

## CONCLUSION

In this Report I have answered the questions identified for consideration by the Terms of Reference. As I said at the outset, the issues related to the 2000 Enersource Hydro Mississauga shareholders' agreement discussed in Phase I give rise to fewer concerns than the issues surrounding the City Centre Land transaction which I reviewed in Phase II. Mississauga was fortunate that the errors in relation to Enersource and the instances of conflict of interest in relation to the City Centre Land did not injure the city in a material way. OMERS / Borealis never exercised its power of veto. Although the World Class Developments hotel / convention centre transaction failed to materialize on the City Centre Land, another opportunity emerged. The city will now enjoy the benefits of a thriving campus of Sheridan College at the city core.

Whether public confidence in city institutions was damaged is more difficult to measure. A review of the interaction between the mayor and various players in relation to the WCD deal suggests that those who are fortunate enough to enjoy friendships with the mayor have derived benefits from those relationships. Although in some communities this situation would garner controversy, this appears not to have been the case in Mississauga. The business community has had the benefit of many years of stable leadership and a mayor who understands business. Mayor Hazel McCallion enjoys a considerable measure of public trust, as demonstrated by her history of electoral success.

Nevertheless, it is clear that Mississauga, and indeed all Ontario municipalities, requires a better ethical infrastructure. Members of the public have the expectation that mayors, other members of council, and public officials will conform to ethical standards. Amending the *Municipal Act, 2001*, the *Municipal Conflict of Interest Act*, and the Mississauga Code of Conduct will promote clarity in those standards. It is fundamental that members of the public do not have to depend only on the personal ethical standards of elected officials. I have laid out the framework for the changes I believe are required.

I believe as well that adoption of my recommendations will serve to create greater transparency as to the nature of the public and private interests which may influence official decisions. Economic transparency will promote public trust. This transparency will also serve to protect the public interest by removing possibilities for members of council to discharge their public offices in their pursuit of private interests.