



What's Going on in Ontario? Housing, Strong Mayors Rules, and its importance to Local Government in Canada

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This Presentation:

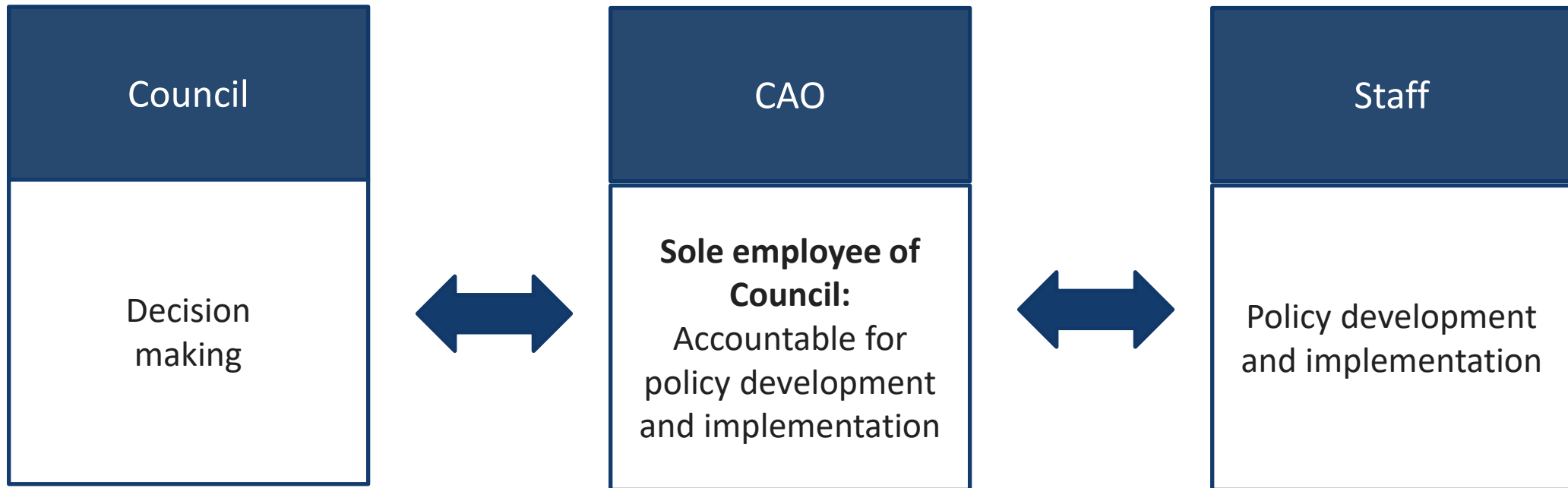
1. The Importance of the CAO Role...
2. Ontario's Strong Mayor Legislation: What are they doing and why are they doing it?
3. Strong Mayor: What are the concerns?

Panel Discussion

1. What is your take? Right track or wrong track?
2. What is your take on how is it going so far?
3. Where do we go from here?

1. The CAO Importance of the CAO role

The CAO: the lynchpin between Council and the professional public service

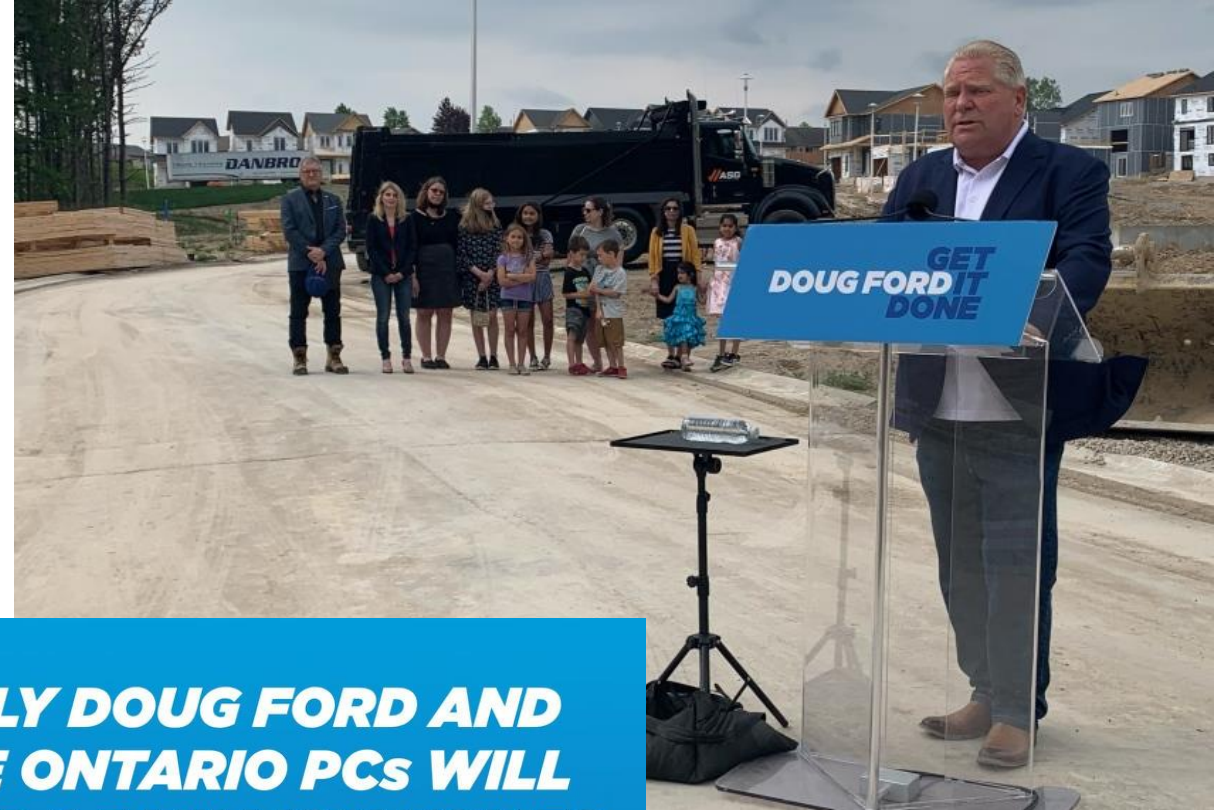


Why Put it at Risk?

2. Ontario's Strong Mayor Legislation: What are they doing and why are they doing it?

The Political Context: Build 1.5 Million new homes over 10 years

- Major political commitment
- Driven by strong public concern over supply and affordability issues
- Record population growth
- Achieving the housing target would require an output of units 50% greater than ever achieved in Ontario
- Major sense that comprehensive change was required



**ONLY DOUG FORD AND
THE ONTARIO PCs WILL
BUILD 1.5 MILLION HOMES
OVER 10 YEARS**

**GET
DOUG FORD IT
DONE** ONTARIO PCs

A suite of major reforms...

- The goal of achieving housing targets has led to comprehensive change in Ontario municipal governance...

Growth
Planning &
Policy

Governance
& Structure

Growth
Funding Tools

Strong Mayor
& Democracy

Growth and Planning Policy: A totally different paradigm...

Policy Impacts

Measures to increase pace of creation of new homes

- Municipal Pledges
- Changes to Growth Plan and PPS
- New “as of right” land uses that enable more housing
- Reducing Scope for Appeals
- Decreased focus on Heritage, Conservation Authorities...

From “you submit it and we will consider it”
to “municipal pledges to achieve housing outcomes”

Recent Housing Legislation: Change to Growth Funding Tools

Financial Impacts

Limits municipal revenue for growth related matters – intended to reduce costs for purchasers

- Shifts burden to property tax
- Worsens gaps in growth funding and weakens municipal financial condition.
- Initial impact on municipal finance has been estimated at >\$5B over 5 years
- But: Province has pledged to “keep municipalities whole...”

Recent Housing Legislation: Governance Change

The Upper Tier Role

- Wind up of Peel Region
- Still uncertainty about the other Regions
- Logic driven by housing, not *Municipal Act thinking*

Review and approval of Applications

Urban Structure Planning

Construction
Finance
Phasing
Infrastructure

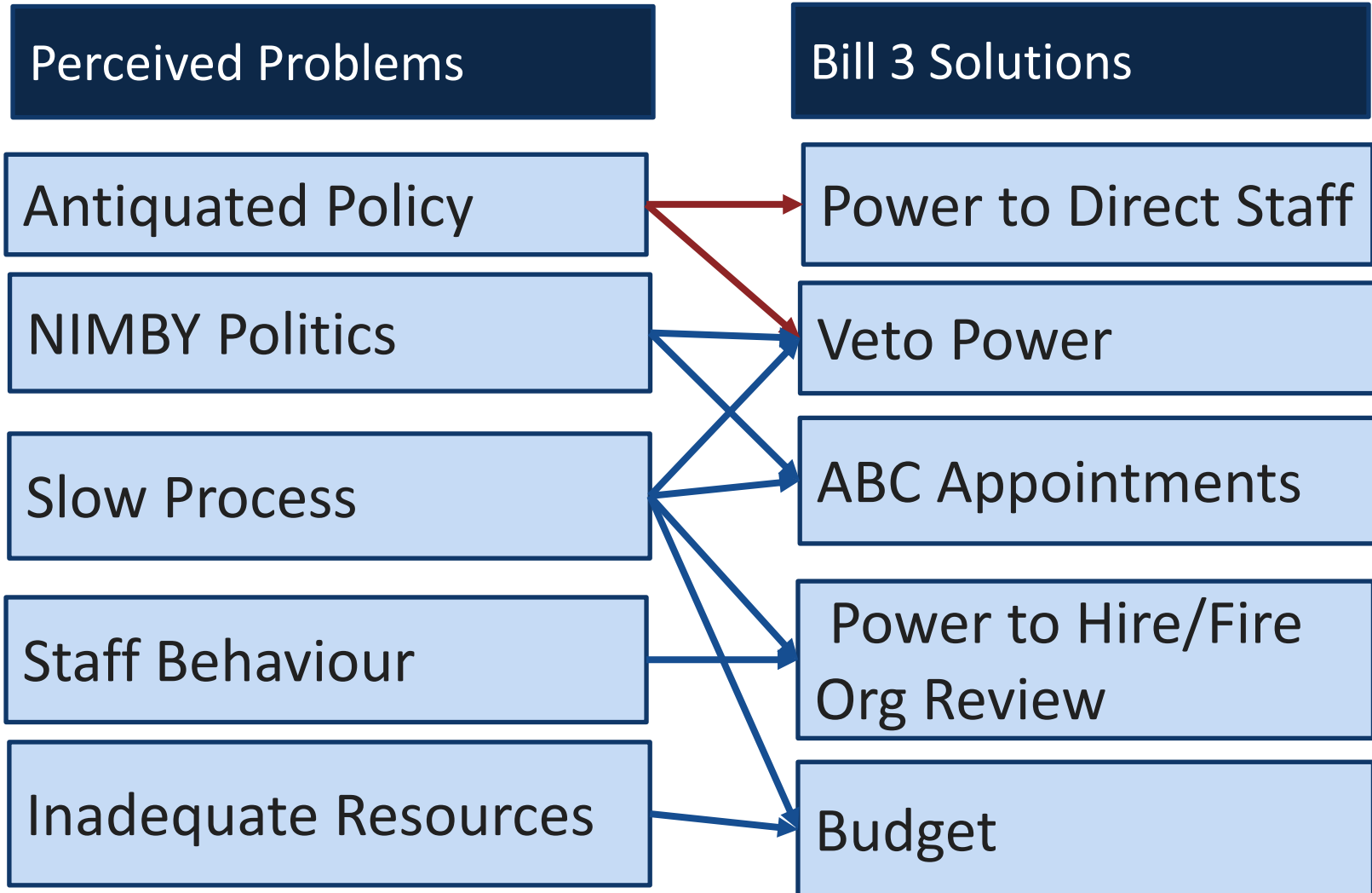
Everything else
Social Services,
Public Health,
etc.

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Strong Mayor Legislation: A solution to perceived lack of will...

Change in municipal democracy

- Toronto and Ottawa
- All with >100k population



More detail on Powers: Council and Committee Powers

Powers related to provincial priorities:

- Propose by-laws and pass them with 1/3 support...
- Veto a by-law which the Head of Council feels could potentially interfere. (With a 1/3 vote)
- Appoint chairs for local boards and committees.
- Establish committees and set functions
- Require council to consider a matter of provincial priority despite any procedure by-law.
- Propose and adopt a budget for the municipality, subject to amendments which Council may pass by resolution.

More Detail on Administrative Powers

The power to:

- Hire/fire CAO or any other department or division head, (exceptions for statutorily prescribed positions)
- exercise general control and management of the municipality for ensuring the efficient and effective operation; and
- reorganize the organizational structure

Why do supporters like it?

- Proponents tend to see municipalities as roadblocks to provincial priorities... beholden to NIMBY interests

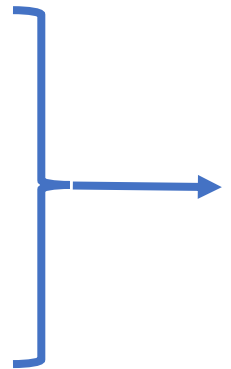
		View of role of local government	
		“Implementer” of provincial policy	Order of Government
View of “behaviour” or “performance” of local government	“Roadblock”	●	
	“Partner”		

3. Strong Mayor: What are the main concerns?

Concerns: It won't help get more housing built...

“They won't work”

- Provincial Delays
- Proponent Delays
- Market Forces



Not addressed by Strong Mayor Powers

Concerns: It delivers less effective government...

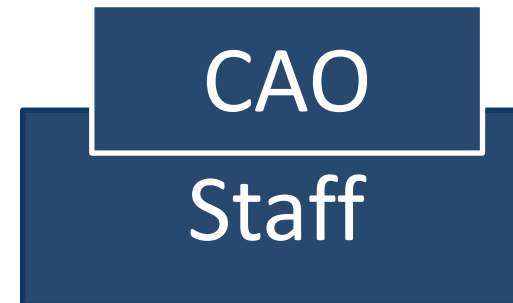
- “Less effective”
- “More vulnerable to ethical lapses”

- Council-Manager Model retains collective leadership of the Council, with some roles delegated to Manager
- In the Mayor-Council Model: “*With separation of powers, the Mayor can:*”
 - *limit the professional policy advice given to the council*
 - *can shield staff from council oversight.*
 - *affect the level of professionalism that is present in the administrative organization.”*

Concerns: It undermines the CAO and aspects of our local government

“It damages relationships”

- Mayoralty
- Council
- CAO and public service
- Relationship with public



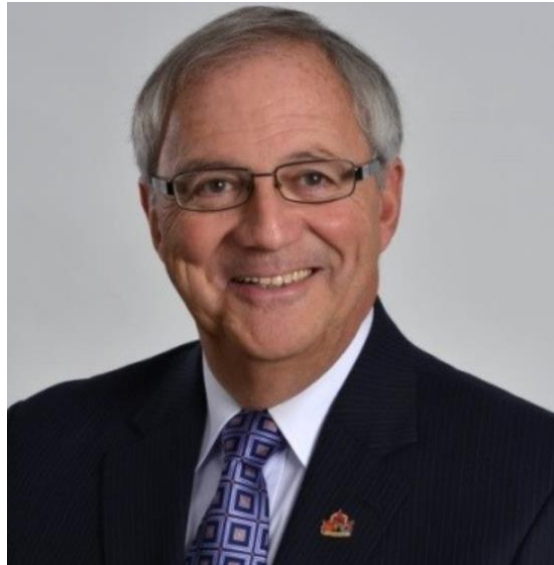
4. Panel Discussion

Our Panel



Janice Baker

- Former CAO, Peel and Mississauga



Tony Haddad

- Senior Adviser, StrategyCorp
- Former CAO



Brian Teefy

- Vice-President, StrategyCorp



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4. Observations so far and possible solutions

How big an effect has it had so far? Depends on who you talk to...

The Mayor

- Personality
- Style

The Official

- Personality
- Age and stage

The Moment

- The issue

Beware of Extreme Circumstances

Maintaining good governance while having strong Mayor powers

Decision Making Processes

- **“Just say no:”** Strong mayor powers would work best if they were held in reserve
- **If you must use a 1/3 majority, pick your spots!** Set out rules about how they ought to be used. The Municipal Act is not a complete code...

Ethics

- **Ensure that CAO can still act as “Ethics Executive”:** Political appointment means weakened perception of independence;

5. Where do we go from here?

Maintaining good governance while having strong Mayor powers

Accountability for CAO

- Should maintain professionalism, objectivity and policy coordination in the municipality
- Should ensure that recruitment and performance review processes involve council and include a regular council-engaged goal setting

Neutrality and Objectivity

- Risk of compromising administrative neutrality
- More difficult to rely upon the information that council receives
- Impact council's ability to receive the best professional advice