



Special Committee on Governance Work Plan and Engagement Strategy

Date: March 29, 2019
To: Special Committee on Governance
From: City Manager
Wards: All

SUMMARY

The Special Committee on Governance ("the Committee") was established by City Council at its meeting on December 4, 2018 with a mandate to consider the impacts on the City's governance structure and processes arising from the reduction in the size of Council and make recommendations to City Council on any further changes to its governance structure.

At its meeting on February 21, 2019, the Committee requested staff report back at its next meeting with a recommended work plan and public engagement process. The Committee also requested staff include in the work plan research on an Office of Neighbourhoods, including best practices and case studies from cities in North America.

This report broadly describes the themes brought to the Committee at its first meeting, and recommends a work plan and engagement strategy to assist the Committee in its work until the end of 2019.

RECOMMENDATIONS

The City Manager recommends that:

1. The Special Committee on Governance approve the work plan in Attachment 1.
2. The Special Committee on Governance approve the engagement strategy in Attachment 2.

FINANCIAL IMPACT

The proposed engagement strategy set out in Attachment 2 assumes costs for activities including digital advertising, translation of toolkits and other communications and costs associated with meetings (booking fees, materials, technical support). The combined

costs associated with these activities are anticipated to be \$60,000, which would be funded from the 2019 Approved Non-Program Budget.

The Chief Financial Officer & Treasurer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

At its meeting on February 21, 2019, the Special Committee on Governance adopted GV1.2 "Public Input on City Council's Governance System for 26 Members", which directed staff to: consider the deputations and submissions and report to the next meeting, April 12, 2019, with a recommended work plan; report to the Committee on a public consultation or round table process beyond the Committee which would provide an enhanced opportunity for citizen engagement, include in the work plan a report on the feasibility of and opportunities for the creation of an Office of Neighbourhoods in the City of Toronto; and best practices, and case studies from cities in North America that have implemented an Office of Neighbourhoods.

At its meeting on December 4, 2018, City Council adopted CC1.1 "Recalibrating City Council's Governance System for 26 Members", which included the establishment of a Special Committee on Governance with the mandate to "consider the impacts on the City's governance structure and processes arising from the reduction in the size of Council and make recommendations to City Council on any further changes to its governance structure".

COMMENTS

The proposed work plan reflects the mandate of the Committee, proposes an engagement plan, and agenda items for the scheduled Committee meetings to the end of 2019.

The work plan will allow staff to bring forward governance issues, begin to engage the public, and conduct research and analysis. It is expected that the public engagement process and consultations with members of Council will present further ideas for exploration.

Themes from First Meeting of the Committee

At the first meeting of the Committee on February 21, 2019, eighteen speakers presented and seventeen submissions were received. Speakers noted that they presented only a few ideas for the Committee's consideration, and recommended further engagement. The attached plan provides further details on the proposed engagement strategy, including methodologies aligned to the objectives and mandate of the Committee.

At each meeting, staff will update the Committee on the results of the engagement and submissions received to date. Attachment 3 provides a summary of the feedback from speakers and submissions at the Committee's first meeting, along with preliminary considerations and notes.

Work Plan

The work plan is divided into the following components that run through to the end of the scheduled meetings of the Committee in November 2019:

1. Broad information gathering,
2. Focused public engagement,
3. Analysis and development of recommendations, and
4. Adoption of recommendations by the Committee and City Council.

Broad Information Gathering

This phase will focus on gaining a general understanding of other governance models and how they may apply to the City of Toronto, including considerations and a scan of the City's governance structures, programs and strategies currently in place. For example, the Committee directed staff to include a study of the feasibility of establishing an Office of Neighbourhoods which is included as part of the Committee's work plan.

While the work plan activities are iterative, this phase will occur mainly early in the Committee's mandate - March until May.

Focused Public Engagement

An engagement strategy has been developed for the Committee's approval. In addition to the opportunities for members of the public to speak at regular Committee meetings, this strategy will employ multiple methods of outreach and public engagement, in multiple languages, to support the Committee's deliberations. These methods include:

- Development of online and printed information to support participant conversations by clearly describing the mandate of the Committee, the City's governance structures, current opportunities for public involvement, approaches from other jurisdictions, and other relevant content;
- Promoting opportunities for participation through various social media and online platforms;
- Hosting public meetings and workshops;
- Information and community toolkits;
- Community-led conversations, using the toolkits and promoted to community-based organizations to support small group discussion and input through the City's networks and events;
- Leveraging partnerships with civic and educational institutions who wish to host panels or workshops, review data and provide additional research.
- Surveys, to gather a broad range of perspectives.

It is proposed that the majority of the public engagement will be undertaken between April and July. Staff will provide an update and status report to the Committee in June.

Analysis and Development of Recommendations

Research and analysis of models in other jurisdictions, how the current governance structure is functioning and the applicability and effect of potential changes to the City's governance structure, will largely take place in tandem with the public engagement component of the work plan with a focus on developing a set of preliminary recommendations for the Committee's consideration at its September meeting.

Adoption of Recommendations by the Committee and City Council

Preliminary recommendations presented to the Committee at its meeting in September will be refined, further analysis and consultation undertaken if required, and a final report with recommendations will be considered by the Committee at its November meeting, and by City Council at its meeting in December 2019.

CONTACT

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SIGNATURE

Chris Murray
City Manager

ATTACHMENTS

Attachment 1: Proposed Work Plan for Special Committee on Governance

Attachment 2: Proposed Engagement Strategy for Special Committee on Governance

Attachment 3: Preliminary Summary of Submissions to Committee to Date - March 2019