

# **CITY OF VAUGHAN**

## **EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 19, 2018**

Item 1, Report No. 23, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on June 19, 2018.

### **1      CORPORATE POLICY DEVELOPMENT AND MODERNIZATION – APPROVAL AUTHORITIES AND PRIORITIZATION**

**The Committee of the Whole (Working Session) recommends:**

- 1)      That the recommendation contained in the following report of the City Clerk, dated June 6, 2018, be approved;**
- 2)      That the following be approved in accordance with Communication C1, memorandum from the City Clerk, dated June 6, 2018:**

- 1.      That Attachment No. 1 "Recommended Approval Authorities" in the above noted report be replaced with the following revised wording:**

<b>Policy:</b>	<b>Waste Collection Design Standards Policy</b>
<b>Policy No.:</b>	<b>ES-002</b>
<b>Last Revised:</b>	<b>5/7/2007</b>
<b>Recommended Approval Authority:</b>	<b>Recommended for Repeal</b>

- 2.      That in consideration of identifying this policy for repeal, that the "Waste Collection Design Standards" policy be amended to be included in Attachment No. 2 "Policies Recommended for Repeal" and that Attachment No. 2 be amended to include the following information:**

<b>Policy:</b>	<b>Waste Collection Design Standards Policy</b>
<b>Rationale:</b>	<b>Policy contents are included in the by-law to "establish and maintain a system for the collection of Collectible Waste in the City of Vaughan, and to repeal and replace by-law 217-2010" (135-2017); and</b>

- 3)      That the presentation and Communication C11, presentation material entitled, "Corporate Policy Development and Modernization Update", be received.**

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 19, 2018**

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#### **Recommendations**

1. That Committee approve the assigned approval-authorities outlined in Attachment 1 of this report; and,
2. That Committee approve the policies identified for repeal as outlined in Attachment 2 of this report.

Item:



## Committee of the Whole (Working Session) Report

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**DATE:** Wednesday, June 06, 2018

**WARD(S):** ALL

**TITLE:** Corporate Policy Development and Modernization –Approval Authorities and Prioritization

**FROM:**

Todd Coles, City Clerk

**ACTION:** DECISION

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### **Purpose**

The purpose of this report is to advise Council on the progress made to date in the Corporate Policy Review and Modernization initiative and to present a recommended categorization of existing City of Vaughan policies by separating policies for Council or Administrative approval. Additionally, some policies have also been identified for repeal.

### **Recommendations**

1. That Committee approve the assigned approval-authorities outlined in Attachment 1 of this report; and,
2. That Committee approve the policies identified for repeal as outlined in Attachment 2 of this report.

### **Report Highlights**

- In support of the policy review and modernization initiative, all current City of Vaughan policies have been comprehensively reviewed in consideration of the Council-approved authority framework.
- Through a coordinated consultation process, policies have been reviewed and considered in conjunction with the approval-criteria and have been designated for Council or Administrative approval.
- Policies that were determined to be candidates for repeal have been identified for approval.
- Staff will proceed to review, revise and update previously approved policies to conform to new templates and requirements.

## **Background**

The City of Vaughan currently has 146 corporate policies across 22 departments. As previously reported to Council, an initial assessment of Vaughan's policy development resources and practices found that although Vaughan has many of the necessary tools in place, improvements are needed to strengthen accountability, transparency and empowerment through the policy process.

The policy assessment identified the need to more clearly distinguish between Council policies and administrative policies, and between policies and procedures. It also identified a requirement for more regular policy reviews to ensure that policies stay current with legislative and operational requirements.

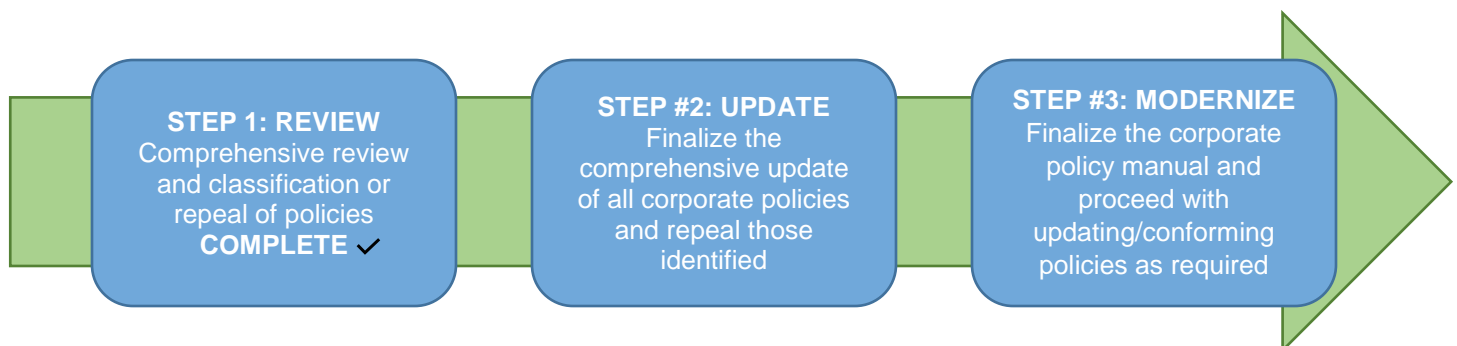
On February 21, 2018, Council ratified a new corporate approval authority criteria and policy and procedural templates in conjunction with a delegation by-law granting authority to the City Manager to approve Administrative policies and make minor technical amendments to Council-approved policies. Council also approved the corporate policy on Corporate Policy Development which provides a framework for the City to govern the development, review, and maintenance of corporate policies to ensure consistency, accountability and transparency of all policies.

In response to this approval, a three-step approach to updating the Corporate Policy Manual has been devised.

**Step #1 - Review:** entails a comprehensive review of all current policies to determine if existing policies should be approved by Council or the Administration. This review was carried out by the Policy Committee in conjunction with staff and included a comparative review amongst other municipalities. The assigned list in Attachment 1 is a detailed outline of all policies, their priority and recommended approval authority.

**Step #2 – Update:** based on strategic direction from Council regarding the recommended approval authority of existing policies or those recommended for repeal, the Corporate Policy Manual will be updated accordingly.

**Step #3 – Modernize:** will involve modernizing the Corporate Policy Manual to reflect the revised approval authorities of current corporate policies as well as the migration onto the new corporate templates.



Improving the City's policies and policy processes through the Corporate Policy Development and Modernization initiative will strengthen accountability, transparency and empowerment through the policy process.

This initiative supports the Term of Council Priority "*Continue to advance a culture of excellence in governance*", and the Service Excellence Strategic Initiative "*Leadership Alignment – develop and implement a leadership alignment process that aligns people, process and technology to foster a culture of service excellence*".

## **Previous Reports/Authority**

[Corporate Policy Review and Modernization](#)

[Update on Leadership Alignment Policy Review](#)

## **Analysis and Options**

**Distinguishing between Council and administrative policies and assigning approval authority to the appropriate level is consistent with modern governance practices and enhances operational performance and service delivery.**

Policies are fundamental tools of municipal governance that facilitate consistent decision-making. Both Council and administration (staff) require policies to help make decisions. However, Council and administrative policies differ in their function and approval authority. Council provides direction to the City's administration through the City Manager and through this direction, staff implement Council's decisions and establish administrative policies, practices and procedures accordingly.

**With approval of the policy on Corporate Policy Development, staff completed the next phase of the Corporate Policy Development and Modernization Initiative.**

Engaging the enacted approval authorities, the Policy Committee in conjunction with staff, conducted a review of existing corporate policies in consideration of the new Council-approved approval-authority criteria.

During this review, staff developed recommendations for:

- a) *Appropriate approval authorities for each policy:*  
Applying the definitions and criteria established in the revised policy on Corporate Policy Development, appropriate approval authorities (Council or Administration) were assigned to each policy.
- b) *Priority Policies:*  
Through a coordinated review of current Corporate policies, respective policy owners, department heads and staff assessed policies for priority review in consideration of the policy's currency, sensitivity, and legislative compliance in addition to those identified by Council. These Council-approved policies are outlined in Attachment 3.

c) *Policies that should be repealed:*

Criteria for repealing a policy included but was not limited to the age of the policy, compliance with legislative requirements, current organizational operations, reflectiveness of current standards and practices and alignment with the Council-approved definitions of “policy” and “procedure”. In addition to existing policies being identified for repeal, the opportunity to consolidate policies resulted in an additional repeal category; “Repeal Pending”. Policies identified as “Repeal Pending” are recommended for consolidation and upon combination with another existing policy, can be appropriately repealed. These policies will be identified and reported back on to Council for approval.

**Repealing outdated, duplicate and non-compliant policies supports a streamlined and accountable approach.**

77 policies have been identified as policies which are “no longer required/suitable for repeal” and have met at least one of the following rationale characteristics to support the recommended repeal. The rationale provided are as follows:

1. Program or program funding no longer exists
2. Regulation or legislation is already in place
3. Policy has been replaced with another policy or by-law
4. Policy conflicts with another policy or by-law
5. Policy is outdated or dysfunctional
6. Policy is a procedure

A concise explanation of the rationale has been provided for each policy in Attachment 2.

Policies which need to be amended and updated are not identified in Attachment 2, these will be brought forth to Council ad hoc upon completion of revision.

**Policy categorization will comply with the revised Policy on Corporate Policy Development (03.A.01) and Delegation of Approval of Administrative Policy by-law (033-2018).**

Existing corporate policies listed in Attachment 1 have been categorized as either “Council” or “Administrative” by the Policy Committee and supporting staff using the approved guiding framework. It should be noted that the majority of policies (59 policies) are considered to be “Council” policies and as such, would be subject to Council’s approval in the future for any substantive amendments to or repeal of those policies. For those policies which have been categorized as “Administrative” (10 policies), would be subject to Administrative approval in the future for any substantive amendments to or repeal of those policies.

**Upon approval of the categorization of existing corporate policies, staff will proceed with the next phase of the Corporate Policy Development and Modernization Initiative.**

Staff will continue to inventory all policy documents and format them to conform to the new corporate document templates. During this process, staff will also flag documents that require a further 'detailed review' if necessary, and identify gaps where a requirement to develop a new policy is required.

**Increasing transparency through the utilization of a new Corporate Policy Manual website.**

The Policy Coordinator shall post a reference copy of approved Council policies on both the City website and Corporate intranet via Vaughan Online (VOL). Administrative policies will be made available on the Corporate intranet site (VOL) and will be selectively available on the Corporate website as determined by the Policy Committee.

Upon approval of Administrative policies, the Policy Coordinator will formally communicate approvals to Members of Council.

**In addition to the Policy Modernization initiative, staff will undertake a comprehensive review of certain City by-laws to assess for conformity, ensure consistency and compliance while identifying opportunities to consolidate.**

Through research conducted for the policy framework development and modernization, it became clear that efforts to strengthen policy capacity must also consider the available governance instruments a municipality has available. Municipalities can use by-laws, policies, and procedures to conduct their business, but each of these tools serves a distinct purpose. Building and streamlining both policy and by-law capacity supports a transparent approach to decision-making, authority and processes.

For example, this assessment will include a review of the City's Procedural by-law (7-2011), the preparation of a Committee of Adjustment Procedural by-law as well as other by-laws that should be reviewed in support of a new term of Council. This assessment will involve an online document review investigating other Canadian Municipal by-laws practices and procedures in consideration of legislative requirements.

### **Financial Impact**

There is no immediate economic impact associated with this report

### **Broader Regional Impacts/Considerations**

Consideration of City and Regional policy alignment may be required where appropriate.

## **Conclusion**

Policies are a valuable tool of municipal governance that facilitate consistent decision-making. The revised policy on Corporate Policy Development will strengthen the City's policy framework by providing an accountable, consistent, and transparent approach to policy development.

**For more information**, please contact: Todd Coles, City Clerk at [todd.coles@vaughan.ca](mailto:todd.coles@vaughan.ca).

## **Attachments**

1. Recommended approval authorities
2. Policies recommended for repeal
3. Council-approved prioritized policies

## **Prepared by**

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