



REVISED AGENDA

ORGANIZATIONAL MEETING OF COUNCIL

Monday, October 28, 2019, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONSENT AGENDA
 - 4.1 Consideration of Shortlists Submitted by BCCs for Public Member Appointments, N2019-1165
Held confidential pursuant to Sections 17 (Personal privacy) and 19 (Confidential evaluations) of *FOIP*
Review By: All attachments shall remain confidential.
 - 4.1.1 Advisory Committee on Accessibility
 - 4.1.2 Assessment Review Board
To be considered in conjunction with Item 10.2.3 - 2020 Calgary Assessment Review Board Appointment of General Chair, C2019-1208.
 - 4.1.3 Audit Committee
 - 4.1.4 BiodiverCity Advisory Committee
 - 4.1.5 Calgary Aboriginal Urban Affairs Committee
 - 4.1.6 Calgary Airport Authority
 - 4.1.7 Calgary General Hospital Legacy Fund Review Committee
 - 4.1.8 Calgary International Airport Development Appeal Body
Non-binding Appointments
 - 4.1.9 Calgary Planning Commission
Public Member and/or Non-binding Appointments

- 4.1.10 Calgary Police Commission
- 4.1.11 Calgary Technologies Inc. (operating as Platform Calgary)
- 4.1.12 Calgary Transit Access Eligibility Appeal Board
- 4.1.13 Calgary Transit Public Safety Citizen Oversight Committee
- 4.1.14 Combative Sports Commission
- 4.1.15 Council Compensation Review Committee
- 4.1.16 Licence and Community Standards Appeal Board
- 4.1.17 Social Wellbeing Advisory Committee
Public Member and Non-binding Appointments
- 4.1.18 Subdivision and Development Appeal Board
To be considered in conjunction with Item 10.2.4 - 2020 Calgary Subdivision and Development Appeal Board Appointment of Chair, C2019-1204.
- 4.1.19 Urban Design Review Panel
Non-Binding Appointments

- 4.2 Consideration of Public Member Nomination to Saddledome Foundation, N2019-1166
Held confidential pursuant to Sections 17 (Personal privacy) and 19 (Confidential evaluations) of FOIP

Review By: All attachments shall remain confidential.

- 5. APPOINT AND CONVENE A PRO-TEM NOMINATING COMMITTEE
- 6. REPORT OF THE PRO-TEM COMMITTEE FOR THE APPOINTMENT OF SPC MEMBERS
 - 6.1 SPC on Community and Protective Services
 - 6.2 SPC on Planning and Urban Development
 - 6.3 SPC on Transportation and Transit
 - 6.4 SPC on Utilities and Corporate Services
- 7. RECESS TO CONVENE 4 STANDING POLICY COMMITTEE MEETINGS
For the election of Chair and Vice-Chair
- 8. GREEN LINE COMMITTEE APPOINTMENT

9. RECESS TO CONVENE INAUGURAL GREEN LINE COMMITTEE MEETING
For the election of Chair and Vice-Chair
10. CONFIDENTIAL ITEMS
 - 10.1 COUNCILLOR APPOINTMENTS TO BCCs
Held confidential pursuant to Sections 17 (Personal privacy) and 19 (Confidential evaluations) of FOIP
 - 10.1.1 Appointments to Standing Specialized Committees
 - 10.1.1.1 Audit Committee
 - 10.1.1.2 Gas, Power and Telecommunications Committee
 - 10.1.1.3 Intergovernmental Affairs Committee
 - 10.1.1.4 Priorities and Finance Committee
 - 10.1.2 Appointments to Other BCCs
 - 10.1.2.1 Alberta Urban Municipalities Association
 - 10.1.2.2 Arts Commons Advisory Committee
 - 10.1.2.3 Business Advisory Committee
 - 10.1.2.4 Calgary Aboriginal Urban Affairs Committee
 - 10.1.2.5 Calgary Convention Centre Authority
 - 10.1.2.6 Calgary General Hospital Legacy Fund Review Committee
 - 10.1.2.7 Calgary Homeless Foundation
 - 10.1.2.8 Calgary Metropolitan Region Board (and its Sub-Committees)
 - 10.1.2.9 Calgary Parking Authority
 - 10.1.2.10 Calgary Planning Commission
 - 10.1.2.11 Calgary Police Commission
 - 10.1.2.12 Calgary Public Library Board
 - 10.1.2.13 Calgary Stampede Board

- 10.1.2.14 Community-Based Action On Mental Health And Addiction Stewardship Group
- 10.1.2.15 Coordinating Committee of the Councillors' Office
- 10.1.2.16 Corporate Pension Governance Committee
- 10.1.2.17 Emergency Management Committee
- 10.1.2.18 Event Centre Assessment Committee
- 10.1.2.19 Family and Community Support Services Association of Alberta
- 10.1.2.20 Federation of Canadian Municipalities
- 10.1.2.21 Foothills Athletic Park Redevelopment Advisory Committee
- 10.1.2.22 Inter-City Forum on Social Policy
- 10.1.2.23 Inter-Municipal Committee – Chestermere
- 10.1.2.24 Inter-Municipal Committee – Foothills
- 10.1.2.25 Inter-Municipal Committee – Rocky View
- 10.1.2.26 Local Emergency Committee
- 10.1.2.27 Nominations Committee
- 10.1.2.28 Pathways and Bikeways Project Steering Committee
- 10.1.3 Nominations to Wholly-Owned Subsidiaries
Supplementary public Report 11.1 - Wholly-Owned Subsidiary Councillor Appointment Process, C2019-1224.
 - 10.1.3.1 Attainable Homes Calgary Corporation
 - 10.1.3.2 Calgary Arts Development Authority Ltd.
 - 10.1.3.3 Calgary Economic Development Ltd.
 - 10.1.3.4 Calgary Film Centre Ltd.
 - 10.1.3.5 Calhome Properties Ltd. (Operating as Calgary Housing Company)
 - 10.1.3.6 Calgary Municipal Land Corporation

- 10.1.3.7 Opportunity Calgary Investment Fund
- 10.1.4 Potential Councillor Appointments
 - 10.1.4.1 CMRB Governance Sub-Committee
Supplementary public Report 11.2 - Calgary Metropolitan Region Board – Governance Committee Representation, IGA2019-1270
- 10.2 PUBLIC MEMBER APPOINTMENTS TO BCCs
 - 10.2.1 Consent Agenda Items Selected For Debate
Items from 4.1 and 4.2 which are selected for individual debate will be considered at this point in the proceedings.

 Held confidential pursuant to Sections 17 (Personal privacy) and 19 (Confidential evaluations) of *FOIP*

Review By: All attachments shall remain confidential.
 - 10.2.2 Civic Partner Appointments, N2019-1223
 Held confidential pursuant to Sections 17 (Personal privacy) and 19 (Confidential evaluations) of *FOIP*

Review By: All attachments shall remain confidential.
 - 10.2.2.1 Calgary Convention Centre Authority
 - 10.2.2.2 Calgary Heritage Authority
 - 10.2.2.3 Calgary Public Library Board
 - 10.2.2.4 Calgary Sports and Major Events Committee
 - 10.2.2.5 Silvera For Seniors
 - 10.2.3 2020 Calgary Assessment Review Board Appointment of General Chair, C2019-1208
 Held confidential pursuant to Sections 17 (Personal privacy) and 19 (Confidential evaluations) of *FOIP*

Attachment 1 Review By: 2029 October 28.
 - 10.2.4 2020 Calgary Subdivision and Development Appeal Board Appointment of Chair, C2019-1204
 Held confidential pursuant to Sections 17 (Personal privacy) and 19 (Confidential evaluations) of *FOIP*

Review By: Attachment 1 shall remain confidential.

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 11.1 Wholly-Owned Subsidiary Councillor Appointment Process, C2019-1224
- 11.2 Calgary Metropolitan Region Board – Governance Committee Representation, IGA2019-1270
- 11.3 Public Member Appointments by Position, C2019-1173
- 11.4 Administration Appointments to BCCs, C2019-1172
- 11.5 Authorization to Cover Meeting Costs of Council Representative to the Federation of Canadian Municipalities, C2019-1209

11.6 NEW MATERIALS

- 11.6 *2019 BCC Advertising Campaign Statistics, C2019-1372*
- 11.7 2020 Deputy Mayor Roster and Related Duties, C2019-1119
- 11.8 2019-2020 Council Seating Plan, C2019-1120
- 11.9 2020 Council Calendar, C2019-1118

11.10 NEW MATERIALS

- 11.10 *Two Amending Bylaws - City Solicitor and City Clerk Bylaws*

12. ADJOURNMENT

**Community Services Report to
Organizational Meeting of Council
2019 October 28**

**ISC: UNRESTRICTED
C2019-1224**

Wholly-Owned Subsidiary Councillor Appointment Process

EXECUTIVE SUMMARY

The City of Calgary has established seven wholly-owned subsidiaries (WOS), where The City is the sole shareholder, to indirectly deliver programs and services to Calgarians, manage or operate City owned assets, or steward Council approved city-wide strategies. Annually at the Organizational Meeting, Council appoints Councillors to sit as directors of each WOS as set out in the governance documents. This report proposes a process for the 2019 Organizational Meeting similar to the one used in 2018 where Council appoints the Mayor or Deputy Mayor to execute a written shareholder resolution to immediately appoint Council nominees to each of the WOS boards. Otherwise, Council appointees are not officially appointed until each WOS holds its annual meeting of shareholders.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Confirm and approve Council's nominees for appointment to the boards of directors of The City's wholly-owned subsidiaries;
2. Confirm new appointments, authorize the Mayor, or in the Mayor's absence, the Deputy Mayor, to execute a resolution on behalf of the shareholder of the wholly-owned subsidiaries appointing the Mayor and/or Councillor nominees for the term specified to the respective board of directors; and
3. Direct that the closed meeting discussions remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act* (Alberta).

PREVIOUS COUNCIL DIRECTION / POLICY

2018 October 22 Council adopted the following recommendations with respect to C2018-1240 Wholly-Owned Subsidiary Councillor Appointment Report: That with respect to Report C2018-1240, Council: 1. Confirm and approve the following appointments to the Boards of Directors of The City's wholly-owned subsidiaries: 2. Attainable Homes Calgary Corporation, Councillor Chahal with a term to expire at the 2019 Organizational meeting; 3. Calgary Arts Development Authority, Councillor Woolley with a term to expire at the 2019 Organizational meeting; 4. Calgary Economic Development Ltd, Councillor Davison with a term to expire at the 2019 Organizational meeting; 5. Calhome Properties Ltd. Operating as Calgary Housing Company, Councillors Farkas and Farrell, with continuing terms to expire at the 2020 Organizational meeting; 6. Calgary Municipal Land Corporation, Councillors Chahal and Gondek with terms to expire at the 2019 Organizational meeting; and 7. Enmax Corporation, Councillors Keating and Demong with terms to expire at the 2019 Organizational meeting.

Additional Previous Council Direction is included in Attachment 1.

BACKGROUND

The City has established wholly-owned subsidiaries, to indirectly deliver programs and services to Calgarians, manage and operate City owned assets, or steward city-wide strategies. Each subsidiary's operations are guided by a mandate from City Council.

**Community Services Report to
Organizational Meeting of Council
2019 October 28**

**ISC: UNRESTRICTED
C2019-1224**

Wholly-Owned Subsidiary Councillor Appointment Process

As of 2019 October, The City is the sole shareholder of seven corporations: Attainable Homes Calgary Corporation; Calgary Arts Development Authority Ltd.; Calgary Economic Development Ltd.; Calhome Properties Ltd (operating as Calgary Housing Company); Calgary Municipal Land Corporation; Enmax Corporation and Opportunity Calgary Investment Fund Ltd.

As the representatives of The City as shareholder, Council appoints all members of each subsidiary's board of directors at an annual general meeting of shareholders that is held within 15 months of the previous annual meeting. Council has traditionally appointed members of Council to the board of directors for each organization including Attainable Homes Calgary Corporation (Mayor and one Councillor), Calgary Arts Development Authority Ltd. (one Councillor), Calgary Economic Development Ltd. (one Councillor), Calgary Housing Company (three Councillors), Calgary Municipal Land Corporation (Mayor and two Councillors); and Opportunity Calgary Investment Fund (Mayor and one Councillor). Members of Council no longer sit on the ENMAX board of directors.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Annually, at the Organizational Meeting, Council nominates the Councillors who will serve as directors on the boards of The City's wholly-owned subsidiaries. In accordance with the requirements in the *Business Corporations Act* (Alberta), the shareholder (City Council) appoints directors at their annual meeting of shareholders (AGM). In 2018, wholly-owned subsidiaries held their AGMs in June. As a result, each year there may be a gap of up to six months between when a Councillor is nominated as a director to a wholly-owned subsidiary board by Council at the Organizational Meeting (October) to when they are appointed at the annual meeting and can sit as a member of the board.

Under Section 141(1) of the *Business Corporations Act* (Alberta), The City, as sole shareholder can sign a written shareholder resolution that is as valid as if it had been passed at a meeting of shareholders.

Administration is recommending that the Mayor, or in the Mayor's absence, the Deputy Mayor, be granted the authority to execute resolutions on behalf of the shareholder to appoint Council's 2019 board nominees. A sample resolution is included as Attachment 2.

Once the 2019 Organizational Meeting is adjourned, the Mayor, as the authorized representative of the shareholder, would execute a shareholder resolution appointing each Council nominee to the appropriate wholly-owned subsidiary board. A copy of the resolution would be provided to the respective wholly-owned subsidiary to retain with the minutes of the meetings of shareholders.

Stakeholder Engagement, Research and Communication

Preparation of this report included a review of Administration's previous work on governance for wholly-owned subsidiaries and review of the process used in 2017 and 2018. Each of the affected wholly-owned subsidiaries, City Clerk's and the Law Department were previously consulted regarding the structure of the proposed resolution.

Community Services Report to
Organizational Meeting of Council
2019 October 28

ISC: UNRESTRICTED
C2019-1224

Wholly-Owned Subsidiary Councillor Appointment Process

Strategic Alignment

The recommendations align with One Calgary's Citizen priority of a Well Run City by seeking an approach to appointments to wholly-owned subsidiaries boards that avoids time delays between Council approving nominees and appointment to the board at each organization's AGM.

The approach also aligns and builds on Council approved work launched in 2012 to implement consistent governance best practices for The City's wholly-owned subsidiaries based on an approved Framework of Principles for Governance Relationships (C2012-0498).

Social, Environmental, Economic (External)

The City established its wholly-owned subsidiaries to provide programs and services that meet the needs of Calgarians including affordable and below market housing; electricity, natural gas, and renewable energy; economic development and other services. Supporting effective governance through timely appointments to wholly-owned subsidiary boards provides shareholder direction in a consistent manner to continue to effectively serve Calgarians.

Financial Capacity

Current and Future Operating Budget:

There are no impacts from this request.

Current and Future Capital Budget:

There are no impacts from this request.

Risk Assessment

Appointing councillors to director positions in a timely manner mitigates the risk for The City's wholly-owned subsidiaries.

An additional risk may arise for The City if an appointee's role as councillor conflicts, or is perceived to conflict, with their duties as a board member of a wholly-owned subsidiary. The likelihood and impact of this risk is mitigated by providing information about wholly-owned subsidiaries and their governance to newly elected members of Council as part of the orientation process. The Council approved *Investing in Partnerships Policy* also encourages The City's partners, including Wholly-Owned Subsidiaries, to maintain good governance policies and practices including codes of conduct, conflicts of interest, board orientation and education.

REASON(S) FOR RECOMMENDATION(S):

The proposed shareholder resolution appointment process ensures timely appointment of City Council representatives to the boards of directors for The City's wholly-owned subsidiaries.

ATTACHMENT(S)

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – Sample Resolution of the Shareholder

PREVIOUS COUNCIL DIRECTION

2018 October 22 with respect to Report C2018-1240, Council adopted the following recommendations: To confirm new appointments, 1. Where the wholly-owned subsidiary has a shareholder approved Voting Procedure Resolution in place, execute the shareholder Resolution in following the process outlined in the procedure; 2. In the absence of a Voting Procedure Resolution, authorize the Mayor, or in the Mayor's absence, the Deputy Mayor, to execute a resolution on behalf of the shareholder of the wholly-owned subsidiaries appointing the Mayor or Councillor nominees for the term specified to the respective board of directors; and 3. Directs that the closed meeting discussions with respect to Report C2018-1240, remain confidential pursuant to Sections 17 and 19 of the Freedom of Information and Protection of Privacy Act.

2017 October 30, Council adopted C2017-1078 Wholly-Owned Subsidiary Councillor Appointment Process as follows: That Council: 1. Confirm and approve Council's nominees for appointment to the boards of directors of the following Wholly-Owned Subsidiaries: Attainable Homes Calgary Corporation, Calgary Arts Development Authority Ltd., Calgary Economic Development Ltd., Calhome Properties Ltd. operating as the Calgary Housing Company, Calgary Municipal Land Corporation, and ENMAX Corporation; and 2. Authorize the Mayor, or in the Mayor's absence, the Deputy Mayor, to execute a resolution on behalf of the shareholder for each of Wholly-Owned Subsidiaries named in Recommendation 2 appointing the Mayor and/or Councillor nominees for the term specified to the respective board of directors.

2017 February 13, Council adopted CPS2017-0094 Investing in Partnerships Policy as follows 1. Approve the Investing in Partnerships Policy (Attachment 1); and 2. Approve that the following policies be rescinded: Autonomous Bodies Policy and Framework (CSPS035) (Attachment 2), Civic Partners Review Reserve – Terms of Reference Policy (CSPS005) (Attachment 3), and Federation of Calgary Communities (CSPS009) (Attachment 4).

2013 December 16, Council adopted C2013-0842 Corporate Secretariat- Phase 2 Model Documents and Workplan including Recommendations 2 as follows: Adopt Attachment 3, Model Governance Documents, Phase 2 as a tool for developing and enhancing governance relationships with The City of Calgary's subsidiaries.

2013 September 16 Council adopted recommendations in C2013-0685 Model Documents for Governance Relationships as follows 1. Receive this report for information; and 2. Adopt Attachment # 2 "Model Documents and Evaluation Framework" as a tool for developing and enhancing governance relationships with The City of Calgary's subsidiaries.

2012 May 28 Council received C2012-0302 Governance Relationships Review (Confidential) for information including an overview of leading practices and a proposed framework for establishing governance relationships between The City of Calgary and its wholly-owned subsidiaries.

RESOLUTION OF THE SOLE SHAREHOLDER OF (WHOLLY-OWNED SUBSIDIARY NAME) (THE “**CORPORATION**”) APPROVED, ADOPTED AND CONSENTED TO IN WRITING WITHOUT THE HOLDING OF A MEETING AS EVIDENCED BY THE SIGNATURE OF THE SOLE SHAREHOLDER PURSUANT TO THE *BUSINESS CORPORATIONS ACT* (ALBERTA) AND THE BYLAWS OF THE CORPORATION.

WHEREAS The City of Calgary (the “**Shareholder**”) is the sole shareholder of the Corporation;

AND WHEREAS the Shareholder has the exclusive authority to elect directors of the Corporation and fill vacancies on the board of directors of the Corporation (the “**Board**”);

AND WHEREAS the bylaws of the Corporation provide that only the Shareholder is entitled to fill vacancies on the Board;

AND WHEREAS the shareholders have not passed a Voting Procedure Resolution.

AND WHEREAS there is a vacancy on the board that the Shareholder desires to fill;

NOW THEREFORE BE IT RESOLVED THAT:

1. (APPOINTEE NAME) be hereby elected as a director of the Corporation to hold office until the next annual election of directors or until her successor is elected or appointed.
2. The Corporation shall be entitled to rely on delivery by facsimile transmission or other electronic transmission of a scanned copy of the executed resolution and such facsimile or scanned copy shall be legally effective to create a valid and binding resolution.

DATED as of the ____ day of October, 2019

THE CITY OF CALGARY

Per: _____

Mayor Naheed Neshi

Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2019 October 17

ISC: UNRESTRICTED
IGA2019-1270

Calgary Metropolitan Region Board – Governance Committee Representation

EXECUTIVE SUMMARY

The purpose of this report is to nominate a Council representative and alternate to the Governance Committee of the Calgary Metropolitan Region Board (CMRB). Since inception of the CMRB, The City of Calgary has been represented by elected officials on all committee/sub committees, except for the Governance Committee. The purpose of the Governance Committee is to provide a focus and recommendations to enhance the Board's performance.

It is important for the CMRB Committees to be represented by City of Calgary officials to ensure that the interests of The City are articulated and to participate in shaping the recommendations that are referred to the Board for decision.

ADMINISTRATION RECOMMENDATION:

That Intergovernmental Affairs Committee recommends that Council at the 2019 Organizational Council Meeting nominate a Council representative and alternate to the Governance Committee of the CMRB.

RECOMMENDATION OF THE INTERGOVERNMENTAL AFFAIRS COMMITTEE, DATED 2019 OCTOBER 17:

That Council nominate a Council representative and alternate to the Governance Committee of the CMRB.

PREVIOUS COUNCIL DIRECTION / POLICY

2019 September 16 at the Strategic Meeting of Council, (C2019-0903), Council appointed Councillor Farkas to the CMRB Voluntary Policing Services Subcommittee and requested that the Calgary Police Commission/Calgary Police Services appoint a member and that administration from Intergovernmental and Corporate Strategy attend as observers.

2018 October 22 at the Organizational Meeting of Council, City of Calgary elected official representatives and alternates were appointed to the CMR Board and to three of the four CMR Committees with terms set to expire at the 2019 Organizational Meeting of Council. (The details of Council representation at the CMRB are found in Attachment 1 of this report).

2018 July 26 (IGA2018-0846) Council appointed a representative (Councillor Chahal) and alternate (Councillor Gondeck) to the newly formed CMRB Advocacy Committee.

BACKGROUND

The CMRB's governance structure is based on elected official participation at the Board and committees. There are four elected official committees that make recommendations to the Board. There is one voluntary subcommittee that will make recommendations to the Intermunicipal Services Committee and then to the Board. Attachment 1 provides an overview of the elected official committees of the CMRB.

The Terms of Reference of the Governance Committee are found in Attachment 2. The responsibility of the Governance Committee is to provide oversight and recommendations on three primary topics:

**Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2019 October 17**

**ISC: UNRESTRICTED
IGA2019-1270**

Calgary Metropolitan Region Board - Governance Committee Representation

- I. Board governance and operations
- II. Finance
- III. Human Resources

Like other committees of the CMRB, the Governance Committee is a recommending body with a simple majority voting structure. Each member has one vote.

Although the Terms of Reference state that the Committee membership is comprised of three Board members as selected by the Board, the Committee currently has five members. Membership includes City of Chestermere, Foothills County, Town of High River, Town of Okotoks and Wheatland County. This membership anomaly should be addressed by CMR administration.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Since inception of the CMRB, The City of Calgary has not been represented on the Governance Committee. To date, much of the work on this Committee has focused on matters of finance and operational policies of CMRB Administration. As the organization matures more complex matters such as dispute resolutions and requisition formulas will continue to be discussed by the Committee.

The alternative to nominating an elected official to this Committee is to either not attend or to send an administrative representative to observe proceedings. The risks of these alternatives are further discussed in the Risk Assessment section of this report.

Stakeholder Engagement, Research and Communication

No external engagement was undertaken with this report.

Strategic Alignment

Although now out of date, the Municipal Development Plan states in Policy 1.3.2 and Policy 5.C.5 that The City is aligned with the aspirations of the Calgary Regional Partnership and the Calgary Metropolitan Plan.

The Triple Bottom Line Policy Framework (Oct 2011) under the heading Smart Growth Framework states that "The City works with its regional partners to ensure that growth is managed effectively to achieve the goal of long-term urban sustainability.

Social, Environmental, Economic (External)

The Regulation requires that the Calgary Metropolitan Region Board will promote the long-term sustainability of the Calgary Metropolitan Region, ensure environmentally responsible land-use

Deputy City Manager's Office Report to
Intergovernmental Affairs Committee
2019 October 17

ISC: UNRESTRICTED
IGA2019-1270

Calgary Metropolitan Region Board - Governance Committee Representation

planning, growth management and efficient use of land, and promote the economic well-being and competitiveness of the Calgary Metropolitan Region.

Financial Capacity

Current and Future Operating Budget:

Involvement in the Governance Committee was not anticipated in the 2019 work program. Administration from Intergovernmental and Corporate Strategy will accommodate this work with existing resources. Administrative activities associated with the CMRB continue to grow and could impact the delivery of other priorities.

Current and Future Capital Budget:

No implications to the Capital Budget are associated with this report.

Risk Assessment

It is important for the CMRB Committees to be represented by City of Calgary officials to ensure that the interests of The City are articulated and to participate in shaping the recommendations referred to the Board for decision. This is especially relevant as the matters reviewed by the Governance Committee are likely to become increasingly significant this term. The City may choose not to participate and react to Governance Committee recommendations at the Board level only. This option leaves The City in a more reactive position and unable to positively influence recommendations.

The alternative of sending an administrative representative to observe is not sufficient as administration are not permitted to contribute to Committee conversations.

REASON(S) FOR RECOMMENDATION(S):

Since inception of the CMRB, The City of Calgary has not been represented on the Governance Committee. Much of the Committee work, to date, has focused on matters of finance and operational policies of CMRB Administration. As the organization matures, more complex matters such as dispute resolutions and requisition formulas will continue to be discussed by the Committee. It is important for The City to be represented and to positively assist in shaping recommendations to the Board.

ATTACHMENTS

1. City of Calgary 2018-2019 Representation to Calgary Metropolitan Region Board and Committees
2. Governance Committee Approved Terms of Reference

City of Calgary 2018-2019 Representation to Calgary Metropolitan Region Board and Committees

	City of Calgary Representation	Mandate and Voting
Board	Mayor Nenshi Councillor Carra (alternate)	<ul style="list-style-type: none"> - Final decision-making body. - Decisions made by Double Majority vote where 2/3 membership and 2/3 population are needed to pass a decision.
Land Use Committee	Councillor Carra Councillor Gondek (alt)	<ul style="list-style-type: none"> - To guide the preparation of the Growth Plan and make recommendations to the Board. - Voting made by simple majority – where member abstains or not present deemed to have voted in affirmative
Intermunicipal Servicing Committee	Councillor Carra Councillor Gondek (alt)	<ul style="list-style-type: none"> - To guide the preparation of the Servicing Plan and make recommendations to the Board. - Decisions made by simple majority – where member abstains or not present deemed to have voted in affirmative
Governance Committee	TBD	<ul style="list-style-type: none"> - To provide advice to the Board on governance, operations, finance and human resources & make recommendations to the Board - Decisions made by simple majority.
Advocacy Committee	Councillor Chahal Councillor Gondek (alt)	<ul style="list-style-type: none"> - To guide the development of educational and outreach strategies, which advance the goals of the region, particularly as pertain to intergovernmental relations with Province and Federal levels & make recommendations to the Board - Decisions made by simple majority.
Voluntary policing services subcommittee	Councillor Farkas Administrative membership from Calgary Police Service/Calgary Police Commission	<ul style="list-style-type: none"> - No terms of reference developed – reports to Intermunicipal Servicing Committee - Only committee with opportunity to have elected official and/or administrative representation



Terms of Reference Governance Committee

Authority

The Governance Committee is established by the Board and reports to the Board through the Committee Chair. The Committee Chair shall provide leadership to the Committee members in fulfilling the mandate set out in these Terms of Reference.

Purpose

The purpose of the Governance Committee ("the Committee") is to provide a focus on governance that will enhance the Board's performance.

1. Responsibilities of the Governance Committee

The Governance Committee shall oversee, and provide advice and direction, to the Board in three primary areas:

- i. Board governance and operations
- ii. Finance
- iii. Human Resources.

As well, the Committee will be responsible for such other matters as may be assigned to them from time to time. The Committee Chair shall work with the Chief Officer and the Board Chair in planning Committee meetings and agendas.

2. Governance Duties

With assistance from the Board Chair and the Chief Officer, the Committee shall review and recommend to the Board:

- a. Policies and procedures by which the Board operates
- b. Roles and responsibilities for the Board Chair and Chief Officer
- c. The Terms of Reference for all standing committees.

3. Finance Duties

With assistance from the Board Chair and the Chief Officer, the Committee shall monitor the financial affairs of the Board, including the preparation of financial statements and annual audits, and shall make such reports and recommendations to the Board as it considers appropriate.

4. Human Resources

With assistance from the Board Chair and the Chief Officer, the Committee will monitor and provide direction regarding the Board's human resources policies and practices. In the event of a need to recruit a Chief Officer, the Committee will oversee the recruitment process, and will make a recommendation to the Board for appointment.

5. Committee Membership

The Committee will be comprised of 3 Board members selected by the Board. The Chair will be an "ex officio" member of the Committee.

6. Governance

Voting Structure: Decisions of the Committee will be determined by a simple majority with each member holding a single vote.

Decisions: Decisions of the Committee will form the basis for recommendations to the Board, which will make the final decision on all matters forwarded by the Governance Committee.

Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 28

ISC: UNRESTRICTED
C2019-1173

Public Member Appointments by Position

EXECUTIVE SUMMARY

Council policy CP2016-03 *Governance and Appointments of Boards, Commissions and Committees* stipulates that Public Members shall not be appointed concurrently to more than one Board, Commission or Committee (BCC) of Council, unless Council determines there is a need. This report requests Council approval to allow two Public Members to continue to serve on more than one BCC each.

ADMINISTRATION RECOMMENDATION:

That Council approve the following Public Members to continue to serve concurrently on more than one Board, Commission or Committee of Council in accordance with section 5.13.4 of Council policy CP2016-003:

- Steve Allan; and
- Michael Brown.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2016 April 26 Regular Meeting of Council, Council adopted policy CP2016-03 *Governance and Appointments of Boards, Commissions and Committees*.

On 2018 May 28, Council adopted Terms of Reference for the Event Centre Assessment Committee (ECAC), and appointed representatives from Calgary Economic Development (Steve Allan) and the Calgary Municipal Land Corporation (Michael Brown) as non-voting members of the Committee.

On 2019 January 28, Council appointed the board Chair of the McMahon Stadium Society (Steve Allan) as a non-voting member of the Foothills Athletic Park Redevelopment Advisory Committee (FAPRAC), and authorized FAPRAC to appoint additional advisors to the Committee. FAPRAC subsequently appointed an executive member of the Calgary Municipal Land Corporation (Michael Brown) as a non-voting member of FAPRAC.

On 2019 February 25, Council authorized the Arts Commons Advisory Committee (ACAC) to appoint non-voting representatives to the Committee as needed. ACAC subsequently appointed an executive member of the Calgary Municipal Land Corporation (Michael Brown) as a voting member of ACAC.

BACKGROUND

Section 5.13.4 of Council policy CP2016-03 states: "To encourage a broad degree of citizen participation, no Public Member shall serve concurrently on more than one BCC unless Council determines there is a need."

Mr. Allan was appointed by Council to the Event Centre Assessment Committee (ECAC) in 2018 for specific expertise on the assessment. This appointment continues until the completion of the ECAC mandate. Mr. Allan was appointed by Council to the Foothills Athletic Park Redevelopment Advisory Committee (FAPRAC) in 2019 to represent the McMahon Stadium Society. This appointment term has no end.

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Public Member Appointments by Position

Mr. Brown was appointed by Council to the Event Centre Assessment Committee (ECAC) in 2018 for specific expertise. This appointment continues until the completion of the ECAC mandate. Council also appointed Mr. Brown to the Arts Commons Advisory Committee in 2019 to represent the Calgary Municipal Land Corporation (CMLC) in the Arts Commons Transformation (ACT) project and the Arts Commons' Functional Design Working Group. This appointment term has no end. And finally, Council approved FAPRAC's Working Group structure in 2019, which included Mr. Brown's appointment representing the CMLC. This appointment term has no end.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

None

Strategic Alignment

This report aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

Social, Environmental, Economic (External)

No social, environmental or economic impacts were identified.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts.

Current and Future Capital Budget:

There are no current and future capital budget impacts.

Risk Assessment

There are no risks associated with the report's recommendations.

REASON FOR RECOMMENDATION:

As there is a need for the expertise provided by these Public Members, this report seeks Council's approval to allow two Public Members to continue to serve on more than one BCC each, in accordance with section 5.13.4 of Council policy CP2016-003.

ATTACHMENTS

None

**Law and Legislative Services Report to
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**ISC: UNRESTRICTED
C2019-1172**

Administration Appointments to BCCs

EXECUTIVE SUMMARY

This report presents Administration's nominees for appointment by Council to 20 internal and external Boards, Commissions and Committees (BCCs) at the 2019 Organizational Meeting of Council. The report also presents, for information, the continuing Administration membership on five internal and external BCCs.

ADMINISTRATION RECOMMENDATIONS:

That Council:

1. Appoint members of Administration to the Boards, Commissions and Committees contained in Attachment 1, for terms commencing 2019 October 28;
2. Nominate members of Administration for appointment to the external Boards, Commissions and Committees contained in Attachment 2; and
3. Receive into the corporate record the current Administration members that are continuing to serve on Boards, Commissions and Committees as contained in Attachment 3.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2016 April 26 Regular Meeting of Council, Council adopted policy CP2016-03 *Governance and Appointments of Boards, Commissions and Committees*.

BACKGROUND

Section 1.3 of Council policy CP2016-03 provides that the "appointment of Members of Council and Administration to serve on BCCs promotes collaboration and collective decision-making with Public Members, ensuring that citizens, communities and customers of The City are better served". In accordance with section 5.7, appointment of Administration Members occurs as follows:

- 5.7.1 Council shall appoint Administration Members to BCCs as applicable. The City Manager shall provide Council with recommendations for appointments.
- 5.7.2 Administration Members shall be appointed to BCCs at the annual Organizational Meeting of Council.
- 5.7.3 The appointment term for Administration Members shall:
 - a) be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
 - b) terminate immediately upon leaving the employment of The City of Calgary.

"Administration Member" means a City of Calgary employee who has been appointed by Council to a BCC, or their designate. An Administration Member of a Committee may or may not be a voting Member, depending on a BCCs Governance Documents.

Administration Appointments to BCCs

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Members of Administration serve on 25 BCCs with voting or non-voting (advisory) privileges, sharing information and knowledge in their fields of expertise with Public and Council members that contribute to sound recommendations. The appointment terms for Administration members vary depending on a BCC's individual Governance Documents. Administration's nominations for appointment by Council are being presented as follows:

- Attachment 1: For appointment by Council – Administration members selected for Council approval to City BCCs, in accordance with the individual BCC's Governance Document(s);
- Attachment 2: For nomination by Council to external BCCs – Administration members selected for Council nomination to External BCCs, in accordance with the individual BCC's Governance Document(s); and
- Attachment 3: Receive into the corporate record – Administration members continuing to serve on City BCCs as per previous Council appointment and Administration members serving on BCCs by virtue of their position at The City of Calgary.

The External BCCs listed in Attachment 2 will receive Council's nominations upon the conclusion of the Organizational meeting. However, each of these BCCs will consider Council's nominees within the appointment timeframe mandated by their individual Governance Document(s).

Stakeholder Engagement, Research and Communication

Administration issued a request to City Departments and the City Manager's Office in 2019 September, seeking Administration's nominees for appointment to BCCs for the upcoming terms.

Strategic Alignment

This report aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

Social, Environmental, Economic (External)

No social, environmental or economic impacts were identified.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts.

Current and Future Capital Budget:

There are no current and future capital budget impacts.

Risk Assessment

There may be risk for The City and/or City employees if an employee's role as a member of Administration conflicts or is perceived to conflict with the employee's duty as a board member of a partner or third party organization. The likelihood and impact of this risk is mitigated by reducing the number of members of Administration serving on the boards of The City's partners

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Administration Appointments to BCCs

or other independent organizations. As well, the Council Investing in Partnerships Policy (CP2017-01) encourages The City's partners, to maintain good governance policies and practices including codes of conduct, conflicts of interest, board orientation and board education.

REASON FOR RECOMMENDATIONS:

In accordance with Council policy CP2016-03, Section 5.7.2, Council shall appoint Administration Members to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

ATTACHMENTS

1. Administration members selected for Council approval for City BCCs
2. Administration members selected for Council nomination to External BCCs
3. Administration members continuing to serve or serving by virtue of their position at The City of Calgary

Administration Nominees to Boards, Commissions and Committees FOR COUNCIL'S APPROVAL

Administration selected for Council approval for BCCs, in accordance with the individual BCC's Governance Document(s)

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	NOMINEES
ADVISORY COMMITTEE ON ACCESSIBILITY	<p>COMPOSITION: 3 members of City Administration (e.g., Planning & Development, Calgary Transit and Calgary Recreation)</p> <ul style="list-style-type: none"> ▸ Planning and Development ▸ Calgary Recreation ▸ Calgary Transit <p>TERM: 1 or 2 years to allow for staggering</p>	<p>Marco Civitarese Darlene Boyes None submitted</p>
BIODIVERCITY ADVISORY COMMITTEE	<p>COMPOSITION: 4 members of City Administration from the following departments: Planning and Development; Law; Community Services, Transportation; and Utilities & Environmental Protection</p> <ul style="list-style-type: none"> ▸ Utilities & Environmental Protection ▸ Planning and Development ▸ Community Services ▸ Utilities & Environmental Protection <p>TERM: 2 years</p>	<p>Quincy Brown Hugo Haley Nicole Brugman Jen Silverthorn</p>
BOW RIVER BASIN COUNCIL	<p>COMPOSITION: 1 Municipal Government Member, appointed by the City of Calgary</p> <ul style="list-style-type: none"> ▸ Municipal Government Member – Utilities and Environmental Protection <p>TERM: 2 years</p>	<p>Carolyn Bowen</p>
CALGARY GENERAL HOSPITAL LEGACY FUND REVIEW COMMITTEE	<p>COMPOSITION: 4 business unit representatives from Calgary Neighbourhoods, Calgary Parks, Calgary Recreation and Finance</p> <ul style="list-style-type: none"> ▸ Finance ▸ Calgary Neighbourhoods ▸ Calgary Recreation ▸ Calgary Parks <p>TERM: 2 years</p>	<p>Sheila MacFayden Melanie Hulsker James McLaughlin Kyle Ripley</p>

Administration Nominees to Boards, Commissions and Committees FOR COUNCIL'S APPROVAL

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	NOMINEES
CALGARY PLANNING COMMISSION	COMPOSITION: 2 Employees of the City, each of whom must be a General Manager or a Director. The City Manager shall appoint one of the two employees as Chairperson of the Commission <ul style="list-style-type: none"> ▸ Director, Calgary Growth Strategy (Chair) ▸ Director, Transportation Planning TERM: 2 years	Matthias Tita, Chair Ryan Vanderputten
COMBATIVE SPORTS COMMISSION	COMPOSITION: 1 member (non-voting) <ul style="list-style-type: none"> ▸ Chief Licence Inspector (or designate) TERM: 2 years	Kent Pallister
EAST PASKAPOO SLOPES JOINT ADVISORY COMMITTEE	COMPOSITION: 1 Representative <ul style="list-style-type: none"> ▸ Planning & Transportation City Staff TERM: Not Specified	Mark Sasges (PD)
INTER-CITY FORUM ON SOCIAL POLICY	COMPOSITION: 1 Senior Administrator in social policy <ul style="list-style-type: none"> ▸ Director, Calgary Neighbourhoods TERM: 1 year	Melanie Hulsker
MALL PROGRAMMING FUND MANAGEMENT COMMITTEE	COMPOSITION: 1 Representative, City of Calgary (Chair) <ul style="list-style-type: none"> ▸ Representative, City of Calgary (Chair) ▸ Alternate TERM: 1 year	Joyce Tang Ryan Mortson (PD -urban strategy)
WINSPORT	COMPOSITION: 1 Director appointed by The City of Calgary <ul style="list-style-type: none"> ▸ Director appointed by The City of Calgary TERM: 3 years	James McLaughlin



Administration Nominees to Boards, Commissions and Committees FOR NOMINATION BY COUNCIL TO EXTERNAL BCCS

Administration selected for Council nomination to External BCCs, in accordance with the individual BCC's Governance Document(s)

Nominees for the following BCCs are to be appointed at the AGM, in compliance with the Business Act

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	NOMINEES
CALGARY CONVENTION CENTRE AUTHORITY	COMPOSITION: 1 General Manager appointed by resolution of the Council ▶ General Manager TERM: Not specified	David Duckworth
CALGARY HOUSING COMPANY	COMPOSITION: The Director of Calgary Neighbourhoods and the City Treasurer ▶ Finance ▶ Calgary Neighbourhoods TERM: Appointment by Position	Aaron Brown Melanie Hulsker
LINDSAY PARK SPORTS SOCIETY	COMPOSITION: 1 Representative, Calgary Recreation ▶ Representative, Calgary Recreation CONTINUING 2-YEAR TERM: Expiring in 2020	Greg Steinraths
McMAHON STADIUM SOCIETY	COMPOSITION: 2 Members appointed by The City, Planning & Community Services, or Parks & Recreation ▶ Member appointed by The City ▶ Member appointed by The City TERM: 1 year	James McLaughlin Kyle Ripley
PARKS FOUNDATION CALGARY	COMPOSITION: 1 Director, Calgary Parks or designate ▶ Director, Calgary Parks TERM: 1 year	Kyle Ripley
SILVERA FOR SENIORS	COMPOSITION: Under Ministerial Order No. H:008/18, there is no requirement to appoint a member of City administration ▶ City of Calgary Senior Administration TERM: Mid-Term replacement – For completion of a 3-year term, expiring in 2021	Bruce Irvine

Administration Nominees to Boards, Commissions and Committees FOR INFORMATION

Administration members continuing to serve in City BCCs as per previous Council appointment and
Administration members serving on BCCs by virtue of their position at the City of Calgary

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	NOMINEES
ARTS COMMONS ADVISORY COMMITTEE	COMPOSITION: City Manager or designate (voting); General Manager, Community Services or designate (non-voting) <ul style="list-style-type: none"> ▸ Designate of the City Manager ▸ General Manager, Community Services TERM: Appointment by Position	Dan Limacher Katie Black
BUSINESS ADVISORY COMMITTEE	COMPOSITION: City Manager or designated delegate from the Planning and Development department <ul style="list-style-type: none"> ▸ Designate of the City Manager TERM: Appointment by Position	Sonya Sharp
CALGARY PARKING AUTHORITY	COMPOSITION: The Chief Financial Officer and the General Manager of Transportation <ul style="list-style-type: none"> ▸ Chief Financial Officer ▸ General Manager, Transportation TERM: Appointment by Position	Carla Male Doug Morgan
CALGARY TRANSIT PUBLIC SAFETY CITIZEN OVERSIGHT COMMITTEE	COMPOSITION: 1 Use of Force Instructor (advisory non-voting) <ul style="list-style-type: none"> ▸ Use of Force Instructor CONTINUING 3-YEAR TERM: Expiring in 2021	Dan Yontz
CORPORATE PENSION GOVERNANCE COMMITTEE	COMPOSITION: 5 Members appointed by the City Manager <ul style="list-style-type: none"> ▸ Administrative Law Representative ▸ Senior Management Team Representative ▸ Acting Chief Financial Officer ▸ Director, Human Resources ▸ Administrative Leadership Team Representative TERM: ALT and SMT Representatives are appointed for 24 month terms with option to renew term at the discretion of the City Manager	Rebecca Andersen Laura Kennedy Carla Male Marc Lavallée Michael Thompson

Administration Nominees to Boards, Commissions and Committees FOR INFORMATION

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	NOMINEES
EVENT CENTRE ASSESSMENT COMMITTEE	COMPOSITION: The City Manager (voting member); OR designate the City Chief Financial Officer as a voting member when the City Manager is not present <ul style="list-style-type: none"> ▸ City Manager TERM: Appointment by Position	David Duckworth
FOOTHILLS ATHLETIC PARK REDEVELOPMENT ADVISORY COMMITTEE	COMPOSITION: City Manager or designate Director of Recreation (non-voting) <ul style="list-style-type: none"> ▸ City Manager ▸ Director, Recreation TERM: 1 year	David Duckworth James McLaughlin
GAS, POWER AND TELECOMMUNICATIONS COMMITTEE	COMPOSITION: 1 Chief Financial Officer (or designate) - Voting <ul style="list-style-type: none"> ▸ Acting Chief Financial Officer TERM: Appointment by Position	Carla Male
SOCIAL WELLBEING ADVISORY COMMITTEE	COMPOSITION: 1 Director of Calgary Neighbourhoods or designate (non-voting) Director, Calgary Neighbourhoods CONTINUING 3-YEAR TERM: Expiring in 2021	Melanie Hulsker

Law and Legislative Services Report to
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ISC: UNRESTRICTED
C2019-1209

Authorization to Cover Meeting Costs of Council Representative to the Federation of Canadian Municipalities

EXECUTIVE SUMMARY

To provide authorization to cover the expenses of the prospective Member of Council representative to the Federation of Canadian Municipalities (FCM) Director position.

ADMINISTRATION RECOMMENDATION:

That Council agrees to cover all reasonable costs of attendance at meetings of the FCM National Board of Directors for its Member of Council representative to the FCM Board of Directors; such cost to be charged to Corporate Costs.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2002 October 21 Organizational Meeting of Council, the following resolution was adopted:

“That the Council of The City of Calgary hereby agrees that should its representatives to FCM be elected to the FCM Board of Directors, that Council is prepared to meet all reasonable costs of attendance at meetings of the FCM National Board of Directors; such costs to be charged to the Corporate Costs.”

This resolution is documented in the Council policy, *Council to Cover Expenses of Prospective FCM (Federation of Canadian Municipalities) Directors (CC008)*.

BACKGROUND

The FCM Board of Directors manages or supervises the management of the activities and affairs of the Federation. In accordance with section 3.04(i) of By-Law No. 1 of the Federation of Canadian Municipalities (“By-Law No. 1”), there shall be seven (7) Directors representing Alberta, consisting of one (1) nominee selected by The City of Calgary. Only elected municipal officials are eligible to be Directors.

Section 3.13 of By-Law No. 1 provides that the “Board shall meet at least three (3) times annually. Provided that all Directors consent, meetings may be held in person, by telephone, Internet or other electronic means of conferencing.”

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Council selects a nominee to FCM annually at the Organizational Meeting of Council. FCM requires a resolution from Council each year confirming that costs of attendance at meetings of the FCM Board of Directors will be covered by The City of Calgary.

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C2019-1209

Authorization to Cover Meeting Costs of Council Representative to the Federation of Canadian Municipalities

Stakeholder Engagement, Research and Communication

In preparation of this report, Administration reviewed the Council policy on *Council to Cover Expenses of Prospective FCM (Federation of Canadian Municipalities) Directors* (CC008) and By-Law No. 1 of the FCM (adopted 2019 June 02).

Strategic Alignment

This report aligns with Council's citizen priority of a Well-Run City.

Social, Environmental, Economic (External)

There are no social, environmental, or external economic implications associated with the recommendations of this report.

Financial Capacity

Current and Future Operating Budget:

The reasonable expenses of attendance at meetings of the FCM Board of Directors will be charged to Corporate Costs.

Current and Future Capital Budget:

There are no current and future capital budget impacts as a result of this report.

Risk Assessment

There are no risks associated with the recommendations of this report.

REASON(S) FOR RECOMMENDATION(S):

The Federation of Canadian Municipalities requires an annual resolution from Council confirming that costs associated with meeting attendance will be covered by the respective municipality.

ATTACHMENT

None

**Law and Legislative Services Report to
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**ISC: UNRESTRICTED
C2019-1372**

2019 BCC Advertising Campaign

EXECUTIVE SUMMARY

Administration conducted the annual BCC recruitment campaign between 2019 August 15 and 2019 September 14, to fill 126 Public Member positions on 18 Boards, Commissions and Committees. This report and attachment provide the advertising strategy and a statistical overview of the results of the campaign.

ADMINISTRATION RECOMMENDATION:

Administration recommends that Council receive this report and Attachment for the Corporate Record.

PREVIOUS COUNCIL DIRECTION / POLICY

In 2014, Council expressed an interest in receiving statistical information about the annual Boards, Commissions and Committees (BCCs) recruitment campaign. At the 2019 July 22 meeting of Council, the Gender Equity, Diversity and Inclusion Strategy was adopted, a primary focus of which is to ensure gender equity in planning and decision making within City service delivery, Council Boards, Commissions and Committees, and The City's workforce.

BACKGROUND

Since 2015, Administration has provided Members of Council with a statistical overview of the Boards, Commissions and Committees (BCC) recruitment campaign.

On 2019 September 11 and 12, Members of Council and Chairs, Vice-Chairs and Resource staff for City BCCs, were offered unconscious bias training presented by an external facilitator. Training was offered to this group of individuals given their involvement in the selection of Public Members to City Boards, Commissions and Committees. The provision of training is a key strategic action in the Council-adopted Gender Equity, Diversity and Inclusion Strategy.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The 2019 BCC recruitment campaign strategy was designed to reach both broad and targeted audiences, and included print ads, online ads, out-of-home ads (bold signs, digital displays in City facilities), recruitment channels (volunteer directories, corporate directories, LinkedIn), and organic methods (targeted emails, word-of-mouth). Throughout the campaign, the number of applications per board were monitored and recruitment channels were revised based on these metrics.

As part of the 2019 BCC recruitment campaign and the Gender Equity, Diversity and Inclusion strategy, Administration included a voluntary demographic survey as part of the online BCC application process.

Overall, the 2019 BCC Recruitment campaign met its objectives, while leveraging opportunities to reduce costs. As outlined in Attachment 1, the campaign generated a total of 806 applications from 508 applicants. There were a total of 36,777 pageviews during this year's campaign, exceeding the number in 2018 by 213%. While responses to the voluntary survey declined this

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2019 BCC Advertising Campaign

year (a completion rate of 38% compared to 45% in 2019), the data will continue to inform Administration's approach and advertising strategies.

During the 2019 BCC campaign, 508 Public Member applicants submitted 806 applications (up to two BCC applications can be submitted per applicant) as follows:

Total number of Public Member applications received was 806, a decrease of 43 applications from 2018.

Stakeholder Engagement, Research and Communication

The City Clerk's Office worked closely with Customer Service and Communications, Calgary Neighbourhoods and Human Resources in the preparation of the survey and the collection of the campaign results.

Strategic Alignment

This briefing aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

Social, Environmental, Economic (External)

Financial Capacity

Current and Future Operating Budget:

There is no current or future impact to the operating budget as a result of this report.

Current and Future Capital Budget:

There is no current or future impact to the capital budget as a result of this report.

Risk Assessment

There are no risks identified with this report.

REASON FOR RECOMMENDATION:

Providing statistical information about the annual BCC advertising and recruitment campaign ensures Members of Council are aware of the strategies used by Administration to recruit a diverse pool of qualified applicants to BCCs.

ATTACHMENT(S)

1. Statistical Information on the 2019 BCC Advertising Campaign

Statistical Information on the 2019 BCC Advertising Campaign



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Executive Summary

The appointment of Public Members to serve on Boards, Commissions and Committees (BCCs) draws upon citizen skills and expertise which contribute to good governance. Inclusive appointment processes encourage diverse community representation from citizens-at-large, stakeholder groups, and groups at risk of being under-represented.

Administration facilitates an annual recruitment campaign to recruit Public Members for BCC vacancies, to be appointed each year at the Organizational Meeting of Council. From August 15 to September 14, 2019, Administration recruited for Public Members and non-binding nominees to fill 136 vacancies on 20 internal and external BCCs.

During the 2019 BCC campaign, 508 applicants submitted 806 applications. Key highlights of the 2019 BCC campaign include:

- ✓ The Assessment Review Board was included in the campaign for the first time.
- ✓ LinkedIn sourcing from HR supported recruitment for the Calgary Police Commission, the Assessment Review Board, and the Licence and Community Standards Appeal Board.
- ✓ Ads on Volunteer Connector delivered 2,465 views and 281 clicks.

The 2019 BCC campaign did not include the following Civic Partners, all of which conduct their own recruitment:

- Calgary Convention Centre Authority,
- Calgary Heritage Authority,
- Calgary Public Library Board,
- Calgary Sports and Major Events Committee, and
- Silvera for Seniors.

Overall, the 2019 BCC campaign met its targets while reducing expenditures. While the number of respondents to the voluntary demographics survey decreased from last year, the data will continue to inform Administration's approach to ensuring gender equity, diversity and inclusion in its recruitment practices, and will inform ongoing efforts to continue to offer unconscious bias training for Members of Council, Board Chairs and Vice-Chairs.

Advertising

Strategy

Council policy CP2016-03 directs that Administration may advertise BCC vacancies through a variety of media sources including print media, newsletters to professional organizations and communities, out-of-home advertising and the City's website and social media accounts.

In 2019, Administration undertook a comprehensive advertising approach with a budget of \$20,000. For comparison, in 2018, recruitment expenditures were \$23,000 for the BCC campaign and \$7,000 for the Assessment Review Board independent campaign. Merging the two campaigns allowed for significant savings (\$10K) to be realized. 2019 campaign objectives included:

- Generate over 12,000 webpage visits;
- Maintain the number of applications received (a minimum of 706);
- increase awareness of opportunities to volunteer;
- increase the ratio of female applicants surveyed by 2%, to a minimum of 50% of surveyed applicants;
- increase the ratio of applicants who qualify for niche positions; and
- increase the number of qualified and diverse applications.

The target audiences for the campaign were identified as:

- Citizens: residents of Calgary, engaged citizens, community driven, most likely already volunteer or have served on other boards.
- Targeted citizen groups: those who possess specific qualifications/skills related to specific hard-to-fill boards, interested in building their professional network and resume through volunteer opportunities.
- Newcomers/ethno-cultural groups: residents of Calgary, interested in being a part of the City and looking to build their professional network and resume.
- Seniors: 65+ audience, leveraging the Community Neighbourhoods Age-Friendly strategy to reach seniors and related community agencies.

Methods and Mediums

Table 1: Advertising Methods and Mediums on page 5 depicts the methods and mediums for advertising that were used during the campaign.

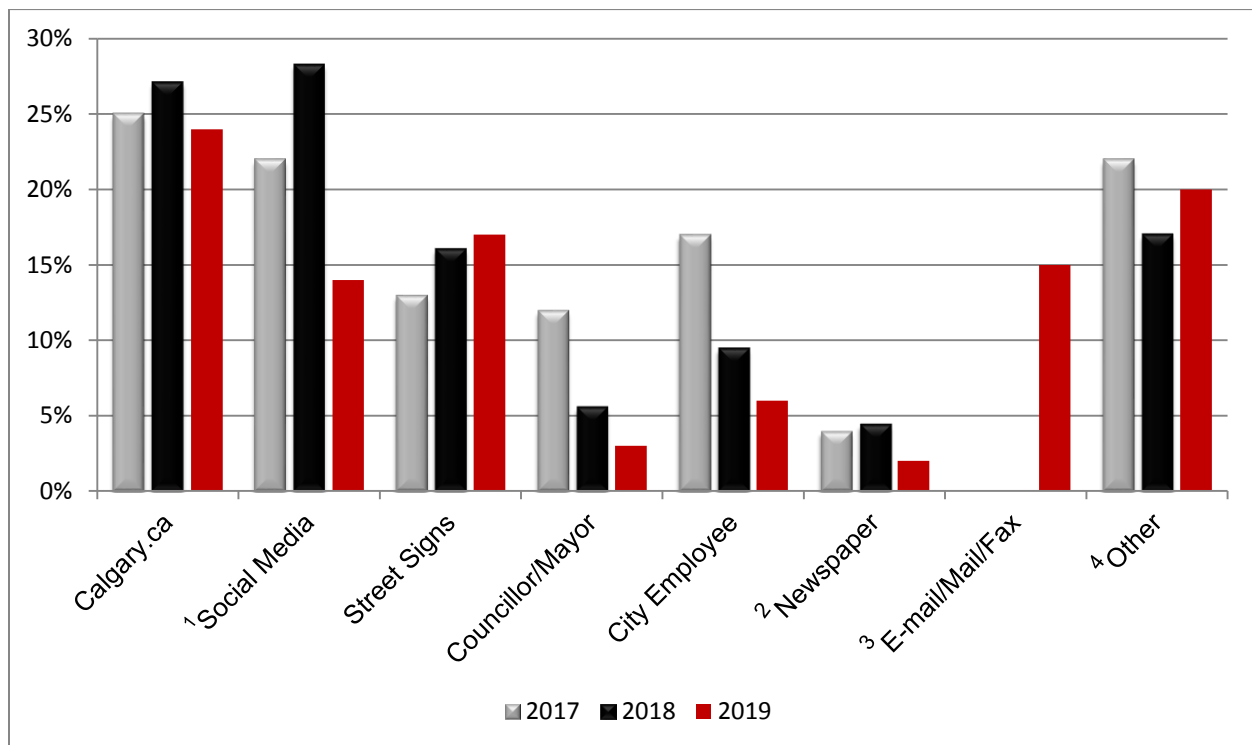
Table 1: Advertising Methods and Mediums

Medium	Type	Description
Digital	Broadcast	<ul style="list-style-type: none"> ▪ CBC ▪ CTV ▪ OMNI ▪ Cineplex theatres ▪ Global morning news
	Social media	Targeted ads on various social media platforms including: <ul style="list-style-type: none"> ▪ Facebook ▪ LinkedIn ▪ Twitter
	Online news, newsletters	Ads and banners published on the following sites: <ul style="list-style-type: none"> ▪ Alberta Native News e-newsletter ▪ WeChat e-newsletter ▪ APPI e-newsletter ▪ CREBNow e-newsletter ▪ Federation of Calgary Communities e-newsletter
	Online webpages	<ul style="list-style-type: none"> ▪ Calgary.ca/The City's Career home page ▪ APPI website ▪ Volunteer Connector website ▪ Multicultural websites
	Professional job boards	Individual ads for various BCCs were place on the Board Opportunities listing of the Institute of Corporate Directors.
	Direct email campaign	<ul style="list-style-type: none"> ▪ Calgary Neighbourhoods Network ▪ Targeted ARB email ▪ Targeted SDAB email ▪ Members of Council ▪ Indigenous Organizations ▪ Bow Valley Diversity Coordinator ▪ Targeted emails to diverse organizations
Print Ads	Newspapers	<ul style="list-style-type: none"> ▪ Calgary Prime Times News for Seniors ▪ Alberta Native News
Out-of-Home ads	Job Boards	<ul style="list-style-type: none"> ▪ Municipal Building Job Kiosk Poster
	Bold signs	Bold signs placed in the following locations: <ul style="list-style-type: none"> ▪ Community/leisure centres ▪ Public spaces, parks, main roads

Medium	Type	Description
		<ul style="list-style-type: none"> Disability centres Aboriginal centres City facilities/offices
	Digital Display Unit ads	Digital ads at 150 external and internal facilities and offices

Comparative Effectiveness of Advertising Mediums

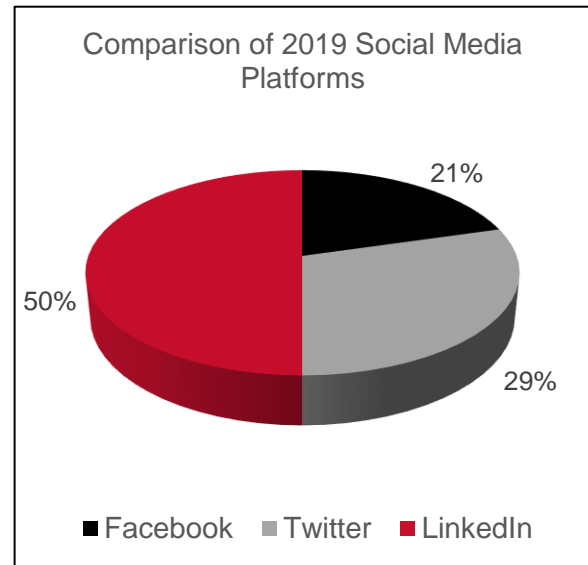
The following graph depicts applicants' responses, collected during the application process, to how they heard of the opportunity to volunteer on a BCC.



1. Social media includes Facebook, LinkedIn and Twitter
2. Newspaper included Calgary Prime Times, Native News, Calgary Herald (Herald not used in 2019)
3. E-mail/Mail/Fax source data began in 2019
4. 'Other' captures applicants' free-form responses, including word-of-mouth, Report to Calgarians, digital ad boards

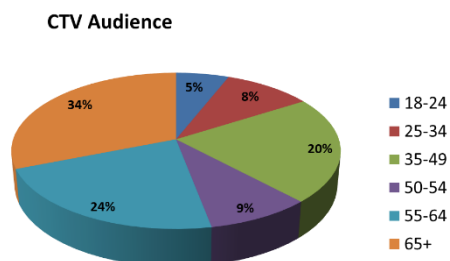
Highlights of Advertising Mediums

- Calgary.ca is the leading source of information for BCC opportunities.
- The number of applicants citing 'Other' remains consistently high each year, and emphasizes the importance of using a wide variety of ad mediums
- There was a notable decrease in the number of applicants citing social media as the source of information regarding BCC opportunities (a 50% decrease from 2018).
- LinkedIn increased its share of social media impressions due to utilizing both paid posts and targeted organic posts through HR consultants
- There was a decrease in the number of applicants citing Councillor/Mayor and City Employees as the source of information regarding BCC opportunities.
- Street signs continue to be moderately successful with a slight gain over last year.
- Print ads continue to be the lowest source of information for BCC opportunities.



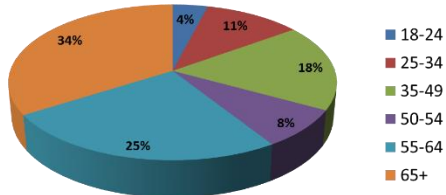
Broadcast Highlights

Report to Calgarians was aired for one week on TV through CTV, CBC, OMNI, and in Cineplex Theatres. This targeted all audiences. The charts below outline the demographic breakdown and audience impressions for each channel.



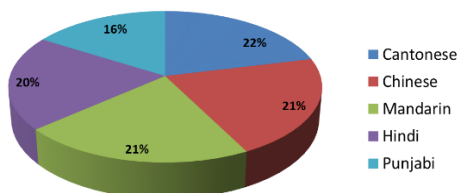
- 55.7% Female
- 44.3% Male
- 671,000 audience impressions per week

CBC Audience



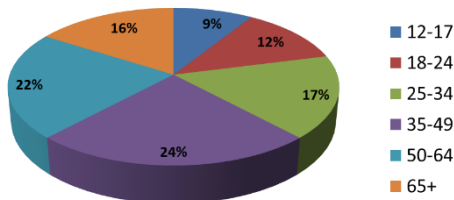
- 47% Female
- 53% Male
- 169,000 audience impressions per week

OMNI Audience



- 40,500 audience impressions per week
- 10-15% reach of each Ethnic group in Calgary weekly

Cineplex Audience



- 49% Female
- 51% Male
- 60,000 audience impressions per week

Results

This year's marketing campaign delivered over **1.6 million** ad impressions. All ads directed citizens to the calgary.ca/boards website which provided them with information on the various board opportunities available and an online application.

As a result of the marketing campaign there were a total of **36,777** pageviews exceeding this year's target of 12,000 web page visits, and exceeding last years' pageviews by over 213%, resulting in **806** total applications.

BCC Pageviews	Aug. 15 – Sept. 13
Total All Pages	36,777
BCC Recruitment Homepage	13,558
BCC List Page	11,638
BCC FAQ Page	2,740
BCC Application Page	8,841

Applications

Applicants by Ward

Administration selects methods and mediums that promote City-wide exposure of BCC vacancies. In 2019, the highest percentage of applicants live in Wards 7, 8 and 11.

Table 2: Applicants by Ward

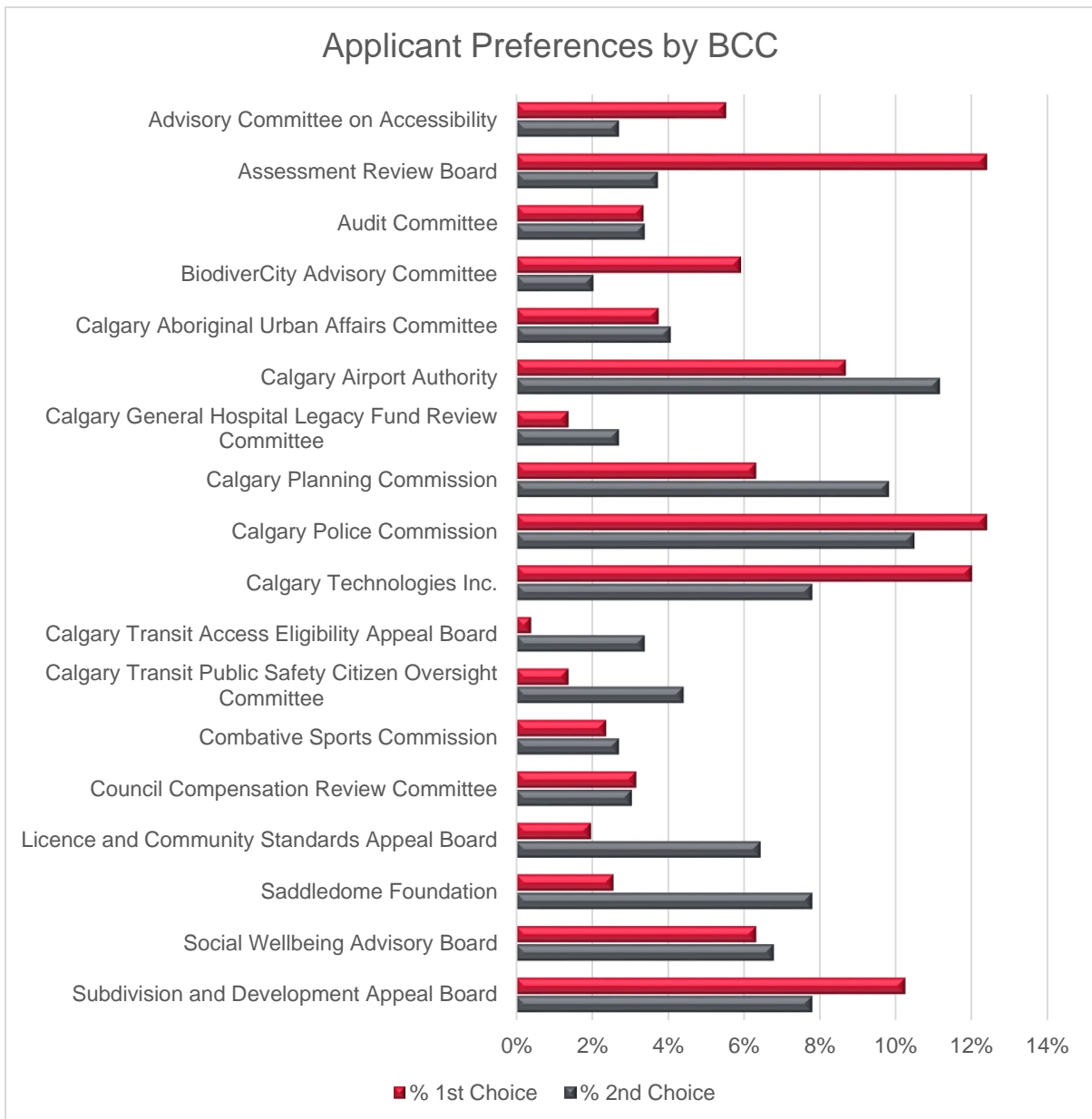
Ward	Ward Population*	Number of Applicants	Percentage of Total Applicants
1	89,254	40	8%
2	92,115	37	7%
3	70,824	18	4%
4	97,111	32	6%
5	95,717	13	3%
6	91,219	55	11%
7	77,280	60	12%
8	92,999	60	12%
9	91,695	23	5%
10	92,901	18	4%
11	100,003	62	12%
12	110,175	28	5%
13	91,235	21	4%
14	93,183	36	7%
No Ward	n/a	7	1%

* Based on 2019 Census Results

Applicant Preferences by BCC

During the 2019 BCC campaign, 508 Public Member applicants submitted 806 applications (up to two BCC applications can be submitted per applicant) as follows:

Total number of Public Member applications received: **806**, a decrease of 43 applications from 2018.



Applications Received from Incumbent Public Members

Healthy and vital BCCs strike the right balance between retaining skilled and experienced members and attracting those with fresh input. The retention rate of public members serving on BCCs (incumbents) can be an important measure of this health. Prior to the launch of the 2019 campaign, all incumbents whose term was set to expire in 2019 were advised of the end of their current term. The following are some key measures related to incumbent retention:

- Of the 508 people who applied to serve in 2019, 19% are incumbents who re-applied.
- 124 incumbents were identified as eligible to be re-appointed for another term on the BCC in which they were serving.
- 94 incumbents reapplied, representing 76% of incumbents.
- An additional 3 incumbents reapplied, in spite of being notified that they had reached the maximum length of service allowed.

Non-Binding Vacancies and Nominations

Council policy provides that if a BCC's Governance Documents direct that all Public Member positions are to be appointed through non-binding nominations from Organizations and other BCCs, these vacancies are not required to be advertised. Administration promotes these vacancies through alternate recruitment methods which include targeted correspondence with professional associations, external organizations, and other BCCs, in accordance with the governance documents of the individual BCC and Council direction.

The 2019 BCCs with vacancies required to be filled by non-binding nominations were broken down as follows:

BCCs with vacancies for non-binding nominees from targeted industries, associations, or stakeholders. These BCCs utilized alternate recruitment methods only.

- Calgary International Airport Development Appeal Body (1 vacancy)
- Urban Design Review Panel (8 vacancies)

BCCs with a combination of vacancies for citizens from the general population and for non-binding nominees. These BCCs were included in the traditional advertising campaign, and also utilized alternate recruitment methods.

- Calgary General Hospital Legacy Fund Review Committee (1 vacancy)
- Calgary Planning Commission (up to 2 vacancies)
- Social Wellbeing Advisory Committee (4 vacancies)

Five Year Comparison of Applications

BCC recruitment campaigns vary from year to year depending on the number of internal and external BCCs with vacancies, and the number of vacancies on each BCC.

Year	BCCs	Vacancies			Applicants		
		Public Members	Non-Binding	Total	Public Member Applicants	Public Member applications	Non-Binding Nominees
2019	20	121-123 ^{1/2}	15-17 ¹	136 ²	508	806	17
2018	19	76 – 80 ¹	12 – 16 ¹	92	516	848	22
2017	15	57	11	68	190	291	19
2016	18	69	23	92	374	446	25
2015	17	61	11	72	413	868	16

¹The Calgary Planning Commission has up to four citizen positions that can be filled by either Public Members or non-binding nominees.

²In 2019, Assessment Review Board vacancies were included in the BCC campaign, representing an increase of 41 positions to fill.

Gender and Diversity Survey

At the 2019 July 22 meeting of Council, Council approved the Gender Equity, Diversity, and Inclusion Strategy and directed Administration to implement the actions outlined. A key strategic action was to develop standard questions and response categories for collecting demographic information (prioritizing gender) and ensuring the data is used corporately.

Prior to 2018, The City did not collect data regarding gender or diversity within its Boards, Commissions and Committees campaign. During the 2018 recruitment period, applicants to City BCCs were asked to complete a voluntary online demographic survey and this was repeated in 2019. Information from these surveys is intended to monitor diversity of applicants to BCCs over time, and to assess effectiveness of BCC recruitment practices for the gender equity, diversity and inclusion strategy.

The key findings of this survey are depicted in the following section “Survey Results by Question”.

Survey Questions

The voluntary questionnaire asked applicants to provide the following information:

- Age category
- Gender
- Sexual orientation
- Visible minority status
- Indigenous identity
- Whether they have a disability
- Whether they were born in Canada
- For those not born in Canada, how long they have lived in Canada

Response Rate

Overall, there was a decrease in diversity of applicants who completed the demographic survey in 2019 as compared to 2018. In 2019, 508 individuals applied to BCCs, and 194 people completed the questionnaire for a completion rate of 38%, a decrease from 45% in 2018.

Results Summary

Results indicate that compared to the overall population of Calgary, BCC applicants are composed of a smaller proportion of minority demographic groups, other than women.

- There was a slightly higher percentage representation of women among BCC applicants, 50.55% as compared to 47% in 2018.
- Survey respondents who are newcomers to Canada (10 years or less) are less well represented than in the Calgary population (19% responded to the survey, vs. 27% in Calgary's population).
- Respondents who identify as Aboriginal, Indigenous, First Nations, Métis, or Inuk are roughly equal to the Calgary population (2% responded to the survey vs. 3% in Calgary's population).
- Respondents who identify as a person with a disability are slightly lower than the Calgary population.
- The highest rate of response came from the 35-44 year age group.

The demographics baseline and first year of comparison data offer The City valuable insights into effectiveness of the recruitment strategy, and over time will allow for improvements to recruitment methods. There are methodological limitations to the way the data is gathered, and Administration is working to reduce their influence on statistical analysis in the future. Some limitations identified are:

- Voluntary nature of the survey: All questions and the survey itself are optional.

- Placement of the survey: The survey was available online for the entire recruitment period, but the link to the survey appeared following completion of the application.
- Respondent Pool:
 - The BCCs which have vacancies in a given year changes, thus the composition of the respondent pool is different every year.
 - The survey is directed toward applicants to BCCs, therefore a general limitation may be that respondents to the recruitment campaign may not share characteristics with the overall population of Calgary.

Other methodological limitations may impact data analysis. For example, there is a lack of comparison data regarding sexual orientation or non-binary gender identity.

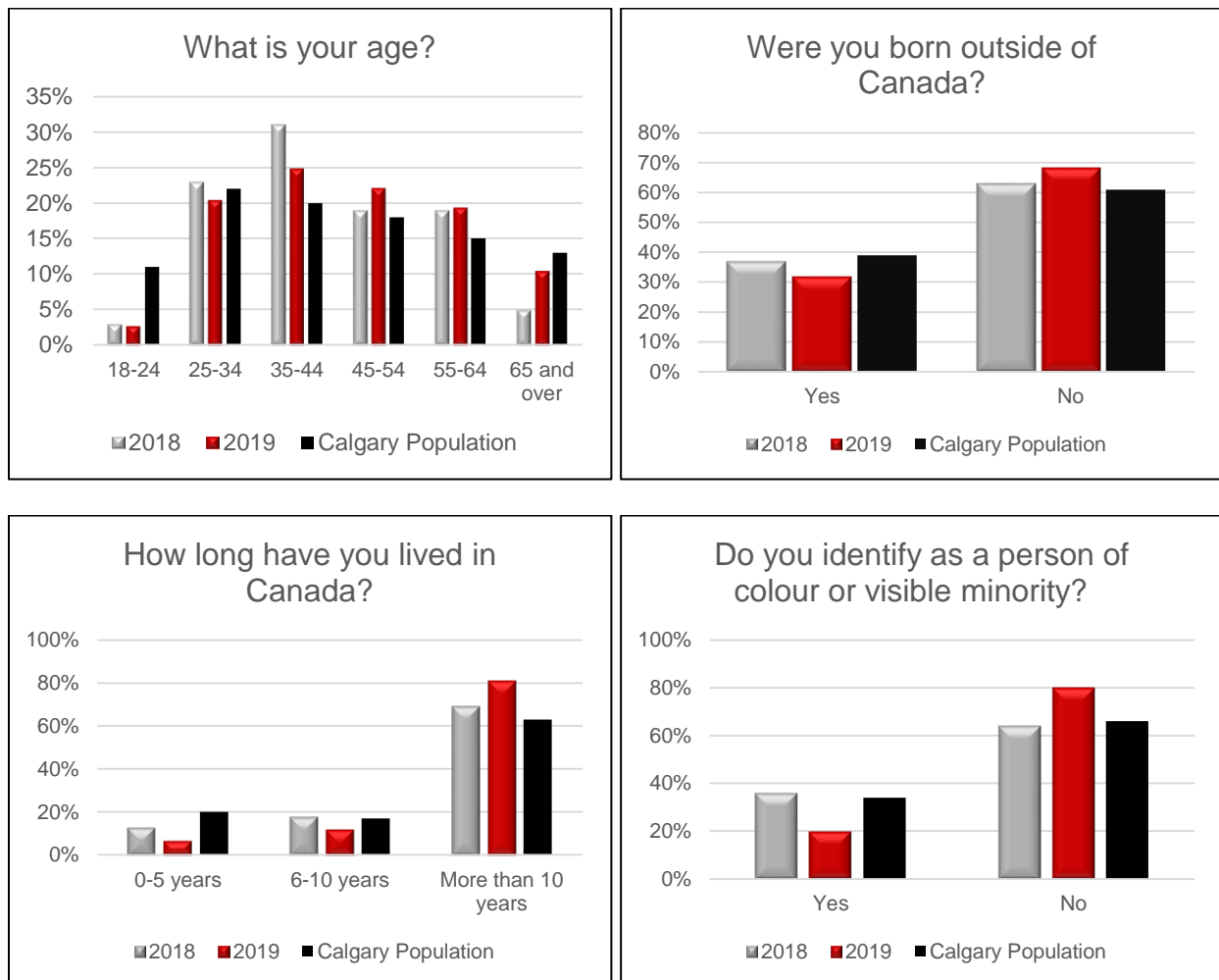
The key findings of this survey and other components of the Gender and Diversity Assessment will be included in the ongoing strategy to advance gender equity and diversity in future BCC recruitment campaigns.

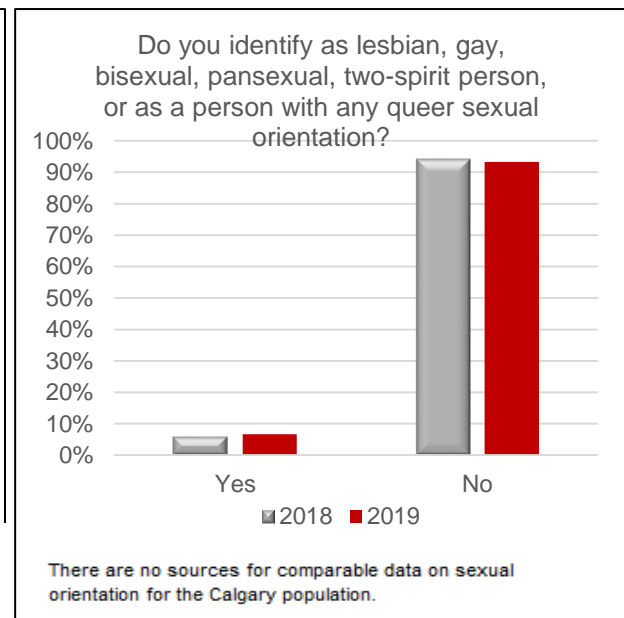
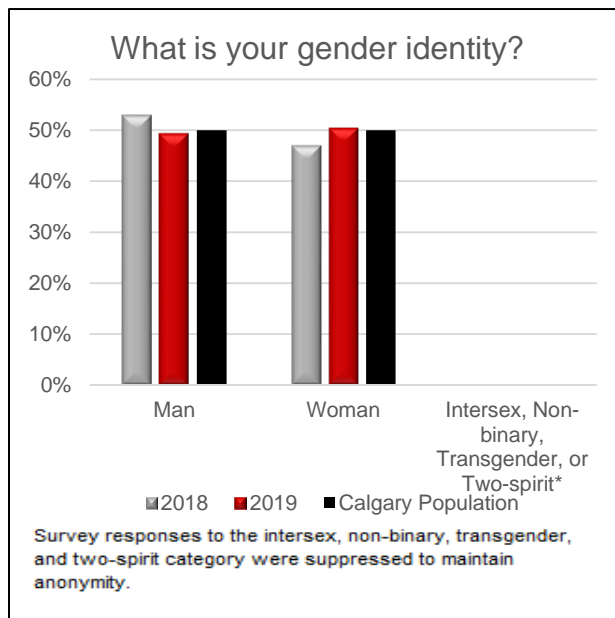
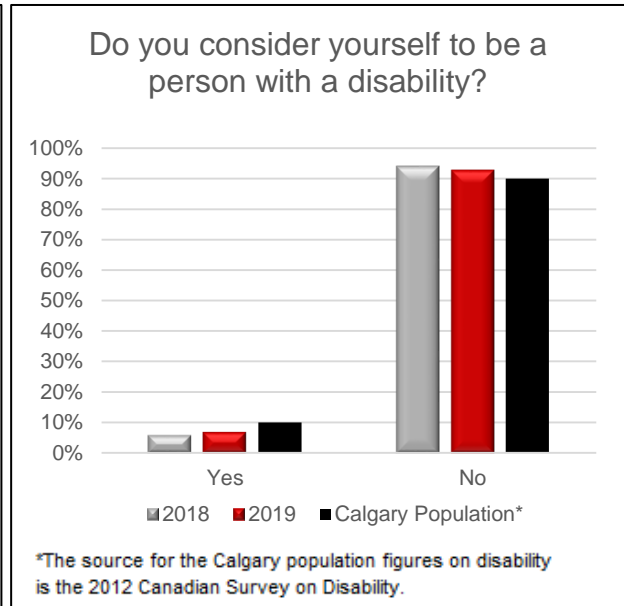
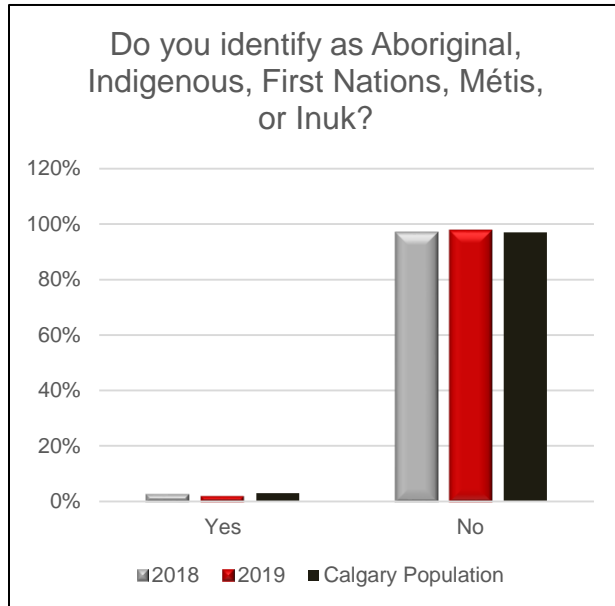
Survey Results by Question

The results of the demographic survey are presented in this report without commentary.

- Number of respondents: **194** (a decrease from 232 respondents in 2018)

Note: The source for the Calgary population figures is the 2016 Census of Canada, unless otherwise indicated.





Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 23

ISC: UNRESTRICTED
C2019-1119

2020 Deputy Mayor Roster and Related Duties

EXECUTIVE SUMMARY

The Municipal Government Act and Procedure Bylaw require that Council adopt an annual Deputy Mayor roster. This report presents Administration's recommendation of the Deputy Mayor Roster for the months 2020 January 01 to 2020 December 31.

ADMINISTRATION RECOMMENDATION:

That Council adopt the 2020 Deputy Mayor Roster as follows:

<u>Deputy Mayor Roster</u>		
2020	January	Councillor Woolley
	February	Councillor Davison
	March	Councillor Chu
	April	Councillor Carra
	May	Councillor Jones
	June	Councillor Keating
	July	Councillor Chahal
	August	Councillor Farkas
	September	Councillor Gondek
	October	Councillor Sutherland
	November	Councillor Demong
	December	Councillor Colley-Urquhart

PREVIOUS COUNCIL DIRECTION / POLICY

Section 152 of the Municipal Government Act states in part, that:

- "152(1) A council must appoint one or more councillors as deputy chief elected official so that
- (a) only one councillor will hold that office at any one time, and
 - (b) the office will be filled at all times.
- (2) A deputy chief elected official must act as the chief elected official
- (a) when the chief elected official is unable to perform the duties of the chief elected official, or
 - (b) if the office of chief elected official is vacant."

Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 23

ISC: UNRESTRICTED
C2019-1119

2020 Deputy Mayor Roster and Related Duties

Section 9 of the Procedure Bylaw 35M2017 states that:

- "9. (1) *Council*, at its Organizational meeting, shall adopt a roster of *Deputy Mayors* for the following year.
- (2) If the *Mayor* is absent from a meeting of *Council*, the *Deputy Mayor* assigned on the roster shall preside. If the assigned *Deputy Mayor* is also absent, the next *Deputy Mayor* in the adopted rotation shall preside, and so on."

BACKGROUND

Each year, City Council is required to ensure coverage of the duties of the Mayor when the Mayor is absent, including duties associated with the declaration of a State of Local Emergency in a disaster. This is accomplished through the adoption of the Deputy Mayor Roster.

The Deputy Mayor's role is also to represent The City of Calgary on behalf of the Mayor at civic functions in cases where the Mayor is unable to attend.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Councillors Woolley and Davison did not serve as Deputy Mayor during 2019 and it is recommended that they serve as Deputy Mayor for 2020 January and February, respectively.

A random draw of the remainder of the Councillors was conducted for the months of 2020 March to December. Administration's recommendation reflects the order of names drawn.

Stakeholder Engagement, Research and Communication

None

Strategic Alignment

The adoption of a Deputy Mayor Roster aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

Social, Environmental, Economic (External)

No social, environmental, or external economic implications have been identified.

Financial Capacity

Current and Future Operating Budget:

There are no operating budget implications for this report.

Current and Future Capital Budget:

There are no capital budget implications for this report.

Risk Assessment

None

Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 23

ISC: UNRESTRICTED
C2019-1119

2020 Deputy Mayor Roster and Related Duties

REASON(S) FOR RECOMMENDATION:

The Municipal Government Act, Section 152 and The Procedure Bylaw 35M2017 require the adoption of an annual Deputy Mayor Roster.

**Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 28**

**ISC: UNRESTRICTED
C2019-1120**

2019-2020 Council Seating Plan

EXECUTIVE SUMMARY

This report presents Administration's recommended City Council Chamber seating plan for the term beginning 2019 October 29 until the conclusion of the 2020 Organizational Meeting of Council.

ADMINISTRATION RECOMMENDATION:

That Council adopt the proposed 2019-2020 Council Chamber seating plan as set out in Attachment 1 effective 2019 October 29 until the conclusion of the 2020 October Organizational Meeting of Council.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2017 December 10 Combined Meeting of Council, Notice of Motion C2017-1179 directed the City Clerk's Office to, after taking into account accessibility and ergonomic issues, randomly generate a new Council Chamber seating plan for Members of Council after each Organizational Meeting.

BACKGROUND

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

Prior to completing the random draw, Administration sought to ascertain any accessibility needs and ergonomic concerns. Accessibility needs and ergonomic concerns were identified and appropriate placements were made.

Strategic Alignment

The adoption of a Council Seating Plan aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

Social, Environmental, Economic (External)

No social, environmental, or external economic implications have been identified.

Financial Capacity

Current and Future Operating Budget:

There are no operating budget implications for this report

Current and Future Capital Budget:

There are no capital budget implications for this report.

Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 28

ISC: UNRESTRICTED
C2019-1120

2019-2020 Council Seating Plan

Risk Assessment

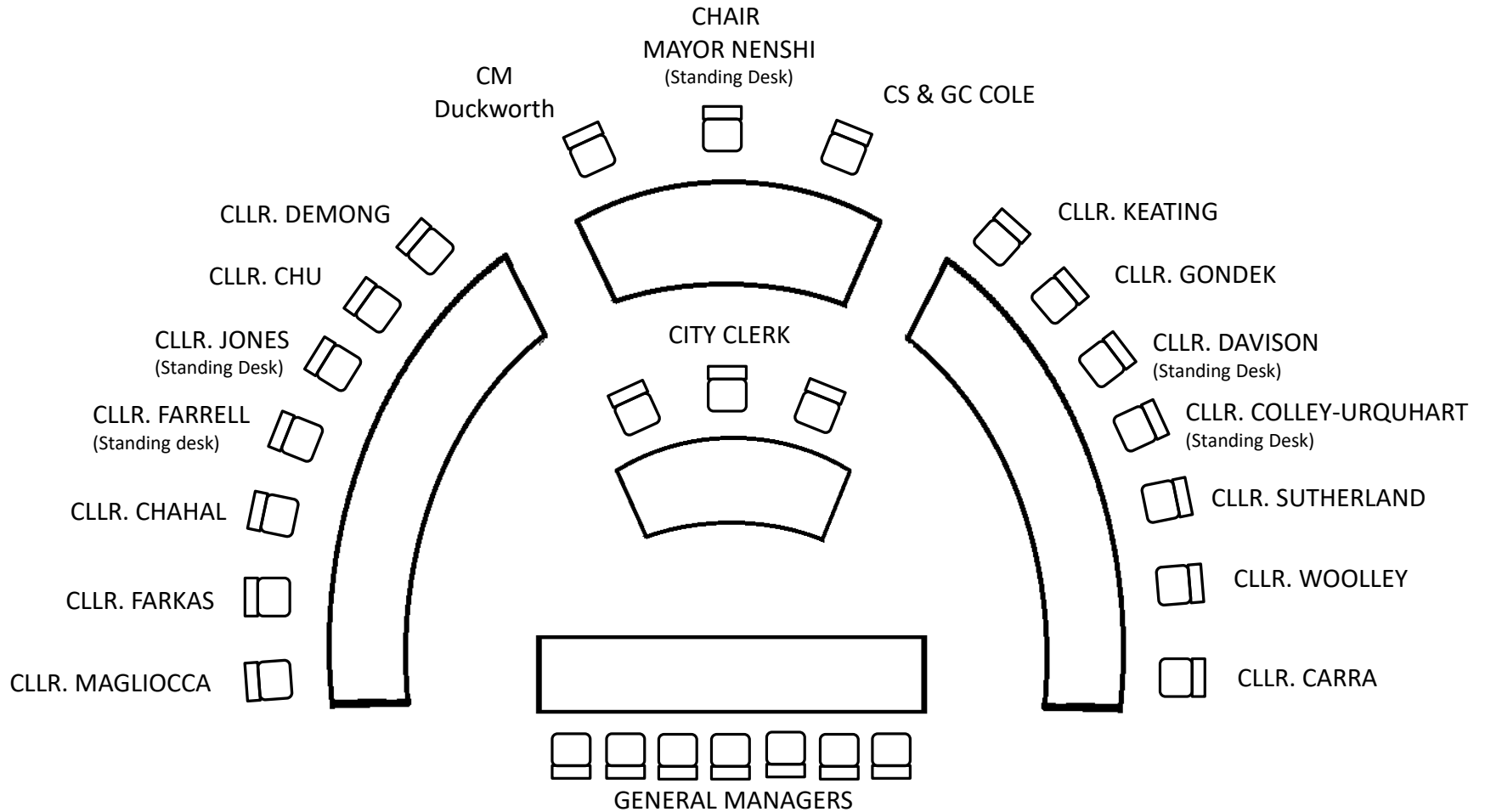
Not applicable.

<p>REASON(S) FOR RECOMMENDATION(S): Council adopted Notice of Motion C2017-1179 directing the City Clerk's Office to generate a new seating plan in Council Chambers for Members of Council after each annual Organizational Meeting of Council.</p>

ATTACHMENT

1 – Proposed 2019-2020 Council Chamber Seating Plan

Proposed 2019- 2020 COUNCIL CHAMBER SEATING CHART



**Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 28**

**ISC: UNRESTRICTED
C2019-1118**

2020 Council Calendar

EXECUTIVE SUMMARY

Council establishes its Council meeting schedule for the upcoming year at its annual Organizational Meeting. All Members of Council must be in attendance, or participating in the meeting remotely, in order to adopt the 2020 Council Calendar.

ADMINISTRATION RECOMMENDATION:

That Council adopt the 2020 Council Calendar for the 2020 calendar year as contained in Attachment 1.

PREVIOUS COUNCIL DIRECTION / POLICY

Council adopts a Council Calendar on an annual basis.

BACKGROUND

In accordance with Section 193(1) of the *Municipal Government Act*, Council establishes its meeting schedule for the upcoming year at its annual Organizational Meeting. With approval and posting on the website of the 2020 Council Calendar, the public will have notice of Council or Committee regularly scheduled meetings for 2020.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Council Meetings

In the proposed 2020 Council Calendar, all Public Hearing and Regular meetings of Council occur as Combined meetings of Council, which include a Public Hearing portion and a Regular portion in the same meeting. Combined meetings of Council are scheduled on Mondays, with Tuesday at 1:00 p.m. reserved as an overflow day. There are 14 Combined Council Meetings in the proposed 2020 Calendar.

Strategic Council meetings provide a forum for high level strategic discussions, including an annual planning session, and consider industry research, practices and procedures. There are six Strategic meetings scheduled in 2020.

There are four Special meetings of Council scheduled in 2020. Two meetings are specifically for holding the City's Wholly-Owned Subsidiaries' Annual Meetings of Shareholders and are proposed to be held June 22 and 23. One special meeting is reserved for Boards, Commissions and Committees (BCCs) of Council on May 04. This will be an opportunity for Council to discuss any specific BCCs work plans or invite any BCCs to that meeting to discuss annual progress. The November 09 Special meeting is designated for the overview and release of the Adjustments to the 2020 One Calgary Service Plans and Budgets that will be deliberated the week of November 23.

Committee Meetings

Standing Policy Committee (SPC) meetings generally maintain the same order throughout the year. The order of SPCs are as follows:

- 1st Wednesday of the month: Planning and Urban Development

**Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 28**

**ISC: UNRESTRICTED
C2019-1118**

2020 Council Calendar

- 2nd Wednesday of the month: Community and Protective Services
- 3rd Wednesday of the month: Utilities and Corporate Services
- 4th Wednesday of the month: Transportation and Transit

In addition, The Civic Partners Committee Meeting is scheduled for May 28, and the Emergency Management Meetings have also been scheduled on May 21 and October 22.

Standing Specialized Committees will generally meet monthly on a Tuesday or a Thursday. Priorities and Finance Committee meetings are scheduled once a month on Tuesdays. Generally, the meetings are scheduled for the second week of the month with exceptions resulting from recognized holidays.

There are 11 Intergovernmental Affairs and Gas Power and Telecommunications Committee Meetings, respectively. Both Committees are scheduled to meet on the second Thursday of the month.

Audit Committee is specifically scheduled to meet on April 20 to ensure The City's year-end financial statements are submitted to the provincial government prior to the May 01 deadline.

The Calgary Planning Commission (CPC) will meet every two weeks on the second and fourth Thursday of the month. This change is designed to reduce the scheduling conflicts for both Councillor members of CPC and for use of the Council Chamber. CPC meetings will continue to meet at 1:00 p.m. and have meetings from January to December, including two meetings in the month of August.

In cases where there are two Committees meeting on the same day, the first Committee will commence at 9:30 a.m. and the second Committee will commence at 1:00 p.m. Breaks, holidays, events and conferences are indicated in pink shading where no Council or Committee meetings have been scheduled. Meetings generally take place within the Municipal Complex.

Any special committees established by Council (e.g., Green Line Committee, Foothills Athletic Park Redevelopment Advisory Committee) will meet at the call of the chair, as indicated in their terms of reference.

All meetings will take place within the Municipal Complex.

Stakeholder Engagement, Research and Communication

In preparing the proposed 2020 Council Calendar the City Clerk's Office engaged and collaborated with:

- Administration: including Senior Executive Assistants, Intergovernmental Corporate Strategy, Finance, Office of Partnerships and the Administrative Leadership Team;
- Members of Audit Committee; and
- Members of Council and the Mayor's Office.

Strategic Alignment

Adoption by Council of regularly scheduled Council and Committee Meetings on specified dates, times and places through the Council Calendar satisfies the legislated requirement for

Law and Legislative Services Report to
Organizational Meeting of Council
2019 October 28

ISC: UNRESTRICTED
C2019-1118

2020 Council Calendar

notice in accordance with Section 193 of the *Municipal Government Act* and aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

Social, Environmental, Economic (External)

No social, environmental or external implications have been identified related to the recommendations in this report.

Financial Capacity

Current and Future Operating Budget:

There are no operating budget implications for this report.

Current and Future Capital Budget:

There are no capital budget implications for this report.

Risk Assessment

None.

REASON FOR RECOMMENDATION:

Adoption and publication of a Council meeting calendar for the upcoming year ensures an efficient and transparent notification process which meets legislated requirements.

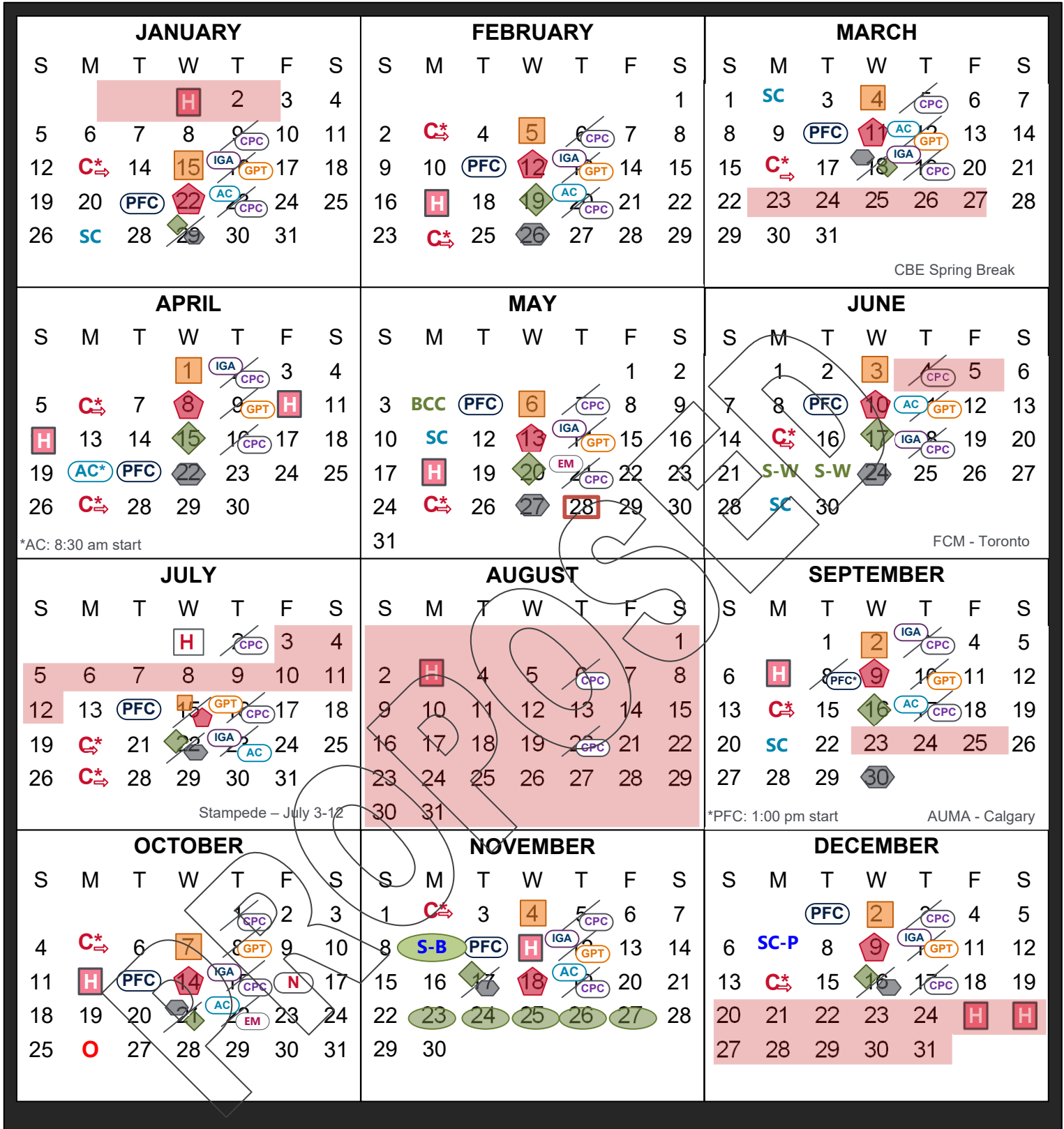
ATTACHMENT(S)

1. Proposed 2020 Council Calendar



2020

COUNCIL MEETINGS
STANDING POLICY COMMITTEES (SPC) MEETINGS
STANDING SPECIALIZED COMMITTEES MEETINGS, AND
VARIOUS COMMITTEES OF COUNCIL MEETINGS



COUNCIL: Combined Council Meeting Day 1, 9:30 am start; Day 2, 1:00 pm start (if necessary) Strategic Council Meeting Special Council Meeting – Adjustments to One Calgary Service Plans and Budgets Strategic Council Meeting – Annual Planning Session Organizational Council Meeting – Including any committees directed to meet on the Organizational day by the Procedure Bylaw Special Council Meeting – Wholly-Owned Subsidiaries Special Council Meeting – Boards, Commissions and Committees	STANDING POLICY COMMITTEES: SPC on Planning & Urban Development SPC on Community & Protective Services SPC on Utilities & Corporate Services SPC on Transportation & Transit <i>Special SPC on CPS Meeting:</i> Civic Partners (no public presentations) Committee on the top begins at 9:30 am; Committee on the bottom begins at 1:00 pm Holiday	STANDING SPECIALIZED COMMITTEES: Priorities and Finance Committee Intergovernmental Affairs Committee Gas, Power & Telecommunications Committee Audit Committee ----- Calgary Planning Commission Emergency Management Committee Nominations Committee
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THE CITY OF CALGARY
TABULATION OF BYLAWS
TO BE PRESENTED TO COUNCIL ON
MONDAY, 2019 OCTOBER 28

BYLAW 37M2019
Bylaw to Amend the City Solicitor Bylaw, 48M2000

First Reading
Second Reading
Authorization for Third Reading
Third Reading

AND

BYLAW 38M2019
Bylaw to Amend the City Clerk Bylaw, 73M94

First Reading
Second Reading
Authorization for Third Reading
Third Reading

NOTE: At the 2017 May 29 Regular Meeting of Council, City Solicitor Bylaw 48M2000, as amended, was further amended to indicate that the City Clerk and Chief Security Officer would be “subject to the supervision of and accountable to the City Solicitor and General Counsel”. The City Clerk Bylaw 73M94, as amended, was also amended at that time to reflect the City Clerk’s new reporting relationship to the City Solicitor and General Counsel. The City Clerk had historically reported to the City Manager.

The current City Solicitor and General Counsel has announced her retirement and City Manager Duckworth has indicated that he would like the City Clerk and Chief Security Officer to report directly to him. Giving three readings to Bylaw 37M2019 (which amends the City Solicitor Bylaw) and Bylaw 38M2019 (which amends the City Clerk Bylaw) will achieve this result. The City Solicitor and General Counsel will continue to report to the City Manager.

Excerpt from the Minutes of the Regular Meeting of Council, held 2017 May 29:

13.1 PERSONNEL MATTER (VERBAL), VR2017-0022

DISTRIBUTION

At the request of the City Solicitor, and with the concurrence of the Deputy Mayor, the Acting City Clerk distributed copies, of Proposed Bylaw 30M2017.

ADOPT, Moved by Councillor Demong, Seconded by Councillor Chabot, that with respect to Verbal Report VR2017-0022, the following be adopted:

That Council:

1. Keep the In Camera discussion confidential pursuant to Sections 23(1)(a) and 24(1)(b) of the *Freedom of Information and Protection of Privacy Act*; and
2. Give three readings to Bylaw 30M2017 which amends the City Clerk's Bylaw 73M94 as amended and the City Solicitor Bylaw 48M2000 as amended to confirm that the City Clerk will now report to the City Solicitor and General Counsel rather than the City Manager and that the Chief Security Officer will report to the City Solicitor and General Counsel.

CARRIED

INTRODUCE, Moved by Councillor Demong, Seconded by Councillor Chabot, that Bylaw 30M2017, Being a Bylaw of The City of Calgary to Amend Bylaw 73M94, The City Clerk Bylaw and Bylaw 48M2000, The City Solicitor Bylaw, be introduced and read a first time.

CARRIED

SECOND, Moved by Councillor Demong, Seconded by Councillor Chabot, that Bylaw 30M2017 be read a second time.

CARRIED

AUTHORIZATION, Moved by Councillor Demong, Seconded by Councillor Chabot, that authorization now be given to read Bylaw 30M2017 a third time.

CARRIED UNANIMOUSLY

THIRD, Moved by Councillor Demong, Seconded by Councillor Chabot, that Bylaw 30M2017, Being a Bylaw of The City of Calgary to Amend Bylaw 73M94, The City Clerk Bylaw and Bylaw 48M2000, The City Solicitor Bylaw, be read a third time.

CARRIED

ATTACHMENTS:

Attachment 1 – Bylaw 37M2019
Attachment 2 – Bylaw 37M2019

PROPOSED

BYLAW TABULATION
Attachment 1

BYLAW NUMBER 37M2019

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 48M2000, THE CITY SOLICITOR BYLAW *****

WHEREAS Council deems it necessary to amend Bylaw 48M2000, the City Solicitor Bylaw;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. Bylaw 48M2000, as amended, is hereby further amended by deleting section 3.1 in its entirety.
2. This Bylaw comes into force on November 11, 2019.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

BYLAW TABULATION
Attachment 2

BYLAW NUMBER 38M2019

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 73M94, THE CITY CLERK BYLAW

WHEREAS Council deems it necessary to amend Bylaw 73M94, the City Clerk Bylaw;

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS
FOLLOWS:**

1. Bylaw 73M94, as amended, is hereby further amended by deleting the title "City Solicitor and General Counsel" in sections 2 and 5 and replacing it with "City Manager".
2. This Bylaw comes into force on November 11, 2019.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____