

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 21, 2018

Item 2, Report No. 8, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on February 21, 2018.

2 CORPORATE POLICY DEVELOPMENT AND MODERNIZATION

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the City Clerk, dated February 12, 2018, be approved; and
- 2) That the presentation and Communication C1, presentation material entitled, *“Corporate Policy Development and Modernization”*, be received.

Purpose

This report recommends a new corporate policy development and approval framework to ensure consistent and uniform policy development, revision and review.

Recommendations

1. That Council approve the revised policy on Corporate Policy Development in Attachment 1 of this report;
2. That Council enact the necessary by-law to delegate authority to the City Manager to approve administrative policies; and,
3. That Council approve the technical updates to the Delegation of Powers & Duties Policy CL-009, as set out in Attachment 2 of this report.

Report Highlights

- A revised policy on Corporate Policy Development is recommended to support an accountable and transparent policy framework for the City.
- The revised policy distinguishes between policies to be approved by Council and policies to be approved by the administration which is consistent with modern governance practices and is aligned with the City’s Delegation Policy.
- Newly-designed templates will ensure consistency and clarity in the form and content of all corporate policies and procedures.
- Upon approval of the revised policy, staff will proceed to identify policies for immediate review, policies that should be updated or repealed, and appropriate approval authorities for each policy.

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Background

In 2016, a staff Policy Committee was formed to conduct a review of policy development and governance and to consider new and updated corporate policies.

The City of Vaughan currently has 148 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.

The current policy template is outdated and does not serve as a strong guiding document. Formatting and details are inconsistent and lacking appropriate detail to ensure clear and concise direction. There is also a need to ensure that Council approved policies are more accessible by making them available to the public in an easy-to-read format on the City's website.

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

[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

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establish administrative policies, practices and procedures accordingly.

The revised policy on Corporate Policy Development establishes criteria for determining whether a policy requires Council or Administrative approval.

Council policies are policies that set overall direction for administrative staff and standards of performance, define a city position on public issues, have an external focus on the community or are required by provincial legislation. Due to the higher level and often external orientation of these policies, they must be approved by Council.

Administrative policies are policies that direct staff by setting operational duties and expectations and guiding the administration's decision-making processes. Unlike Council policies, administrative policies are focused on the internal operations and processes of the municipality, and therefore it is appropriate that the City Manager has approval authority.

The revised policy on Corporate Policy Development provides that policy amendments of a minor, technical nature may be made by the City Manager without the need for Council approval. These amendments are defined as "minor deletions, additions or other administrative changes to any policy that does not alter the purpose or scope of the policy". Any such amendments made to Council policies will be documented and circulated to Members of Council.

Procedures are also defined in the revised policy as "administrative guidelines which set out steps to be followed to implement and achieve the desired outcome of [any] policy." Procedures are developed by the administration and do not require Council approval.

Where a by-law includes the delegation of authority to staff, the delegation will comply with the Delegation of Powers & Duties Policy (CL-009).

[Section 23.1\(1\) of the Municipal Act, 2001](#) (the *Act*) authorizes a Council to delegate its power and duties subject to certain restrictions. Section 270 of the *Act* further requires that municipalities adopt a Delegation Policy with respect to the delegation of Council's legislative and administrative authority. In 2007, Council adopted the 'Delegation of Powers and Duties Policy' (CL-009) which sets out the scope of the powers and duties within which Council may delegate its legislative and administrative authority and to establish principles governing such delegation.

Drawing a distinction between Council and administrative policies acknowledges the dynamic policy-making environment in which municipalities operate. A jurisdictional review of best practices supports the refinement of approval authorities and policy development governance instruments. Many municipalities across Canada have approved similar policy modernization initiatives, including a number of York Region municipalities. Policy modernization enables greater efficiency and timeliness for creating and updating policies while strengthening Corporate accountability and transparency.

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Several administrative matters have been delegated to staff over the years, including, for example, the authority to execute standard site plan, subdivision, model home, development and servicing agreements, authority to execute documents of an administrative nature, and delegated authority for certain fence height and noise exemptions. The delegation of Council's powers, duties or functions must be done by by-law and there are several delegation by-laws that deal with the various matters delegated to staff. In some instances, a corporate policy has been created to provide further direction and guidance regarding the execution of delegated authority. The revised policy on Corporate Policy Development specifies that any policy that references the delegation of authority to staff must comply with Policy CL-009.

To give effect to the new policy on Corporate Policy Development, a by-law to delegate authority to the City Manager to approve administrative policies and technical updates to the Delegation of Powers and Duties Policy CL-009, are required.

Standardized templates for corporate policies and supporting procedures have been developed to ensure that policies and procedures are presented in a streamlined, consistent and easy-to-read manner.

Sample policy and procedure templates used by other Canadian municipalities templates were reviewed for usability, clarity and structure. Both the policy and procedure templates (Attachments 3 and 4) include automatic features allowing policy authors to ensure a consistent and easy-to-read presentation.

Upon approval of the policy on Corporate Policy Development, staff will proceed with the next phase of the Corporate Policy Development and Modernization Initiative.

Staff will continue with the comprehensive review of existing policies, applying the criteria set out in the new Corporate Policy on Policy Development. Recommendations will be developed for:

a) Policies requiring immediate review:

Through a coordinated review of current Corporate policies, respective policy owners, department heads and staff will assess policies for priority review in consideration of the policy's currency, sensitivity, and legislative compliance.

b) Policies that should be repealed:

Criteria for repealing a policy will include but are not limited to the age of the policy and relevance to current legislative or organizational requirements.

c) 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 Administrative) will be identified for each policy.

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A report will be submitted to Council detailing the results of this review and presenting recommendations for approval.

Staff will also be undertaking a review of the City's existing delegation by-laws to identify gaps and assess for legislative compliance and opportunities for consolidation. This will include a comprehensive review of delegation by-laws and practices in other municipalities. Recommendations arising out of this review will be designed to further support the modernization of the City's policy and legislative framework and streamline decision-making and administration.

Once policies are approved, they will be incorporated in a new Policy Manual made accessible corporate-wide as well as to the public. Council- approved policies will be posted on the City's web site.

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: Barbara McEwan, City Clerk at barbara.mcewan@vaughan.ca.

Attachments

1. Policy on Corporate Policy Development
2. Technical updates to the Delegation of Powers and Duties Policy CL-009
3. Policy Template
4. Procedure Template

Prepared by

Jacquelyn Gillis, Policy Coordinator, ext. 8974

(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.)

Corporate Policy Development and Modernization

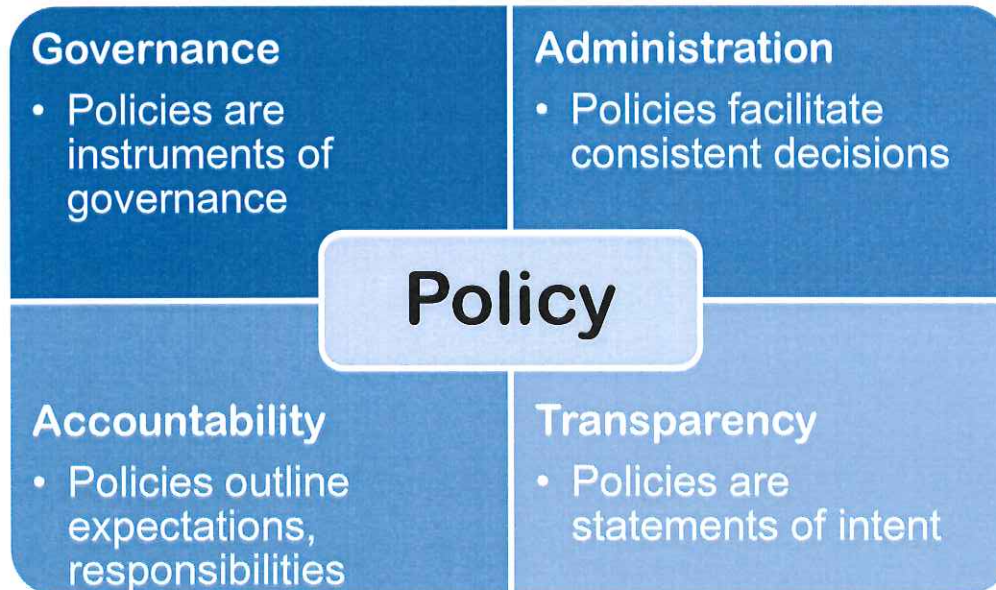
Committee of the Whole (Working Session)
February 12, 2018



Overview

- Context for Corporate Policy Modernization
- Role of the Policy Committee
- Current state
- Best practices
- Delegation of authority
- Approval authorities
- Policy on Corporate Policy Development
- Templates
- Delegation by-law review
- Next steps

Why Does Policy Matter?



Term of Council Service Excellence Strategy Map (2014-2018)

VISION
A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community that is inclusive, progressive, environmentally responsible and sustainable.

MISSION
Create, lead, and reach service excellence.

VALUES
Integrity, Accountability and Dedication.

TERM OF COUNCIL PRIORITIES

- ☐ Improve municipal road network
- ☐ Continue to develop transit, cycling and pedestrian options to get around the City
- ☐ Facilitate the development of the VMC
- ☐ Support the development of the hospital
- ☐ Re-establish the urban tree canopy
- ☐ Invest, renew and manage infrastructure and assets
- ☐ Continue to ensure the safety and well-being of citizens
- ☐ Meet Council tax rate targets (no greater than 3%)
- ☐ Update the Official Plan and supporting studies
- ☐ Attract investment and create jobs
- ☐ Create and manage affordable housing options (secondary suites)
- ☐ Continue to cultivate an environmentally sustainable city
- ☐ Support and promote arts, culture, heritage and events in the community
- ☒ Continue to advance a culture of excellence in governance
- ☐ Establish a lobbyist registry
- ☐ Enhance civic pride through a consistent city-wide approach to citizen engagement

SERVICE EXCELLENCE STRATEGIC INITIATIVES

CITIZEN EXPERIENCE	
Citizen Experience and Service Delivery Citizens Engaged in Decision Making • Develop a meaningful and inclusive citizen engagement framework • Improve the use of funds and resources • Develop service level standards to enhance satisfaction through consistent service experience	End-to-End Citizen-Centred Services Improvement through Technology • Develop and implement a digital service strategy that defines how the City will deliver services through multiple channels (phone, web, mobile)
OPERATIONAL PERFORMANCE	
Service Delivery Options Efficient Service Delivery • Review service delivery options and shared services to match resources to the desired level of service • Continuous improvement • Implement continuous improvement initiatives to improve our service and business processes	Financial Sustainability Sustainable Fiscal Framework • Create a Financial Master Plan to ensure sustainable fiscal position and management of assets • Demonstrate Value for Money • Continue to refine our performance measures and benchmark for service delivery
STAFF ENGAGEMENT	
Employee Engagement Invest in Our People • Establish a People Plan to support employees through change • Succession plan • Learning and development • Workforce planning and talent management • Communication Strategy • Develop communications to foster the journey of service excellence and transformation	Corporate Governance and Accountability Framework Leadership Alignment • Develop and implement a leadership alignment process that aligns people, process and technology to foster a culture of service excellence • Governance and Accountability • Review the organizational structure with defined roles and responsibilities to ensure it is positioned to deliver on Council priorities • Develop an Enterprise Risk Management framework to better support governance and accountability

DEPARTMENTAL BUSINESS PLANS



Policy Committee

Mandate: To improve the City's policy-making process, governance and standardization.

- Held inaugural meeting on January 26, 2017
- Co-Chairs; City Manager and City Clerk
- Comprised of CMT members
- Provides a venue for departments to present new or updated policies for consideration prior to Council approval
- Reviews existing policies to identify and prioritize gaps, inconsistencies and/or policies requiring review and update
- Is conducting a comprehensive review of current corporate policies in consideration of best practices and legislative requirements

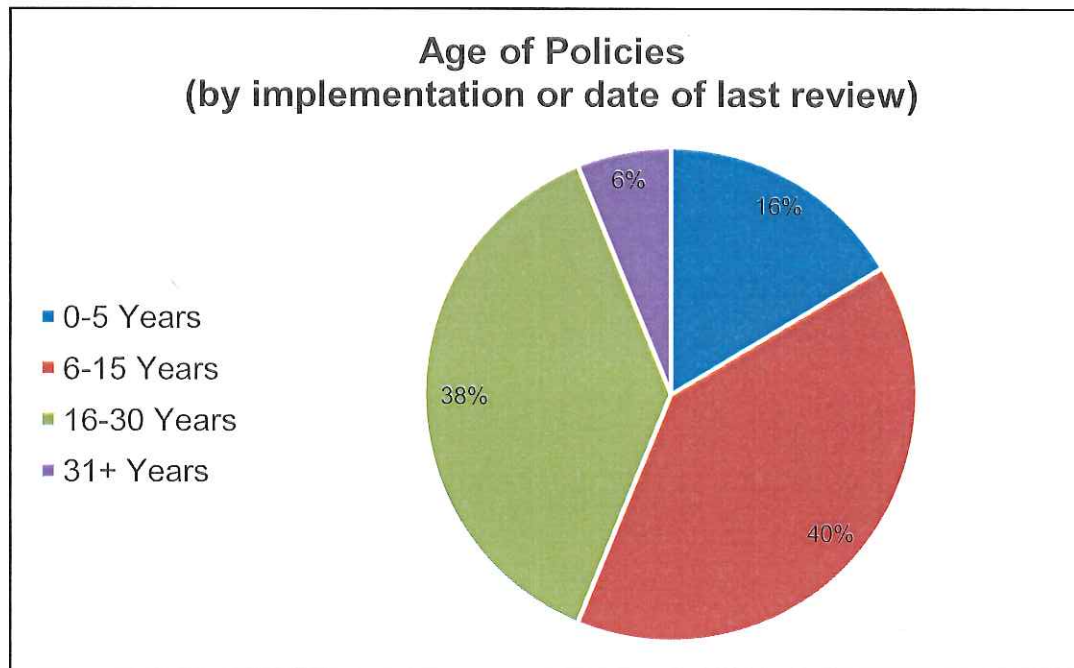
Previous FAA Report and Presentation

- Presented to FAA on June 19, 2017
- Detailed the role of the Policy Committee
- Outlined the importance of policy development
 - Instruments of governance
 - Facilitate consistent decisions
 - Outline accountability, expectations and responsibilities
 - Are transparent public statements of intent
- Identified deficiencies/gaps:
 - Detailed policy template
 - Corporate Policy on Policy Development reflecting current structure and best practices
 - Outdated policy manual
 - Dedicated policy staff

Current State

- 148 existing corporate policies across 22 departments
- AD-016 *Policy on Corporate Policy Development* requires all policies to be approved by Council
- No standardized templates
- Policies and procedures are not distinct documents
- Not assigned a review schedule
- Only available internally and not to the public

Current State



Note: Chart is reflective of 2017.

Current State v. Best Practices

Current State

Policies are inconsistent in content and/or form

Many policies do not reflect current corporate procedures or requirements

Policies are not publicly available



Templates streamlined for consistency and conveyance of information

Policies guided by values, goals, legislation or processes, and reflect current legislation and corporate requirements

Council approved policies available externally on the Vaughan.ca Policy Manual

Best Practices

Current State v. Best Practices

Current State

Policies are difficult to locate internally

Inconsistent/unassigned review of policies

All policies must be approved by Council



Staff have easy access and knowledge where to locate Administrative policies

Policies reviewed every 5-7 years for compliance and applicability

Administrative policies separated from Council policies to improve accountability and efficiency

Best Practices

Delegation of Authority

Drawing a distinction between Council and administrative policies acknowledges the dynamic policy-making environment in which municipalities operate. A jurisdictional review of best practices supports the refinement of approval authorities and policy development governance instruments.

Best Practice Leaders:

[City of Saskatoon](#)

[Town of Newmarket](#)

[City of Edmonton](#)

[City of Calgary](#)

Approval Authorities

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.

Supporting documentation:

- [Section 23.1\(1\) of the Municipal Act, 2001](#)
- [Delegation of Powers & Duties Policy \(CL-009\)](#)

*To give effect to the new policy on Corporate Policy Development, a by-law to delegate authority to the City Manager to approve administrative policies, and approve minor technical updates to Council-approved policies is required.

Council Approval

“Council policies are policies that set overall direction for administrative staff, set standards of performance, define a city position on public issues, have an external focus on the community or are required by provincial legislation. Due to the higher level and external orientation of these policies, these policies are approved by Council.”



Guiding Criteria



Examples:

[Vexatious and Frivolous Complaints](#)

[Accountability and Transparency](#)

[Investment Policy](#)

Administrative Approval

“Administrative policies are policies that are focused primarily on the internal operations and processes of the municipality. These policies direct staff by setting operational duties and expectations and guiding the administration’s decision-making processes and are approved by the City Manager. This authority may be delegated by the City Manager to another senior administrator (policy owner).”



Guiding Criteria



Following an assessment and gap analysis of current policies, proposed Administrative policies may include:

- Attendance Management
- Employee Learning & Development
- Dress Code
- HR Payroll/Compensation Administration
- Performance Management
- IT Acceptable Use Policy

Revised Policy on Corporate Policy Development

Comprehensively:

- Utilizes the new Corporate policy template
- Outlines purpose and scope of policy
- Identifies legislative requirements prescribed by the Municipal Act
- Details applicable definitions for clarity
- Establishes criteria of approval authority
- Ensures accessibility of policies
- Details process of review and amendments
- References detailed “*Guideline Governing Policies and Procedures*” supporting procedural document

New Corporate Templates

Standardized templates for corporate policies and supporting procedures have been developed to ensure that policies and procedures are presented in a streamlined, consistent and easy-to-read manner.

Attachment 3

CITY OF VAUGHAN

CORPORATE POLICY

POLICY TITLE: Enter policy title

POLICY NO.: Policy numbers are assigned by Policy & Coordination

Session:	SELECT	Date of Last Review:	SELECT
Effective Date:	<small>Click on map to enter a date</small>	Policy Owner:	<small>Click on map to enter a date</small>
Approval Authority:	SELECT		

POLICY STATEMENT

PURPOSE

SCOPE

Delegation of Authority/By-Law Review

 [Example: City of Guelph](#)

Why:

- Identify gaps
- Assess for legislative compliance
- Opportunities for consolidation

How:

- Comprehensive review of current delegation by-laws
- Review of practices in other municipalities

Outcome:

- Support the modernization of the City's policy development
- Support legislative frameworks and compliance
- Streamline decision-making and administration

Policy Review Workplan

1. Separation of policies

Q1-2018

- Applying the revised approval authorities, policies will be separated by these definitions and will be submitted for review

2. Council Policy Review and Prioritization

Q2-2018

- Review Council-approved policies and identify review prioritization
- Submit prioritized list to Policy Committee for approval
- Submit prioritized list for Council approval

Policy Review Workplan

3. Delegation of Authority/By-law Review

Q2-2019

- Conduct a comprehensive review of current delegation by-laws
- Consolidate where possible
- Confirm regulatory compliance in tandem with Corporate alignment
- Review with Policy Committee/City Manager
- Submit to Council for approval

4. Online Policy Manual (internal and external)

Q3-2019

- Design an Administrative policy manual available internally
- Design a Council policy manual available externally/publicly
- Execute a Corporate-wide launch with appropriate training

Corporate Policy Framework - Summary

Council Policy <i>Council Approval</i>	<ul style="list-style-type: none">• Sets direction and standards for administration• Defines City position on an issue• External focus
Administrative Policy <i>City Manager Approval</i>	<ul style="list-style-type: none">• Directs staff in making consistent decisions• Sets operational duties and expectations• Internal focus
Procedure <i>City Manager Approval</i>	<ul style="list-style-type: none">• Step-by-step guidance on implementation of an administrative policy

Questions and Discussion

Item:



Committee of the Whole (Working Session) Report

DATE: Monday, February 12, 2018

WARD(S): ALL

TITLE: Corporate Policy Development and Modernization

FROM:

Barbara McEwan, City Clerk

ACTION: DECISION

Purpose

This report recommends a new corporate policy development and approval framework to ensure consistent and uniform policy development, revision and review.

Recommendations

1. That Council approve the revised policy on Corporate Policy Development in Attachment 1 of this report;
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- a) *Policies requiring immediate review:*
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- b) *Policies that should be repealed:*
Criteria for repealing a policy will include but are not limited to the age of the policy and relevance to current legislative or organizational requirements.
- c) *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 Administrative) will be identified for each policy.

A report will be submitted to Council detailing the results of this review and presenting recommendations for approval.

Staff will also be undertaking a review of the City's existing delegation by-laws to identify gaps and assess for legislative compliance and opportunities for consolidation. This will include a comprehensive review of delegation by-laws and practices in other municipalities. Recommendations arising out of this review will be designed to further support the modernization of the City's policy and legislative framework and streamline decision-making and administration.

Once policies are approved, they will be incorporated in a new Policy Manual made accessible corporate-wide as well as to the public. Council- approved policies will be posted on the City's web site.

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: Barbara McEwan, City Clerk at barbara.mcewan@vaughan.ca.

Attachments

1. Policy on Corporate Policy Development
2. Technical updates to the Delegation of Powers and Duties Policy CL-009
3. Policy Template
4. Procedure Template

Prepared by

Jacquelyn Gillis, Policy Coordinator, ext. 8974



CITY OF VAUGHAN

CORPORATE POLICY

POLICY TITLE: CORPORATE POLICY DEVELOPMENT

POLICY NO.: 03.C.01

Section:	Administration & Legal		
Effective Date:	February 21, 2018	Date of Last Review:	Click or tap to enter a date.
Approval Authority: Council	Policy Owner: City Clerk		

POLICY STATEMENT

A strong policy framework supports the City's commitment to accountability, transparency and effective governance by clearly defining the City's governance practices and ensuring that policies will be made transparent to the public.

PURPOSE

This policy establishes a framework for the development and approval of corporate policies and procedures for the City of Vaughan.

The City of Vaughan will operate a standardized system of developing, recording, approving, distributing and maintaining policies and procedures.

SCOPE

This policy applies to all corporate policies and procedures of the City approved by City of Vaughan Council or Administration.

LEGISLATIVE REQUIREMENTS

Section 224.d. of the *Municipal Act, 2001* states that it is the role of Council,

"To ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality."

POLICY TITLE: CORPORATE POLICY DEVELOPMENT

POLICY NO.: 03.C.01

Section 270(1) of the *Municipal Act, 2001* further states that a municipality shall adopt and maintain policies with respect to the following matters:

1. *“Its sale and other disposition of land.*
2. *Its hiring of employees.*
3. *Its procurement of goods and services.*
4. *The circumstances in which the municipality shall provide notice to the public and, if notice is to be provided, the form, manner and times notice shall be given.*
5. *The manner in which the municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public.*
6. *The delegation of its powers and duties.”*

This policy has been developed to support these legislative requirements.

DEFINITIONS

1. *Council Policies:* are policies that set overall direction for administrative staff, set standards of performance, define a city position on public issues, have an external focus on the community or are required by provincial legislation. Due to the higher level and external orientation of these policies, these policies are approved by Council.
2. *Administrative Policies:* are policies that are focused primarily on the internal operations and processes of the municipality. These policies direct staff by setting operational duties and expectations and guiding the administration’s decision-making processes and are approved by the City Manager.
3. *Policy Committee:* is the Committee comprised of members of the corporate or senior management team responsible for reviewing proposed policies and policy revisions and referring such policies to their respective approval authorities.
4. *Policy Manual:* is a physical and electronic consolidation of City of Vaughan policies maintained by the Office of the City Clerk.
5. *Policy Owner:* is a member of the City’s corporate or senior management team who assumes responsibility for a specific policy or policy revision activity.
6. *Procedures:* are administrative guidelines which set out steps to be followed to implement and achieve the desired outcome of the policy.

POLICY

City of Vaughan policies will be:

- Presented in a common format.
- Formally approved by the authorized approval authority.
- Kept current with operational and organizational frameworks.
- Linked electronically to procedures for implementing the policy.
- Maintained centrally and accessible to all interested parties.

1. Format:

All policies and procedures (where applicable) will be documented on the Policy and Procedure Templates following the instructions in the *Procedure Governing Policies and Procedures*.

2. Approval Authorities:

Council Policies

Council is the approval authority for all policies that meet the definition of Council Policy as set out above. A Council policy may focus on one or more of the following elements:

A. Community:

1. Supports the establishment and functioning of community groups, activities and programs;
2. Enhances a supportive community creating equity for residents;
3. Formulates useful partnerships benefitting the community;
4. Governs the actions of the public within municipally-owned facilities, buildings or property;
5. Provides programs, activities and events that enhance communities and neighborhoods;
6. Supports the achievement of citizen's desires for the community's future.

B. Financial & Fiscal Responsibility:

1. Budget approval and amendment;
2. Establishes procurement/tendering authorities, processes and requirements;
3. Upholds financial integrity of the municipality through decision-making and monitoring;
4. Legislative and Regulatory Requirements;
5. Ensures compliance through the implementation of relevant policies and procedures as required;

6. Formulates legislative acts or acts that otherwise involve the exercise of discretion (quasi-judicial acts).

C. Members of Council:

1. Guides interaction between the City and public;
2. Provides guidelines for Members of Council pertaining to:
 - Delegation of authority
 - Ensuring the accountability and transparency of the operations of the municipality
 - Council member's role as an elected official.

D. Strategic Practice:

1. Provides high-level direction pertaining to:
 - A City position on public issues
 - Corporate governance;
2. Provides high-level standardization pertaining to:
 - Corporate programs
 - Corporate service levels, objectives, goals and priorities.

Administrative Policies

The City Manager is delegated approval authority for all policies that meet the definition of Administrative Policy as set out above. This authority may be delegated by the City Manager to another senior administrator (policy owner). An Administrative Policy may focus on one or more of the following elements:

A. Finance & Fiscal Responsibility:

1. Guides the exercise of financial/budgetary control within delegated authority;

B. Legislative and Regulatory Requirements:

1. Guides actions necessary to carry out legislated responsibilities and ensure corporate compliance;

C. Staff and Representatives of the City:

1. Defines clear administrative practices;
2. Guides behaviour of internal staff, contractors and consultants;
3. Standardizes corporate operational duties/expectations of staff performance;
4. Addresses matters required for the management of the corporation;
5. Outlines responsibilities of staff.

D. Strategic Practice:

1. Governs how the Administration carries out Council's direction;

2. Governs how the corporation will carry out day-to-day operations;
3. Supports administrative direction exclusive of interpretation or discretionary judgment;
4. Supports practical implementation and administration of programs or activities.

Procedures

Procedures are approved administratively and do not require Council approval.

3. Accessibility:

Once approved, policies will be posted in the Policy Manual and will be maintained by the Office of the City Clerk.

4. Review and Amendments:

1. The City Manager is authorized to make minor deletions, additions or other administrative changes to any policy that do not alter the purpose or scope of the policy. Administrative amendments to Council policies will be documented and circulated to Members of Council.
2. Development and revision of supporting procedures are the responsibility of the policy owner as identified in the policy and are subject to amendments as required.
3. Policies will be reviewed at least once every five years. Such reviews will include a review of the policy text as well as an assessment of compliance with the practices governed by the text.
4. Where a policy has specific legislative requirements, it will be reviewed against the stated legislative needs.
5. Where a policy has a supporting procedure associated with it, the procedure will be reviewed at the same time as the parent policy.

Inquiries regarding this policy should be directed to the Policy Coordinator with the Office of the City Clerk.

POLICY TITLE: CORPORATE POLICY DEVELOPMENT

POLICY NO.: 03.C.01

ADMINISTRATION

Administered by the Office of the City Clerk.

Review Schedule:	5 Years <small>If other, specify here</small>	Next Review Date:	February 21, 2023
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Related Policy(ies):	CL-009 – Delegation of Powers & Duties Policy
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Related By-Law(s):	
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Procedural Document:	03.PRC.01 – Guidelines Governing Policies and Procedures
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Revision History

Date:	Description:
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Click or tap to enter a date.	
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Policy No:	CL – 009
Department:	COUNCIL
Subject:	DELEGATION OF POWERS & DUTIES POLICY

I. Purpose/Application

The *Municipal Act, 2001* (the Act) requires that all municipalities adopt and maintain a policy with respect to the delegation of Council's legislative and administrative authority. The purpose of this policy is to set out the scope of the powers and duties which Council may delegate its legislative and administrative authority and to establish principles governing such delegation. This policy must be adopted in accordance with section 270 of the Act by December 31, 2007.

II. Definition(s):

- i) Legislative Powers** - Includes all matters where council acts in a legislative or quasi judicial function including enacting by-laws, setting policies, and exercising decision making authority.
- ii) Administrative Powers** - Includes all matters required for the management of the corporation which do not involve the exercise of legislative or **quasi-judicial actions authority**.

III. Policy Statement

The Council of the City of Vaughan, as a duly elected municipal government is directly accountable to its constituents for its legislative decision making, policies, and administrative functions. Council's decisions are generally expressed by by-law or resolution of Council carried by a majority vote. The efficient management of the municipal corporation and the need to respond to issues in a timely fashion require Council to entrust certain powers and duties to committees and staff while concurrently maintaining accountability, which can be effectively accomplished through the delegation of legislative and administrative functions. Council authority will be delegated within the context set out in the Act and will respect the applicable restrictions outlined in the Act.

IV. Corporate Values

As part of the Vaughan Vision 2020 strategic plan the City of Vaughan has adopted the following Corporate Values: Leadership, Innovation, Fairness, Respect, Inclusiveness, Integrity, Transparency, and Accountability.

V. Policy Requirements

1. All delegations of Council powers, duties or functions shall be effected by bylaw.

Council Approval:	2007/12/10
Report No/Item:	58/3
Cross Reference:	Policy No. 01.33

Amended:	N/A
Report No/Item:	N/A

Policy No:	CL – 009
Department:	COUNCIL
Subject:	DELEGATION OF POWERS & DUTIES POLICY

2. Unless a power, duty, or function of Council has been expressly delegated by bylaw, all of the powers, duties and functions of Council remain with Council.
3. A delegation of a power, duty or function under any bylaw to any member of staff includes a delegation to a person who is appointed by the City Manager or selected from time to time by the delegate to act in the capacity of the delegate in the delegate's absence.
4. Subject to section 3, a person to whom a power, duty or function has been delegated by bylaw has no authority to further delegate to another person any power, duty or function that has been delegated, unless such sub-delegation is expressly permitted.
5. Legislative matters may be delegated by Council to a specific individual where they such matters are minor in nature, or to a group of individuals. Council has may provided terms and conditions under which the delegated powers shall be exercised. Delegation of legislative matters must take into account the limitations set out in the Act.
6. Administrative Matters may generally be delegated to staff subject to the conditions set out in the delegation and in this policy, and must take into account the limitations set out in the Act.

In exercising any delegated power, the delegate shall ensure the following:

- Any expenditure related to the matter shall have been provided for in the current year's budget (or authorized by the purchasing policy)
- The scope of the delegated authority shall not be exceeded by the delegate.
- Where required by the specific delegated authority, reports shall be submitted to Council advising of the exercise of a delegated power and confirming compliance with the delegated authority and this policy.
- Delegates shall ensure the consistent and equitable application of council policies and guidelines
- Any undertaking or contract with a third party shall be subject to the approval of legal services.

Council Approval: 2007/12/10
Report No/Item: 58/3
Cross Reference: Policy No. 01.33

Amended: N/A
Report No/Item: N/A



CITY OF VAUGHAN

CORPORATE POLICY

POLICY TITLE: Enter policy title.

POLICY NO.: Policy number to be assigned by Policy Coordinator.

Section:	SELECT		
Effective Date:	Click or tap to enter a date.	Date of Last Review:	Click or tap to enter a date.
Approval Authority: SELECT		Policy Owner: Identify department head.	

POLICY STATEMENT

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PURPOSE

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SCOPE

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POLICY TITLE: Policy title as reflected on page 1.

POLICY NO.: Policy number assigned by Policy Coordinator.

LEGISLATIVE REQUIREMENTS

DEFINITIONS

POLICY

POLICY TITLE: Policy title as reflected on page 1.

POLICY NO.: Policy number assigned by Policy Coordinator.

ADMINISTRATION			
<i>Administered by the Office of the City Clerk.</i>			
Review Schedule:	SELECT If other, specify here	Next Review Date:	Click or tap to enter a date.
Related Policy(ies):			
Related By-Law(s):			
Procedural Document:			
Revision History			
Date:	Description:		
Click or tap to enter a date.			
Click or tap to enter a date.			
Click or tap to enter a date.			



CITY OF VAUGHAN

CORPORATE PROCEDURE

PROCEDURE TITLE: Enter procedure title.

PROCEDURE NO.: Procedure number to be assigned by Policy Coordinator.

Section:	SELECT		
Effective Date:	Click or tap to enter a date.	Date of Last Review:	Click or tap to enter a date.
Policy Parent: Click or tap here to enter text.		Procedure Owner: Identify department head.	

PROCEDURE STATEMENT

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PURPOSE

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SCOPE

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PROCEDURE TITLE: Procedure title as reflected on page 1.

PROCEDURE NO.: Procedure number assigned by Policy Coordinator.

LEGISLATIVE REQUIREMENTS

DEFINITIONS

PROCEDURE

PROCEDURE TITLE: Procedure title as reflected on page 1.

PROCEDURE NO.: Procedure number assigned by Policy Coordinator.

ADMINISTRATION			
<i>Administered by the Office of the City Clerk.</i>			
Review Schedule:	SELECT If other, specify here	Next Review Date:	Click or tap to enter a date.
Related Procedure(s):			
Related By-Law(s):			
Supporting Documentation:			
Revision History			
Date:	Description:		
Click or tap to enter a date.			
Click or tap to enter a date.			
Click or tap to enter a date.			