

CITY OF VAUGHAN

**EXTRACT FROM COUNCIL MEETING MINUTES OF DECEMBER 14, 2009**

Item 1, Report No. 57, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on December 14, 2009.

**1 CITY OF VAUGHAN'S ORGANIZED EVENTS**

The Committee of the Whole (Working Session) recommends:

- 1) That the following report of the Director of Corporate Communications, dated December 7, 2009 be received, and that the list of 109 annual and one-time events contained therein be referred to staff to reconfigure and present to a future Committee of the Whole (Working Session) to indicate:
  1. the general categories of such events;
  2. overall goal or goals of these events by category and with reference to Vaughan Vision;
  3. objectives of each event or set of events, by category;
  4. the principal organizers of such events (if other than the City of Vaughan) and the extent of City involvement, whether in kind or otherwise;
  5. in the case of events organized in whole or in part by the City of Vaughan in 2009 the extent and nature of third party sponsorships;
  6. the return on investment represented by events #59 and #66 (the Rogers Cup and Corporate Sponsorship Appreciation Event);
  7. strategic options in respect to the centralization of sponsorship requests in one city office; and
  8. that any Kleinburg BIA events be added to the list;
- 2) That staff be directed to review the organizational structure options of the following two items and bring forward a report to the next available Committee of the Whole or Audit and Operational Review Committee:
  1. Sponsorship Coordination Function; and
  2. Corporate Events Function; and
- 3) That the written submission of Mr. Frank Greco, dated December 6, 2009, be received.

**Recommendation**

The Director of Corporate Communications, in consultation with the City Manager, recommends:

That Council receive the attached list of City organized events, as requested.

**Contribution to Sustainability**

This report is consistent with the priorities previously set by Council in the Green Directions Vaughan, Community Sustainability Environmental Master Plan, to foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

**Economic Impact**

City organized events are funded by the annual operating budget and sponsorship programs.

**Communications Plan**

Not applicable.

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#### **Purpose**

To provide a list of events to assist a Council-level review of the effectiveness of events – both City events and community events supported by the City – in terms of public engagement.

#### **Background - Analysis and Options**

This report addresses Item No. 22, Report No. 50, Committee of the Whole, November 10, 2009 that staff “submit a report to the Committee of the Whole (Working Session) meeting of December 7, 2009 on the dates of all City of Vaughan organized events.”

City events are a primary means of showcasing the services and facilities that the City provides to residents and local businesses. As opportunities for direct interaction with local citizens, these events often involve the participation of Council and Senior Management. The Corporate Protocols For Events policy, approved by Council June 26, 2006, applies to City events. Several City events are supported by sponsorship programs.

In addition, there are public meetings held by various City departments, both as a statutory requirement or as a public engagement opportunity in support of various City initiatives (these are not included in the attached event list). Generally, these public meetings are not supported by sponsorship programs.

According to the City of Vaughan Corporate Event Policy, approved by Council on April 11, 2005:

There are two types of events in which City of Vaughan elected representatives and City officials take part. City events are those owned and hosted by the City of Vaughan and involve City services or facilities. Community events are local events owned and hosted by a community or business organization, and may or may not involve City support or sponsorship. (2.1)

Co-sponsored events, jointly hosted by the City and another organization/business, are included in the Community events category. (2.2)

Community events can include festivals, fairs, parades, dinner dances, fund-raising events, sporting events, etc. (3.2)

On the attached list, if the event is not checked off as a City organized event, it is considered a community event which may or may not involve City support or sponsorship.

City events are owned and hosted by the City of Vaughan and involve City services or facilities. City events are organized and managed by a lead City department and the funding for the event is allocated to the budget of the lead department. The lead department appoints a project or event coordinator who is responsible for the timing and logistical requirements for the event, preparing the event work plan and obtaining any necessary approvals.

The Corporate Communications department is the lead department for the City’s main annual corporate events (Winterfest, Canada Day, and Concerts In The Park). These events are primarily financed through the “Vaughan Celebrates” Corporate Sponsorship Program. Corporate sponsors are commercial entities paying a sponsorship fee to further their marketing and advertising activities. The cost of sponsorship ranges from \$1,500 to \$25,000 per company per event. In addition, media partnerships are service-in-kind arrangements that provide the media partner with City recognition in return for advertising space used to publicize the events. This sponsorship program is a key factor in the success of the City’s corporate events program.

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Corporate Communications also manages two major fundraising events: the Mayor's Gala and the Mayor's Golf Tournament. These events raise funds for charity through table sales and related activities including a charity auction. Sponsorships are also sold.

Sponsorship packages or "sales kits" are produced for most major events, detailing sponsorship opportunities, the cost of participation, and the benefits provided to sponsors. The lead department has the responsibility for selling sponsorships. Currently, there is no coordination of sponsorship sales across the Corporation.

There has been a discussion over the past few years about establishing a centralized marketing department or function for the Corporation that would be responsible for sponsorship sales, creative services, and managing event and corporate advertising. The Corporate Communications Departmental Strategic Plan, approved by Council in December, 2002, includes a "Sponsorship strategy" as a key objective.

An additional issue relating to City events are the special requirements for an election year. In 2006, no City events were held during the weeks leading up to the election. As the 2010 election date has not been finalized by the province, the dates for the campaign period have not yet been determined.

The attached list includes more than 100 City of Vaughan organized and supported events for 2010. Many events do receive sponsorship support, provided as a cash payment or the provision of products or services. In addition, City staff resources are deployed to organize events; publicize events; sell sponsorships; and provide services-in-kind such as event set-up (podium, bleachers, etc.), by-law enforcement, and event cleanup.

Of the 109 total events on the attached list:

- 99 are City organized events
- 10 are community events supported by the City
- 61 seek sponsorship support (all City organized events)
- 98 involve Services In Kind support provided by the City
- 106 receive communications support

Of the 10 community events (included in above totals):

- 9 receive Services In Kind support provided by the City
- 10 receive communications support
- No City-managed sponsorship programs support community events

#### Relationship to Vaughan Vision 2020

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved. City organized and supported events support the strategic goal of providing service excellence to citizens, with the objective to preserve our heritage and support diversity, arts and culture.

#### Regional Implications

Many events draw audiences from Vaughan and beyond, supporting tourism development in the Region of York.

#### Conclusion

Several City departments are involved in City organized and supported events. Often, the same sponsors are approached to support various events.

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**Attachments**

List of scheduled City events

**Report prepared by:**

Madeline Zito, Director of Corporate Communications  
Ted Hallas, Manager of Corporate Communications

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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**2 COUNCIL GOVERNANCE/COMMITTEE STRUCTURE  
AND SUBSTITUTE FOR THE MAYOR**

The Committee of the Whole (Working Session) recommends:

- 1) That this matter be referred to the Audit and Operational Review Committee for a report to be provided by the end of March 2010; and
- 2) That the following written submissions be received:
  - a) Ms. Carrie Liddy, dated December 7, 2009; and
  - b) Mr. Frank Greco, 10504 Islington Avenue, Box 772 Kleinburg, L0J 1C0, dated December 7, 2009.

**Recommendation**

The Commissioner of Legal and Administrative Services and City Solicitor, and the City Clerk, recommend:

- 1) That direction be provided as to a preferred option for the Committee Structure to be adopted, and
- 2) That direction be provided should Council want to pursue an alternate model with respect to who acts in place of the Mayor.

**Contribution to Sustainability**

Reducing the number of different committees to support will assist in staff's ability to sustain the workload demands with current complement.

**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**

At Committee of the Whole (Working Session), June 22, 2009, staff were requested to bring back a report looking at options, including consideration of amalgamating or merging some committees.

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##### Role of Councils

A key responsibility of any governing body is to attend to high level planning and policy-making, and to ensure that adequate resources, both human and monetary, are in place for the organization to achieve its stated objectives. The governing body therefore focuses on:

- working with top-level management in setting objectives and developing strategies
- providing oversight and control to ensure competence of top-level management
- providing a key public/community interface, independent of management

##### Role of Committees

Committees are usually established when it is apparent that the issues are too complex and/or numerous to be handled by the entire governing body.

Committees perform certain functions such as carrying out specific tasks, as assigned, and conducting preparatory work leading up to Council decisions, such as developing policy options and recommendations for the consideration of Council. For ongoing major activities, standing committees may be established. For short-term activities, ad hoc committees are established. These should cease when the activities are completed. Therefore, each committee should have a specific set of well-defined tasks to address, written as goals, with measurable outcomes.

##### Committee of the Whole versus Standing Committees

There are two primary models of governance which dominate municipal councils.

Councils may organize themselves into Standing Committees. The key features of the Standing Committee model are:

- A small number of subject-specific committees are struck
- Standing committees are comprised of some, but not all, of council, and a member of council may sit on one or more (but not all) standing committees; in this way, committees divide up the governance responsibilities of the council.
- Because of this, standing committees can work effectively with a larger council
- Standing committees meet at regularly scheduled dates/times throughout the year
- Reports to council touching on a specific subject are first presented to the relevant standing committee, and are discussed and debated fully at the standing committee; ideally, they are not further debated at council
- Sometimes the subject areas may align well with departments or commissions
- Staff from these depts. are typically in attendance at the relevant standing committee meeting, to respond to questions arising
- Typical municipal council standing committees might be Administration & Finance Committee; Planning Committee; Community Service Committee.

An alternative to the 'standing committee model' is a Committee of the Whole (or General Committee) model. The key features of the Committee of the Whole model are:

- Committee of the whole (also called 'general committee') consists of all council members
- Because of this, this model can work effectively with a small council
- Committee of the whole meets at regularly scheduled dates/times throughout the year
- All reports to council are first presented to committee of the whole and are discussed and debated fully at committee

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- Because reports on all matters are discussed at committee of the whole, staff of most departments may need to be in attendance to respond to questions arising

#### Role of Advisory Committees

Advisory Committees may serve one of several purposes:

- advisory committees established to provide input, particularly from staff with particular knowledge and expertise, to Council on a specialized area; these would typically have several staff in attendance, and therefore hold meetings during the daytime. These might be considered 'operationally-focused advisory committees'
- advisory committees established to provide an opportunity for participation from a particular community /community of interest; these would typically have several members from the community in attendance, and therefore hold meetings during the evenings. These might be considered 'community-based advisory committees'.
- issue or task-specific advisory committees, established to provide ground work on specific issues or initiatives. These have a finite or defined lifecycle which is completed upon the realization of a recommendation, implementation of an initiative, or some other definable achievement. These might be considered 'task forces'.

#### Vaughan's Current Structure

Vaughan's current structure utilizes both the 'committee of the whole of council' model (Committee of the Whole), and the 'standing committees of council' model (Special Purpose Committees), resulting in a demanding workload, scheduling conflicts, and occasional lack of clarity as to appropriate role, function and reporting mechanisms of advisory committees. It is possible to broadly group Vaughan's existing committees generally as follows:

#### Special Purpose Committees

- Audit & Operational Review Committee
- Budget Committee
- Strategic Planning Committee
- Environment Committee
- Economic Development Committee

#### Advisory Committees with an operations focus:

(typically, these are scheduled for daytime meetings, to accommodate a preponderance of operational staff in attendance)

- Emergency Management Committee
- Heritage Vaughan
- Accessibility Advisory Committee
- Accountability & Transparency Committee
- Council/School Board Liaison Committee
- Safe City Committee
- Recreation Sports Injury Prevention Committee
- Taxicab Advisory Committee
- Economic Development Steering Committee
- Greening Vaughan Committee

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##### Advisory Committees with particular community participation:

(generally, it is important to schedule these in the evenings, to accommodate representatives of the community whose participation & input is sought)

- Vaughan Youth Cabinet
- Arts Advisory Committee
- Community Equity & Diversity Committee
- Berton Artifacts & Memorabilia Committee
- Maple Streetscape Community Advisory Committee
- Concord West Streetscape Community Advisory Committee
- Vaughan Metropolitan Centre Advisory Committee
- Vaughan Tourism Advisory Committee
- Vaughan Business Enterprise Centre

##### Advisory Committees, which function like task forces:

(often these provide groundwork on issues/initiatives which have a finite or limited lifespan or when new initiatives are getting up and running, and whose life-cycle will be complete upon the realization of specific achievements)

- Access Vaughan
- Asian Long-Horned Beetle
- Off Leash Dog Park
- Official Plan Review Committee
- Highway 427 Extension Committee

##### Statutory Committees, decisions are final and not reported to Council:

- Committee of Adjustment
- Licensing Committee
- Property Standards Committee
- Committee of Revision

##### Factors to Consider in Re-Designing the Structure

###### Vaughan's Experience:

- Committee of the Whole structure works well for Council, given size of Council
- Citizens, public and administration are comfortable with CW model
- CW WS – unique to Vaughan, and works extremely well, in allowing less formal opportunity for discussion & debate, and to facilitate input
- Special Purpose Committees:
  - provide more informal opportunity for discussion, debate
  - allow sufficient opportunity to public/stakeholder participation
  - efficient business model, which allows recommendations to Council in timely manner
  - sustainable, in terms of cost, timing, staff support
  - underpinned by principle that:
    - role of staff is to bring forward research, information, options
    - role of a committee is to recommend
    - role of Council is to decide



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- purposes of Committees sometimes overlap, especially in new topical areas
- significant matters brought to a Special Purpose Committee are referred to Working Session for broader discussion.
- the impetus for establishing Special Committees is sometimes to focus on developing a plan of strategy

Attachment 1 sets out options ranging from a continued 'hybrid' model with Committee of the Whole and all Special Purpose Committees, to a pure Committee of the Whole model in only a Finance Special Purpose Committee.

In addition to grouping Advisory Committees, several Committees should be considered for "sun setting" and/or amalgamating.

#### Deputy Mayor Title/Position

The Strategic Planning Committee at its meeting of September 15th recommended that staff be directed to include options, including existing models of the Deputy Mayor title/position, in the "Council/Committee Structure" report. The Strategic Planning Committee recommendation was adopted by Council on September 21, 2009.

#### Legislative Framework

##### Ontario Municipal Act

Head of Council: Section 225 of the *Ontario Municipal Act* (the *Act*) defines the role of the Head of Council as follows:

- a) to act as chief executive officer of the municipality;
- b) preside over council meetings so that its business can be carried out efficiently and effectively;
- c) to provide leadership to the council;
- d) to represent the municipality at official functions; and
- e) to carry out the duties of the head of council under this or any other Act.

Acting Mayor: Section 242 of the *Act* provides for an acting mayor in the absence of head as follows:

A municipality may, by by-law or resolution, appoint a member of the council to act in the place of the head of council or other member of council designated to preside at meetings in the municipality's procedure by-law when the head of council or designated member is absent or refuses to act or the office is vacant, and while so acting such member has all the powers and duties of the head of council or designated member, as the case may be.

Deputy Mayor: The *Act* does not specifically provide for a Deputy Mayor.

##### City of Vaughan By-law Number 90-2004

By-law Number 90-2004 appoints a substitute for the Mayor to act in the place of the Mayor and the order of appointment and circumstances are as follows:

That the Regional Councillor for The Corporation of the City of Vaughan who received the highest number of votes at the last municipal election held in the municipality or, in his or her absence, the Regional Councillor who received the second highest number of votes at the last municipal election or, in his or her absence, the Regional Councillor who received the third highest number of votes at the last municipal election be and is hereby appointed to act from time to time in the place and stead of the Head of Council in any of the following circumstances:

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- a. when the Head of Council is absent from the municipality or refuses to act;
- b. when the Head of Council is absent due to illness; or
- c. when the Office of the Head of Council is vacant.

#### Deputy Mayor / Acting Mayor Position

The Deputy Mayor or Acting Mayor may be selected by:

- (1) Council appointment; or
- (2) Highest votes.

#### Options for Discussion and Consideration

1. Status Quo – Substitute for the Mayor

By-law Number 90-2004 sets out the circumstances and appointment to act from time to time in the place and stead of the Head of Council (refer to section under Legislative framework).

2. Modified Status Quo – Acting Mayor on a Rotation Schedule

The “acting” circumstances would be the same as defined in By-law Number 90-2004. The “acting” role could be on a calendar monthly rotation schedule.

3. Deputy Mayor

The position could be determined based on votes as set out in By-law Number 90-2004 or could be appointed by Council.

#### Existing Models

Attachment #2 is a summary of the existing models in Peel Region, York Region and the City of Toronto.

#### 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 re-examination of the Council and Committee structure. This report is intended to facilitate discussions in that regard.

#### Attachments

1. Options
2. Deputy Mayor / Acting Mayor – Survey – Existing Models
3. Substitute for the Mayor By-law Number 90-2004

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**Report prepared by:**

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(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)