

COMMITTEE OF THE WHOLE (WORKING SESSION) JUNE 22, 2009

COUNCIL/COMMITTEE STRUCTURE – PRELIMINARY REPORT

Recommendation

The City Clerk recommends that:

- 1) This report be received for information.

Economic Impact

There is no direct economic impact associated with the adoption of this report.

Communications Plan

Any significant changes to the Committee Structure will be communicated closer to the date of implementation.

Purpose

The purpose of this report is to initiate discussions on revising the City of Vaughan committee structure in contemplation of it being in place for the new term of Council beginning in December, 2010.

Background - Analysis and Options

Council's decision-making process is guided by the deliberations of its Committees. Though the recently modified schedule of meetings provides more flexibility in Members' calendars for the scheduling of committee and other business meetings, it is generally felt that the current committee structure is not sustainable (See Attachments 1 and 2 for a list of applicable committees, and their meeting frequency). This report is intended to facilitate discussions on whether the current Council/Committee structure best serves the City's needs, and provides a framework for modification.

A well-designed committee structure:

- Provides opportunities for Members to receive, consider and research issues before deliberations begin.
- Engages the community, and facilitates public input, and the input from relevant stakeholders.
- Provides for the creation of an unbiased, accurate public record which is useful to all relevant stakeholders.
- Is efficient in that it provides for the business of the City to be done in a timely manner, optimizing the participation of all stakeholders against the pragmatic need to make recommendations to Council in a timely manner.
- Is sustainable, in terms of cost, timing, and the capability of members and staff to participate fully.
- Is fair, and compliant with applicable legislation, and meets the goal of good governance.
- Is based on the principle that the role of a committee is to recommend, and that the role of Council is to decide.

Deliberative Committees (those that report directly or indirectly to Council with discrete recommendations) are typically supported by the Office of the City Clerk. Some committees may be supported by program staff (i.e. some advisory or working committees, task forces). Each of these committees have the following in common:

- They provide a mechanism through which City staff can report to Council.
- They provide for deliberation on important matters of policy or operations.
- They create a forum for the receipt of public input.
- They allow Members of Council to 'work through' difficult issues.
- They provide for the capturing of proceedings on the public record.
- They have set memberships, a designated Chair, defined quorums and a clear mandate. Committee members have defined rights of participation, as do Members of Council not on the Committee.

The current committee system can best be described as a hybrid model, with the bulk of Council's work being processed through the Committee of the Whole (and its variations: Committee of the Whole (Working Session), Committee of the Whole (Closed Session), and Committee of the Whole (Public Hearing)). Every member of Council sits on Committee of the Whole, with the chair of the committee rotating on a monthly basis.

In addition to the Committee of the Whole, the City has deliberative committees called Special Purpose Committees, each with a defined role and membership. Special Purpose Committees report directly to Council, except to the extent to which each may refer items to the Committee of the Whole. In many other municipalities these Special Purpose Committees would be called Standing Committees given their regular meeting schedule and the direct reporting relationship each committee has with City Council.

As noted on Attachment 1, the City also has numerous advisory committees, boards, task forces, and working committees. Non-statutory and statutory advisory committees are established by Council for the purpose of encouraging community involvement and input on a variety of issues that are relevant to the municipalities, and/or which are mandated for consideration by legislation. They serve in an advisory capacity to Council in accordance with their terms of reference and make recommendations, as necessary, to the Committee of the Whole. From time to time Council also establishes various ad hoc committees and task forces to deal with particular issues. Notwithstanding the mandate of any of these committees, any order to do any business, including directions to Staff, is to be in the form of a recommendation to Committee of the Whole and needs final Council approval before such actions are carried out.

Considerations in contemplating adjustments to the model

It is suggested that any revisions to the Council Committee structure should be measured against the following questions.

Does the structure maintain or enhance transparency?

- Is stakeholder participation optimized?
- Are agendas made publicly available?
- Are the deliberations of the committee placed on the public record?
- Is the information posted on the internet? In advance?
- Are there clear lines of reporting?
- Is the procedure by-law being applied appropriately?
- Are the open meeting rules of the Municipal Act being followed?
- Are closed session items disclosed in advance to the extent possible?

Does the structure provide capacity for the work of Council to be done?

- Does the model have the right number of committees?
- Does the model have the right type of committees?
- Are there sufficient Members of Council to populate meetings to be held in any particular cycle of committee meetings?
- Is the structure sustainable from the perspective of staff?
- Does the structure accommodate meetings of Regional Council, and outside bodies to which Members have been appointed by Council?
- Is there adequate alignment with the administrative structure of the City?
- Should there be a direct relationship between the roles of special purpose/standing committees and the functions of departments and/or commissions?

Do the defined committees have clear roles and responsibilities?

- Where is the hard work done?
- Who hears the deputations?
- Is the committee serving a governance role, or is it operational in nature?
- Does the structure support the right distribution of workload amongst members of Council?
- Is there a proper balance of local and Regional Councillors?
- Are the Chairs fairly distributed?

Are there alternatives?

- Can the work of the Committee be done through delegation?
- Is the work of the Committee more properly done by staff?
- Can the work of two committees be combined?
- Would new technologies enable committees to operate more efficiently?

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the priorities previously set by Council, particularly “demonstrate leadership and promote effective governance.”

Regional Implications

The meetings of Regional Council will have to be accommodated in any revisions to the City’s Council/Committee structure.

Conclusion

The commencement of a new term of Council and the move to a new facility provide opportunities for the reexamination of the Council and Committee structure. This report is intended to facilitate discussions in that regard. Further reports will be brought forward as necessary.

Attachments

Attachment 1: Chart – Committees, Boards and Task Forces

Attachment 2: Chart – Committees, Boards and Task Forces - Frequency

Report prepared by:

Jeffrey A. Abrams, City Clerk

Respectfully submitted,

Jeffrey A. Abrams, City Clerk

COMMITTEES, BOARDS & TASK FORCES

INTERNAL

Council
Committee of the Whole
Committee of the Whole (Public Hearing)
Committee of the Whole (Working Session)
Committee of the Whole (Closed)

Special Purpose Committees
Audit and Operational Review Committee
Budget Committee
Economic Development Committee
Environment Committee
Strategic Planning Committee

Statutory Advisory Committees and Boards
Accessibility Advisory Committee
Committee of Adjustment
Court of Revision
Emergency Management Program Committee
Hearing Committee for Licensing Matters
Heritage Vaughan
Property Standards

Non-Statutory Advisory Committees
Arts Advisory Committee
Accountability and Transparency Committee
Community Equity and Diversity Committee
Council/School Board Liaison Committee
Greening Vaughan
Highway 427 Extension Committee
Intergovernmental Relations Committee
Maple Streetscape Advisory Committee
Official Plan Review Committee
Safe City Committee
Vaughan Corporate Centre Advisory Committee
Vaughan Youth Cabinet

Task Forces, Steering/Working Committee
Asian Long-Horned Beetle Intergovernmental Task Force
Preservation of the Berton Artifacts and Memorabilia Steering Committee
Task Force on Democratic Participation and Renewal (Panel 1)
Off Leash Working Committee

Hydro Vaughan Energy Corp.
Hydro Vaughan Holding Inc.

Not Supported by City Clerk's Office
Access Vaughan Steering Committee
City of Vaughan Non-Profit Housing Corporation
Vaughan Public Library Board
Taxi Cab Advisory Committee
Vaughan Business Enterprise Centre Advisory Committee
Vaughan Holding Inc.
Vaughan Tourism Advisory Committee

Staff Committees – Supported by City Clerk's Office

Agenda Review
Development Review Team
Joint Health and Safety Committee
Sign Variance Committee
Sports Village

*Members of Council Do Not Attend

EXTERNAL

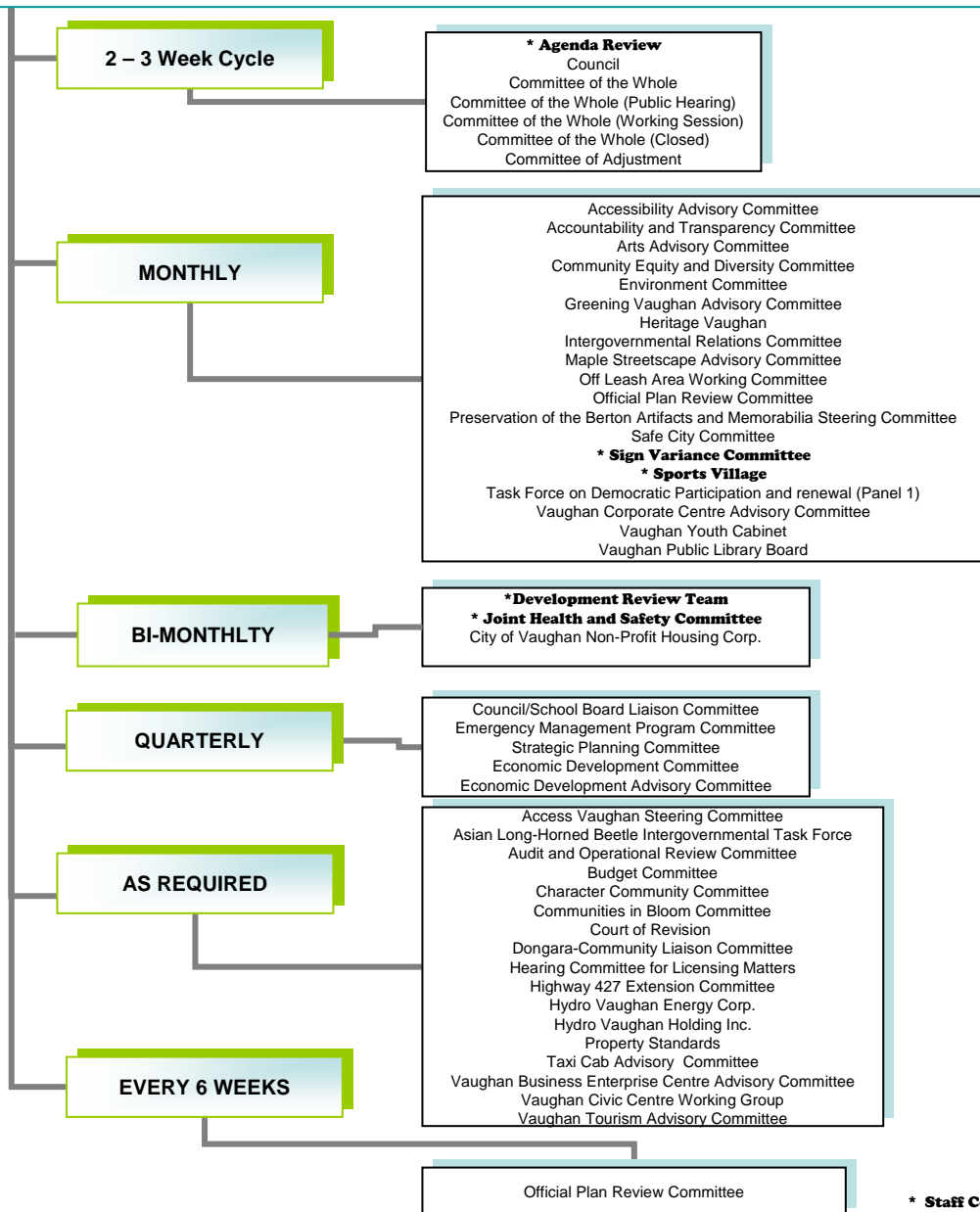
Character Community Committee
on Watershed Regeneration Council
Durham/York Residual Water Joint Management Group
Humber Watershed Alliance
Maple Valley Plan
Power Stream Inc.
Spadina Subway Transit Oriented Development Advisory Task Force
Vaughan Community Health Centre Corporation
Vaughan Health Care Foundation
Yonge Subway Task Force

York Region – Council and Committees
Council
Finance & Administration Committee
Rapid Transit Public/Private Partnership Steering Committee
Rapid Transit Board
Yonge Subway Task Force
Transportation and Works Committee
York-Toronto Subway Committee
Health and Emergency Medical Services Committee
Transit Committee
Corporate Clean Air Task Force
Human Services Planning Coalition
Community Services and Housing Committee
Planning and Economic Development Committee
Solid Waste Management Committee
Housing York Inc.

City of Vaughan, Clerk's Department

Revised May 7, 2009

COMMITTEES, BOARDS & TASK FORCES – FREQUENCY



City of Vaughan, Clerk's Department

Revised May 7, 2009

*** Staff Committee – Supported by City Clerk's Office – Members of Council Do Not Attend**