

**COMMITTEE OF THE WHOLE (WORKING SESSION) – JANUARY 18, 2011**

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**COMMUNICATIONS**

**Distributed January 14, 2011**

- C1. Report of the Commissioner of Legal and Administrative Services & City Solicitor and the City Clerk, entitled, "AD HOC COMMITTEES", dated January 18, 2011.**  
*(Refer to Item 1)*

**Received at the January 18, 2011 Committee of the Whole (Working Session) Meeting**

- C2. Presentation by the Commissioner of Legal and Administrative Services & City Solicitor and the City Clerk, entitled, "*Determining When to Establish an Ad Hoc Committee*".**  
*(Refer to Item 1)*

**Please note there may be further Communications.**

**COMMITTEE OF THE WHOLE (WORKING SESSION) - JANUARY 18, 2011**

**AD HOC COMMITTEES**

**Recommendation**

The Commissioner of Legal and Administrative Services & City Solicitor, and the City Clerk, in consultation with the City Manager, recommend:

1. That Council identify the Ad Hoc Committees it requires at the present time.

**Contribution to Sustainability**

Effective Ad Hoc Committees with clearly defined mandates and terms of reference can optimize their valuable contribution in enhancing Council's ability to achieve its objectives.

**Economic Impact**

As all Ad Hoc Committees are, to one degree or another, supported and resourced by the City of Vaughan, the careful establishment of required committees will control future demand on resources and assist in focusing the City's resources to achieve Council's vision for the City.

**Communications Plan**

Ad Hoc Committees which Council requires will be advertised publicly.

**Purpose**

The purpose of this report is to provide information to Council about relevant considerations in establishing effective, focused Ad Hoc Committees which can enhance Council's ability to achieve its objectives.

**Background – Analysis and Options**

At its December 14, 2010 meeting, Council directed that staff provide information to the January 18, 2011 Committee of the Whole (Working Session) meeting to facilitate a discussion to consider which Advisory, Sub-Committee or Task Force Committees to establish as Ad Hoc Committees.

Advisory Committees and Task Forces can play a valuable role in providing timely, relevant input to supporting Council's ability to implement its vision and objectives. Members of the public selected to participate on the committee are able to bring specific knowledge, expertise or perspective to the subject-matter at hand.

It is important to task the committee with a clearly articulated mandate. This ensures that the committee's energies are focused to provide relevant information, in the form of a Findings Report, in a timely manner to support the achievement of Council's vision.

In the previous term of Council there were approximately thirty (30) Ad Hoc Committees which had been established and maintained. This is an unwieldy number of Ad Hoc Committees.

The mandate of each committee should clearly set out its mandate, duration and terms of reference for the committee.

Without a clear mandate in Terms of Reference, the value and impact of these committees may not be realized. For example, establishing a committee to provide general input on a specific

subject-matter, on an occasional intermittent basis, has in the past, given give rise to the following experiences:

- Members initially appointed to the committee by Council because they had a passion for the subject-matter at the time the committee was first established may find that two or three years down the road, they have become too busy with other aspects of their lives, become less interested in the issues (sometimes a member was only interested in a single aspect of the issue), or have moved away to work or study in another City.
- Staff experience difficulty establishing meeting dates at all, and meetings fail for lack of quorum. Committees lose 'momentum', and exist in name only.
- Without a clear and specific mandate, members may find that the vehicle of the committee allows them to develop their own objectives, which may not reflect or align with Council's vision.
- Staff may experience conflicting priorities where committees try to direct staff in work on non-Council objectives.

Upon completion of its mandate, the work of the committee is concluded.

In keeping with Council's commitment to transparency, each Ad Hoc Committee is required to give notice of meetings.

Meetings are conducted in accordance with the Municipal Act and the Procedure By-law. A report of the meeting is provided to a Standing Committee (Committee of the Whole, Priorities and Key Initiatives, or Finance and Administration) after every meeting. This ensures that the public and members of Council are apprised of progress of Ad Hoc Committees.

Other considerations in establishing Ad Hoc Committees include the following:

- Is there a specific identifiable task, issue or body of work which Council requires information or input on before Council can move forward, adopt a position or resolve a problem?
- Is it feasible to define a mandate, specific deliverable and time frame for the committee to conduct its work and report its findings back to Council?
- Is there a lack of staff expertise, knowledge, experience or perspective on the issue?
- Is there a body of expertise, knowledge, experience or perspective within the community which Council can draw upon for this purpose?
- Is a Committee the most effective way to gather the input or engage the community and obtain the information for Council?
- Are there other ways to achieve Council's objectives?  
(For example: Neighbourhood/Community Meeting; Industry Roundtable; Public Consultation; Town Hall; Stakeholders' Group; Focus Group; "Charrette")

#### Next Steps

Staff will prepare draft Terms of Reference for the Committees which are identified as required at this time, to be provided to the next Priorities and Key Initiatives Committee.

#### **Relationship to Vaughan Vision 2020/Strategic Plan**

This report supports Council's achievement of its vision and its strategic plan by guiding the judicious and effective use of Ad Hoc Committees.

#### **Regional Implications**

Not applicable.

**Conclusion**

The thoughtful establishment of select Ad Hoc Committees, with clear mandates, will enhance Council's ability to achieve its objectives.

**Attachments**

None

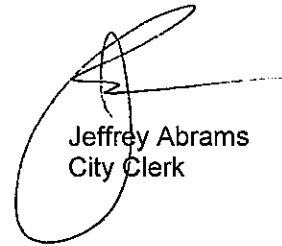
**Report prepared by:**

Janice Atwood-Petkovski

Respectfully submitted,



Janice Atwood-Petkovski  
Commissioner of Legal and Administrative Services and  
City Solicitor



Jeffrey Abrams  
City Clerk

C2 - Presentation  
CW(ws) January 18/2011



**DETERMINING WHEN TO ESTABLISH  
AN AD HOC COMMITTEE**

Presentation to Committee of the Whole (Working Session)

January 18, 2011

• Thoughtful establishment of select Ad Hoc Committees enhances Council's ability to achieve objectives.

• Ad Hoc Committees include both:

• Sub-committees of Council (comprised of less than a majority of Council)

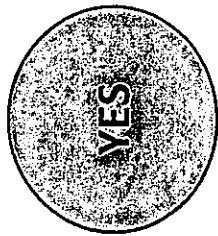
And

• Advisory Committees/Task Forces (comprised primarily of members of public)

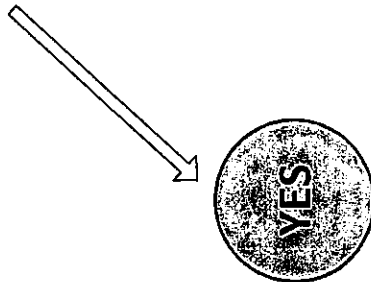
## **Decision Tree factors:**

- Is there a specific, identifiable task, issue or body of work that Council requires information or input on?
- Is it possible to define a specific deliverable and a timeframe?
- Is there information, perspective, expertise or input required which is beyond the capacity of Members of Council or staff to provide?
- Is the specific task, issue or body of work a matter which Council should delegate to a sub-set of Council members to work through?
- Is a committee the most effective way to gather input, reach the public, or tackle the issue?

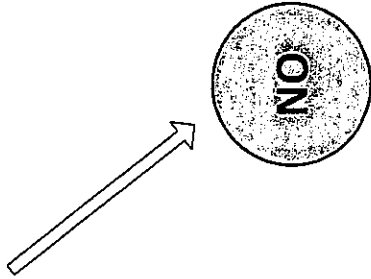
1. Is there a specific, identifiable task, issue or body of work that Council requires information or input on?



2. Is it possible to define a specific deliverable and a timeframe?



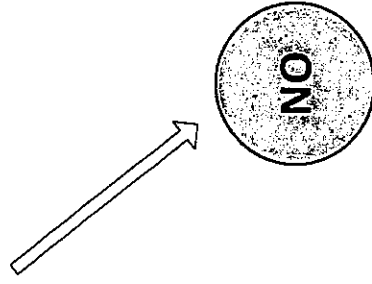
• Proceed to question 3.



• Work within the current structure

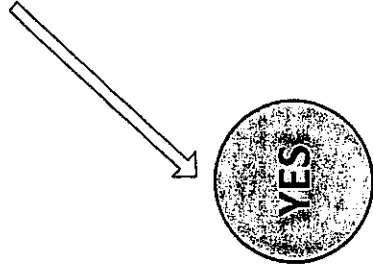


3. Is there information, perspective, expertise or input required which is beyond the capacity of Members of Council or staff to provide?

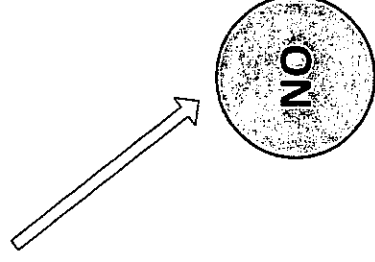


- The information, perspective, expertise or input is within the capacity of Members of Council/Staff
- Proceed to Question 4A.

4A. Is the specific task, issue or body of work a matter which Council should delegate to a sub-set of Council members to work through?

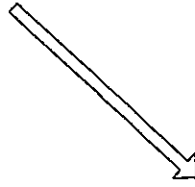


• Establish Sub-committee of Council



• Work within the current structure

3. Is there information, perspective, expertise or input required which is beyond the capacity of Members of Council or staff to provide?



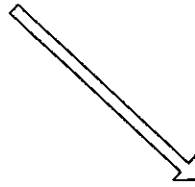
- The information, perspective, expertise or input is beyond the capacity of Members of Council/Staff
- Proceed to question 4B.

**4B. Is a committee the most effective way to gather input, reach the public, or tackle the issue?**

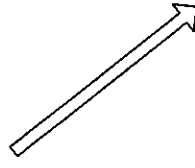
Consider Options:

Public Meeting  
Industry Roundtable  
Public Consultation  
Host an Event

Stakeholders' Group Meeting  
Focus Group  
"Charrette"  
Town Hall



- Establish advisory committee/task force



- Initiate other option
- Work within the current structure