

Housing Committee Impact and Option to Maintain Seven Standing Committees

Date: July 17, 2018
To: City Council
From: Interim City Manager
Wards: All

SUMMARY

As requested by City Council at its meeting of June 26 to 28, 2018, this report provides analysis on the impact of the newly established Housing Committee on Council's other standing committees. It also recommends maintaining the number of standing committees at seven by re-organizing the Community Development and Recreation Committee, Economic Development Committee and Parks and Environment Committee into two new standing committees: a Community and Economic Development Committee and a Parks, Recreation and Environment Committee.

RECOMMENDATIONS

The Interim City Manager recommends that:

1. City Council amend the Standing Committee Mandates contained in the City of Toronto Municipal Code Chapter 27, Council Procedures by reorganizing the Community Development and Recreation Committee, Economic Development Committee and Parks and Environment Committee as follows:

a. Establishing a Community and Economic Development Committee as a standing committee with the following mandate:

"The Community and Economic Development Committee's primary focus is social cohesion and the economy, with a mandate to monitor and make recommendations to strengthen services to communities and neighbourhoods as well as Toronto's economy and investment climate."

b. Establishing a Parks, Recreation and Environment Committee as a standing committee with the following mandate:

"The Parks, Recreation and Environment Committee's primary focus is recreation and the natural environment, with a mandate to monitor and make recommendations to strengthen recreation services and the sustainable use of Toronto's natural environment."

FINANCIAL IMPACT

There are no direct financial implications associated with this report.

DECISION HISTORY

At its meeting of June 26, 27 and 28, 2018, City Council amended the Standing Committee Mandates contained in the Toronto Municipal Code by establishing a Housing Committee as a standing committee, deleting the Affordable Housing Committee as a special committee of Council, and increasing the membership of the Executive Committee to accommodate the Chair of the Housing Committee. This change will come into effect on December 1, 2018. This decision brought the total number of standing committees to eight.

At the same meeting, City Council requested the City Manager, in consultation with the City Clerk, to report to the July 23, 24 and 25, 2018 City Council meeting on the impact of the creation of a Housing Committee on the other seven standing committees and options for maintaining the number of standing committees at seven.

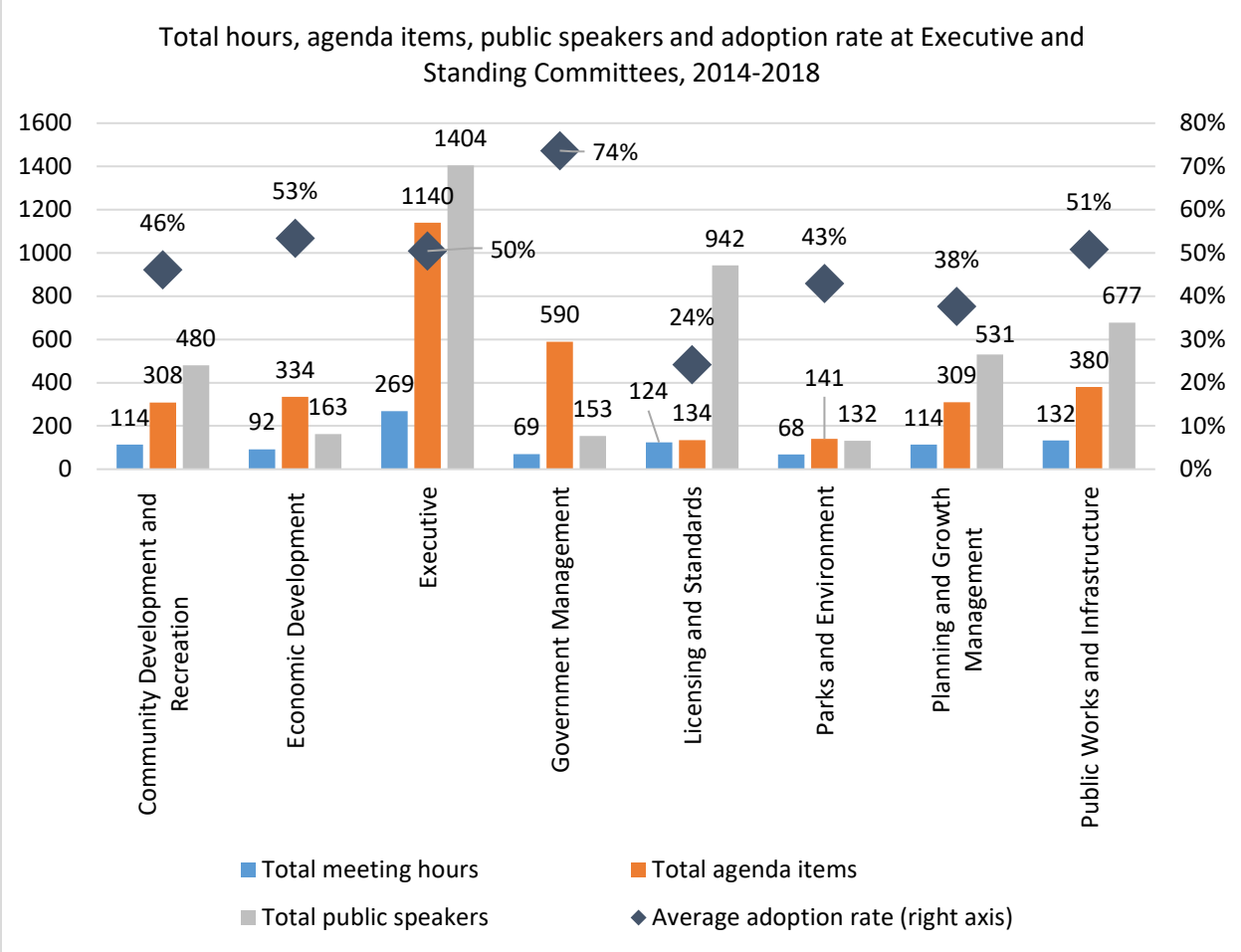
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.1>

COMMENTS

1. Current standing committee analysis

Meeting durations, agenda items, public speakers, and the adoption rate of items varies across City Council's committees. A summary of these metrics are shown in Figure 1.

Figure 1 - Total hours, agenda items, public speakers and adoption rate at Executive and Standing Committees, 2014-2018



“Adoption rate” is the percentage of items that are adopted without amendment. It is a rough measure of the complexity of agenda items and committee meetings. For example, Government Management Committee adopts 74% of its items without amendment, while Licensing and Standards Committee adopts 24% without amendment, meaning 76% of the items are subject to amendment, referral or deferral.

2. Impact of new Housing Committee on existing standing committees

The Housing Committee has a primary focus on the housing and accommodation of Torontonians, with a mandate to monitor and make recommendations on housing and shelter in the city.

The introduction of the Housing Committee will reduce the number of housing related agenda items at other standing committees. Its establishment will bring the total number of standing committees to eight, unless Council adopts the recommendation in this report to maintain seven standing committees. Eight standing committees would require six Council members to sit on two standing committees and require increased administration.

2.1 Agenda items

A review of agenda items from the 2014 to 2018 term of Council provides insight into how the agendas of standing committees would have been impacted by the introduction of a Housing Committee. This impact is described in the Figures 2 and 3 below.

Figure 2 - Total agenda items vs Housing Committee items, 2014-2018

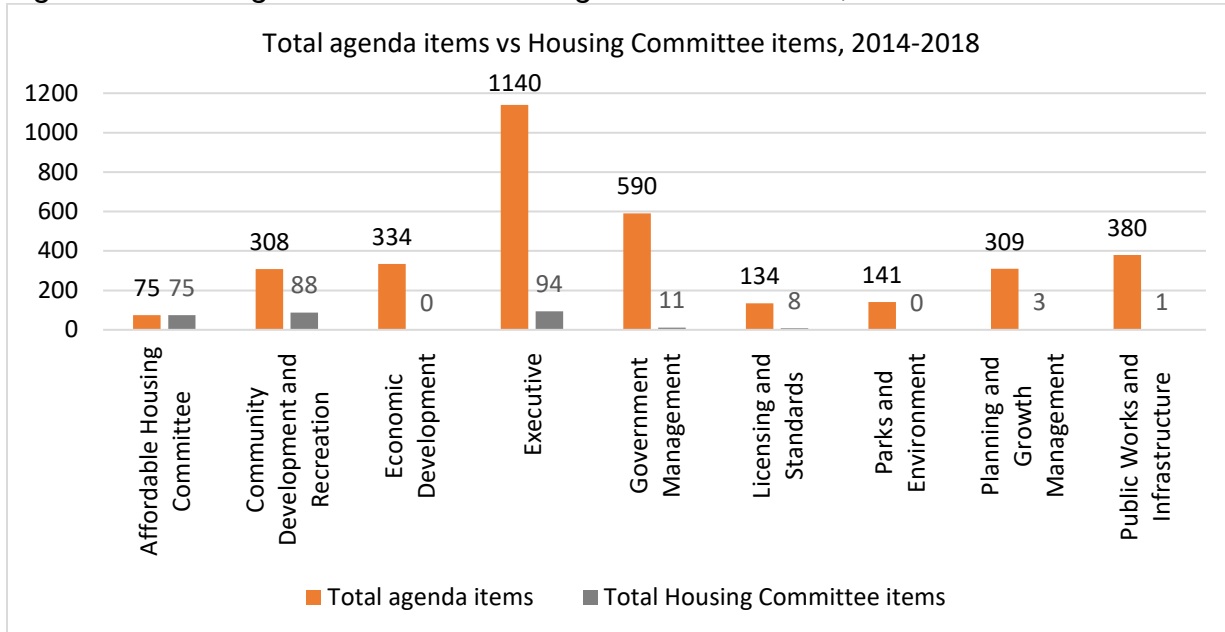
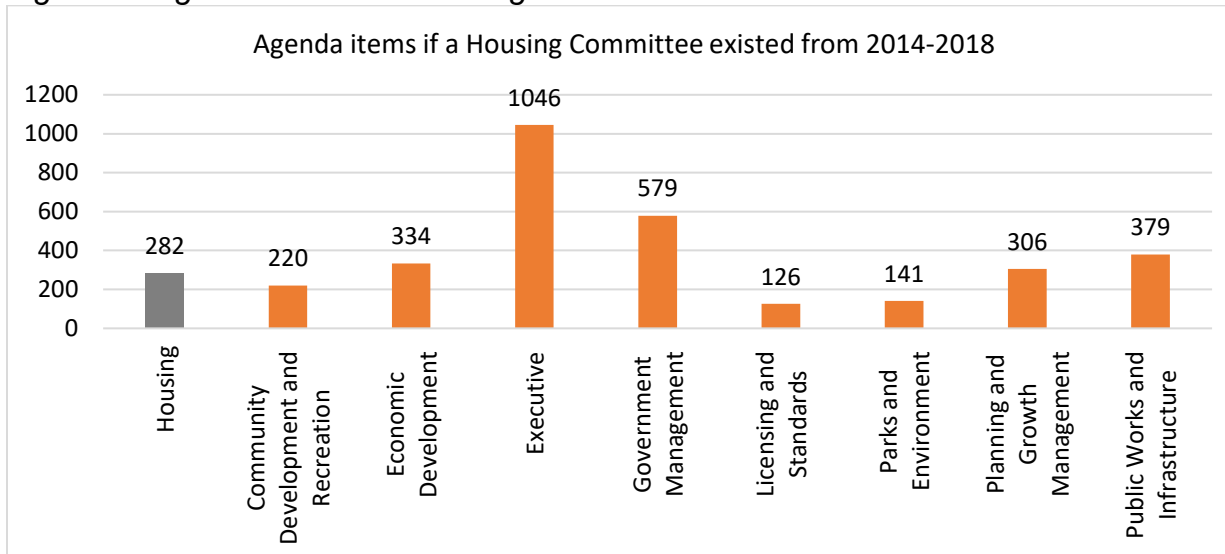


Figure 3 - Agenda items if a Housing Committee existed from 2014-2018



If a Housing Committee had existed during this term of Council, Community Development and Recreation Committee and Executive Committee would have had the largest reduction in agenda items. In this analysis, items that went to both the Affordable Housing Committee and then onto Executive Committee are only counted at the Affordable Housing Committee. The analysis assumes that if a Housing Committee had existed during this term of Council it would have dealt with all items that went to the Affordable Housing Committee.

This is historic analysis of the current term of Council. Housing items were identified using a key word search in the Toronto Meeting Management Information System (TMMIS). This analysis provides a high level indication of the redistribution of agenda items. Had a Housing Committee existed during this term of Council some housing items would still require decisions at other committees, such as Executive Committee when an item crossed between the mandates of the Housing Committee and other standing committees.

2.2 Membership distribution under eight or seven standing committees

Under Toronto Municipal Code, Chapter 27, Procedure Bylaw, every standing committee is composed of six members and the Mayor by-right-of-office. Every Council member is required to serve on at least one of the standing committees or as one of the four at-large members of the Executive Committee.

Figures 4 and 5 summarize the total required positions for Council members on standing committees and Executive Committee under a system with either eight or seven standing committees. If there are eight standing committees, six Council members will be required to sit on more than one standing committee.

Figure 4 - Member of Council distribution under eight standing committees

Number of standing committee seats	8 standing committees x 6 Councillors = 48
Executive Committee required membership	Mayor + Deputy Mayor + 4 at-large members = 6 Standing committee chairs = 8
Required positions to be filled by Council members on standing committees and Executive Committee	54
Council members	48
Council members required to sit on multiple standing committees	6

Figure 5 - Member of Council distribution under seven standing committees

Number of standing committee seats	7 standing committees x 6 Councillors = 42
Executive Committee required membership	Mayor + Deputy Mayor + 4 at-large members = 6 Standing committee chairs = 7
Required positions to be filled by Council members on standing committees and Executive Committee	48
Council members	48
Council members required to sit on multiple standing committees	0

2.3 Administrative requirements to manage eight standing committees

The introduction of an eighth standing committee will require additional City staff to provide meeting management support. An additional day each Council cycle will need to be set aside. Scheduling must ensure Council members serving on more than one standing committee are able to attend all required meetings. As the meeting cycle calendar is already quite full, adding another standing committee reduces the number of days available for other deliberative bodies to meet.

3. Maintaining seven standing committees

3.1 Key considerations

Responsibilities and mandates across standing committees

Policy alignment is critical to any redistribution of responsibilities and mandates across standing committees. Standing committees have a responsibility to provide direction, set priorities and ensure coordination between related policies, programs and services. To do so effectively, they should be mandated to consider complementary policy and service areas. Likewise, standing committee mandates should be mutually exclusive to ensure clear delineation between the responsibilities of each of Council's deliberative bodies.

Agenda items, meeting duration, and adoption rate

The number of agenda items and meeting duration are proxies for workload, but do not accurately capture the amount of work a standing committee undertakes. For example, a single agenda item may require considerable debate and consideration by a standing committee. Even as proxies, however, the number of agenda items and meeting durations are factors to consider in devising an option to maintain seven standing committees.

The average adoption rate helps to capture the complexity of items at standing committees and the impact on meetings by measuring the percentage of agenda items that are adopted without amendments, referrals or deferrals. A low adoption rate indicates that more agenda items are debated at standing committee, increasing the duration of meetings. A high adoption rate indicates less debate at standing committee.

There is considerable variation in the number and complexity of agenda items, meeting duration and adoption rates across standing committees, as shown in Figure 1. Taken together, the historic data helps identify opportunities to reorganize standing committee responsibilities and mandates.

3.2 Recommended option

With these considerations, the City Manager recommends that the Community Development and Recreation Committee, Economic Development Committee and Parks and Environment Committee be reorganized. Two new standing committees would be created:

- *Community and Economic Development Committee*

Mandate: The Community and Economic Development Committee's primary focus is social cohesion and the economy, with a mandate to monitor, and make recommendations to strengthen services to communities and neighbourhoods as well as Toronto's economy and investment climate.

- *Parks, Recreation and Environment Committee*

Mandate: The Parks, Recreation and Environment Committee's primary focus is recreation and the natural environment, with a mandate to monitor and make recommendations to strengthen recreation services and the sustainable use of Toronto's natural environment.

Community and economic development are strongly aligned. Social cohesion and the economy are complementary, interdependent and reinforcing factors to building stronger communities. Both are fundamental for Toronto's long-term prosperity and liveability. Community development improves Toronto's neighbourhoods and residents' quality of life. Economic opportunity is essential for developing strong communities, supporting low-income families and individuals, and helping business thrive.

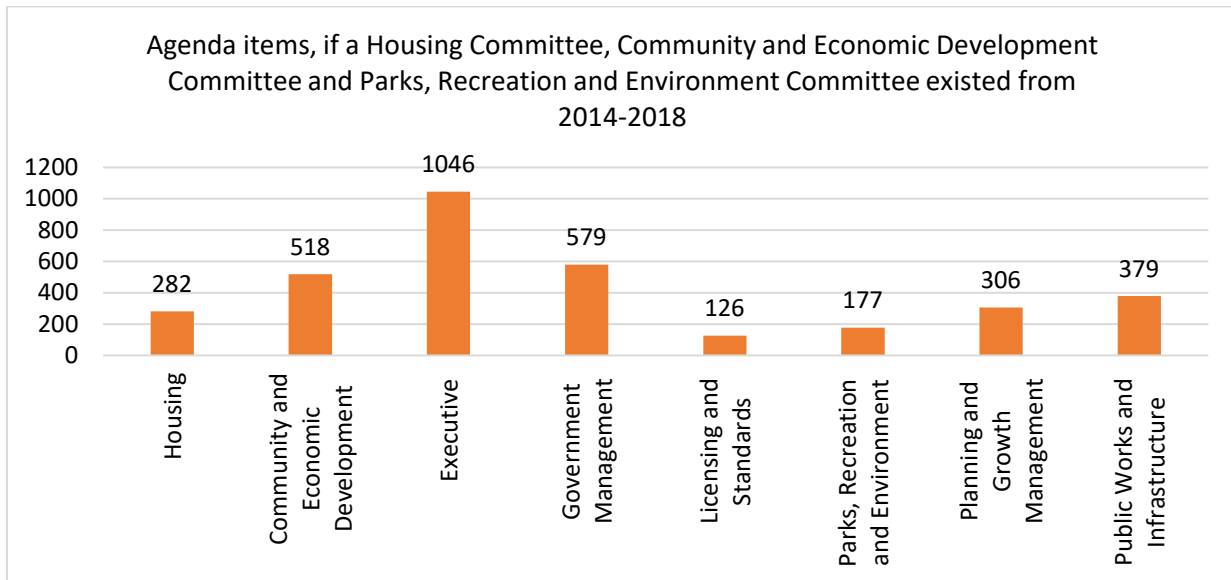
Parks, recreation and the environment are also strongly aligned. Parks and recreation are critical front-line services that enhance the life of Toronto residents, and City of Toronto parks are a critical component of Toronto's natural environment. Environmental sustainability, greenhouse gas reduction, building Toronto's resilience and greening operations are all key City goals.

Figure 6 shows how agenda items from the current term of Council would have been distributed across the proposed standing committees.

The proposed Community and Economic Development Committee would have had a high but manageable number of agenda items each meeting. Economic development items currently handled by the Economic Development Committee have an above average adoption rate and the committee has a below average duration of its meetings. Housing and recreation items will be transferred from the current Community Development and Recreation Committee, thereby creating availability for the new Community and Economic Development Committee to manage an increased number of economic development agenda items, under the proposed committee structure.

The proposed Parks, Recreation and Environment Committee would have had agenda items and meeting durations closer to the average of other standing committees, with the addition of recreation items to the Parks and Environment Committee.

Figure 6 - Agenda items if a Housing Committee, Community and Economic Development Committee and Parks, Recreation and Environment Committee existed from 2014-2018



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SIGNATURE

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