board - Transportation Number of Committees of Council – various; councillors are appointed to the committees Number of Standing Committees – various Duration of committee obligation for council committees – length of councillor term which is four years	defined as priorities over the next five years. -Incorporates sustainable development strategies as guiding principle of Berkley's Economic Development, such as Eco-business, green building, and green government. -Civic Arts Development Strategy **Evidence of customer service approach-** yes -Civic arts development strategy targets artists by providing arts grants to artists and associations, supporting the black repertory theatre, arts programming, arts marketing, and provides technical assistance to artists.

City of Boston	**Population – 600,000**
	
	Self Identified System- Strong Mayor System with a Chief Operating Officer
	
	Clear definition of respective responsibilities of :
	  Council Y
	  CAO Y
	  Mayor Y
	  Exec Committee Y
	
	Roles of each position:
	A Chief Operating Officer (COO) exists in the City of Boston, which serves as the manager of the city. The COO reports directly to the mayor and is responsible for the activities of the Mayor's Cabinet. The COO and cabinet (which is the council) work together to ensure that City policies and programs conform with applicable laws and
		Existence of a Strategic Plan - Yes
		Mayor's priorities are in public safety, education, housing, workforce development, economic development. These priorities guide the strategic plan, and council together with the COO work on achieving the mayor's priorities.
		
		Existence of a strategic financial plan - Yes
		-The City's Five Year Capital Plan is consolidated with the budget to create their strategic financial plan.
		
		Evidence of linkage of major initiatives to strategic plan - Yes
		-Evidenced by the Mayors backstreet and main street initiatives that were introduced as an implementation strategy related to Boston's overall economic development priority.

are consistent with the goals of the mayor. The mayor in this city is involved in the core priorities of the city. Some of the mayor's focus in the city of Boston include: public safety, education, housing, workforce development and economic development. The mayor has strong executive powers and has strong influence over the policies created and implemented by council and the COO. **Structure Summary:** The City of Boston operates under the **mayor-council structure** of local government, in particular, the *strong-mayor* form. Under this system, the mayor assumes direction of an integrated administrative structure – the mayor is the source of executive leadership and is responsible for the daily administrative activities of the city. The mayor has strong veto powers, which can override council decisions. The mayor has the overall responsibility of running city hall, while council and manager have a minimal role and are subject to the mayor. **City Information** Number of Councillors- Thirteen councilors of which nine represent districts and four are elected at-large Number of Wards - Nine districts Number of Departments – 11 including Mayors office called "cabinets". These cabinets each possess various departments. Mayor's Office – Intergovernmental Relations-this department coordinates the City's dealings with the federal, state and other governments. Also serves to keep the Mayor	**Evidence of linkage to budget development process and strategic goals - Yes** -"Financial and Operational performance is monitored on an ongoing basis via monthly revenue and expenditure variance reports and the Boston About Results program to ensure accountability for performance. Mid-year, Mayoral policy meetings are held to take a comprehensive look at front-line agency performance to ensure that departmental strategy is proving effective in the context of actual results." **Evidence of a fiscal road map - Yes** -The City has a Five Year Capital Plan. **Multi-year budgeting process - Yes** -States that they "integrate goal setting, program budgeting, monthly performance reporting and financial tracking into a cycle of continuous review." **Target-setting for financial performance and assessment against targets -Yes** -As stated above -Also hold mid -year policy meetings to evaluate current year project status. -Also identifies that the City has strong program budgeting and performance monitoring. This financial monitoring occurs monthly via monthly revenue and expenditure variance reports and the Boston About Results program.

informed about intergovernmental issues and assists him in representing the City's interest in these matters:
Law Department
Office of Neighbourhood
Services
Office of New Bostonians
Press Office
City Store
 	
The COO's Office- Cable Communications
        -Consumer Affairs and licensing
        -Human resources
        -Job Postings
        -Labor Relations
        -Management Information
        -Services
        -Registry Division
        -Worker's Compensation Service
Chief Financial Officer
Public Safety
Education
Economic Development
Basic City Services
Economic Services
Housing
Human Services
 	
Non-Mayoral Cabinet-City Clerk
        -City Council
        -Finance Commission
        -Licensing Board
        -Suffolk County Sheriff's Dept.
	Is there a history of targets being met - Yes
	-The City is always targeting budgetary balance and attaining it. Much emphasis on sound fiscal policies, prudent fiscal policies, conservatively structured debt, strong fiscal discipline and control are all accredited for the City's Aa2 rating Moody's Investors Service.
	-Backstreet Program met target aimed at stimulating the economy, strengthen neighbourhoods, and create more jobs.
	-Mainstreets Program aimed at jumpstarting local economies, which is what occurred in the 21 local business districts. Job creation, investment, and restored/renovated store fronts evidence this outcome.
	
	Evidence of clearly defined business targets for operations and programs - Yes
	-Backstreet program targets the industrial/commercial businesses of the City, specifically to ensure that these businesses not only stay in Boston, but do so prosperously. For example; creation of 3 district managers in industrial areas to ensure that these businesses have a contact in order to better respond to their needs.
	-are in the midst of flat revenue growth and increasing costs of a stagnant economy.
	
	Examples of innovative government - Yes
	-Diversification of revenue sources in order to fund new capital initiatives such as the convention centre. Monies we generated from an increase n hotel excise tax, full hotel excise tax for new hotels, a earmarking certain state taxes in a convention centre district, taxi medallions.

| | Number of Committees of Council- 24
Number of Standing Committees-number unknown, but
they do make reference to having standing committees

Committee names and composition
Committees of Council-Called City Council Committees
-Arts & Humanities & Tourism
-Aviation & Transportation
-Boston 2004
-City & Neighbourhood Services
-Education
-Employment & Workforce Development
-Environment & Historic Preservation
-Financial Services & Community Investment
-Government Operations
-Health and Human Services
- Housing
-Human Rights
-Hunger & Homelessness
-Intergovernmental Relations
-Labor
-New Bostonians
-Planning & Economic Development
-Post Audit & oversight
-Public Safety
-Public Utilities & Cable Communications
-Rules & Administration
-University-Community Relations
-Ways & Means
-Whole

By appointment- Yes, Appointed by the president of
council. According to the Rules of City Council Rule 35 | **Evidence of customer service approach** - Yes
-This is very strong. Evidenced by many committees with
community focus themes such as the Office of the New
Bostonians, Committee on Health & human Services, Committee
on Hunger & homelessness.
-Boston About Results (BAR) based on the premise that citizens
trust government to use their tax dollars wisely, so program this
is a mechanism of being accountability to the citizens. |

	the "president of council shall appoint all standing committees, appoint all special committees, and fill any vacancy and designate the rank of the members of each committee." Duration of committee obligation- Assumed length of term Number of other Committees- Not applicable Unique feature- All Committees must focus on these three elements: 1) public policy, 2) efficiency of service delivery, 3) cost containment	

City of Brampton	**Pop 320,000**
	
	Self Identified System- CAO structured; the CAO is called a City Manager, which works with a four member senior management team
	
	Clear definition of respective responsibilities of :
	    Council Y
	    CAO Y
	    Mayor Not found
	    Exec Committee N
	
	Roles of each position:
	The chief administrative officer, also referred to as the city manager is responsible for the direction and leadership of the corporations departments. The city manager coordinates and monitors a number of organizational initiatives,
		Existence of a Strategic Plan - Yes
		-Plan is called Vision Brampton-Six Pillars
		
		Existence of a strategic financial plan - Yes
		-Identifies five key drivers to their budget which are;
		    -Growth and Transportation
		    -Environment
		    -Organizational Development
		    -Financial Planning
		    -The Corporate Strategic Plan
		
		-also developed strategy related to the sale of Brampton Hydro for 262.3 million. This strategy proposed usage for these funds as follows;
		    -capital funds (funds for projects that the city does not
		    have enough tax-base funding for)
		    -asset repair and rehabilitation
		    (i.e. road re-surfacing, infrastructure repairs)

including strategic processes. The city council is responsible for the development of policies and by-laws which are subject to the Provincial Act.

Structure Summary: The city of Brampton functions under the **council-chief administrative officer structure.** Under this structure, the chief administrative officer or city manager is the head of the administration and provides leadership for the corporation in the direction of the city. The manager also prepares the budget and provides recommendations to council on programs and policies. Council serves as the legislative body where policy is developed and implemented. Council also represents the interests of the community. The mayor in this structure serves as the general leader of the city; he/she presides over council, guides council and ensures that administration is functioning efficiently and effectively.

City Information:

Number of Councillors- 11 City Councillors and 11 regional councillors

Number of Wards   - 11
Number of Departments – 7
        -Community Services
        -Planning, Design & Development
        -Management Services
        -Works & Transportation
        -Business Development & Public Relations
        -Legal Services

-special projects (i.e. environmental conservation- acquisition of woodlots)
-growth driven projects (i.e. services required prior to the growth of an area such as fire)

Evidence of linkage of major initiative to strategic plan- Yes
-For example, Transportation Initiative links to overall strategic goal of Transportation and Growth.

Evidence of linkage to budget development process and strategic goals   Yes
-For example, one of the drivers of Brampton's financial budget was identified as transportation. The strategic pillar that correlates to this financial driver is pillar one which is entitled "Modern Transportation Systems". This pillar pledges an expanded and integrated network of roads, expanded public transit services and pathways and trails for people. Therefore there is a link to the budget process and strategic goals.

Evidence of a fiscal road map   Yes
-Evidenced in the ten year capital forecast presentation to the budget committee related to the expenditures if the Brampton Hydro Sale funds.
-Also evident in the preliminary current budget forecasts for 2002-2006 which showed "that additional growth and service related needs could add as much as $10 million annually to the incremental non-discretionary needs. Therefore, much prioritizing and deferring of funding had to occur.
-Budget 2003 contained map of major capital projects, map of current budget initiatives, map of capital projects, works and transportation, Brampton Arts Council Budget, Brampton safe City budget.

-Finance Department Number of Committees of Council-lists standing committees only Number of Standing Committees- 7 Committee names and composition Standing Committees: -Administration and Finance -Community Services -Economic Development -Planning, design & Development -Works & Transportation -Bylaw -Buildings & property -By appointment- Unsure -Duration of committee obligation- Number of other Committees- N/A	**Multi-year budgeting process** - No **Target-setting for financial performance and assessment against targets** -Yes -Targets for financial performance are set in the drivers segment of budget, and assessment against these targets occurs within the deliverables. For example: Driver: unprecedented growth, transportation and transit pressures Deliverables: 94 additional lanes/kilometers if new growth. 17 new transit buses Land Acquisition New fire vehicles 21 new firefighters **Is there a history of targets being met** - Yes -Evidenced within the deliverables for each Driver as explained above. **Evidence of clearly defined business targets for operations and programs** - Yes -Within pillar four of the strategic plan, the City of Brampton clearly identifies the following business targets; -industrial sectors including businesses in Life Sciences (pharmaceutical, bio-medical) -advanced Manufacturing and Design (Automotive, aerospace, consumer products) -food and beverage (processing and equipment) -retail trade (administration and logistics) -information technology -financial services

		Examples of innovative government - Yes -Sale of Brampton Hydro, and usage of the funds for city projects. **Evidence of customer service approach** - Yes -pillars designed to accommodate predicted growth of the community and its accompanying needs. -incorporated public participation into the developing stages of the strategic plan (residents, businesses) also welcomed the Board of Trade input and incorporated some of their ideas into the plan.

City of Calgary	Pop 878,866
	
	Self Identified System- The City of Calgary was formerly a Board of Commissioners until 1999/2000; the city then restructured as a result of an organizational review and adopted an executive team & CEO. The City of Calgary's form of government is identified as a council-policy committee system. – council establishes its policies for governing the city based on information provided by four standing policy committees. These committees are composed of alderman. The CEO and his team also play a role in the development of policy.
	
	Clear definition of respective responsibilities of :
	    Council Y
	    CAO Y
	    Mayor N
	    Exec Committee Y
	
	Roles of each position:
	The city manager, also known as a CEO, is in charge of an executive team that oversees administrative duties. This
		Existence of a Strategic Plan - Yes
		-Has a strategic plan document entitled "The Calgary Plan" which operationalizes the components of the Calgary 2020 vision document.
		-Evidenced through their Strategic Services Portfolio whereas the executive officer who overseas this portfolio and rest of the executive service the following mandate; "To provide corporate management and planning functions that help guide change in the City of Calgary" .
		
		Existence of a strategic financial plan - Yes
		-This planning is provided for within the framework of the Calgary plan.
		-The City also has a statement of priorities in their "Looking Ahead, Moving Forward" document, which identifies long-term, three year priorities which deal with the main areas impacted by the astronomical growth of the City. These areas require planned financial commitments and focus in order to be achieved.

	team consists of five executive officers who report to the CEO, who is then responsible in facilitating council's priorities. Responsibility of this team involves the leading and operation of 27 business units. Administration also is responsible to propose a budget based on interpretation of council's direction and interests expressed. The city of Calgary views this as the most important role of the city manager – deciding on funding choices which best describe community needs. Council's role is outlined within Alberta's Municipal Government Act and Commissioners' Bylaw no. 9017. Council's principle role is municipal organization; councillors are responsible in developing and evaluating the policies and programs of the municipality and making sure that the powers, duties and functions of the municipality are appropriately carried out. "The Executive" Functions are outlined as follows; -leads and directs all City departments -executes policies and decisions of council -informs and advises on policy matters, as requested by council -conducts long range and corporate planning for the organization -controls finances of the City's Operating and capital budgets -conducts relations with other levels of government **Structure Summary:** The City of Calgary functions under the **council-manager structure.** The administrative officially together with council decide on the policies and programs for the community. Under this structure the funding choices the	**Evidence of linkage of major initiatives to strategic plan** - Yes -detailed within the Calgary Plan the three major themes to be addressed are; Healthy Environments, growth strategy-linking land use and mobility, and healthy communities. -as stated, the transportation plan is a link to the strategic plan. **Evidence of linkage to budget development process and strategic goals** Yes -the Calgary plan states that the City's capital investments and operating programs will be supported through the strategies and policies outlined within the document. -discussion of budget strategic planning occurred for development of subsequent budget years based on the figures from 2003. **Evidence of a fiscal road map** - Yes -The City has a 2002-2006 Capital Budget which incorporates forecasted major initiatives such as, transportation improvements, which addresses this number one concern of residents. These improvements are supported through their Capital financing policy which allowing financing of up to 70 million per year for the next five years without any additional taxes to achieve the improvements. -Each business unit is encouraged to develop spending plans to meet identified needs. **Multi-year budgeting process** -Yes

key priority of the administrator of the city, which is evident with the city of Calgary. The CEO in this case is responsible for the preparation and proposals found in the budget which are subject to the council. The CEO is also directly responsible to council. Once again, the mayor in this system has an overall leadership role; he/she represents the community and serves as the general leader of the city.
 	
City Information
 	
Number of Councillors- 14 aldermen
 	
Number of Wards   - 14
Number of Departments – 9
Number of Committees of Council- Numerous
Number of Standing Committees- 4 – known as standing policy committees which are comprised of aldermen.
 	
Committee names and composition
Committees of Council-Standing Committees, Special Committees of Council, Boards & Commissions, autonomous bodies, and civic partnerships
By appointment- 3 year term for council and mayor
Duration of committee obligation- assume length of term
 	
Number of other Committees-Special Committees (Five) which are; Audit
   Gas, Power and Telecommunications
   Land
	Target-setting for financial performance and assessment against targets - Yes
	-This is evidenced by the Capital Budget forecast and the support by the Corporate services department whose mandate includes ensure that record-keeping, budgets, banking are carried out.
	
	Is there a history of targets being met - Yes
	-Work accomplished which ties into the four priority areas include; building of interchanges, increased transit services, launching of envirosystems, completion of more affordable housing.
	
	Evidence of clearly defined business targets for operations and programs - Yes
	-The Calgary plan identifies; concentrate employment downtown and in several centres that provide a mix of complementary land uses.
	-Lists nine Business Revitalization Zone Committees/Boards that manage business revitalization within specified zone areas of the commercial core.
	
	Examples of innovative government - Yes
	-Citizen satisfaction survey-annually ask citizens to rate their services and the results continue to demonstrate that city employees deliver excellent service.
	-Planned development of the Transportation and Utility Corridor to facilitate the quick and efficient movement of goods and resources within and through the region.

	Corporate Effectiveness Intergovernmental Affairs Standing Committee-Policy Committee on Community and Protective Services; Policy Committee Transportation, Transit and Parking; Policy Committee on Finance & Budget; Policy Committee on Operations and Environment	**Evidence of customer service approach - Yes** -This is evidenced by the community vitality and protection portfolio whose mandate is to foster healthy individuals and communities through the creation of aesthetic, safe environments and the development of social, recreational, park and protective services. -Implements a customer service model through the Strategic Services Portfolio which will effectively meet the needs of citizens, business, stakeholders, council and City employees.

City of Edmonton	**Pop 666,104/994,000+ in the region**
	
	Self Identified System- CAO- Called "City Manager" who heads the senior management team comprised of six general managers of the following departments;
	    Asset Management
	    Emergency Response
	    Community Services
	    Planning and Development
	    Corporate Services
	    Transportation and Streets
	
	Clear definition of respective responsibilities of :
	    Council Y
	    CAO Y
	    Mayor N
	
	    Exec Committee N/A
	
	Roles of each position:
	The city manager is responsible for the Intergovernmental
		Existence of a Strategic Plan - Yes
		-Called a Corporate Business Plan.
		
		Existence of a strategic financial plan - Yes
		-Yes, as part of the overall corporate plan
		-Also have a debt management policy which is overseen by the finance section of the Corporate Services Department. This policy states that "By the end of the year 2005, Edmonton will be free of tax-supported debt" The mechanism utilized to achieve this status is a pay-as you go process whereby the capital expenditures and tax-supported debt repayment is done through municipal taxes and not borrowed monies. The result has been a per person tax supported debt reduction from $564 to $214 by the end of 1995.
		
		Evidence of linkage of major initiatives to the strategic plan- Yes
		-Strategic goal of prudent stewardship of environment, infrastructure and technology is met through green house gas emissions and energy plan and strategic fro protection of natural areas.

Affairs, office of the City Clerk, and office of the City Manager. The core mandate of the city administrator is to ensure responsible decision making, provide sound policy advice, communicate corporate direction and decisions and provide strategic management and leadership. The City Manager's role is also subject to the Municipal Government Act of the Province. The city manager is strictly accountable to council, (not the mayor), for the exercise of all powers, duties and functions delegated to the city manager.

The mayor serves as the chief elected representative of the city, whether elected or appointed as describe in the Municipal Government Act (Alberta). City council is responsible for developing policy. City council performs most of its official functions in meetings of council and in meetings of the three standing committees of council. Council may approve, amend or defeat any recommendations from a committee and from the city manager and can approve different recommendations all together.

Structure Summary: The City of Edmonton operates under the **council-manager structure** of municipal government. This system requires the appointment of a chief administrator who is the coordinator and director of all the departments and affairs of the municipality. Under the council-manager structure, the manager of the city is responsible usually only responsible to council – not the mayor. The manager also plays a role in the development of policy and goals of the city. The mayor is the chief political and policy leader of the city and usually serves as the facilitator between the different departments and the community. The mayor serves the city in a ceremonial

Evidence of linkage to budget development process and strategic goals Yes
-This is apparent through the strategic framework of the City of Edmonton business management cycle. This cycle allows for "a continuous cycle of plan, do, measure, improve." (Corporate plan-strategic framework)

Evidence of a fiscal road map - Yes
-As part of the Corporate plan, there is a component entitled "fiscal framework and financial planning strategies."

Multi-year budgeting process No

Target-setting for financial performance and assessment against targets - Yes
-Performance measures are incorporated into fiscal strategies.

Is there a history of targets being met -Yes
-This is documented throughout the Corporate Plan and the corporate performance measures that details the current performance and % of attainment of the target (benchmark).

Evidence of clearly defined business targets for operations and programs - No

Examples of innovative government - Yes
-Implementation of an Environmental Strategic Plan and also has an Office of the Environment to monitor and report on issues/impacts of Kyoto protocol.
-Implementation of the Infrastructure Strategy where "a standardized ranking system established to rate physical

	manner and can be elected by voters or by council in this system of local government.
	
	City Information:
	
	Number of Councillors- 12 plus one Mayor elected for a three year term.
	
	Number of Wards - 6 with two councilors representing each ward
	Number of Departments – 10
	    -Office of the City manager
	    -Office of the City Auditor
	    -Asset Management and Public Works
	    -Community Services
	    -Corporate Services
	    -Edmonton Police Service
	    -Edmonton Public Library
	    -Emergency Response
	    -Planning and Development Department
	    -Transportation and Streets
	
	Number of Committees of Council-unknown
	Number of Standing Committees- 3
	
	Committee names and composition
	Committees of Council- other than the three standing committees the council also sits on the Quasi Judicial Standing Committee, the Audit Committee, and the Council-EDE , Relationship Review Committee
	
	By appointment- unsure
		condition, demand/capacity and functionality of all City infrastructures." (Corporate Plan)
		-has strategies and implementation strategies developed as much as possible and where needed to achieve corporate goal.
		
		Evidence of customer service approach - Yes
		-City has incorporated customer input into their strategic framework, where public involvement and communication is a priority. The City uses many different public participation activities such as a Citizen Satisfaction Survey, community wide focus groups, and community dialogue sessions. (Corporate Strategic Framework)

	Duration of committee obligation-assumed length of term Unique feature; Councillors rotate between all standing committees, including the executive, (except the Mayor who remains a fixed member of the executive) Standing Committees- Community Services Committee (4 Councillors) Executive Committee (4 Councillors + Mayor) Transportation and Public Works Committee (4 councillors)	

City of Halifax	**Pop 359,111**
	
	Self Identified System: CAO structure
	
	Clear definition of respective responsibilities of:
	
	    Council Yes
	    CAO- Yes
	    Mayor Yes
	    Exec Committee N/A
	
	Roles of each position:
	The Chief administrative officer – CAO – is the head of the administrative branch of the Halifax Regional Municipality and its full time employees. The CAO is accountable to the mayor and members of members of regional council and is responsible for providing leadership in the development of and implementation and administration of all policies and
		Existence of a Strategic Plan - Yes
		-Had a strategic planning session which resulted in the creation of a new vision for Halifax regional Municipality entitled HRM 20/20.
		-also developed a regional strategy for management of growth and development for the next 25 years called Healthy Growth for HRM.
		-These both resulted in development of four strategic principles.
		
		Existence of a strategic financial plan - Yes
		-Use of business units to develop a business planning process and subsequent plan.
		
		Evidence of linkage of major initiatives to strategic plan- Yes
		-i.e. regional planning project.

| | programs established and approved by Regional Council. The CAO is the direct supervisor of all municipal department heads and is responsible for their performance management. | **Evidence of linkage to budget development process and strategic goals** Yes |

programs established and approved by Regional Council. The CAO is the direct supervisor of all municipal department heads and is responsible for their performance management.

The mayor in this city must monitor the administration and government of the Regional Municipality and the conduct of the employees of the corporation. The mayor is responsible for communicating and recommending information to council related to finance, administration and governance. (Section 14 of the Halifax Regional Municipality Act states such roles of the mayor).

Council is responsible for the creation and evaluation of strategic directions, policies, and priorities. The council appoints the chief administrative officer (it is important to note that if council decides not to appoint a CAO, then council is responsible for the duties of the CAO, as indicated in the Municipal Government Act. This means that this system would change to a mayor-council structure with a weak mayor form, as council possesses the majority of power and decision making).

Structure Summary:
The Region of Halifax functions under the **council-chief administrative officer structure.** Under this system, the chief administrative officer (CAO) is accountable to both the mayor and the council; in fact the CAO in this system serves as the deputy to the mayor. The administrative officer is responsible for providing leadership in the administration and implementation of policies approved by council and mayor. The mayor does not only provide leadership by representing the general public but also provides leadership through more involvement in the policy making process of the city. The mayor is elected by

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Evidence of linkage to budget development process and strategic goals Yes
-Business planning units examined the priorities of council and executive management team, and incorporated these into the needs and issues, which arose from their mission statement and the delivery of their services.

Evidence of a fiscal road map - Yes
-Business planning units produced the Services Initiatives for 2003-2004, which details initiatives within this year's business plan, and identifies improvements to plans.
-The regional planning project group completes phase 1 of regional plan growth plan, and phase 2 (2003-2005) will be the development of the action plans and policies to guide that development and its subsequent implementation.

Multi-year budgeting process - No

Target-setting for financial performance and assessment against targets - Yes
-There is evidence of target setting within the proposed budges. No explicitly stated assessment strategy against targets other than not attaining them.
-there is mention of HR receiving its first ever bond rating, a very solid A/Stable rating from Standards and Poors.

Is there a history of targets being met - Yes
-Identifies factors such as strong performance of local economy, steady growth, and low to intermediate property tax burdens. All of these link to the Strategic priorities of growth management, and vibrant City and Healthy Community.

citizens in this system and serves as the chief executive. Council enacts legislation and set policy for the city government. **City Information:** Number of Councillors- 24 Number of Wards - 23 called Districts Number of Departments – 10 -CAO Office -Corporate Communications -Governance and Strategic Initiatives -Fire and Emergency Services -Halifax Regional Police -Financial Services -Human Resources -Legal Services -Public Works & Transportation -Environmental Management Services -Planning and Department Services -Recreation, Culture and & Heritage -Real Property and Asset Management -Shared Services Number of Committees of Council- Six Number of Standing Committees- none, however allotted for within by-law Committee names and composition Committees of Council- six community councils plus Committee of the Whole (COW)	-Increase of Cruise business of 50% -Increase in Transit Ridership of 2% **Evidence of clearly defined business targets for operations and programs** Yes -Has a Capital District Task Force whose purpose is to design and develop projects, which strengthen the City's position as the Business and Tourism Capital of Atlantic Canada. -Another strategy related strategy includes the Visitor Services Strategy, which focused on enhancing the quality and level of services offered to visitors. -Increase in Cruise Business of 50% in the last three years -Business Plan and Strategic expansion of HRM Business and Industrial Parks. **Examples of innovative government** - Yes -Use of various innovative HR strategies such as: - knowledge Management model to capture the knowledge, experience and outcomes of previous and present business unit employees. -Competency model integrated with recruitment, performance measurement, and career development, -development of a diversity logo to increase awareness of cultural diversity. -mentoring program to transfer information from those retiring, and managing the information.

| | | -function of the community council is to provide opportunity for citizens to participate. They entertain public hearings on a variety of issues, presentations and a public participation period.
-COW contravenes at the request of the chairperson of the community councils, who may wish to have the COW discuss a report

By appointment- COW is all councillors, and community councils have representation of councillors from their respective districts

Duration of committee obligation- term in office

Number of other Committees- 11 Boards, Commissions and various Community Council Advisory Committees | **Evidence of customer service approach - Yes**
-With the usage of community councils this is a hands on approach to sustaining direct contact and involvement with the constituents who elected their officials.
-Also developed Customer service call center which function to complement current system, and allow for logging, tracking, and proper routing of citizen requests.
-Extensive client surveys to be conducted to achieve full understanding of client and corporate need.
-Use of a prepaid customer service card provide to every customer, as a way of improving customer service performance at emergency situations. |

City of Hamilton	Pop 490,268
	
	Self Identified System-Council-Mayor system was recently changed to a system where a CAO has been adopted due to amalgamation.
	
	Clear definition of respective responsibilities of :
	    Council Yes
	    CAO Yes
	    Mayor Yes.
	    Exec Committee N/A
	
	Roles of each position: The mayor's role with the city of Hamilton included chief administrative responsibilities before amalgamation took place. Since then, a chief administrative officer has been adopted and is responsible for the overall administration of the City of Hamilton departments, developing corporate policy and providing advice to council about city organization and operating procedures. The City Manager directs and manages the daily administration of the city of Hamilton and in this capacity ensures the delivery of high quality services. The mayor no longer oversees department heads and administrative duties; the mayor is responsible for providing leadership to council and advice on policy decisions. Council produces by-laws and policies and serves the interests of the public.
	
	Structure Summary: The City of Hamilton now operates under the **council-chief administrative officer structure.** With this structure a chief administrator exists who serves as the head of the administrative branch and ensures
		Existence of a Strategic Plan - Yes
		-Has a document identified as their strategic plan entitled Mission, Vision, Values and Goals of the City of Hamilton.
		-Also has Vision 2020 document.
		
		Existence of a Strategic Financial Plan - Yes
		-The Financial and Corporate Services
		-Currently is using the Mayors Community Trust Panel to map out a strategy that can advise council as to how to allocate funds from the Hamilton Future Fund. This fund was created from assets of Hamilton Hydro.
		
		Evidence of linkage of major initiatives to strategic plan- Yes
		-Has several plans which link to overall strategic plan such as Brownfield ERASE plan, the downtown plan, the economic development plan. These initiatives link to the following strategic plan elements; city of growth and opportunity; and a healthy safe and green city.
		
		Evidence of linkage to budget development process and strategic goals Yes
		-Annual business planning & budget process linkage.
		-Allocation of capital budget to development related to the six clusters identified for investment and development which are:
		    -Advanced Manufacturing
		    -Aerotropolis (Airport)
		    -Agriculture
		    -Biotechnology
		    -Film
		    -Information & Communications Technology
		These link to the strategic goal of A City of Growth and Opportunity
		-Also linked are the investment in Brownfield development to the

departments of the city comply with the decisions of council. The chief administrative officer also provides policy advice and strategic advice to council and prepares the budget. Council is the legislative branch of the city where it produces policies and programs for the city and oversees the various committees of the city. The mayor serves as the leader of council and to some extent the city as a whole. The mayor usually presides over city council under this structure and provides advice to council on city decisions.

City Information:

Number of Councillors- 15 plus mayor
Number of Wards   - 15
Number of Departments –10 main departments which oversee several sub-departments
Number of Committees of Council- 3 types (COW, Hearings Sub-committees, and various Boards and Committees)
Number of Standing Committees- Two:
-COW-Committee of the Whole
-HSC-Hearings Sub-Committee- all members of council and listens to matters where public input occurs.

Committee names and composition
Committees of Council-   Two
By appointment- Yes - Automatically
Duration of committee obligation- length of Term

Number of other Committees- Boards and Commissions
-Citizen appointments i.e.- Hamilton Public library Board;

strategic goal of A Healthy, Safe & Green City

Evidence of a fiscal road map   - Yes
-Yes as evidenced above
-Community Trust Panel has allocated $137 million towards specific projects referred to as short term deliverables within the Economic development Strategy such as: $5 million for the construction of a biotechnology incubator and another $5 million for infrastructure upgrades.

Multi-year budgeting process   - No

Target-setting for financial performance and assessment against targets   Yes
-Initial targets related to finances are identified within the Strategic plan in section one entitled "A City of Growth & opportunity".
-Target setting and assessments discussed and highlighted within the Economic Review .
-Also states within the Strategic Plan that council will work to develop a list of key performance indicators to track the progress of the City against the objective benchmark.
(see sustainability indicators 2000-2001)

Is there a history of targets being met   - Yes
-ERASE (The Environmental Remediation and Site Enhancement)Plan showed progress with the successful redevelopment and refurbishing of Brownfields. Subsequently the City received the 2002 Award of Recognition from the Economic Development Association of Canada and RBC Financial Group for their Brownfield Program.
-Discussed within the Sustainability indicators report card 2001.

	Hamilton Region conservation Authority; Symphony Hamilton Board of Directors	**Evidence of clearly defined business targets for operations and programs Yes** -Evidenced by the Open for Opportunity Task Force whose function is to investigate and review administrative climate to ensure that it is inductive to economic development and community capacity building. -Also has a Business Tax reduction Plan that provides tax savings to local businesses. -Created a Tourism Business Plan (2003-2007). **Examples of innovative government - Yes** --Hamilton Biotech Strategy- Focused on growing this sector in the City. It's aligning its work with the Provincial Biotechnology Cluster Innovation Program by look at exploring the infrastructure needed to develop this, one of the world's fastest growing industries.-commercialization of medical research. --Airport Expansion- poised to making HIA on of the major airports in Canada. Innovative because this strategically makes sense to capitalize on the proximity to the GTA. Expansion will allow capacity of airport to accommodate up to 5 million passengers annually. Simultaneous airport accesses and expressway projects also occurring. --Creation of the Hamilton Film Liaison Office (HFLO)-Developed in 1999 to increase film activities by marketing and offering superior services, named "Toronto's Back Lot". Also have a Digital Location Library which is a joint initiative with the Government of Canada (funding from Department of Heritage). Features ability of industry to view Hamilton's diverse locations and attract business to the City.

		--Currently Bidding for the 2010 Commonwealth Games. **Evidence of customer service approach - Yes** -Evidenced in the 1992 approach to Vision 2020 which listened to the voice of its citizens to determine the direction for the City. Also continued through 2003 with the use of community workshops that hear the ideas and thought of its citizens that are used to form the foundation for future policy initiatives.

City of Kitchener	**Pop 190,399**
	
	Self Identified System- Ward voted by constituents/CAO structure
	
	Clear definition of respective responsibilities of :
	    Council Y
	    CAO Y
	    Mayor Y
	    Exec Committee
	
	Roles of each position: Council is responsible for policy and decision making, monitoring the operation and performance of the city, analyzing and approving budgets and determining spending priorities. The CAO is the senior administrator of the city and is responsible to city council for the operations of the city. All city departments report to council and the mayor through the chief administrator. The mayor presides over council meetings and serves as the leader of council. Council is the legislative body which focuses on the development of policies most suitable for the public.
		Existence of a Strategic Plan - Yes
		-Corporate Research and Strategic Planning section responsible for coordinating the implementation of the City's Corporate Strategic Plan and assisting with formulating strategic direction and operational planning. It leads corporate initiatives including customer service, employee involvement, organizational change and performance measurement.
		-Had an overall Strategic Planning Process called Compass Kitchener, where the residents answered the question "What is your vision for Kitchener Now? Form the 1000 respondents, they determined Kitchener's Community Vision, Core Community Values and Directions.
		-Also has Strategic plan for the Environment, Market Lane Strategic Action Plan, Downtown Strategic Plan and Strategy for Economic Growth.
		
		Existence of a strategic financial plan - Yes
		-Financial Services department is "charged with the long term financial stability of the City through effective management of the City's fiscal resources"
		-Has a strategy for economic growth.

Structure Summary:
The City of Kitchener functions under a **council – chief administrative officer** structure. This structure consists of an appointed administrative official – known as the CAO or city manager – who is responsible for the daily operations of the administration of the city. The CAO also makes recommendations to council on policy and budgetary issues and is responsible to both the council and mayor. The mayor has a general leadership role in this structure where he/she provides direction to council, presides over council meetings and represents the community. The council serves as the legislative body that is responsible for the development of policies and programs for the city. All three actors have a role in the policy making process at city hall.

City Information:

Number of Councillors - Six
(5 male & one female)

Number of Wards - Six

Number of Departments – Seven + CAO office
      -Chief Administrative Officer
      -Community Services
      -Corporate Communications
      -Development & Technical Services
      -Downtown Development
      -Financial Services
      -Strategic Services-Corporate Research and

Evidence of linkage of major initiatives to strategic plan - Yes
-Operationalization of plan is the task of the Strategic Services Corporate Research and Planning Division.
-Strategic Plan for the Environment, Downtown Strategic Plan all link to Compass Kitchener Strategies (Downtown Revitalization and Environment Strategies)

Evidence of linkage to budget development process and strategic goals   Yes
-Evidenced through the economic development advisory committee who advises on economic development matters including development strategic planning
-Identified within the Capital investment Philosophy recommendations for change which highlight capital budget projects by categories which are a part of the strategic initiatives addressed in Compass Kitchener. These projects include infrastructure, community and economic development including downtown, etc...

Evidence of a fiscal road map - Yes
-The budget/financial services division is responsible for all areas of budget actualization, planning, analysis, and audits.
-Capital Investment Philosophy projects into the year 2013.
-This same policy also outlines recommendations for change that have specific fiscal target projections.

Multi-year budgeting process - No

Planning - Economic Development - Human Resources - Information Technology Number of Committees of Council- Seven Number of Standing Committees- Three Committee names and composition Committees of Council- -Art & Culture (1-2 members of council + 10-11 community at large members) MTGs monthly -Downtown Advisory Committee -Economic Development Advisory Committee -Environmental Committee -Heritage Kitchener Committee -K-W AAC -Safety & Health Advisory Committee By appointment- Yes Duration of committee obligation- one year term Number of other Committees-three Unique feature; Citizens of the community apply to join committee annually	**Target-setting for financial performance and assessment against targets Yes** -Has a Capital Investment Philosophy which will ensure that any increase in debt charges do not exceed assessment growth. -This policy also promises that the overall contribution from the tax base through taxes and debt charges will not increase more than assessment growth plus inflation from one year to the next. The City has stayed within these guidelines. -The same policy also states that it formulates a strategy that will be regularly revisited to ensure that the City's long-term and short-term needs are met. **Is there a history of targets being met - Yes** -As evidenced above -Also uses provincial performance measurement as a way to meet its targets comparatively speaking from year to year. -The Downtown monitoring report outlines and analyses the annual progress and performance of downtown Kitchener. This report includes indicator information relating to business activity, building permit activity, streetfront retail all indicate positive strides towards the urban revolution strategy of attracting a healthy and prosperous economic development in the downtown. **Evidence of clearly defined business targets for operations and programs Yes** -Kitchener has a Business Enterprise Centre (a public-private partnership) located on the main floor of City Hall. Its purpose is to provide a wide variety of services (i.e. seminars, workshops, one-one consultation, on-line training etc...) with emphasis on the small business.

| | Standing Committees - Meets 12X per year, sometimes monthly sometimes bi-monthly

-Community Services Committee
-Financial & Corporate Services Committee
-Development and Technical Services Committee | -Also has an Economic Development Division of the Department of Business and Planning Services.
-Urban Revolution targets vibrant downtown economic development.

Examples of innovative government - Yes
-The use of Canada's Technology Triangle (CTT) which is a not-for profit private/public economic development organization marketing the region of waterloo and the cities of Cambridge, Kitchener and waterloo to the world.
-Downtown Financial Incentives-a façade/interior loan program that provides financial assistance to the owners of downtown commercial properties. The assistance is 15 percent grant and 85 percent repayable loan over 5 years at a fixed rate.

Evidence of a customer service approach - Yes
-As mention in the Compass Kitchener Initiative. This process will be revisited in 2003 to reevaluate the original vision and directions and determine current community needs.
-also committees of council formed through application process from community members. |
| **City of London** | **Pop 336,539**

Self Identified System- Board of Control comprised of four City Councillors and Mayor. This Board hears delegations directly from the public but City Council does not.

Clear definition of respective responsibilities of :
     Council   Y | **Existence of a Strategic Plan** - Yes
Strategic priorities (2002-2006) stated as follows:
Top Priorities
- A growing assessment base
- A competitive tax rate
- Efficient land use (greater density with more green spaces)
- An integrated infrastructure to support partnerships and entrepreneurialism
- Maintain AAA credit rating |

CAO	Y
Mayor	Y
Exec Committee	N/A

Roles of each position:
The Mayor of London acts as the Chief Executive Officer of the municipality. He/she presides over council meetings and is the chair of the Board of Control. The mayor also provides leadership to the council and the community as it represents the municipality at official functions.
Councillors in the city of London are elected on a ward basis and are responsible for the development and evaluation of policies and programs of the municipality. Council also is responsible for approving matter forwarded by the Board of Control and Standing Committees and has the role of adopting the budget for the corporation.
The city manger is responsible for exercising the general control and management of the affairs of the municipality. He/she has the following duties: administer the business affairs of the Municipal Corporation, authority over the direction go city employees, assist council in the development of by-laws and programs, financial control over the civic department and implement corporate policies and programs.

Structure Summary: The City of London operates under the **council-chief administrative officer structure** with the presence of a Board of Control. The mayor in this system is more involved in the leadership and policies of the city. The city manager/CAO works together with council to develop the policies necessary for the city. The CAO is responsible to the mayor as well as council in this system.

- Council Commitment
- A safe clean healthy community
  - A caring city that works
  - A downtown where people live, work, shop and play
  - A sustainable Environment
- An economic environment that facilitates job creation
  - A fiscally-healthy and well managed city
  - A growing, innovative economy

Existence of a strategic financial plan - Yes
-Corporate Strategic plan introduced with the Corporate Renewal Program and will be a corporate project completed in 2003
London Master Transportation Plan incorporates strategic financial long-term plans related to the costs associated with each project.

-Parks & Recreation Master Plan incorporates strategic financial long-term plans related to the costs associated with each project .

Evidence of linkage of major initiatives to strategic plan - Yes
-The John Labatt Centre was a major initiative which links to the Strategic Priority of a downtown where people live work shop and play.
-The Master Transportation Plan addresses the Priority of A Safe, Clean , Healthy Community-target objective an accessible, integrated transportation system for motorized vehicles, buses, bikes and pedestrians.
-The Parks & Recreation Program addresses the priority of A Safe, Clean, Healthy Community-target objectives of encompassing high quality of life for all and livable

| | City Information: | neighbourhoods, efficient land use (greater density with more green spaces). |
| | | |

City Information:

Duties of the Board of Control are stated as follows:
- Prepares and submits to City Council the Operating and Capital budgets and considers and reports to City Council on the following matters:

City Manager's Department
- Audit & Management Support Services
- Centennial Hall
- Corporate Management
- Financial Planning

Legal Services Department
- Risk Management
- Legal Services
- Realty Services

Corporate Services
- Corporate Support Services
- Council Secretariat and Documentation
- Elections and Elected Officials
- Licensing and Vital statistics
- Corporate Communications
- Human Resources
- Technology Services and Procurement
- Revenue and Tax Collection

Miscellaneous
-Appointments of Members of Council and Citizens to the Board, Committees, Commissions and other bodies

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neighbourhoods, efficient land use (greater density with more green spaces).
-The Official Plan addresses the short-term and long-term physical development of all lands within the City-target objective a sustainable environment.

Evidence of linkage to budget development process and strategic goals - Yes
-Evidenced by recommendations for future capital expenditures and improvements allocated within the three major plans (Transportation, Parks & Recreation, and Official Plan).
-As a part of the 2003 budget process, council undertook a complete review of all City programs and services provided by administration departments, boards & commissions.

Evidence of a fiscal road map - Yes
-This has been set out as a priority of council to establish fiscal benchmarking.
-Master Plan of Parks & Recreation plan implementation over three term periods, which span five years each. Implementation is based on component of fiscal estimation, identification of each facility development, redevelopment or renovation project, and projection of community need.

Multi-year budgeting process   - No

Target-setting for financial performance and assessment against targets   -Yes
-Achieved through the Municipal Performance Measures Program which is offered by the Ontario Municipal Benchmarking Initiative. Details various components related to operating cost of services.
-Maintained Financial stability as demonstrated by Moody's

-Utilities and Communications- rates, franchises, utility services, extension to utility services, extension to other municipalities
- Annexation matters
- London Economic Development Corporation
- Tourism London
- Covent Garden market
- London Hydro
 	
Number of Councillors- 7 plus Mayor and 4 Board of Control members
 	
Number of Wards   - 7
 	
Number of Departments – Five
     Corporate Services Department
     Legal Department
     Planning & Development Department
     Community Services Department
     Environmental Services Department
 	
Number of Committees of Council- U/A
 	
Number of Standing Committees- 3
 	
Committee names and composition
-Community and Protective Services Committee
6 members of council plus mayor ex-officio
-Environment & Transportation Committee (ETC)
6 members of council plus mayor ex-officio
-Planning Committee
6 members of council plus mayor ex-officio
	Investor Service Aaa Rating.
	
	Is there a history of targets being met - Yes
	-Corporate Goal: An economic environment that facilitates job creation
	Ex. Forest City Industrial Park represents first phase of the City of London Industrial Land Development Strategy.
	Ex. Continuing Transportation infrastructure development such as local road construction
	-Corporate Goal: A Safe, Clean, Healthy Community
	Ex. Significant additions to frontline policing
	Ex. Continued emphasis on high quality water maintenance programs
	
	Evidence of clearly defined business targets for operations and programs Yes
	-Have partnered with private sector to build 42 million dollar entertainment complex with four pad sports arena.
	-Airport expansion, a biotechnology commercialization center, and new vial rail station.
	-Partnership with the London Economic Development Center and Tourism London
	-Investments in Capital Initiatives in 2003 such as Oxford Street business Park, and Huron Industrial Park
	
	Examples of innovative government - Yes
	-Annual Race Relation Recognition Award whose purpose is three-fold;
	-Acknowledges business, organizations, private and public institutions or their representatives who initiate and take action to further race relations in London and to eliminate discrimination in the community.
	-Heighten public awareness of positive race relations as well as

	Committees of Council-Standing Committees, Boards and Commissions By appointment- yes Duration of committee obligation- length of term Number of other Committees-as stated Unique feature; -Standing Committees hears delegations directly from the public and makes recommendations to City Council who does not hear direct delegation from public. -CAO is not a member of any of these committees. -Public must apply in written form to be heard as a delegate before the standing committees (with request for letter to be typed) -In order to be heard as a delegate by the Board of Control, you also must do the same procedure, however, it is more difficult to appear before the Board. Once the Board receives your submissions then the Board decides if the will hear your matter or not.	within the business community and our own corporation -Encouraging ongoing citywide activities which promote/advance London as a welcoming city. **Evidence of customer service approach - Yes** -City used community input during planning process for the Parks & Recreation Master Plan. This involved surveys, public meetings, and the inclusion of community group and stakeholder feedback (major employers) through surveys, focus groups and interviews

City of Markham	**Pop 220,000**
	
	Self Identified System- Council/CAO with executive management team (EMT)
	
	Clear definition of respective responsibilities of :
	    Council Yes
	    CAO Yes
	    Mayor Yes
	    Exec Committee Yes
		Existence of a Strategic Plan - Yes
		-Uses the new management framework from the National Quality Institute of Canada initiative called the Quality Services through Quality People (QSQP).
		-QSQP functions to "strengthen the alignment of our activities in achieving the objectives of our organization. It recognizes the key role played by our employees, the "Quality People" in delivering "Quality Services". It is intended to lead the continuous improvement of service delivery to meet the needs and expectations of our stakeholders."

		-Applies a "total quality approach" in its strategic planning

Roles of each position:
The mayor of this city is referred to as the leader of the municipal government, who provides leadership to council and to the corporation as a whole. The governing body of city is the municipal council. It is council's job to make decisions about municipal services, make laws for the city and to make sure the money it collects from its taxpayers as wisely as possible. The chief administrator of this city provides leadership in the administration division of the city. The responsibility of the CAO includes overseeing municipal operations and ensuring that council's priorities and strategic directions are achieved. An executive management team exists under the CAO, which support the management of the organization's operations and is comprised of senior staff from commissions.

Structure Summary: The City of Markham operates under the **council-chief administrative officer structure.** The mayor in this structure provides overall leadership to the city and represents the city at ceremonial; the mayor is referred to as the chief executive officer. The council serves as the legislative body of the city which creates and implements programs and policies. The city manager/chief administrator is responsible to the administrative aspect of the city; the city manager prepares the budget, oversees administrative duties and ensures that the corporation is functioning effectively and efficiently in the strategic direction of council and mayor's preference.

Existence of a strategic financial plan - Yes
-Created an economic development strategy focused on helping business sector create global trade and investment opportunities.

Evidence of linkage of major initiatives to strategic goals –
Yes
-Identified five strategic objectives which link into overall quality services strategy though performance measures for each objective.

Evidence of linkage to budget development process and strategic goals -Yes
As discussed within their performance measurement plans

Evidence of a fiscal road map-Yes
-Extensively involved with a performance measure system which sets all relevant targets including financial rates achievements according to bronze. Silver and gold, which

Multi-year budgeting process- No

Target-setting for financial performance and assessment against targets   Yes
-Corporate Strategy & Quality Department monitors and reviews performance for efficiency and effectiveness.
-rates achievements according to bronze, silver and gold, which reflects standards, and any meeting or exceeding of those standards

	City Information:	Is there a history of targets being met - Yes
		-Formed partnerships with the Markham Board of Trade and the York technology Association to create economic alliance whose objective is to "create a global network of business relationships with communities and business groups in strategic market locations and to create an international awareness of Markham's business assets and locational benefits."
	Number of Councillors- Four regional councilor (who represent the town of Markham at the regional level	-As a result of this alliance, many alliance agreements have evolved: Hong Kong Trade Development Council, Haidian District, China; Town of Cary, North Carolina.
	Eight councillors representing 8 wards	
	Number of Wards - 8	**Evidence of clearly defined business targets for operations and programs** Yes
	Number of Departments – not listed, only services listed	-Formed partnerships with the Markham Board of Trade and the York technology Association to create economic alliance whose objective is to "create a global network of business relationships with communities and business groups in strategic market locations and to create an international awareness of Markham's business assets and locational benefits."
	Number of Committees of Council- 2 in total advisory committees and standing committees	
	Number of Standing Committees- Four	
	-Community Services and Environment Committee	
	-Development Services Committee	
	-Finance & Administrative Committee	
	-Transportation Committee	
	Committee names and composition	
	Committees of Council-	
	Standing Committees (4)	**Examples of innovative government** - Yes
	-Community Services and Environment Committee	-The Alliance program
	-Development Services Committee	-expands the alliance to a higher level called twinning—forming ties based on social, cultural, political interests. Created a criteria for which twinning can occur.
	-Finance & Administrative Committee	-Twinned with City of Nordiingen, Germany
	-Transportation Committee	-Marketing the city as an international player
		-Targeting of high-tech/industrial business
	Advisory Committees (11)	
	By appointment- assumed length of term for standing committees	**Evidence of customer service approach** - Yes
	Duration of committee obligation- 3 years (guessing)	-As mentioned through the QSQP program
	Number of other Committees-not listed	

| City of Mississauga | Pop 612,925

Self Identified System- none specified

Clear definition of respective responsibilities of :
    Council   Yes
    CAO   Yes
    Mayor   Yes
    Exec Committee   N/A

Roles of each position: The city manager is responsible for the overall administration of the city's departments (5 of them), developing corporate policy and providing advice to council about city organization and operating procedures. The city manager also acts as department head. City council is the governing body of the city of Mississauga. It consists of the mayor and councillors. Council has both legislative and executive responsibilities and deals with matters which require policy direction and bylaws. The Mayor of Mississauga serves as the chief executive who guides and directs council and the corporation as a whole. The mayor is involved in policy initiatives together with council and the city manger is responsible to both the mayor and council. The mayor of Mississauga has a strong presence with the city as they are very active both within the community and the corporation. | **Existence of a Strategic Plan**   - Yes
-"A Vision for Mississauga's Future-Strategic Plan for the New Millennium"

Existence of a strategic financial plan - Yes

Evidence of link to major initiatives to strategic plan- Yes
All initiatives are linked to the strategic plan through the operationalization of objectives within each strategy of the plan.

Evidence of linkage to budget development process and strategic goals   - Yes
-Budgetary process incorporates both the strategic goal, and its objective by funding initiatives which actualize the strategic objective and subsequent goal.

Evidence of a fiscal road map   - Yes
-Participants in the Municipal Performance Measures Program (MPMP), therefore, planning in relation to identified services specific to the program occurs with consideration for fiscal efficiency (determines trends in service costs) .
-Also has a ten year financial forecast

Multi-year budgeting process   - No |

| Structure Summary: The City of Mississauga operates under the council-chief administrative officer structure. The city administrator serves as the department head, which oversees the city's departments and ensures that policies are implemented through departments. The mayor in this system provides leadership to both council and to the corporation as a whole and represents the municipality at community functions. The council represents the interests of the public as it creates and adopts policies and programs best suited for the community.

City Information:

Number of Councillors- 9 plus mayor

Number of Wards   - 9
Number of Departments – 5
-Community Services
-Planning & Building
-City Manager's Office
-Corporate Services
-Transportation & works

Number of Committees of Council- nine
Number of Standing Committees- Two

Committee names and composition
Standing Committees- the General Committee
 - the Planning Committee
Committees of Council: Three sub-committees
-Heritage Advisory Committee
- Public Vehicle Advisory Committee | **Target-setting for financial performance and assessment against targets** - Yes
-These targets are identified as objectives of each strategy, and the 2003 budget details each strategy and the results of the objectives of each strategy.

Is there a history of targets being met   Yes
-Mississauga highlights many successes such as transit ridership increases, numerous awards of excellence in a variety of areas, and lists many other target successes within their 2002 successes document.
-Also participants in the Municipal Performance Measures Program.

Evidence of clearly defined business targets for operations and programs- Yes
-The City has an economic development office whose sole focus is on all aspects of the needs of business. Eight of Canada's 100 fastest growing corporations are in Mississauga.
-Economic Development Council of Ontario gave the city the Award of Excellence for the 2002 business directory
-Achieved several major announcements regarding business developments or expansions.
-Also produced the City Centre Development Opportunity Map targeted at downtown economic development
Examples of innovative government - Yes
-Website markets the City, especially towards investors, as well to those who may want to learn more, or visit this City.
-CAFÉ Awards
-Named one of Canada's Top 100 Employers
-Received the Distinguished Budget Presentation Award from the Government Finance officers Association of the United States and Canada |

	-Traffic Safety Committee Additional Committees of Council: -Mississauga Air Quality Committee -Mississauga Cycling Advisory Committee -Planning and Development Committee -Safe driving Committee -Urban Forest Management Committee -Citizen's Task Force on the Future of Mississauga By appointment- the Citizen's task force is appointed by the mayor Duration of committee obligation- Length of term in office	**Evidence of customer service approach** –Yes -Very customer service oriented to business, to community, and to employees. For example the Corporate Awards for Excellence (CAFÉ) recognition program recognizes the outstanding achievements and encourages employees to strive for excellence and productivity. Some of the awards that can be won by employees are; customer service, leadership and empowerment, continuous improvement, team effectiveness, City Manager's Award of Excellence. Heroism, Partnership etc..

City of Nashville	**Pop 569,891**
	
	Self Identified System- Council-mayor
	
	Clear definition of respective responsibilities of :
	    Council Yes
	    CAO Not Applicable
	    Mayor Yes
	    Exec Committee Yes
	
	Roles of each position: the responsibilities of key positions such as the mayor, council and executive committee are stated within the Rules of Procedure for the Metropolitan Council and within the Charter of the Metropolitan County Council. Council is the legislative body of the city, which creates policy and programs for the community. Council is also responsible for the conduct and operations of all departments, boards, commissions, offices and agencies of
		Existence of a Strategic Plan - Yes
		-Each department has a strategic plan based on Managing For Results Program.
		
		Existence of a strategic financial plan - Yes
		-They have deployed a new management system known as Managing for Results, which was aligned with the financial strategic planning sessions called results matter.
		
		Evidence of linkage of major initiatives to strategic plan- Yes
		-As a consequence of the managing for results program this linkage of major initiatives to the strategic plan is the inherent process of the program.
		
		Evidence of linkage to budget development process and strategic goals - Yes
		Each department strategic plans are completed by the Finance Department, who guides fiscal plans towards overall objectives

| | | the metropolitan government. | of the results matter program which links to the strategic plan |

the metropolitan government.

The Mayor of Nashville possesses veto power and serves as the leader of council and of the corporation. The executive and administrative power of the metropolitan government is vested in and exercised by a metropolitan county mayor – for example, the creation of departments, boards, and commission is vested in the mayor. The mayor supervises and controls all departments. The mayor also has fiscal and financial powers and examines the books, records, and official papers of any department, board, commission, officer or agency of the metropolitan government.

Structure Summary: The City of Nashville TN, functions under the **mayor-council structure**, in particular the **strong-mayor form** of this structure. Under this form of local government, a city manager may or may not exist. If an administrator exists, their powers are limited, as the mayor oversees the majority of administrative functions. The mayor has authority over both executive and administrative duties, where he/she has veto power and serves as the financial officer where budgetary issues are usually under their jurisdiction – the mayor usually prepares the budget. Council in the strong mayor form serves as the legislative body which oversees the development of policy and represents the public.

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of the results matter program which links to the strategic plan Managing for results

Evidence of a fiscal road map   - Yes
-As evidenced above
-Also a part of the Managing for results strategic plan includes a planning for results component that houses performance-informed budgets, and long term direction (2-5 Years)

Multi-year budgeting process   - No

Target-setting for financial performance and assessment against targets   - Yes
-The program Managing For Results Program involves financial strategic planning with performance informed budgets. Another component of the program called Budgeting for Results focuses on integrating results and cost information to improve results.

Is there a history of targets being met   - Yes
-Each strategic value has evidence of achievement for each for ex. Strategic value- Leadership in Diversity
How was this achieved?
-Over the past year out of 34 hiring opportunities, 35% of new hires were minorities and females. Of theses positions 75% were in the position classification of 26,695-42,700 and 46 % of the females were in position classification where the salary range was 36,290-57,081.

Evidence of clearly defined business targets for operations and programs   Yes
-Has a Division of Minority and Small Business Assistance. The DMSBA offers resources, business training series (partnership

	City Information:	with Tennessee Small Business Development Centre and the U.S. Small Business Administration).
	Number of Councillors- 40- 35 by ward, and 5 at large plus a vice mayor -consolidated city-county government Number of Wards - 35 Number of Departments –45 listed which includes courts as well and one hospital Number of Committees of Council- only standing committees listed Number of Standing Committees- 12 called Metropolitan Committees: -Budget & Finance -Codes, Fairs, and Farmers market -Health, Hospitals and Social Services -Parks, Library, Recreation and Auditorium, -Personnel-Public Information-Human Relations-Housing -Planning, Zoning, and Historical -Public Safety-Beer, Wine, Whiskey -Public Works -Rules-Confirmations-Public Elections -Education -Traffic and Parking -Transportation and Aviation	**Examples of innovative government** - Yes -The Managing for Results Program which is "an integrated proven management system" that utilizes a systematic approach to strategic planning and implementation. Core components include: -Planning for Results -Employee Performance Management -Budgeting for Results -Performance Data Collection -Reporting Results -Evaluating Results -Decision-Making For Results -The City also began using the One World software that allows employees to customize their workspace, and will dramatically increase efficiency. **Evidence of customer service approach** - Yes -The Managing for results program which has a focus on results for customers and creating an organizational culture which focuses on results for customers. -Established a Customer Service Call Centre
	By appointment- yes, states that appointment of standing committee chair is done by the vice chair for all but two of the committees which are traffic and parking, and planning committee. Appointment to these two committees is two years. Duration of committee obligation- Standing committee one year	

City of Ottawa	Pop 774,072 **Self Identified System-** City Manager/CAO system **Clear definition of respective responsibilities of :** Council Y CAO Y Mayor Y Exec Committee N *Roles of each position:* The council in this city serves as the legislative body where decisions are made by a majority vote. The responsibilities of council include: develop and evaluate the policies and programs of the municipality; determine which services the municipality provides. Council can also delegate to senior staff and Standing Committees matters within its jurisdiction, power or duty to perform. The mayor of the city presides over council meetings and maintains order and council decorum. The mayor also acts as the chief executive officer of the city where he/she serves as a public spokesperson for the city on major issues, provides leadership/information to member of council on the business of the corporation and represents the municipality at official functions. Additional duties of the mayor include: serves as the chair of the Corporate Services and Economic Development Committee and is an ex-officio member of all committees. The chief administrator – CAO – serves as the head of	**Existence of a Strategic Plan** - Yes/No -Overall plan called Ottawa 2020 which encompasses five growth management plans -the Corporate Strategic Plan to be developed 2004 which will "provide internal administrative and organizational processes necessary to support Ottawa 2020 and its associated plans. **Existence of a strategic financial plan** - Yes -One of the growth management plans called the economic strategy. **Evidence of linkage of major initiatives to strategic plan**- Yes -Transportation Master Plan and Infrastructure Master Plan link to overall strategic growth management plans. **Evidence of linkage to budget development process and strategic goals** - Yes -Ottawa 2020 is used to help guide decision making processes -Heavy emphasis is placed on predicted growth for the region (50% by 2021), therefore much planning to accommodate the upcoming needs, i.e. home construction, transit are reflected by expenditures and proposed expenditures in these areas -Annual report card to measure, monitor and report performance **Evidence of a fiscal road map** -Yes -City has a five year review of major initiatives such as land, infrastructure, groundwater and greenspace master plans which requires planned fiscal allocations.

administration. The CAO is responsible for the daily operations of the administration of the city. He/she also assists council in policy development, prepares the budget and makes decisions on the future management direction of the corporation.
 	
Structure Summary: The City of Ottawa functions under the **council-chief administrative officer structure.** Under this structure, the council oversees policy development. The mayor serves as the chief executive where they are the overall leader of the city. The chief administrative officer is responsible to the mayor and is oversees the administrative duties of the city and provides recommendations to council on both policy and future management of the corporation.
 	
City Information:
 	
Number of Councillors- 21 member council plus mayor
 	
Number of Wards   - 21
Number of Departments – 6
        -Corporate Services
        -Development Services
        -Emergency and Protective Services
        -Human Resources
        -People Services
        -Transportation, Utilities & Public Works
Number of Committees of Council-Two (Standing Committees, Boards and Commissions, note: Advisory Committees comprised of volunteers)
	Multi-year budgeting process No
	
	Target-setting for financial performance and assessment against targets -Yes
	-Evidenced in the performance measurements operating costs data.
	
	Is there a history of targets being met - Yes
	-Annual Performance Report Card which reflect targets met and those not achieved based on indicators.
	
	Evidence of clearly defined business targets for operations and programs Yes
	-Evidenced within the economic strategy which heavily targets business development through areas such as; policies that include "monitoring and improving municipal services to businesses"; export-industry programs; considerations for strengthening both the local and rural economies.
	-Also targets entrepreneurship, agricultural-rural businesses, broad band telecommunications, tourism and commerce
	-Business is viewed as a stakeholder in partnership with the City of Ottawa, in Ottawa's economy
	
	Examples of innovative government Yes
	-Evidenced through the growth management plan focus and the incorporation of a combined focus on both rural and local economies.
	
	Evidence of customer service approach Yes

	Number of Standing Committees- 8 Committee names and composition Standing Committees: -Agriculture and Rural Affairs Committee -Audit Committee -Corporate Services and Economic Development Committee -Emergency Protective Services Committee -Health Recreation and Social Services Committee -Planning and Development Committee -Transportation and Transit Committee Committees of Council-16 advisory committee By appointment- Standing committee by appointment Duration of committee obligation- 3 years Number of other Committees- not applicable Unique feature; Advisory committee made up entirely of volunteers	-Evident in the participation on advisory committees, the emphasis of the "Connecting People to Opportunities" strategy within the economic strategic direction, and strong business focused partnership

City of Pittsburgh	**Pop 370,000**
	
	Self Identified System- Strong Mayor Council System
	-section 113.01 of the Pittsburg Code states that Chief Executive power of the City shall be vested in the Mayor
	-section 302 of the Home Rule Charter states the legislative power of the City shall be vested in a council
	CAO- No
	
	Clear definition of respective responsibilities of :
	    Council Yes
	    CAO Not Applicable
		Existence of a Strategic Plan - No
		-unable to locate one on the site
		
		Existence of a strategic financial plan - No
		-Facing a potential deficit of 50 million stemming from the need to modernize the City's revenue sources that resulted in a lack of revenue growth.
		-States that the City has experienced an increase in expenses that are out of their control such as labour arbitration awards, and increasing health care costs.
		
		Evidence of linkage to budget development process and strategic goals -No

	Mayor Yes Exec Committee Not mentioned *Roles of each position:* The Pittsburgh Charter Home Rule outlines the responsibilities of the mayor and council. City Council is the legislative branch of government. It carries out duties in accordance with the *Home Rule Charter* – such as - and the laws of the state, and is primarily responsible for making laws which govern the City of Pittsburgh. City Council proposes, debates, and votes on legislation governing and/or affecting the city. This body also approves appointments as provided by the Charter, regulates revenues and expenditures, incurs debt, and approves the final operating and capital budgets for the city. Council submits all proposed legislation to the Mayor for approval prior to its effective date. The Mayor may disapprove any item in the operating budget or capital budget, subject to reconsideration by Council. Council has the right to reconsider any legislation disapproved by the Mayor and may pass it in spite of the Mayor's disapproval by a two-thirds vote of all the members The executive, administrative and law enforcement powers of the City is vested in the Mayor. The Mayor controls and is accountable for the executive branch of City government. The mayor provides leadership to the city and is responsible for the appointment of department heads. A city manager does not exist in this city. **Structure Summary:** The City of Pittsburgh operates under the **mayor-council structure**, in particular, the **strong mayor** form. Under this system, the mayor serves as the leader of both the executive and the administration,	-cannot locate strategic goals. **Evidence of a fiscal road map** - No **Multi-year budgeting process** - No -Annual budget **Target-setting for financial performance and assessment against targets** Yes -Has implemented a program adopted from the City of Baltimore called Citistat which identifies performance efficiencies. -also have a document which was developed by the PGH 21 panel who studied the finance's of the City and made recommendations for the future. **Is there a history of targets being met** - Yes -Evident within the various development projects that are occurring related to: downtown, industrial, neighbourhood, and riverfront development **Evidence of clearly defined business targets for operations and programs** Yes -This is evidenced by the Govern's Action team whose function is to assist the business with their financial needs. -firms in the City are all assigned to an economic development officer. -Local economic revitalization tax assistance program for new business to receive abatement from increased city building taxes for up to five years.

where he/she appoints department heads and oversees their duties. Moreover, the mayor possesses veto power in this form of mayor-council structure and is usually in charge of the budget. Council is responsible for the development of policies and programs. Council also in charge of various committees created by council. A chief administrative officer may or may not exist in this structure. If one does exist, their role is minimal and subject to the mayor.

City Information:

Number of Councillors- Nine
Number of Wards   - nine called districts
Number of Departments – 25 and all department heads are appointed by the mayor
Number of Committees of Council- Nine
-Finance & Budget
-Public Works
-Planning, zoning & land Use
-General Services, Technology, and the Arts
-Parks, Recreation & Youth Policy
-Public Safety Services
-Housing, Economic Development & Promotion
-Hearings

Number of Standing Committees- Yes, but the number is not known. Mention of a human relations commission that each member serves a term of four years.

Committee names and composition
Committees of Council-
By appointment- Yes, appointed by the Mayor

Examples of innovative government   - Yes
-In general, this City would require innovative fiscal maneuvering in order to operate and sustain itself with a high commuting population that does not contribute to its tax base. Nonetheless, the population doubles when adding in this commuter contingent to whom the City services without a way of recovering its costs.

Evidence of customer service approach   - Yes
-Use of Community Advisory Boards for each district to which membership is by election.

	Duration of committee obligation- length of term in office is four years Number of other Committees-various boards and commissions Unique feature; authority boards which must contain one member of council on each. No council member can serve on more that one authority board at a time.	

City of Regina	**Pop 187,500**
	
	Self Identified System- CAO
	
	Clear definition of respective responsibilities of :
	    - Council
	    - CAO Yes
	    - Mayor Yes
	    Exec Committee
	
	Roles of each position: A city manager exists in this city which is the chief administrative officer of the city and is appointed by the city council. The city manager advises city council on all matter related to the corporation's programs and services. The city manager is also responsible and accountable for directing and organizing the civic administration. The structure of Regina is also subject to the province's Cities Act. Under this Act, councillors have the following duties: they must represent the public and consider the well-being of the city; they are responsible for the development and evaluation of polices, services and programs of the city and they must ensure that
		Existence of a Strategic Plan - Yes
		-Engaged in a strategic planning session in 2002 and developed a statement of long-range vision for Regina. This is not a document.
		
		Existence of a strategic financial plan - Yes
		-States that the vision and the service directives are important in guiding the budget decision process.
		
		Evidence of linkage of major initiatives to strategic plan –
		Yes
		-One of the visions for the City includes a City that is the hub of a region of diversified economic growth. This was linked to major initiatives such as Casio Regina, downtown revitalization, the opening of various retail outlets, and two hotels being built, and the granting of international status to the Regina Airport Authority.
		
		Evidence of linkage to budget development process and
		strategic goals Yes
		-Vision and service directives outlines by council are important

	administrative practices and procedures are in place to implement the decisions of council. The mayor serves as the chief executive officer and provides overall leadership to the city and to council.	in guiding the budget decision process. The council grouped programs and services into categories; primary or essential core services, secondary or non-core services, and emerging future services. Categorization of program affects budgetary development and also links to the vision and the service directives.

Structure Summary: The City of Regina operates under the **council-chief administrative officer structure.** With this structure, a chief administrative officer exists, which serves as the head of the administrative branch of the corporation. The chief administrator also provides advice and recommendations to council on areas of policy and the administrative direction of the corporation. The council is the legislative body, which ensures that policies and programs are created and implemented and ensures that administrative duties are in line with council's direction.

Evidence of a fiscal road map   - Yes
-The results of the planning sessions which include budget decision process are aimed at a timeframe of ten years.

Multi-year budgeting process   - No

Target-setting for financial performance and assessment against targets   Yes
-There is target setting for financial performance, which encompass steps the City has taken to improve their financial position such as restricting tax increases, developing a financial model to ensure long-term funding for capital and operating requirements of the Water and Sewer utility, and obtaining an AA+ bond credit rating.
-Assessments are detailed within the 2003 Budget Summary Document which overview of performance and gaps in performance.

City Information:

Number of Councillors- 10
Number of Wards - 10
Number of Departments – 8
Number of Committees of Council-Unclear
Number of Standing Committees- not distinguished from other committees

Committee names and composition-
-Main Civic Boards/Committees
-Community Service Committee
-Executive Committee
-Finance And Administration Committee
-Parks and Recreation Board

Is there a history of targets being met   -No
-City experiencing a difficult fiscal situation as a result of reliance on property tax base which has allowed for limited revenue growth.
-States that in addition to this limited tax base, are increasing demands such as aging infrastructure, increasingly complex urban issues that demand support, and socio-economic

		-Regina Municipal Heritage Advisory Board -Regina Planning Commission -Works and Utilities Committee Committees of Council- as stated above By appointment- not known Duration of committee obligation- assumed length of term	disparities. -Budget gaps forecasted for 2004 which affect service levels and the ability to balance those levels **Evidence of clearly defined business targets for operations and programs** No **Examples of innovative government** - Yes -Mayor has an open door policy which means that on the first Friday of each month between 0900 and 1130, on a first come first serve basis, citizens can drop in to talk to him to discuss concerns, share ideas and visions for the City. -Due to the fiscal pressures, innovation must be used to make choices which can balance services and service levels expected by the community. -The City has requested authority from the Province for alternative revenue sources such as; local fuel tax, a local vehicle surcharge, a share of gaming revenue, a hotel tax and a local sales tax. **Evidence of customer service approach** - Yes -As mentioned above. -Also conducts a community survey to gather input from the community which serves to measure the expectations of the community.

City of Richmond	**Pop 165,000**
	
	Self Identified System-CAO/Mayor/Councillor
	
	Clear definition of respective responsibilities of:
	    Council Y
	    CAO Y
	    Mayor Y
	    Exec Committee N/A
	
	Roles of each position:
	The chief administrative officer's role is stated explicitly as overseeing the day-to-day operation of the city delegated by council. The CAO oversees the overall administration of the corporate body of the city, its officer and employees. The CAO also leads the senior executive team and sets the overall strategic direction for short and long term corporate goals. The primary functions of city council are to establish administrative policy, adopt by-laws that are governing matters and to levy taxes for the public. City council is also empowered to manage, acquire and dispose of city assets. The mayor of Richmond, serves as the leader of the city and as the liaison of the public and the city. The mayor is also responsible for providing advice and recommendations to council on council decisions.
	
	Structure Summary: The City of Richmond functions under the **council-chief administrative officer structure.** A chief administrator exists in this structure who serves as
		Existence of a Strategic Plan - Yes
		-In the document called the Corporate Plan
		
		Existence of a strategic financial plan - Yes
		-Part of their Corporate Plan
		-Evidence of linkage to budget development process and strategic goals
		-Financial Sustainability Component and the Strategic land program link fiscal process to strategic goal of civic beautification and design
		
		Evidence of linkage of major initiatives to strategic plan - Yes
		-Strategic goal of Civic beautification and design can be linked to the following initiatives; downtown clean-up program, the opening of a millennium beautification garden, the burying of more than three kilometers of power lines underground, and major beautification improvements along Garden City Way, Jones Road, and No 3. Road, and Gilbert Road.
		
		Evidence of a fiscal road map - Yes
		-Financial sustainability component of the Corporate Plan.
		-fiscal planning discussed within the annual report as one of seven core strategies call ling-term financial management.
		
		Multi-year budgeting process- No

the head of the administrative branch of the city. The CAO prepares the budget, oversees the duties of department heads and provides advice to council on the overall direction of the corporation. Council is responsible for the creation of policies and oversees the various committees. The mayor is the chief executive officer of the city and depending on their personal characteristics has a role in both the legislative branch and administrative branch. The mayor provides the overall general leadership for the city and represents the city at public events. **City Information:** Number of Councillors- 8 (elected for three year terms) Number of Wards - Number of Departments – called divisions of which there are six each run by a general manager, whom make up the senior management team also called "TAG" the Administrative group -Community Safety -Finance & Corporate Services -Engineering & Public Works -Human Resources -Urban Development -Parks, Recreation & Cultural Services Number of Committees of Council- three different sets of committee participation in total - Six Standing Committees - Fourteen Advisory Committees - Seventeen Liaison Representatives to Community	**Target-setting for financial performance and assessment against targets** Yes -There is because of the roles of the various teams formed around each core strategy to ensure proper implementation of plan -Core strategy relating to long-term financial planning -City continues to meet it financial sustainability targets by maintaining a very strong financial performance which is evidenced through their increased in temporary investments, maintaining expenditures within the budget, and ending the 2002 year with a surplus, increase in non-restricted statutory reserves increased as well. **Is there a history of targets being met** - Yes -Discussed with the highlight section that details many target successes such as: Increased construction and development activity. **Evidence of clearly defined business targets for operations and programs** - Yes -New development haws surged 90% since start of 2002 -The corporate plan objective on economic development states an emphasis on attracting and retaining desirable and diversified business and industry. This plan has strategic objectives to benchmark achievement within each objective of the plan. **Examples of innovative government** Yes -Seen through the Corporate Plan -Seen through highlights 2002 -Use of Tall Ships 2002 which brought historic and unique sailing vessels from around the world. An extremely successful venture. -Named one of Canada's top employers

	Associations Number of Standing Committees- 6 -Community Safety Committee -Finance Select Committee -General Purposes Committee -Parks, Recreation & Cultural Services Committee -Planning Committee -Public Works & Transportation Committee By appointment- Yes, which is done by the Mayor Committee names and composition -Advisory Committees made up of citizens appointed by the council to serve one to three year terms. -Liaison Representatives are all council members whom serve various community associations Unique feature; Advisory Committees heavily themed around community activities such as heritage, culture, and arts.	Evidence of customer service approach Yes -Excellence in service is a strategic goal -Evidenced through well-managed highlights section for 2002 which show for example: -Creation of a new community safety division -Recognition by the Urban Institute of having most efficient and cost effective government in the region. -Expanded community recreation and culture program including community needs assess. -E-government opportunities

City of Saint John NB	Pop 69,661
	
	Self Identified System- City Manager form of government
	
	Clear definition of respective responsibilities of : (looking for Act)
	      Council
	      CAO Yes
		Existence of a Strategic Plan - No
		-However a motion was current before council in May of 2002 to conduct a strategic review in which there would be an attempt to create " Sense of Direction" for the community over the next ten year period, and an actual Strategic plan/vision.
		
		Existence of a strategic financial plan - Yes

Mayor
Exec Committee   N/A
 	
Roles of each position: The chief administrator, which is referred to as the city manager reports directly to the Common Council and oversees the work of the various municipal government departments and divisions as they serve the needs of the citizens of Saint John. The Common Council consists of councillors and the mayor of St. John; they are responsible for the development of policy and by-laws for the city. The mayor also serves as the head of council and provides leadership and recommendations to council. Council is also responsible for the various committees found with the city.
 	
Structure Summary: The City of Saint John NB operates under the **council-chief administrative officer structure.** Under this structure a chief administrator – CAO or city manager – is the head of administration; he/she is responsible for the city's departments and ensures that each department implements the policies/programs adopted by council. Moreover, city manager's under this structure are responsible for the preparation of budget based on council's direction. The mayor provides overall leadership to the city and presides over council meetings and provides recommendations to council. Council is responsible for the overall development of city policies and programs and represents the interests of the public.
 	
City Information:
Number of Councillors- 10 elected at large plus Mayor
	-Developed an organizational review strategy to produce sustainable service level reductions.
	-Incorporated long-term initiatives into the budget that will contribute to more efficient service delivery.
	
	Evidence of linkage of major initiatives to strategic plan – not applicable, since plan is under development consideration
	
	Evidence of linkage to budget development process and strategic goals - Yes
	-Evidenced by long-term initiatives such as:
	      -maintaining a stable tax rate
	      -sustainable expenditure reductions
	      -creation of a smaller more efficient administration
	      -full costing of fleet expenditures
	      -reduction of the size of municipal fleet
	
	Evidence of a fiscal road map - Yes
	-Revamped financial management strategy that moves top full costing of fleet and technology, incorporating all wage and benefit costs in the operating budget and increased funding for ongoing maintenance activities to reduce reliance on long-term debt.
	-2003 budget also provides 2004 budget projections.
	
	Multi-year budgeting process - No
	
	Target-setting for financial performance and assessment against targets Yes
	-Specific targets identified for reductions in the expenditure base

	Number of Wards - unknown Number of Departments – 9 -Buildings & Inspection Services -City Manager's Office -City Solicitor's Office -Common Clerk's Office -Community Services -Corporate Services -Municipal Operations & Engineering -Planning and Development Services -Saint John Fire Department Number of Committees of Council-21 various Boards, Commissions & Committees Number of Standing Committees- unsure of which committees listed are standing and which are not Committee names and composition Committees of Council: Aquatic Centre Commission Board of Police Commissioners Environment Committee Fort Latour Development Authority Free Public Library Board Greater Saint John Economic Development Commission Harbour Bridge Authority Harbour Station Commission Lord Beaverbrook Rink Parking Commission Planning Advisory Committee Power Commission Preservation Review Board Recreation & Parks Advisory Board	and results are detailed within the 2003 budget -Reduction to municipal fleet. -Anticipated decline of management, professional, and inside workers by as many as 40 positions. **Is there a history of targets being met** - Yes -Many proposed reductions occurred within the 2003 budget. **Evidence of clearly defined business targets for operations and programs** Yes -Waterfront development as part of economic development strategy. -Funding allotted to Saint John Industrial Parks Limited for funding to create additional serviced lots. **Examples of innovative government** - No -Very fiscally constrained **Evidence of customer service approach** - Yes -By participation various boards

	Rockwood Park Advisory Board Saint John Development Corporation Saint John Non-Profit Housing Trade & Convention Centre Committee Transit Commission Venue Saint John Partnership By appointment- yes, most are appointed by council Duration of committee obligation- three year terms Number of other Committees-not applicable Unique feature; none	
City of Saskatoon	Pop 213,600 **Self Identified System-** CAO- The CAO is the City Manager and the mayor is the CEO of the City **Clear definition of respective responsibilities of :** 　　　Council　　　　　　　　Yes 　　　CAO　　　　　　　　　Yes 　　　Mayor　　　　　　　　Yes 　　Executive Committee　　　　Not found *Roles of each position:* The city manager is the chief administrative officer of the city and is responsible for planning, directing, supervising and coordinating all operations as approved by city council. The city manager also provides assistance and advice to various aspects of municipal operations and submits the capital and operating	**Existence of a Strategic Plan** 　　-Yes -Called the Corporate Business plan **Existence of a strategic financial plan** 　-Yes -Corporate business plans are developed within a 3 year window. Management uses this three-year business plan to put core strategies outlined within the strategic plan into action. **Evidence of linkage of major initiatives to strategic plan** –Yes -The economic development initiatives which include downtown revitalization. **Evidence of linkage to budget development process and strategic goals** - Yes - Entire corporate planning process is ties to these key areas: -Strategic Plan -Three-year plan -Annual budgets

budgets to city council for review. The mayor also performs the duties of council and presides over council at council meetings. The mayor is also a member of all council committees and all bodies established by council pursuant to The Cities Act, which is the Statute of Saskatchewan, 2002. The council has the responsibility of establishing a position of administration (the city manager). Councillors have the following duties based on The Cities Act: they must represent the public and consider the well-being of the city; they are responsible for the development and evaluation of polices, services and programs of the city and they must ensure that administrative practices and procedures are in place to implement the decisions of council. **Structure Summary:** The City of Saskatoon operates under the **council – chief administrative officer structure.** Under this system a chief administrator exists – city manager or CAO – who is responsible for the administrative operations of the city. The CAO provides management and future planning for the city based on council's decisions. The CAO prepares the budget in this structure. The mayor in this system serves as the leader overall leader of the city – he/she provides leadership to council and to the city and its citizens. The mayor may also be involved in the administrative branch depending on their personal characteristics. Council in this system serves as the legislative body, which produces the policies and by-laws of the city.	**Evidence of a fiscal road map** - Yes -Within the three year plan of each department. **Multi-year budgeting process** - No **Target-setting for financial performance and assessment against targets** Yes -Uses performance indicators to set targets and assess whether they have been met. Of the indicators that the City uses, seven are general/economic based. -Also assesses performance based on recommendations made by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. **Is there a history of targets being met** - Yes -For the current financial report year, was able to produce a surplus of 1.842 million which meets target of fiscal responsibility. -Various development targets achieved such as; -Annual report states infrastructure projects competed -Acquisition of Gatherole site obtained -Enterprise zone program established re: downtown revitalization **Evidence of clearly defined business targets for operations and programs** - Yes -Economic development strategy focused on specific develop sites within the city such as Block 146, Gathercole site, Airport Industrial Local Area Plans, reuse of the former Bay Site, downtown revitalization .

City Information:	Examples of innovative government - Yes
Number of Councillors- Mayor plus 10 councillors	-City is piloting the first "bio-diesel buses" which run on Canola Oil.
Number of Wards - 10	-In the midst of consultations for introducing Smart Growth principles in development plans.
Number of Departments – 5	
-Community Services Department	**Evidence of customer service approach** -Yes
-Corporate Services Department	-Part of their core corporate strategies are to have responsive and
-Fire & Protective Services Department	flexible customer service. Have developed a customer service
-Infrastructure Services Department	strategy , which includes a civic delivery survey, implementing a
-Utility Services Department	communication strategy that will inform its customers of civic
	programming delivery, and exploring expanded usage of
Number of Committees of Council-(3)- Standing Committees (4), Advisory Committees (13), and Boards and Commissions (5)	SMART card technology.
Number of Standing Committees- Four	
Committee names and composition Committees of Council- Standing committees	
- Administration and finance Committee	
- Budget Committee	
- Executive Committee	
- Planning and Operations Committee	
By appointment- Yes Duration of committee obligation- three years	
Number of other Committees- not stated	

City of Sudbury	Pop 156,000	**Existence of a Strategic Plan** - Yes
		-Mapping the vision which contains strategies, goals, and priorities is updated annually by council.
	Self Identified System- Council – Committee Structure	
		Existence of a strategic financial plan - Yes
	Clear definition of respective responsibilities of :	-Has a long term financial plan.
	Council Yes	
	CAO Yes	
	Mayor Yes	
	Exec Committee No	**Evidence of linkage of major initiatives to strategic plan –** Yes
	Roles of each position: The mayor of the city of Sudbury acts as chief executive officer of the municipality. The mayor provides leadership to council and represents the municipality at official functions. The mayor presides over council meeting and serves as an ex-officio of all committees. Council serves as the legislative body and decisions are made by a majority vote. Council adopts the budget and determines the services the city provides.	-Strategic goal of 'plan for the future' and strategic priority of 'healthcare' are met with major initiative of Northern medical school.
		Evidence of linkage to budget development process and strategic goals - Yes
		-Long-term financial plan links to mapping the vision, which is reviewed annually.
	Structure Summary: The City of Sudbury operates under the **council-chief administrative officer structure.** Under this system a chief administrator exists who is responsible for the administrative operations of the city and the management of city departments. The chief administrative officer also prepares the budget and provides recommendations to council on policy under this system. The mayor provides leadership to council and to the city and its citizens. Council is the decision making body under this system, where it creates policy and decides what services are suitable for the city.	**Evidence of a fiscal road map** - Yes
		-Long-term financial plan includes fiscal projections up to ten years in advance.
		Multi-year budgeting process - Yes
		-This is one of the financial priorities outline within the financial plan.
		Target-setting for financial performance and assessment against targets Yes
		-Participates in several performance measures programs such as OMBI, MPMP, and NQI.

	City Information:
	
	Number of Councillors- Mayor plus 12 councillors
	
	Number of Wards - 6 (two councilors per ward)
	Number of Departments – 6
	    -Corporate Services
	    -Economic Development and Planning
	    -Emergency Services
	    -Health and Social Services
	    -Public Works
	    -Citizen and Leisure Services
	
	Number of Committees of Council- Standing Committees (3) and Nomination Committee (1)
	
	Number of Standing Committees- three
	
	Committee names and composition
	
	 -Standing Committees
	       - Planning (5 members)
	       - Priorities (COW)
	       - Financial (COW)
	
	Committees of Council- One called the Nominating Committee (COW)
	
	By appointment- Yes
	Duration of committee obligation- 3
		-Specifically outlined within their business plan, the city sets goals, planned actions and measures.
		-Long-term financial plan.
		
		Is there a history of targets being met - Yes
		-Targets have been met through the performance measures programs.
		
		Evidence of clearly defined business targets for operations and programs Yes
		-Developing an economic development strategic plan that targets specific industries that the municipality wants to attract. These industries are IT sector, tourism and retail, and health research industry.
		
		Examples of innovative government - Yes
		-Creation of the new Northern Medical School (which will in turn benefit the community in the long run with the shortages) also has a round table to discuss physician recruitment strategies. Involves mayor and council.
		-Mayor and Councillors children's round table to address the needs of the children within the community.
		
		Evidence of customer service approach - Yes
		-Public input was obtained to provide input into the development of the long-term financial plan. This included area financiers and business community.
		-Adopted a policy that involves delivery of services in French (1/3 of community is French speaking).
		-Citizen service centres which provide access to municipal services at seven city locations.

	Number of other Committees- not applicable Unique feature; Committees of the Whole meaning all councilors sit on that committee	

City of Thunder Bay	**Pop 121,986**
	
	Self Identified System- CAO- Called a City Manager
	
	Clear definition of respective responsibilities of :
	    Council Yes
	    CAO Yes
	    Mayor No
	    Exec Committee N/A
	
	Roles of each position: The City of Thunder Bay states the roles and responsibility of the council and chief administrator in the Thunder Bay Municipal Code, last updated in 2000. Under this Municipal Code, the city administrator – city manager – is described as the head administrator of the corporation. The city manager is appointed by council and carries out all the administrative duties such as the general management of city department, serve as a liaison between council and administration, evaluate and implement city by-laws and policies, which are approved by council and provide recommendations to council on both policies and management of the corporation. Finally the city manager has financial administrative responsibilities such as the preparation of the city's budget and financial control over all corporate operations by exercising direction of council approved programs and budget expenditures.
	Council serves as the decision making body of the city of
		Existence of a Strategic Plan - Yes
		-Encompasses a corporate vision, strategic directions and a community development plan.
		
		Existence of a strategic financial plan - No
		-Not an actual plan, however a theme that is evident to attracting investment to the area.
		-Mention of a Waterfront Development plan including a long-term master plan is being developed for Marina Park aimed at revitalization of the area.
		
		Evidence of linkage to budget development process and strategic goals No
		-In the process of creating a long-range plan related to GIANT Step II which involves this aspect of linking the budget related to tourism to the overall goal of this strategic initiative.
		-Could infer that capital purchases of casino and new hospital links to overall revitalization strategy of the downtown, and facilitating the expansion of biotech sector.
		
		Evidence of a fiscal road map - No
		
		Multi-year budgeting process - not identified
		
		Target-setting for financial performance and assessment against targets Yes/No
		-Targets are identified throughout the components of the strategic plan. Assessments against meeting these targets in not detailed.

	Thunder Bay. Council is responsible for the development of policies and ensures that administrative activities are in line with the city's objectives.
	The mayor is referred to as the head of council and presides over council meetings. The mayor serves as the overall leader of the city and provides recommendations to council and represents the city at ceremonial events.
	
	Structure Summary: The City of Thunder Bay functions under the **council-chief administrative officer structure.** Under this structure, the chief administrator (CAO/city manager) oversees the administrative functions of the city, while council, which is made of councilors and the mayor, oversee programs and policies for the community. Council represents the citizens of the city and ensures that policies are created in the best interest of the citizens. The CAO's duties are separated from council's duties where CAO focuses on the internal environment of the corporation. There are some informal powers of the CAO in this system as well as some political decision making because the mayor is involved with preparation of the budget and provides recommendations to council on policy and the overall direction of the city.
	
	City Information:
	
	Number of Councillors- 12 plus Mayor
	
	Number of Wards - 12
	Number of Departments – 9
	      CAO Office
	      Community Services
		Is there a history of targets being met - Yes
		-Within the "About Thunder Bay" document, it is inferred through the summary of economic developments that these targets evidence the strategic goals related to strengthening of the economy.
		-Within their Report to the Community city highlights achieves related to service provision, new initiatives, and cost saving measures.
		
		Evidence of clearly defined business targets for operations and programs Yes
		-Some of the economic development opportunities are sector targeted initiatives such as: Biotechnology/Health Care Sector, Tourism, and Forestry.
		-Part of the North West Alliance that is targeted at the U.S. Midwest-focus is to expand business base.
		-Downtown revitalization – lead to Casino being built.
		-Giant Step II Program targets tourism by offering outdoor adventure activities and culture and heritage experiences.
		
		Examples of innovative government - Yes
		-All initiatives that can sustain a viable economic base in this region are innovative.
		-The Northwest Midwest Alliance
		-Portside Project (Waterfront Development) built by US and Canadian partnership.
		-Owns a local telephone utility Thunder Bay Telephone, Canada's largest independent phone company.

	Development
	Fire & Rescue
	Finance
	Thunder Bay Police
	Corporate Services
	Transportation and Works
	Telephone & Information Services
	
	Number of Committees of Council- three (standing committees, others committees, and boards & commissions)
	Number of Standing Committees- Four
	
	Committee names and composition
	-Standing Committees: (all are committees of the whole)
	  Operations
	  Community Services
	  Planning
	  Administrative Services
	
	Committees of Council-
	Committee of Adjustment
	Local Architectural Conservation Advisory Committee
	Community Arts and Heritage Advisory Committee
	Ad Hoc Advisory Committee
	
	By appointment- Other committees are established by council; Committees of the whole are by appointment to office
	
	Duration of committee obligation- length of term in office
		Evidence of customer service approach - Yes
		-Identifies that technology is used to offer better customer service and accessibility to services. Had to forge partnerships in order to get the necessary technology in place so that citizens would have better communication access.
		-Council presents awards monthly and annually to citizens and groups called "Superior People" which can be seen on website.
		-Thunder Bay Telephone enhanced broadband network so citizen can have high-speed internet access, telehealth partner, and distance education initiatives partner.

	Number of other Committees- not applicable Unique feature;	

City of Toronto	**Pop 2.5 Million**
	
	Self Identified System: senior management team of six commissioners
	
	Clear definition of respective responsibilities of:
	    Council Y
	    CAO Y
	    Mayor Y
	    Exec Committee N/A
	
	Roles of each position:
	The Chief Administrative Officer (CAO) is the senior official of the city, which provides organizational leadership to staff and is responsible for the delivery of services. The CAO is also responsible for providing effective advice to the mayor and council in developing and implementing policy, plans and programs of council. He/she manages the human, fiscal and physical resources of the city.
	Toronto city council is the main governing and legislative body for the city. City councillors sit on committees and on community council and make decisions on policy and programs for the city. The mayor is responsible for the overall leadership of the city corporation. He/she presides over council and provides recommendations to council related to policy and future directions.
		Existence of a Strategic Plan – Yes
		-Called the Strategic Plan.
		
		Existence of a Strategic Financial Plan - Yes
		-This section of the plan is identified as "fiscal sustainability principles". "Fiscal principles help in determining how the financial levers within the City's control are used in the ongoing management of financial pressures, and provide guidance to the City's service planning and budgeting activities. The fiscal principles also build on those goals and directions in the strategic plan that relate to stewardship of assets, financial planning and sustainable finances."
		
		Evidence of linkage of major initiatives to strategic plan –
		Yes
		-Part of strategic vision for Toronto is a clean, green, sustainable city through integration of environmental stewardship. Major initiatives which target this strategy include; The environmental plan which involve protection and regeneration of the city's tree cover and natural habitats; enhanced biodiversity, and improving the water quality on the waterfront.
		
		Evidence of linkage to budget development process and strategic goals - Yes
		-As stated in the Financial strategic plan through the fiscal sustainability principles.
		-Also important to mention that Toronto's financial condition is one which is characterized as challenging. Therefore, it might suggest that tight fiscal monitoring happens through the budgetary process which emphasizes debt control.

| | Structure Summary: The City of Toronto functions under the **council-chief administrative officer structure.** A city administrator exists in this structure where he/she serves as the head of the administrative and operational aspects of the government and is responsible to council for the proper administration of the affairs of the city. The CAO main political authority is the development of the budget which is subject to council. Council under this structure has the duty of developing and evaluating policies and programs of the municipality and represent the public and its interests. The mayor serves as the chief executive who provides overall leadership to council, community and the corporation.

City Information:

Number of Councillors- 44

Number of Wards   - 44

Number of Departments – 6 that deliver 40 major services. Each department is headed by a commissioner who is a member of the senior management team:
-Works and Emergency Services
-Finance
-Urban Development Services
-Community and Neighbourhood Services
-Corporate Services and Economic Development
-Culture and tourism

Number of Committees of Council-Four plus standing committees | **Evidence of a fiscal road map**   - No
-This is attempted, however not achieved because of the financial vulnerability related to the increasing and uncontrolled demands on service levels, enlarging low-income household population, infrastructure needs, and cost covering as result of provincial downloading.

Multi-year budgeting process   - Yes
-The policy and finance standing committee "monitors the budget performance and recommends in-year changes to vary City's spending from the approved annual budget."

Target-setting for financial performance and assessment against targets   - Yes
-Evidenced with by the Single City savings task force (1999-2000) which met to report on saving related to the amalgamation and identified opportunities and options for achieving savings.
-Evidenced by the creation of the PATH to Excellence strategy design to "restore fiscal accountability and involves Protocol, Accountability, Transparency, and Human Resource Competencies." CAO reports quarterly to Admin committee on progress with "demonstrated results expected in six months".

Is there a history of targets being met   - Yes
-The single city savings task force identified that major savings and reductions had been achieved.

Evidence of clearly defined business targets for operations and programs - Yes
-Target is to maximize efficiencies of services and programs by shedding non-core programs, prioritizing the core programs, and |

	Number of Standing Committees- 6 -Standing committee responsibilities are detailed and mandated within the City's Procedural By-law Committee names and composition Standing Committee -Policy and Finance (11 members) -Administration (10 members) -Planning and Transportation (11 members) -Economic Development and Parks (12 members) -Works (9 members) -Community Services (10 members) Committees of Council- -Striking Committee -Audit Committee -Nomination Committee -Board of Health By appointment- yes Duration of committee obligation- assumed length of term Number of other committees-not known; taskforce committees, special committees, and councilor-advocates are mentioned	curtail gap expenditures. **Examples of innovative government** – Yes -Use of PATH (Protocol, Accountability, Transparency, Human Resources) program to tackle fiscal climate of uncertainty. **Evidence of customer service approach** – Yes -E-government opportunities

City of Vancouver	Pop 545,671
	
	Self Identified System- governed by Vancouver Charter which states role of Mayor as CAO
	
	Clear definition of respective responsibilities of :
	    Council Y
	    CAO Y
	    Mayor Y
	    Exec Committee N
	
	Roles of each position: Under the Vancouver Charter, council has the right to: pass by-laws to regulate such things as noise and land use; buy and sell property; collect certain taxes; approve expenditures; take on debts; give grants; hire and discharge employees. Council passes by-laws in the city and approves and ratifies committee recommendations The Vancouver Charter Chapter 55 contains rules that govern how the city operates, what by-laws City Council can create, and how budgets are set.
	The mayor acts as the chief executive officer of the city and the president of the council where he/she has one vote on council. The mayor also oversees employee conduct and suspends employees. The mayor must enforce the law of the government of the city and provide recommendations to council regarding policy and programs.
	The chief administrative officer exists, which is referred to as a city manager, ensures that council's directives are carried out and establishes standards and priorities for the civic administration. Furthermore, the city manager monitors and motivates performance to ensure that standards are met and that priorities are pursued.
		Existence of a Strategic Plan - Yes
		-Called Cityplan: Directions for Vancouver.
		
		Existence of a strategic financial plan - Yes
		-Incorporated within the Cityplan.
		
		Evidence of linkage of major initiatives to strategic plan - Yes
		-Within the Directions for Vancouver Document one of the visions is healthy economy-healthy environment. The city has major initiatives that address both of these strategic visions such as the Central Area Plan and the Industrial lands Strategy.
		
		Evidence of linkage to budget development process and strategic goals - Yes
		-Stated within the plan that city spending "will be redirected towards achieving cityplan directions:
		-Plan states that decisions related to increasing retail space will "support the creation of neighbourhoods centres, strengthen the downtown, and protect industrial land.
		-City industrial land strategy to retain industrial land.
		-Focused on a mixed economy.
		
		Evidence of a fiscal road map –Yes
		-Long-term financial planning is the role of the financial department
		
		Multi-year budgeting process - Yes
		
		Target-setting for financial performance and assessment against targets –Yes
		-The financial planning department ensures long range financial plans which support corporate strategic direction. Also is

Structure Summary: the City of Vancouver functions under the council-manager structure of local government, in particular the strong mayor system. In this system, the city manager serves as the facilitator and communicator where he/she must ensure that good communication exists between departments and council/mayor. The mayor possess a dominant role in this structure, where he/she not only provides general leadership but also exercises administrative and executive duties (assists council in the policy making process).

City Information:
Number of Councillors- 11 including mayor

Number of Wards   -
Number of Departments – 3 departments, 5 service groups and 3 boards
Departments:
-Law
-City Clerk's Department
-Civic Theatres
Service groups:
-Community Services (has eleven additional sections)
- Human Resource Services
- Engineering Services
- Fire & Rescue Services
- Corporate Services (has eight additional sections)
Boards:
-Vancouver Public Library Board, the Police Services Board, and the Parks and Recreation Board

responsible for the financial analysis of these plans
-Has implemented a customer service model of financial planning which emphasizes financial performance and feedback assessments.

Is there a history of targets being met   - Yes
-Community visions program discusses successful new approach to local planning which dealt successfully with traffic issues, community clean-up, reviewing of zoning, and enhanced communication for residents with City hall.

Evidence of clearly defined business targets for operations and programs - Yes
-Target to downtown business district creation-two major districts that include office district and the medical-civic uptown district.

Examples of innovative government   -Yes
-Cultural Capital of Canada designation awarded in the category of cities with a population of over 125,000, by Heritage Minister Sheila Copps. Recognition to cities that "demonstrate an ongoing commitment to arts and culture" Receives up to $500,000 in federal matching funds for new cultural initiatives.
-Canadian Institute of Planners award received for innovation in planning excellence (downtown transportation plan)
-Won the Federation of Canadian Municipalities Sustainable Community Awards for renewable energy (related to landfill byproduct being turned into a creative new energy option)

	Number of Committees of Council- Number of Standing Committees- Three Committee names and composition Standing Committees: Made up of all members of council -City Services and Budgets -Transportation and Traffic -Planning and Environment (Mayor is an ex-facto member of each committee) Committees of Council-Boards and Commissions (16) By appointment- Y Duration of committee obligation- 3 years Number of other Committees- various civic committees. Council members appoint people, and council can sit on civic boards as non voting members on these committees Unique feature; Councillors rotate position as Deputy Mayor monthly	-awarded other innovation awards and recognitions **Evidence of customer service approach** -Yes -This is evident through the community visions program that began in 1997 where "communities working with City Staff over a two year period to create their visions for the future, based on CityPlan directions and community needs and aspirations. -Evidenced through the cityplan development that had 20,000 citizens actively involved in submitting information and attending events.
City of Victoria	**Pop 74,125** **Self Identified System** - Is one of thirteen member of the Capital Regional District that provides and coordinates selected local, regional and municipal services -operates as a "form of local government" governed by the Local Government act of British Columbia Clear definition of respective responsibilities of Council exists, but unclear	**Existence of a Strategic Plan** - Yes -Called the Corporate Strategic Plan **Existence of a strategic financial plan** - Yes -Called the Economic Development Strategy **Evidence of linkage of major initiatives to strategic plan** - Yes -Streetscape is an example of a major initiative which links to the strategic plan goal of providing safe and attractive public areas.

CAO	Yes
Mayor	Yes
Exec Committee	?

Roles of each position: The roles and responsibilities of the above positions are governed by the Local Government Act of British Columbia; however it gets confusing because of many regional regulations. The chief administrative officer -CAO – has the overall management of the administrative operations of the municipality or regional district; ensures that the policies and directions of the local government are implemented and is responsible for advising and informing the local government on the operation and affairs of the municipality or regional district. The mayor serves as the chief executive officer and ensures that the law for the improvement and good government of the municipality is carried out and communicates information to the council and recommends bylaws, resolutions and measures.

Structure Summary: The City of Victoria operates under the **council-chief administrative officer structure.** Under this system the mayor is the head and chief executive officer; he/she provides leadership to council and to the city as a whole. The mayor provides leadership to council and presides over council meetings. Council main role is to produce policies/by-laws that are in the interest of the public. Council sits on various committees and ensures that works with the city manager of budgetary issues. The chief administrative officer provides overall leadership for the inner city – the administration. He/she serves as the head of all departments and provides recommendations to council on policy initiatives and the overall direction of the city.

Evidence of linkage to budget development process and strategic goals. —Yes
-As seen as within the five year financial plan.

Evidence of a fiscal road map - Yes
-Has a Five year Financial Plan By-law
-Has a 2003-2007 five year Capital Budget
-Has a 2003-2007 five year Operating Budget

Multi-year budgeting process - No

Target-setting for financial performance and assessment against targets -Yes
-A part of the economic development strategy

Is there a history of targets being met - Yes
-Such as in the areas of the strategic plan related to economic vitality, building our city and community development.
-i.e. Goal of strategic plan-Streetscape-to ensure public areas are safe and attractive target met through police department highlights that announce a fully implemented a targeting police division related to downtown .

Evidence of clearly defined business targets for operations and programs -Yes
- Within the Economic development strategy first priority mentioned is creating a positive business climate. Some of the areas addressed by this priority include: business outreach, business resources, business advocacy, and businesscare program.
- Many other strategies targeted towards the business

The CAO in this system has less formal powers. **City Information:** Number of Councillors- 8 plus mayor Number of Wards - 3 electoral areas Number of Departments – 8 -Fire Department -Parks, Recreation & Community Development -Planning & Development -Human Resources -Engineering -Finance -Conference Centre -Corporate Administration Number of Committees of Council- Various Advisory Committees and Boards (some regional) to which members of Victoria City council are appointed. Number of Standing Committees- unavailable data Committee names and composition Committees of Council - unavailable data By appointment- yes Duration of committee obligation- unavailable data Number of other Committees - task forces and other committees exist on a short term basis. Number is not known. Unique feature; Regional committees	community such as the Five Star Welcome, Victoria Connects, Workforce Developments. **Examples of innovative government** - Yes -Businesscare initiative which is a business retention and expansion program which is a partnership between the downtown business association and the City's economic development division -Creation of a diversity manager position within the Victoria police Force. **Evidence of customer service approach** - Yes -Evident in the relationship between city and business community. -also used this approach in the Capital Regional District when they solicited the input from over 2500 citizens in a year long study that assessed the values, goals and priorities for the region.

City of Winnipeg	Pop 619,544	Existence of a Strategic Plan - Yes
		-Document Called Plan Winnipeg, 2020 Vision.
	Self Identified System- Strong Mayor and Board/Commission Structure	
		Existence of a strategic financial plan - Yes
		-Called the Financial Management Plan.
	Clear definition of respective responsibilities of :	
	Council Y	**Evidence of linkage of major initiatives to strategic plan** - Yes
	CAO	-The long range direction provided by Plan Winnipeg forms the
	Mayor Y	basis of the decisions made regarding council approval of plans,
	Exec Committee - Y	programs, and projects.
	Roles of each position: The mayor of Winnipeg is referred to as the chief officer of the city. He/she has the power to appoint the Deputy Mayor, Acting Deputy Mayor and chairpersons of Standing Committees. Furthermore, the mayor chairs the Executive Policy Committee and council and serves as an ex-officio of all committees. The mayor and council serve as the legislative branch and decisions are made by a majority vote. Council is responsible for approving recommendations from Committees, approving the budget and enacting by-laws. The Winnipeg Charter gives council the authority to delegate a power, duty or function of council to a committee or employee. The Chief Administrative Officer is the administrative head of the organization and reports to Executive Policy Committee. The CAO has also established, in keeping with the Organization By-law, a Chief Administrative Officer's (CAO) Secretariat. Under the direction of the CAO, the CAO Secretariat plays a leadership role in implementing strategic priorities of Council, Executive Policy Committee, the CAO and the Senior Management Team.	**Evidence of linkage to budget development process and strategic goals** Yes
		-The long range direction provided by Plan Winnipeg forms the basis of the City's Financial Management Plan, which guides the decision-making around programs, plans, and projects.
		Evidence of a fiscal road map - Yes
		-As evidenced by the Plan Winnipeg and the Financial Management Plan which assists the City in planning fiscal strategy with a consistent, long-term approach.
		Multi-year budgeting process - Yes
		Target-setting for financial performance and assessment against targets - Yes
		-The plan sets forth the guidelines against which current and future budgetary and financial performance can be measured.

"The Executive" Functions outlined as follows;
-leads and directs all City departments
-executes policies and decisions of council
-informs and advises on policy matters, as requested by council
-conducts long range and corporate planning for the organization
-controls finances of the City's Operating and capital budgets
-conducts relations with other levels of government
(http:www.calgary.ca/cweb/gateway/gateway.asp?GID=245&CID=200&URL=http%3A)

Structure Summary: The City of Winnipeg operates under the mayor-council structure, particularly the strong mayor form. Under this system the mayor has greater authority over other positions. He/she is responsible for the overall leadership of the city by appointing numerous administrative positions, serving as the head of council and some committees and providing advice to council and administration on programs and policies. The chief administrator has less formal power in this system, but is still responsible for overseeing the organizations daily functions. The mayor plays more of role in overseeing the CAO's duties in this system.

City Information:
Number of Councillors- 15 Councillors + Mayor

Number of Wards   - 14
Number of Departments –
Number of Committees of Council-

Is there a history of targets being met   - Yes
-The Financial Plan mentions past fiscal achievements such as;
        -reduced its municipal property taxes
        -kept program expenditures at a rate below inflation
        -replenish reserve balances
        -reduced external debt
        -implement strategic business planning and multi-year budgeting.

Evidence of clearly defined business targets for operations and programs   Yes
-The city is establishing "Homegrown Economic Development Strategy" to promote and encourage sustainable growth. States that strategies will be developed to support the development, retention, expansion and proliferation of local enterprises.

Examples of innovative government   - Yes
-The entire downtown revitalization project which successfully incorporated aboriginal culture into the overall revitalization plans and formed partnerships within the aboriginal community to achieve the project.

Evidence of customer service approach - Yes
-E-Government is a strategic priority whose benefit is enhancement and improved accessibility to its Citizens
-Proposed community consultation process that will consist of five components
targeting various method/ways of eliciting feedback fro citizens. The goal of the consultations are to provide citizens with the opportunity to provide guidance and direction on opinions to be considered in the budget process.

	Number of Standing Committees- 4 • Executive Policy Committee -Ad Hoc Committee on Election Review -Ad Hoc Committee on Corporate Policy Review -Ad Hoc Committee to Review Development Standards -Ad Hoc Committee to Review Policy on Purchasing Procedures, Disposal, Supplies and Policy on Assignment of Consultants • Standing Policy Committee on Property and Development • Standing Policy Committee on Public Works • Standing Policy Committee on Protection and Community Services Committee names and composition Committees of Council- 24 By appointment- 3 year term for council and mayor Duration of committee obligation- assumed length of term Number of other Committees- 45 various committees and boards related to library advisory committees to business improvement zones -plus five other committees with appointment by virtue of office; -Audit Committee -Winnipeg Police Pension Board - Winnipeg Region Committee -Emergency Control Committee -Integrated Planning Model Ad Hoc Committee Unique feature;	

	-Council has delegated the responsibility for the management and administration of services to autonomous bodies. -These Boards and Commissions are appointed in whole or in part by Council and authority as is delegated to them by the relevant by-laws of Council or by Act of the legislature. Most of these Boards and Commissions include members of the pubic as well as members of Council.	

LONDON REFERENDUMS

ON BOARD OF CONTROL SYSTEM

YEAR	"YES" FOR BOARD	"NO" FOR BOARD
1909	3,130	2,212
1913 (Jan.)	3,136	1,346
1913 (Oct.)	3,136	1,292
1918	2,616	4,776
1953	8,147	14,054
1980	29,103	25,381

City Websites

Arlington, TX	www.arlington.tx.us
Berkley	www.ciberkeley.ca.us
Boston	www.cityofboston.gov/citycouncil/
Brampton	www.city.brampton.on.ca
Calgary	www.calgary.ca
Edmonton	www.gov.edmonton.ab.ca
Halifax	www.region.halifax.ns.ca
Kitchener	www.city.kitchener.on.ca
London	www.city.london.on.ca
Markham	www.city.markham.on.ca
Mississauga	www.city.mississauga.on.ca
Montreal	www.montreal.com
Nashville	www.cityofnashville.com
Ottawa	www.city.ottawa.on.ca
Pittsburgh	www.city.pittsburgh.pa.us
	www.pittsburgh.net
Regina	www.cityregina.com
Richmond	www.city.richmond.bc.ca
Saint John, NB	www.city.saint.john.nb.ca
Saskatoon	www.city.saskatoon.sk.ca
Sudbury	www.greatersudbury.on.ca
Thunder Bay	www.city.thunderbay.on.ca
Toronto	www.city.toronto.on.ca
Vancouver	www.city.vancouver.bc.ca
Victoria	www.city.victoria.bc.ca
Winnipeg	www.winnipeg.ca

Note: Information for Appendix A was taken from the above listed websites, and therefore considered to be referenced accordingly by virtue of this listing.