

# TORONTO COMPUTER LEASING INQUIRY

The Honourable Madam Justice Denise Bellamy  
Commissioner

East York Civic Centre  
850 Coxwell Avenue  
Toronto, Ontario  
M4C 5R1

Tel: 416-338-3999

Fax: 416-338-3944

[www.torontoinquiry.ca](http://www.torontoinquiry.ca)

July 13, 2004

His Worship Mayor David Miller  
Office of the Mayor  
Toronto City Hall  
100 Queen Street West, 2<sup>nd</sup> Floor  
Toronto, Ontario  
M5H 2N2

Dear Mayor Miller:

In January 2004, City Council passed the following motion: "AND BE IT FURTHER RESOLVED THAT Toronto City Council request Commissioner Bellamy to release the good government phase of her Inquiry at such time as she has completed that phase in order for City Council to consider and implement her recommendations as soon as possible."

It would appear that Council's motion was premised on the assumption that I would be making recommendations immediately following the Good Government Phase. The Inquiries' Rules of Procedure provide that my findings and recommendations (which include the Good Government Phase) will be contained in one report that will be released only after the conclusion of both the Toronto Computer Leasing Inquiry and the Toronto External Contracts Inquiry. Because both Inquiries are ongoing, I cannot make recommendations on improving municipal government until they are concluded.

Having said that, it has always been my interest to provide timely information to you and Council. You may recall that it was for this reason that I changed the sequence of the Good Government Phase in order that a newly elected Mayor and Council would have the benefit of the results of this Phase early in the electoral term. Therefore, even though I cannot yet offer my recommendations, I believe I can assist you and City Council by providing materials in response to your motion.

My Terms of Reference for both Inquiries require me to examine issues relating to good municipal government. To that end, in January and February 2004, I heard from over forty presenters who have broad experience in issues affecting municipal governments. Some of these individuals were the City's Chief Administrative Officer; elected officials, including people who are or were Mayors, City Councillors or MPPs; former provincial deputy ministers; persons who are or were senior employees in governments; academics and procurement specialists; representatives of the media; lobbyists; lawyers and accountants; citizen advocacy groups; a former Provincial Auditor; the Integrity Commissioner for Ontario, the Lobbyist Registrar for Ontario; and the former federal Ethics Counsellor.

I also commissioned research papers. Broadly speaking, the research papers and the topics discussed during the Good Government Phase covered important current policy issues in the four general categories of ethics, lobbying, procurement, and municipal government. Within those four broad topics, we explored the relationships between lobbyists and public office holders; the power and influence of the Mayor; the role of Councillors, City Council and Community Councils; the role of the Chief Administrative Officer and senior staff in municipal government; effective procurement practices; and ethics and conflict of interest policies.

The hearings and research material during the Good Government Phase are part of the foundation upon which I will build my recommendations. In response to City Council's motion, we have assembled all the testimony, exhibits and research papers. I offer them to you in a readily accessible format on the enclosed Compact Disc, which I am pleased to provide for each City Councillor. I am also forwarding one hard copy of the voluminous materials.

As you embark upon discussions regarding structural change to City government, this should permit you, members of City Council, City officials and interested individuals, to have easy access to this comprehensive set of materials. I hope this material will help you in your important work, as it will help me in mine.

Yours very truly,



Denise E. Bellamy  
Commissioner