



REVISED AGENDA

ORGANIZATIONAL MEETING OF COUNCIL

Monday, October 26, 2020, 9:30 AM
IN THE COUNCIL CHAMBER

SPECIAL NOTES:

Public are encouraged to follow Council and Committee meetings using the live stream [Calgary.ca/WatchLive](https://calgary.ca/WatchLive)

Members may be participating remotely.

1. CALL TO ORDER

2. OPENING REMARKS

3. RECOGNITIONS

3.1. Retirement of Councillor Eric (Ray) Jones

4. CONFIRMATION OF AGENDA

5. CONSENT AGENDA

5.1. DEFERRALS AND PROCEDURAL REQUESTS

5.1.1. Procedural Request to change start time Day 2, 2020 November 02 from 1:00 p.m. to 9:30 a.m., C2020-1228

5.1.2. Procedural Request to change noon recess from 12:00 p.m. until 1:15 p.m. to 12:45 p.m. until 2:00 p.m., 2020 October 26, C2020-1229

5.1.3. Procedural Request Councillor Jones' Retirement, C2020-1230
In accordance with section 161(4) of the Municipal Government Act, the City Manager reports that, on Monday, October 19th, 2020, he received a letter from Councillor Jones announcing his retirement.

REVISED MATERIALS

- 5.2. *Boards, Commissions and Committees Public Member Appointments, N2020-1041*
Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do not release Attachments 1a-17c.

- 5.2.1. Advisory Committee on Accessibility
- 5.2.2. Assessment Review Board
- 5.2.3. Audit Committee
- 5.2.4. BiodiverCity Advisory Committee

NEW MATERIALS

- 5.2.5. *Calgary Aboriginal Urban Affairs Committee*
- 5.2.6. Calgary Airport Authority
- 5.2.7. Calgary Parking Committee
- 5.2.8. Calgary Planning Commission
- 5.2.9. Calgary Police Commission
- 5.2.10. Calgary Technologies Inc. (Platform Calgary)
- 5.2.11. Calgary Transit Access Eligibility Appeal Board
- 5.2.12. Calgary Transit Public Safety Citizen Oversight Committee
- 5.2.13. Combative Sports Commission
- 5.2.14. Licence and Community Standards Appeal Board
- 5.2.15. Social Wellbeing Advisory Committee
- 5.2.16. Subdivision and Development Appeal Board
- 5.2.17. Urban Design Review Panel

REVISED MATERIALS

- 5.3. *Anti-Racism Action Committee and Friends of HMCS Calgary Committee Appointments - N2020-1100*

Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do not release Attachments 1a – 2c.

5.3.1. Anti-Racism Action Committee

5.3.2. Friends of HMCS Calgary Committee

REVISED MATERIALS

- 5.4. *Saddledome Foundation Public Member Appointments - N2020-1042*

Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do not release Attachment 1a, 1b.

5.4.1. Saddledome Foundation

REVISED MATERIALS

- 5.5. *Civic Partners Appointment Report, N2020-1050*

Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: All attachments shall remain confidential.

5.5.1. Calgary Public Library

5.5.2. Calgary Sports and Major Events Committee

5.5.3. Silvera for Seniors

5.5.4. Calgary Heritage Authority

6. APPOINT AND CONVENE A PRO-TEM COMMITTEE

7. REPORT OF THE PRO-TEM COMMITTEE FOR THE APPOINTMENT OF SPC MEMBERS

7.1. SPC on Community and Protective Services

7.2. SPC on Planning and Urban Development

7.3. SPC on Transportation and Transit

7.4. SPC on Utilities and Corporate Services

8. RECESS TO CONVENE 4 STANDING POLICY COMMITTEE MEETINGS
For the election of Chair and Vice-Chair

8.1. SPC on Community and Protective Services

8.2. SPC on Planning and Urban Development

8.3. SPC on Transportation and Transit

8.4. SPC on Utilities and Corporate Services

9. CONFIDENTIAL ITEMS

9.1. Boards, Commissions and Committees Council Member Appointments, C2020-1043
Held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19
(Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: All attachments shall remain confidential.

9.1.1. Appointments to Standing Specialized Committees

9.1.1.1. Audit Committee

9.1.1.2. Gas, Power and Telecommunications Committee

9.1.1.3. Intergovernmental Affairs Committee

9.1.1.4. Priorities and Finance Committee

9.1.2. Appointments to Other BCCs

9.1.2.1. Alberta Urban Municipalities Association

9.1.2.2. Arts Commons Advisory Committee

9.1.2.3. Business Advisory Committee

9.1.2.4. Calgary Convention Centre Authority

9.1.2.5. Calgary General Hospital Legacy Fund Review Committee

9.1.2.6. Calgary Homeless Foundation

9.1.2.7. Calgary Metropolitan Region Board (and its Sub-Committees)

9.1.2.8. Calgary Parking Committee

9.1.2.9. Calgary Planning Commission

- 9.1.2.10. Calgary Police Commission
- 9.1.2.11. Calgary Public Library Board
- 9.1.2.12. Calgary Stampede Board
- 9.1.2.13. Community-Based Action On Mental Health And Addiction Stewardship Group
- 9.1.2.14. Coordinating Committee of the Councillors' Office
- 9.1.2.15. Corporate Pension Governance Committee
- 9.1.2.16. Emergency Management Committee
- 9.1.2.17. Family and Community Support Services Association of Alberta
- 9.1.2.18. Federation of Canadian Municipalities
- 9.1.2.19. Foothills Athletic Park Redevelopment Advisory Committee
- 9.1.2.20. Friends of HMCS Calgary Committee
- 9.1.2.21. Green Line Committee
- 9.1.2.22. Inter-City Forum on Social Policy
- 9.1.2.23. Inter-Municipal Committee – Chestermere
- 9.1.2.24. Inter-Municipal Committee – Foothills
- 9.1.2.25. Inter-Municipal Committee – Rocky View
- 9.1.2.26. Local Emergency Committee
- 9.1.2.27. Nominations Committee
- 9.1.2.28. Pathways and Bikeways Project Steering Committee

9.2. PUBLIC MEMBER APPOINTMENTS TO BCCs

- 9.2.1. Consent Agenda Items Selected For Debate

- 9.2.2. 2021 Calgary Assessment Review Board - Appointment of General Chair, C2020-1128
Attachment 1 held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Attachment 1 shall remain confidential.

- 9.2.3. 2021 Calgary Subdivision and Development Appeal Board - Appointment of Chair, C2020-1123
Attachment 1 held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Attachment 1 shall remain confidential.

- 9.3. Personnel Matter (Verbal), C2020-1231
Held confidential pursuant to Section 17 (Disclosure to personal privacy) of the *Freedom of Information and Protection of Privacy Act*.

10. RECESS TO CONVENE THE GREEN LINE COMMITTEE MEETING
For the election of Chair and Vice-Chair

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

REVISED MATERIALS

- 11.1. *Boards, Commissions and Committees Administration Member Appointments, C2020-1046*
- 11.2. Wholly-Owned Subsidiary Appointments Report, C2020-1054
Attachments 2 and 3 held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.
Review By: Attachment 2 and 3 shall remain confidential
- 11.3. Authorization For Public Members Who Serve on More Than One BCC, C2020-1045
- 11.4. Social Wellbeing Advisory Committee – Terms of Reference Update, C2020-1018
- 11.5. Amending Bylaw 25M97, the Police Commission Bylaw, C2020-1217
Proposed Bylaw 39M2020
- 11.6. Repeal of the 2026 Olympic and Paralympic Winter Games Assessment Committee Bylaw, 28M2018, C2020-1101
Proposed Bylaw 36M2020
- 11.7. Amending the City Clerk Bylaw 73M94, C2020-1188
Proposed Bylaw 38M2020

NEW MATERIALS

- 11.8. *Proposed Amendments to Councillor Assistants Policy, C2020-1227*
- 11.9. Authorization to Cover Meeting Costs of Council Representative to the Federation of Canadian Municipalities, C2020-1177
- 11.10. 2021 Deputy Mayor Roster and Related Duties, C2020-1076
- 11.11. 2021 Council Calendar, C2020-1023
- 11.12. 2020-2021 Council Seating Plan, C2020-1181
- 11.13. 2020 BCC Recruitment Campaign Report, C2020-1047

12. ADJOURNMENT

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C2020-1128
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2021 Calgary Assessment Review Board - Appointment of General Chair

RECOMMENDATIONS:

Review or Release By: Do not release Attachment 1

That Council:

1. Designate the Calgary Assessment Review Board member listed in Attachment 1 to serve as Chair of both the Local Assessment Review Board and the Composite Assessment Review Board for 2021.
2. Direct that Attachment 1 and related closed meeting discussions remain confidential under sections 17 (disclosure harmful to personal privacy) and 19 (confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

HIGHLIGHTS

- The Calgary Assessment Review Board ("ARB" or "Board") Bylaw stipulates that Council must by resolution designate one of the members of the ARB to be the General Chair. The term of the current General Chair expires on 2020 December 31.
- What does this mean to Calgarians? For the ARB to operate under the Bylaw, a General Chair must be appointed. The ARB allows taxpayers to complain against their property assessments. The ARB gives access to justice quickly and with expertise.
- Why does this matter? The *Municipal Government Act* requires The City to establish an ARB and appoint a General Chair. The General Chair leads the tribunal members in carrying out the Board's mandate.
- The responsibilities of the General Chair include overseeing both the Local ARB and the Composite ARB.
- The General Chair is responsible for establishing rules, procedures and policies, and dealing with administrative matters on behalf of the Board and its members.
- The General Chair is responsible for appointing a first and second Vice-Chair to ensure proper governance and succession planning for the Board.
- Council is free to exercise its discretion to appoint a General Chair for the ARB whom Council determines is best capable of leading the Board in carrying out its mandate.
- At its 2019 October 28 Organizational Meeting, Council accepted the recommendations of Report C2019-1208 and designated Mr. John Mathias to continue serving as the General Chair of the ARB for a term expiring on 2020 December 31. Mr. John Mathias was previously appointed Chair in 2017, 2018, 2019, and 2020, at the 2017 January 23 Regular Meeting of Council, 2018 March 21 Strategic Meeting, and the 2019 October 28 Organizational Meeting, respectively.
- The recommendations in this report align with Council's policy for the Governance and Appointments of Boards, Commissions and Committees (CP2016-03).
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

The ARB adjudicates challenges to property assessments. Its decisions have a direct impact on public perception of the fairness of property assessment and taxation in Calgary. Bylaw 15M2018 requires Council to designate one of the members of the Assessment Review Board to serve as the General Chair to the Local Assessment Review Board and the Composite Assessment Review Board. Council has established requirements for the position of General Chair (Attachment 2).

2021 Calgary Assessment Review Board - Appointment of General Chair

The appointment of a General Chair is required to support continued leadership to the Board in carrying out its statutory mandate, to support business continuity respecting operational and legal issues, and to attend to the continuous improvement of the quality, efficiency and effectiveness of the Board's decision-making processes.

Council is free to exercise its discretion to appoint a General Chair for the ARB whom Council determines is best capable of leading the Board in carrying out its statutory mandate. There is strong public interest for Council to appoint a General Chair who understands the Board's purpose and mandate, is knowledgeable about valuation principles, and who has the qualities and availability necessary to provide leadership to the Board.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

Not Applicable.

Environmental

Not Applicable.

Economic

Not Applicable.

Service and Financial Implications

No anticipated financial impact

RISK

Delay in appointing a General Chair to the ARB for 2021 may complicate the coordination of mandatory training for members provided by the Alberta Municipal Government Board, and the scheduling of members for the commencement of 2021 assessment review proceedings.

ATTACHMENTS

1. CONFIDENTIAL-Recommendation for Designation of General Chair of the ARB for 2021
2. General Chair Profile

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2021 Calgary Assessment Review Board - Appointment of General Chair

Department Circulation

General Manager	Department	Approve/Consult/Inform

POSITION PROFILE

GENERAL CHAIR, CALGARY ASSESSMENT REVIEW BOARD

The Chair of the Calgary Assessment Review Board (ARB) position is established through the Board's Bylaw. The Chair is responsible for ensuring that the Board performs the role provided by its statutory mandate, that it conducts hearings of assessment complaints in a fair and equitable manner, and that it renders decisions of the highest standard, as mandated by governing legislation.

PRIMARY DUTIES AND RESPONSIBILITIES OF THE POSITION OF CHAIR

- Perform the annual scheduling of all property and business assessment complaints.
- Work closely with the leadership and administration of the Alberta Municipal Government Board (MGB) to ensure that provincial member assignments, training, performance and scheduling appropriately support the ARB's operations.
- Schedule Board members for hearings, including the delegation of presiding responsibilities.
- Work collaboratively with the City Clerk and the Board's administration on matters relating to the Board's governance and case processing matters.
- Review Board member decisions for quality, correctness and compliance.
- Establish and lead the administration of policies and procedures for the Board.
- Chair the Board's interview and selection committee.
- Fulfill the role of Head of Public Body on behalf of the Board under provisions of the *Freedom of Information and Protection of Privacy Act*.
- Conduct performance evaluation of Board members.
- Instruct the Board's independent legal counsel on behalf of the Board
- Identify training and development opportunities for Board members and work with ARB administration to arrange them.
- Chair meetings of the Board, as required.
- Succession Planning – identify potential successors and ensure that they receive opportunities to train in, and practice, competencies required of the Board's leaders.

Remuneration is provided for the position of General Chair in the form of an honorarium paid a per diem basis of \$550 per day, approximately \$100,000 – \$130,000 annually. A successful candidate for the position of General Chair must have sufficient availability to carry out the duties of the position, which require five full days per week from March to December, as well as a part time commitment between December and March.

QUALIFICATIONS AND EXPERIENCE

The emphasis of the qualification requirements for General Chair is on experience and competency. The Chair will be expected to provide leadership to the Board in a number of competency areas. In order to provide the necessary subject-matter expertise leadership to the Board, the successful candidate will have to have had experience with quasi-judicial boards or administrative tribunals, and have a background in real estate, property management, property development, property appraisal, assessment and law.

The successful candidate will demonstrate a commitment to carrying out the Board's statutory mandate, while being mindful of the public's interest in having access to a fair, efficient and accountable adjudicative body to hear complaints on property and assessment complaints.

Specifically, the Chair of the Assessment Review Board must have, or demonstrate, the following:

- Notable experience in one or more of the following areas:
 - Presiding over the proceedings of a quasi-judicial board or administrative tribunal;
 - Leading diverse teams to success in completing projects, or program or business objectives; or,
 - Persuasive decision writing or report writing;
- An advanced understanding of the principles of natural justice and procedural fairness.
- A strong public service orientation.
- A commitment to high quality and consistency in decision making and writing.
- A clear understanding of the purpose and mandate of the Board under the *Municipal Government Act*, the *Matters Relating to Assessment Complaints Regulations* and the ARB Bylaw, as well as the distinct roles and responsibilities of the Board as they relate to complaints.
- A clear understanding of the distinct roles of Council and Administration with respect to the Board.
- Accountability for the efficiency and effectiveness of the Board's procedures in meeting the requirements of its mandate.
- Strong communication skills and ability to direct parties as necessary to achieve efficient, fair, and respectful hearings of complaints.
- An ability to act as a public spokesperson for the Board when appropriate and necessary.
- A commitment to learning, development, and continuous improvement, as well as proactive succession planning.
- Leadership in integrity and high ethical standards.
- A commitment to communications and transparency with stakeholders, including opportunities for meaningful feedback.
- An ability to work collaboratively with the Board's administration and support staff.

The General Chair should also meet the following requirements:

- Be a resident of the city of Calgary.
- Have considerable experience in one or more of the following areas:
 - the operation of quasi-judicial boards or administrative tribunals;
 - real estate;
 - property management;
 - property development;
 - property appraisal;
 - assessment; or
 - law.

- Be available and agreeable to commit the required time. All ARB hearings are conducted during business hours; essentially, the position is five full days per week from March to December. Part-time availability is also required between December and March, to provide continuity for Board operations, schedule hearings and to facilitate recruitment of new members.
- The ability to write in plain language, as well as to speak in public and communicate effectively with parties to the complaint.
- Excellent analytical and reasoning skills.
- Demonstrable ability to read, understand and apply: *the Municipal Government Act* and other pertinent Acts, the *Matters Relating to Assessment Complaints Regulation 310/2009 (MRAC)*, and case law.

In accordance with the *MRAC*, section (50) a member of the Assessment Review Board is ineligible if they are:

- City of Calgary employee;
- An assessor; or
- An agent.

ATTRIBUTES AND ABILITIES

- Communicates confidently with impact - able to express thoughts and ideas in a clear, succinct and compelling manner; debate and discuss in both individual and group settings.
- Strong interpersonal and leadership skills with the ability to develop relationships easily and deal effectively with members and a broad range of internal and external stakeholders to achieve results.
- Be innovative and creative in looking for solutions.
- Recognized for a strong track record of astute business judgment and sound business decisions.
- Able to multi-task and excel in a rapidly changing, fast paced and, at times, time sensitive environment.
- Effectively delegates responsibility and authority to Board members. Maintains accountability.
- Acts in a confident and self-aware manner with an impeccable sense of integrity, character and personal values.
- Consistently strives to act in the best interest of an organization and the people it serves.

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2021 Calgary Subdivision and Development Appeal Board – Appointment of Chair

RECOMMENDATIONS:

Review or Release By: Do not release Attachment 1

That Council:

1. Appoint the candidate recommended by the Subdivision and Development Appeal Board (SDAB), listed in Attachment 1 as Chair for 2021; and
2. Direct that Attachment 1 and related closed session discussions remain confidential under sections 17 (disclosure harmful to personal privacy) and 19 (confidential evaluations) of the *Freedom of Information and Protection of Privacy Act* indefinitely.

HIGHLIGHTS

- The term of the Calgary SDAB Chair expires on 2020 December 31. Subsection 4(4)(g) of Bylaw 25P95 (SDAB Bylaw) requires that Council “annually appoint by resolution a Chair after considering the recommendations of the Board.” Council must appoint a Chair for the SDAB for 2021.
- What does this mean to Calgarians? This will support continued leadership to the SDAB in carrying out its statutory mandate, to support business continuity respecting operational and legal issues, and to attend to the continuous improvement of the quality, efficiency and effectiveness of the SDAB decision-making processes.
- Why does it matter? The SDAB has an important role to play in the adjudication of subdivision and development matters which impact on the growth and development of the city. There is therefore a strong public interest in Council appointing a Chair who understands the SDAB purposes and mandate, is knowledgeable about the regulation of subdivision and development in Calgary, and has the ability and availability to provide leadership to the SDAB.
- At its 2016 December 19 Regular Meeting, its 2017 November 20 Regular Meeting, its 2018 October 22 Organizational Meeting, and its 2019 October 28 Organizational Meeting, Council reappointed Mr. Chomik as Chair of the SDAB for 2017, 2018, 2019 and 2020, respectively.
- The recommendations in this report align with Council's policy for the Governance and Appointments of Boards, Commissions and Committees (CP2016-03).
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

The SDAB has established a SDAB Chair Nominating Committee responsible for making recommendations to Council for appointment to the position of Chair. This year, the Committee was chaired by the First Vice-Chair of the SDAB, Mr. Jim Palmer, and supported by the Second Vice-Chair, Ms. Katherine Camarta, and SDAB member Mr. Michael Meredith.

All current SDAB members are invited to express interest in appointment as Chair of the Board. The SDAB Chair Nominating Committee received one application for the position of Chair.

The SDAB Chair Nominating Committee conducted an email vote of SDAB members to determine who the Board would recommend and, as a result, the SDAB has recommended the individual named in Attachment 1.

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2021 Calgary Subdivision and Development Appeal Board - Appointment of Chair

Council is free to exercise its discretion to appoint as Chair whomever Council determines is most capable of leading the SDAB in the fulfilment of its statutory mandate. Council has established qualifications for the Chair (Attachment 2) and for members generally.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

Not applicable

Environmental

Not applicable

Economic

Not Applicable

Service and Financial Implications

No anticipated financial impact

RISK

If Council fails to appoint a Chair effective 2021 January 01, subsections 6(3) and 6(4) of the SDAB Bylaw permit the SDAB Vice-Chairs to exercise the Chair's powers; however, there could be a level of disruption to the management of operational and legal issues that the SDAB Chair is normally responsible for carrying out.

ATTACHMENTS

1. CONFIDENTIAL-Letter from First Vice-Chair
2. SDAB Chair Qualifications

Department Circulation

General Manager	Department	Approve/Consult/Inform

**City of Calgary Subdivision and Development Appeal Board
Chair Qualifications**

The Chair of the Subdivision and Development Appeal Board ("the Board", "SDAB") must be a member of the Board and therefore must meet the requirements for membership on the Board, as determined by Council (PAC2009-21).

The Chair of the Subdivision and Development Appeal Board must also have or demonstrate the following:

- a. notable experience in one or more of the following areas:
 - (i) presiding over the proceedings of a quasi-judicial board or administrative tribunal;
 - (ii) leading diverse teams to success in completing projects, or program or business objectives; or,
 - (iii) persuasive decision writing or report writing;
- b. an advanced understanding of the principles of natural justice and procedural fairness;
- c. a strong familiarity with the hierarchy of legislation, plans, policies, and trends of planning, growth, and development in Calgary;
- d. a strong public service orientation;
- e. a commitment to high quality and consistency in decision making and writing;
- f. a clear understanding of the purpose and mandate of the Board under the Municipal Government Act, as well as the distinct roles and responsibilities of the Board as they relate to appeals;
- g. a clear understanding of the distinct roles of Council and Administration with respect to the Board;
- h. accountability for the efficiency and effectiveness of the Board's procedures in meeting the requirements of its mandate;
- i. strong communication skills and an ability to direct or persuade parties as necessary to achieve efficient, fair, and respectful hearings of appeals;
- j. an ability to act as public spokesperson for the Board when appropriate and necessary;
- k. a commitment to learning, development, and continuous improvement, as well as proactive succession planning;
- l. leadership in integrity and high ethical standards;
- m. a commitment to communications and transparency with stakeholders, including opportunities for meaningful feedback; and,
- n. an ability to work collaboratively with the Board's administration and support staff.

**City Clerk's Office Report to
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Boards, Commissions and Committees Administration Member Appointments

RECOMMENDATIONS:

That Council:

1. Appoint members of Administration to the Boards, Commissions and Committees contained in Attachment 1, for terms commencing 2020 October 26; and
2. Nominate members of Administration for appointment to Civic Partners, contained in Attachment 2.

HIGHLIGHTS

- In accordance with Council policy CP2016-03, Section 5.7.2, Council shall appoint Administration Members to Boards, Commissions and Committees (BCCs) at the annual Organizational Meeting of Council, and at other times the BCCs requires.
- What does this mean to Calgarians? The appointment of Members of Council and Administration to serve on BCCs promotes collaboration and collective decision-making with Public Members.
- Why does this matter? Collaboration and collective decision-making ensure that citizens, communities and customers of The City are better served.
- Administration Nominees are provided for:
 - Seven BCCs (Attachment 1) for appointment
 - Six Civic Partners (Attachment 2) for nomination of appointment
- Administration appointments by virtue of their position, or those in the middle of a set term, are included in Attachment 3 for information.
- At the 2016 April 26 Regular Meeting of Council, Council adopted policy CP2016-03 *Governance and Appointments of Boards, Commissions and Committees*.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

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.

Boards, Commissions and Committees Administration Member Appointments

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: For information – 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 documents.

The Executive Leadership Team has reviewed all appointments and nominations.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

Not applicable

Environmental

Not applicable

Economic

Not applicable

Service and Financial Implications

No anticipated financial impact

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Boards, Commissions and Committees Administration Member Appointments

RISK

The City Solicitor and General Counsel has identified this risk in the past and continues to identify that a risk may arise for The City if an employee's role as a member of Administration conflicts, or is perceived to conflict, with their duties as a board member of a partner or other third-party organization (Conflict of Interest Policy HR-LR004). 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 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."

ATTACHMENTS

1. Administration Nominees for Council Approval
2. Administration Nominated to Civic Partners
3. Administration Appointments for Information Only

Department Circulation

General Manager	Department	Approve/Consult/Inform



ADMINISTRATION NOMINEES FOR COUNCIL APPOINTMENT

Administration Nominees presented in the attachment are for Council's appointment.

Anti-Racism Action Committee

2 Members of the Administrative Leadership Team (non-voting)

GM, Planning and Development	Stuart Dalgleish	2-year terms, expire 2022
Chief, Information Technology	Jan Bradley	

Business Advisory Committee

The City Manager or a delegated designate

City Manager's designate	Sonya Sharp	1-year term, expire 2021
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East Paskapoo Slopes Joint Advisory Committee

1 representative from the Planning & Transportation Policy City staff (chair)

Planning and Development	Mark Sasges or Ryan Vanderputten	1-year term, expire 2021
Transportation & Planning		

Inter-City Forum on Social Policy

1 Senior Administration in social policy

Director Calgary Neighbourhoods	Melanie Hulsker	1-year term, expire 2021
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Mall Programming Fund Management Committee

1 representative of City of Calgary Administration (Chair)

- Traditionally, this position is filled by staff from Planning & Development

Planning & Development	Joyce Tang	1-year term, expire 2021
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WinSport

1 member of City Administration, appointed by the City of Calgary

Director, Calgary Recreation	James McLaughlin	1-year term, expire 2021
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ADMINISTRATION NOMINATED TO CIVIC PARTNERS

Nominees to Civic Partners are to be appointed at the Annual General Meeting, in compliance with the *Business Act*.

Calgary Convention Centre Authority

1 General Manager, by resolution of Council

City Manager's designate	Katie Black	1-year term, expire 2021
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Lindsay Park Sports Society

1 representative from Calgary Recreation

Calgary Recreation	Florent Leberre	1-year term, expire 2021
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McMahon Stadium Society

2 Members appointed by The City, Planning & Community Services, or Parks & Recreation

Calgary Recreation	James McLaughlin	1-year term, expire 2021
Calgary Parks	Kyle Ripley	

Parks Foundation Calgary

The Director of Calgary Parks or designate

Director Calgary Parks	Kyle Ripley	1-year term, expire 2021
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Silvera for Seniors

2 representatives of City Administration: a member of City of Calgary Senior Administration; and the City Treasurer, or designate

City of Calgary Senior Administration	Bruce Irvine	3-year term, expire 2023
City Treasurer	Les Tochor	



ADMINISTRATION APPOINTMENTS FOR INFORMATION ONLY

Administration members appointed by virtue of their position
Administration members continuing a term initiated in a previous year

Advisory Committee on Accessibility

3 Members of City Administration (e.g., Planning and Development, Calgary Transit, and Calgary Recreation)

Planning and Development	Cliff de Jong* <i>*mid-term appointment for completion of the term</i>	2-year term, expire 2021 (appointed in 2019)
Calgary Transit	Laura Trollope	
Calgary Recreation	Darlene Boyes	

Arts Commons Advisory Committee

2 representatives of City Administration: the City Manager, or designate; the General Manager, Community Services or designate (non-voting)

City Manager designate	Stuart Dalgleish	No set term
GM, Community Services	Katie Black	

BiodiverCity Advisory Committee

4 members of City Administration from the following Departments: Planning and Development; Law; Community Services; Transportation; and Utilities & Environmental Protection

Community Services / Parks	Nicole Brugman	2-year term, expire 2021 (appointed in 2019)
Planning and Development	Hugo Hailey	
Utilities and Environmental Protection	Quincy Brown	
Utilities and Environmental Protection	Jen Silverthorn	

Bow River Basin Council

1 Municipal Government Member

Utilities and Environmental Protection	Carolyn Bowen	2-year term, expire 2021 (appointed in 2019)
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Calgary General Hospital Legacy Fund Review Committee

1 City administration representative, from each department: Calgary Neighbourhoods, Parks, Recreation, and Finance

Calgary Neighbourhoods	Melanie Hulsker	2-year term, expire 2021 (appointed in 2019)
Calgary Parks	Kyle Ripley	
Calgary Recreation	James McLaughlin	
Finance	Sheila MacFayden	



ADMINISTRATION APPOINTMENTS FOR INFORMATION ONLY

Calgary Parking Committee

2 representatives of City administration

- General Manager, Transportation
- Chief Financial Officer

GM, Transportation	Doug Morgan	No set term
Chief Financial Officer	Carla Male	

Calgary Planning Commission

2 employees of the City, each of whom must be a General Manager or a Director, appointed by the City Manager

Director, Calgary Growth Services	Matthias Tita	2-year term, expire 2021 (appointed in 2019)
Director, Transportation Planning	Ryan Vanderputten	

Calgary Transit Public Safety Citizen Oversight Committee

1 representative of City Administration: a Use of Force Instructor (non-voting)

Use of Force Instructor	Dan Yontz	3-year term, expire 2021 (appointed in 2018)
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Combative Sports Commission

1 representative of City Administration: a Chief of Licence Inspector (non-voting)

Chief of Licence Inspector	Michael Briegel	2-year term, expire 2021 (appointed in 2019)
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Community-Based Action on Mental Health and Addiction Stewardship Group

1 member of City Administration Senior Management Team or designate

City Manager	David Duckworth	2-year term, expire 2021 (appointed in 2019)
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Corporate Pension Governance Committee

5 representatives of City Administration: the Director Human Resources, the Chief Financial Officer, 1 representative from Administrative Law, 1 representative from the Administrative Leadership Team, and, 1 representative from the Senior Management Team

Director, Human Resources (chair)	Mark Lavallée	No set term (appointed until removed by the City Manager)
Chief Financial Officer	Carla Male	
Administrative Law	Rebecca Andersen	
Administrative Leadership Team	Michael Thompson	
Senior Management Team	Rick Valdarchi	



ADMINISTRATION APPOINTMENTS FOR INFORMATION ONLY

Foothills Athletic Park Redevelopment Advisory Committee

2 representatives of City administration: the City Manager, or designate (voting), and the Director of Calgary Recreation (non-voting)

City Manager's designate	Chris Arthurs	No set term
Director, Calgary Recreation	James McLaughlin	

Gas, Power and Telecommunications Committee

1 representative of City Administration: the Chief Financial Officer, or designate

Chief Financial Officer	Carla Male	No set term
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Green Line Board

1 member of City Administration: the Chief Financial Officer, or designate

Chief Financial Officer	Carla Male	No set term
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Social Wellbeing Advisory Committee

1 representative of City Administration: the Director of Calgary Neighbourhoods, or designate

Director Calgary Neighbourhoods' designate	Karen Sveinunggaard	No set term
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Wholly-Owned Subsidiary Appointments Report

RECOMMENDATIONS:

That Council:

1. Confirm and approve Council and Administration member nominations for appointment to the boards of directors of The City's wholly-owned subsidiaries;
2. Authorize the Mayor, or in the mayor's absence, the Deputy Mayor, to execute a resolution on behalf of the shareholder of The City's wholly-owned subsidiaries appointing the Council and Administration nominees for the term specified to the respective board of directors;
3. Direct that Attachment 2 and 3 remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*; and
4. Direct that the closed meeting discussions remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

HIGHLIGHTS

- The City is the sole shareholder of seven wholly-owned subsidiaries, and appoints all members of each subsidiary's board of directors at an annual general meeting of shareholders held within 15 months of the previous annual meeting. This report proposes the same approach to appointments to wholly-owned subsidiaries boards implemented in 2019 and 2018. This is to avoid time delays between Council approving nominees (in October annually) and appointment to the board at each organization's AGM (usually in June of the following year). Council also selected members of Administration to be appointed.
- *What does this mean to Calgarians?* Coordinating the wholly-owned appointments process through a report to Council and written shareholder resolutions supports Council's responsibilities as a shareholder, and supports a timely and transparent process to appoint the Council and Administration nominees.
- *Why does this matter?* Appointments to The City's wholly-owned subsidiaries supports effective management of these related entities and meets requirements under the *Business Corporations Act* (Alberta).
- Council has traditionally appointed members of Council to the board of directors for each wholly-owned subsidiary 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.
- Council also appoints members of Administration to the boards of some wholly-owned subsidiaries.
- Most recent Council Direction: 2019 October 28 Council adopted recommendations in C2019-1224 as follows: 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

Wholly-Owned Subsidiary Appointments Report

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).

- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Annually, at the Organizational Meeting of Council, Council nominates councillors who will serve as directors on the boards of The City's wholly-owned subsidiaries (Attachment 2), and appoints members of Administration to selected wholly owned subsidiary boards (Attachment 3). 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 2019, 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 or member of Administration is nominated as a director to a wholly-owned subsidiary board by Council at the Organizational Meeting (October), and 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) and as set out in governance documents for the wholly-owned subsidiaries, 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 Council and Administration 2020 board nominees. A sample resolution is included as Attachment 4.

Once the 2020 Organizational Meeting is adjourned, the mayor, as the authorized representative of the shareholder, would execute a shareholder resolution appointing each Council and or member of Administration 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.

Council Policy CP2016-03 *Governance and Appointments to Boards, Commissions and Committees* (the Policy) directs that councillors provide their appointment preferences to the City Clerk's Office for Council's consideration during the annual Organizational Meeting. A summary of Council Member 2020 preferences for wholly owned subsidiary appointments is included as Attachment 2.

In accordance with section 5.7 of the Policy, appointment of Administration Members, the City Manager provides Council with nominees for appointments. 2020 nominees are included in Attachment 3. Under the Policy, members of Administration are appointed until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council, shareholder resolution or a wholly-owned subsidiary's governance documents; and terminate immediately upon leaving the employment with The City of Calgary.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required

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Wholly-Owned Subsidiary Appointments Report

- ☒ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

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, 2018 and 2019. Each of the affected wholly-owned subsidiaries, City Clerk's and the Law Department were previously consulted in 2019 regarding the structure of the proposed resolution, and City Clerk's was consulted in the development of this report. The City Clerk's Office prepared Attachment 2 that identifies wholly-owned subsidiaries that require one or more appointments in the coming term from amongst Members of Council. City Clerk's provided the tables to all Members of Council on 2020 October 09, requesting their preferences to be submitted for inclusion in the Organizational Meeting of Council. The Executive Leadership Team has reviewed all Administration Member nominees included in Attachment 3.

IMPLICATIONS

Social

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.

Environmental

Not applicable

Economic

The City's wholly-owned subsidiaries support implementation of *Calgary in the New Economy: An Economic Strategy for Calgary*. Supporting effective governance through timely appointments to wholly-owned subsidiary boards provides shareholder direction in a consistent manner to continue to effectively serve Calgarians.

Service and Financial Implications

No anticipated financial impact

The City's wholly-owned subsidiaries support the delivery of a broad range of lines of service in One Calgary. There are no financial implications related to this report.

RISK

Appointing councillors and members of Administration to board of director positions in a timely manner mitigates the risk for The City including the wholly-owned subsidiaries.

An additional risk may arise for The City if an appointee's role 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-

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Wholly-Owned Subsidiary Appointments Report

owned subsidiaries, to maintain good governance policies and practices including codes of conduct, diversity, conflicts of interest, board orientation and education.

ATTACHMENTS

1. Background
2. CONFIDENTIAL Wholly-Owned Subsidiaries - Councillor Preferences
3. CONFIDENTIAL Administrative Appointments
4. Sample appointment resolution

Department Circulation

General Manager	Department	Approve/Consult/Inform
Not applicable		

Background

The following is a summary of previous Council Direction related to the Wholly-Owned Subsidiary Appointments Report.

Context

This report presents a proposed shareholder resolution appointment process to ensure timely appointment of City Council representatives to the boards of directors for The City's wholly-owned subsidiaries. It also presents members of Administration for appointment to the boards of selected wholly-owned subsidiaries.

Previous Council Direction

The following is a summary of relevant Council Direction for the appointments to The City's wholly-owned subsidiaries:

Wholly-Owned Subsidiaries Appointments Report History

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
10/28/2019	C2019-1224	Wholly-Owned Subsidiary Councillor Appointment Process 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).
10/22/2018	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.
10/30/2017	C2017-1078	Wholly-Owned Subsidiary Councillor Appointment Process 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.
2/13/2017	CPS2017-0094	Investing in Partnerships Policy 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).
12/16/2013	C2013-2842	Corporate Secretariat- Phase 2 Model Documents and Workplan Included 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.
9/16/2013	C2013-0685	Model Documents for Governance Relationships Included 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.
5/28/2012	C2012-0302	Governance Relationships Review (Confidential) Received 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.

SAMPLE APPOINTMENT RESOLUTION

RESOLUTION OF THE SOLE SHAREHOLDER OF
(*Insert name of the Wholly Owned Subsidiary*) (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 Shareholder has passed a Voting Procedure Resolution, which provides, among other things, that, generally, any of the Mayor or a Councillor of the Shareholder (collectively, the “**Council Members**”) duly elected and then holding office has the authority for and in the name of the Shareholder to sign a resolution in writing of the Shareholder provided that the execution of such resolution has been approved by resolution passed at a duly called and convened Shareholder meeting;

AND WHEREAS The City of Calgary, as part of its duly constituted organizational meeting held October 26, 2020, considered and confirmed the appointment of (*Members of Council/Members of City of Calgary Administration*) to the Board of Directors of the Corporation;

NOW THEREFORE BE IT RESOLVED THAT:

1. Effective as of the date hereof, (*insert Councillor name/Member of Administration name*) be hereby elected as a director of the Corporation to hold office until the 2021 Organizational Meeting of The City of Calgary Council or until (*his/her*) successor has been 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 26 day of October, 2020

THE CITY OF CALGARY

Per: _____

Mayor Naheed Nenshi

**City Clerk's Office Report to
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Authorization For Public Members Who Serve on More Than One BCC

RECOMMENDATION:

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

- Joe Loughheed;
- Richard Pootmans; and
- Kate Thompson.

HIGHLIGHTS

- The Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03) 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 confirmation to allow three public members to continue to serve on more than one BCC each.
- What does this mean to Calgarians? Public representation on BCCs brings specific skills and expertise that contribute to good governance, represent stakeholder groups, and provide a variety of perspectives, which reflect the diversity of the community, resulting in better products and services.
- Why does this matter? The Council Policy CP2016-03 prevents public members from serving on more than one BCC at the time, unless Council determines there is a need. For the individuals listed in this report, two of the public members did not seek appointment but rather were appointed because the position to fill was specific to their designation (Chair of Calgary Economic Development Ltd; President and CEO of Calgary Municipal Land Corporation). In the third instance, that specific position required a former member of Calgary City Council.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

By virtue of his position as Chair of Calgary Economic Development Ltd, Joe Loughheed also serves on "Foothills Athletic Park Redevelopment Advisory Committee" and on "Opportunity Calgary Investment Fund Ltd".

By virtue of her position as President and CEO of Calgary Municipal Land Corporation, Kate Thompson also serves on "Foothills Athletic Park Redevelopment Advisory Committee" and on "Arts Commons Advisory Committee".

Richard Pootmans was appointed to the "Assessment Review Board" for a 1-year term, commencing on January 1 2020 and ending on December 31 2020. He was subsequently appointed on June 15 2020 to the "Citizen-led Selection Committee for the Integrity Commissioner" as a former member of Calgary City Council for a term expiring on the day of the appointment of an Integrity Commissioner.

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Authorization For Public Members Who Serve on More Than One BCC

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

Typically, public member appointments are limited to one Board, Commission or Committee at a time. Exceptions are managed intentionally, with Council approval, when the benefit of a specialized perspective must be balanced with a commitment to diversity.

Environmental

Not applicable

Economic

Not applicable

Service and Financial Implications

No anticipated financial impact

RISK

No anticipated risks

ATTACHMENT

None

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform (Pick-one)
		Choose an item.
		Choose an item.
		Choose an item.
		Choose an item.

Social Wellbeing Advisory Committee – Terms of Reference Update

RECOMMENDATIONS:

The Social Wellbeing Advisory Committee recommend that Council:

1. Approve the amended Terms of Reference (Attachment 2);
2. Appoint a member of the public with expertise in advancing gender-equity, recruited during the annual recruitment campaign, and
3. Request Administration to solicit a nominee from the newly formed Anti-Racism Action Committee, for appointment by Council no later than Q1 2021.

HIGHLIGHTS

This report proposes two changes to the composition of the committee:

- Inclusion of a member of the Anti-Racism Action Committee ("ARAC") onto the Social Wellbeing Advisory Committee ("SWAC")
 - SWAC is intended to act as an overarching committee advancing Social Wellbeing principles and a member from ARAC should be represented in their membership to ensure alignment of strategies.
- Representation with gender equity expertise changed from non-binding member to public member
 - The Gender Equity and Diversity Strategy Committee came to an end with the adoption of the GEDI Strategy; subsequently, a sub-committee of SWAC was created to help inform the strategy's implementation. This removes the need for a non-binding representative on SWAC and allows the Committee to open this position to a member of the general public with expertise in advancing gender-equity.
- What does this mean to Calgarians?
 - Public representation on BCCs brings specific skills and expertise that contribute to good governance, represent stakeholder groups, and provide a variety of perspectives, which reflect the diversity of the community resulting in better products and services. The minor changes to the terms of reference offer additional opportunities for Calgarians to participate on the Social Wellbeing Advisory Committee.
- Why does it matter?
 - By joining a BCC, Calgarians are actively engaged in the municipal decision-making process by providing guidance to City Council on important civic issues. They also play an integral role in bringing together citizens and The City to achieve the common goal of strengthening the community.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

Anti-Racism Action Committee:

Administration advised the City Clerk's Office that a change of composition is needed to ensure that the newly formed ARAC be represented on SWAC. ARAC's first membership will be appointed at the Organizational Meeting of Council on 2020 October 26.

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Social Wellbeing Advisory Committee - Terms of Reference Update

Administration recommends that ARAC present a nominee in the first quarter of 2021. This would provide the required time for ARAC to onboard its members and adopt its workplan prior to nominating a representative for SWAC.

Gender Equity and Diversity Strategy Committee:

SWAC was established in July 2018 and the Terms of Reference included a nominee from the Gender Equity and Diversity Strategy Committee to represent the interests of the committee on SWAC. Following the adoption of the GEDI Strategy, the Gender Equity and Diversity Strategy Committee was disbanded. To help inform the strategy's implementation, a sub-committee of SWAC was created to meet this need.

This situation created an opening in the membership of SWAC and allows the Committee to open this position to a member of the public with expertise in advancing gender-equity.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

The City Clerk's Office worked with Calgary Neighbourhoods to ensure the desired amendment to the committee composition was captured. A review of the amended Terms of Reference has been distributed to the parties and approved as to content prior to presenting this report.

An excerpt of the 2020 September 16 minutes for the Social Wellbeing Advisory Committee is included as Attachment 1.

IMPLICATIONS

Social

The Social Wellbeing Advisory Committee supports The City to advance its Social Wellbeing Policy and positive social outcomes. This change in the terms of reference will support the Committee to better achieve their objectives.

Environmental

- Not Applicable.

Economic

- Not Applicable.

Service and Financial Implications

- No anticipated financial impact

RISK

No risk identified.

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C2020-1018
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Social Wellbeing Advisory Committee - Terms of Reference Update

ATTACHMENTS

1. Minutes excerpt, Social Wellbeing Advisory Committee
2. Proposed Terms of Reference

Department Circulation

General Manager	Department	Approve/Consult/Inform
Katie Black	Community Services	Consult

Social Wellbeing Advisory Committee

Excerpt from Minutes – 2020 September 16 Meeting

1. Motion to adjust the Social Wellbeing Advisory Committee terms of reference to add a non-binding member from the “Anti-Racism Action Committee” (upon establishment).
Moved by: Danisha Bhaloo-Shivji
Seconded by: Sarah Meilleur
2. Motion to adjust the Social Wellbeing Advisory Committee terms of reference to omit the non-binding member of “Gender Equity and Diversity Strategy Committee” and replace with a public member with “expertise in advancing gender-equity”.
Moved by: Danisha Bhaloo-Shivji
Seconded by: Elsbeth Mehrer



1. Authority

As directed by Council (CPS2018-0362) to “establish an Advisory Committee on social wellbeing and report back to Council through the Standing Policy Committee on Community and Protective Services with Terms of Reference no later than July 2018, with positions to be filled at the October 2018 Organizational Meeting of Council”.

2. Mandate

The Social Wellbeing Advisory Committee works with Administration to advise Council on Council and Administrative policies, strategies and service delivery in accordance with the Social Wellbeing Principles.

The Social Wellbeing Principles state that The City will:

- Strive to provide equitable services. This includes removing barriers to access and inclusion;
- Advance the active and shared process of Truth and Reconciliation in collaboration with the community;
- Seek opportunities to support and grow culture in Calgary¹; and
- Aim to stop social problems before they begin using a prevention approach.

The Social Wellbeing Advisory Committee’s main purpose is to provide advice using an intersectional approach (meaning to consider how decisions impact people who are members of multiple, overlapping population groups) by drawing on different perspectives of its membership..

3. Specific Responsibilities

The Social Wellbeing Advisory Committee’s responsibilities include:

1. Develop an annual work plan detailing Social Wellbeing Advisory Committee tasks and actions.
2. Support Administration in the stewardship of the Social Wellbeing Principles including:
 - a. Advising on the development of processes and mechanisms to advance the Social Wellbeing Policy;
 - b. Supporting Administration to report progress related to advancing the Social Wellbeing Principles; and
 - c. Providing input into the revisions of the Social Wellbeing Policy in accordance with the Council Policy review schedule.

ISC: UNRESTRICTED

3. Advise Council and Administration on opportunities to advance the Social Wellbeing Principles during the development of or revisions to Administration and Council policies, strategies or service delivery. Mechanisms to have the Social Wellbeing Advisory Committee provide Administration with advice include:
 - a. Council direction for the Social Wellbeing Advisory Committee to provide advice on a given policy, strategy or plan related to service delivery;
 - b. Administration requests support for advice on a given policy, strategy or plan related to service delivery through the chair of the Social Wellbeing Advisory Committee; or
 - c. The Social Wellbeing Advisory Committee and Administration collectively identify policies, strategies or plans related to service delivery that would be enriched from the Social Wellbeing Advisory Committee's advice and as identified in the Social Wellbeing Advisory Committee's annual work plan.
4. Play a coordinating role with Administration committees and Council advisory committees (as outlined in 'composition') when necessary. Activities may include but are not exclusive to:
 - a. Provide coordinated advice, across relevant Administration and Council advisory committees, to Administration and Council regarding how City policies (Council and Administrative), strategies and services can better meet the needs of all Calgarians; and
 - b. Identify when further consultation is required through a participating Administration or Council advisory committee with expertise on the needs of a specific population or issue.
5. Identify emerging social needs and trends that impact City services or may require municipal response.
6. Identify when further community knowledge and perspectives are needed and:
 - a. Seek additional information through connections to existing Administration and Council advisory committees or community networks; and
 - b. Develop subcommittees, if required, that include relevant community stakeholders with expertise on a given subject or lived experience.
7. Advise Administration and Council on changes required to future iterations of the Social Wellbeing Advisory Committee's terms of reference to ensure the Social Wellbeing Advisory Committee has the correct mandate, responsibilities, or membership to be effective. The Social Wellbeing Advisory Committee will review the terms of reference and may make recommendations for modifications to the Standing Policy Committee on Community and Protective Services with its annual report.

4. Reports to

The Social Wellbeing Advisory Committee will report annually to the Standing Policy Committee on Community and Protective Services and may provide ongoing communication by memo to Council and the Administrative Leadership Team as deemed necessary by the Chair and Administration.

5. Measurable Objectives

The Social Wellbeing Advisory Committee will prioritize short, medium, and long-term actions and outcomes and will be accountable to Council for delivering on stated priorities and outcomes.

6. Composition

The Social Wellbeing Advisory Committee seeks to reflect the diversity of Calgarians and will consist of ~~13~~ 14 members including:

- Two voting non-binding representatives, or designates, from existing Council advisory committees with:
 - One from the Advisory Committee on Accessibility;
 - One from the Calgary Aboriginal Urban Affairs Committee;
- Five voting non-binding representatives, or designates, from existing Administration committees with:
 - One from Calgary Local Immigration Partnership Council;
 - One from Cultural Leadership Council;
 - One from Family & Community Support Services Calgary Forum;
 - ~~One from Gender Equity and Diversity Strategy Committee; and~~
 - **One from the Anti-Racism Action Committee; and**
 - One from Senior's Age Friendly Strategy Steering Committee.
- ~~Five~~ **Six** voting members, appointed by Council at the annual Organizational Meeting of Council with:
 - Three members who have knowledge of the needs of and connections to networks of a diverse population. Consideration will be given to those qualified applicants that fill gaps in subject matter expertise in relation to other members. Lived experience is considered an asset;
 - **One member with expertise in advancing gender-equity;**
 - One member with expertise in social innovation or social determinants of health; and
 - One member that is a faculty member of a post-secondary institution with experience advancing social equity.
- One non-voting member of Administration: the director of Calgary Neighbourhoods or designate.



Administration will arrange venues, agendas and minutes, distribute required materials, and arrange other logistics that may facilitate increased access and inclusion to Social Wellbeing Advisory Committee membership participation.

7. Resources

City Administration representatives for Calgary Neighbourhoods will act as a resource to the Social Wellbeing Advisory Committee.

8. Subcommittees

The Social Wellbeing Advisory Committee may establish subcommittees to undertake time bound initiatives as required. Subcommittees shall draw on members of the Social Wellbeing Advisory Committee as well as members recruited from outside the Committee. The Chair of a subcommittee shall be a member of the Social Wellbeing Advisory Committee.

9. Term

Appointed members may serve two years with a maximum of three consecutive terms. Term expirations will be staggered to ensure an orderly transition of the new members. Partial terms will not be counted towards the term limit. A member may serve more than six consecutive years by a two-thirds vote of Council.

10. Quorum

Greater than 50 per cent of voting members, that is, seven members

11. Chair

Chair and Vice-Chair are nominated and elected by the Social Wellbeing Advisory Committee and may serve up to two consecutive years in each position

12. Meetings

The Social Wellbeing Advisory Committee will meet monthly or as determined appropriate to meet a timeline for a given initiative. A meeting may be called or cancelled at the call of the Chair and notice provided via email.

13. Procedures

The Social Wellbeing Advisory Committee will follow the Procedure Bylaw and may establish its own procedures. The Social Wellbeing Advisory Committee must pass a resolution to establish its own procedures and the resolution must be documented in the minutes.

ISC: UNRESTRICTED



14. Code of Conduct

Citizen members of the Social Wellbeing Advisory Committee members must abide by the Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committee (CC045) in keeping with the Council Policy.

Adopted by Council on 2018 July 30 (CPS2018-0870)

THE CITY OF CALGARY
TABULATION OF BYLAW
TO BE PRESENTED TO COUNCIL ON
MONDAY, 2020 OCTOBER 26

BYLAW 39M2020
Being a Bylaw of The City of Calgary to Amend Bylaw 25M97, the
Police Commission Bylaw

First Reading
Second Reading
Third Reading

Background: During the 2020 October 16 Nominations Committee meeting, Committee instructed Administration to prepare an amendment to Bylaw 25M97, increasing the size of the Calgary Police Commission, for Council's consideration.

Excerpt from the Minutes of the Nominations Committee meeting, held 2020 October 16:

“Moved by Councillor Farkas

That with respect to Report N2020-1041, the following be approved:

That Nominations Committee:

1. Recommend that Council increase the size of the Calgary Police Commission from 11 to 12 members and
2. Direct Administration to bring the required amendments to Council's Organizational Meeting.

For: (5): Mayor Nenshi, Councillor Jones, Councillor Chahal, Councillor Davison, and Councillor Farkas

MOTION CARRIED”

ATTACHMENT:

1. Proposed Bylaw 39M2020

PROPOSED

BYLAW TABULATION
ATTACHMENT 1

BYLAW NUMBER 39M2020

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 25M97, THE POLICE COMMISSION BYLAW

WHEREAS Council deems it necessary to amend Bylaw 25M97, the Police Commission Bylaw;

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

1. Bylaw 25M97, the Police Commission Bylaw, as amended, is hereby further amended.
2. In subsection 3(1), the number "11" is deleted and replaced with "12".
3. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

City Clerk's Office Report to
Organizational Meeting of Council
2020 October 26

ISC: UNRESTRICTED
C2020-1101
Page 1 of 2

Repeal of the 2026 Olympic and Paralympic Winter Games Assessment Committee Bylaw, 28M2018

RECOMMENDATION:

That Council give three readings to Proposed Bylaw 36M2020 to repeal the 2026 Olympic and Paralympic Winter Games Assessment Committee Bylaw (28M2018).

HIGHLIGHTS

- This reports seeks the repeal of Bylaw 28M2018 by giving three readings to Proposed Bylaw 36M2020.
- What does this means to Calgarians? Timely review and repeal of bylaws which are no longer required reduces the complexity of the governance environment.
- Why does this matter? Governance practices that are current, relevant and streamlined enhance the public's ability to participate in the legislative process.
- The 2026 Olympic and Paralympic Winter Games Assessment Committee was established by Council on 2018 April 23. The Committee's mandate included authority to approve certain actions and make certain decisions on behalf of City Council. This authority was delegated to the Committee through adoption of Bylaw 28M2018.
- On 2018 November 19, Council resolved to disband the 2026 Olympic and Paralympic Winter Games Assessment Committee immediately; however, a bylaw, once adopted, may only be repealed by the passage of a repealing bylaw.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

- On 2018 November 19, Council received the official results of a Vote of the Electors from the Returning Officer, which indicated that 56.4% of voters were against Calgary hosting the 2026 Olympic and Paralympic Winter Games.
- Council then directed that the 2026 Olympic and Paralympic Winter Games Assessment Committee be decommissioned immediately.
- When a Board, Commission or Committee is disbanded, normally the governance documents or Terms of Reference for that Committee are abandoned automatically as well; however, the Terms of Reference for the 2026 Olympic and Paralympic Winter Games Assessment Committee had been embedded in a City of Calgary bylaw.
- The *Municipal Government Act* provides that a bylaw, once adopted, may only be repealed by the passage of a repealing bylaw.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

City Clerk's Office Report to
Organizational Meeting of Council
2020 October 26

ISC: UNRESTRICTED
C2020-1101
Page 2 of 2

**Repeal of the 2026 Olympic and Paralympic Winter Games Assessment
Committee Bylaw, 28M2018**

IMPLICATIONS

Social

Not Applicable

Environmental

Not Applicable

Economic

Not Applicable

Service and Financial Implications

No anticipated financial impact

RISK

No anticipated risks

ATTACHMENTS

1. Proposed Bylaw 36M2020
2. Bylaw 28M2018 to be repealed

Department Circulation

General Manager	Department	Approve/Consult/Inform

PROPOSED

C2020-1101
ATTACHMENT 1

BYLAW NUMBER 36M2020

**BEING A BYLAW OF THE CITY OF CALGARY
TO REPEAL BYLAW 28M2018,
THE 2026 OLYMPIC AND PARALYMPIC WINTER
GAMES ASSESSMENT COMMITTEE BYLAW

WHEREAS Council, in considering report C2018-1367, directed that the 2026 Olympic and Paralympic Winter Games Assessment Committee be disbanded;

AND WHEREAS the 2026 Olympic and Paralympic Winter Games Assessment Committee was established by Bylaw 28M2018;

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

Repeal

1. Bylaw 28M2018, the 2026 Olympic and Paralympic Winter Games Assessment Committee Bylaw is hereby repealed.

Coming into Force

2. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

BYLAW NUMBER 28M2018

**BEING A BYLAW OF THE CITY OF CALGARY
TO CONFIRM THE TERMS OF REFERENCE FOR
AND TO DELEGATE AUTHORITY TO THE 2026
OLYMPIC AND PARALYMPIC WINTER GAMES
ASSESSMENT COMMITTEE**

WHEREAS the 2026 Olympic and Paralympic Winter Games Assessment Committee was established by City of Calgary Council on 2018 April 23;

AND WHEREAS Council established terms of reference for the Committee on the same date;

AND WHEREAS Council has considered amendments to the Committee's terms of reference;

AND WHEREAS pursuant to the amended terms of reference, the Committee is granted authority to approve actions and make decisions within its mandate;

AND WHEREAS section 203 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, provides that Council may by bylaw delegate authority to a council committee;

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

PART 1 - INTERPRETATION

Short Title

1. This Bylaw may be cited as the "2026 Olympic and Paralympic Winter Games Assessment Committee Bylaw".

Definitions

2. In this Bylaw, "*Committee*" means the 2026 Olympic and Paralympic Winter Games Assessment Committee established by Council.

Terms of Reference

3. The terms of reference for the *Committee* shall be as set out in Schedule A to this Bylaw.

Coming into force

4. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON MAY 16 2018

READ A SECOND TIME, AS AMENDED, ON MAY 16 2018

READ A THIRD TIME, AS AMENDED, ON MAY 16 2018



MAYOR
SIGNED ON MAY 22 2018



CITY CLERK
SIGNED ON MAY 22 2018

SCHEDULE A

2026 Olympic and Paralympic Winter Games Assessment Committee

Terms of Reference

1. Mandate

The mandate of the 2026 Olympic and Paralympic Winter Games Assessment Committee (the “Committee”) is, on behalf of Calgary City Council, to provide oversight and guidance regarding The City’s potential participation in, and hosting of, the 2026 Olympic and Paralympic Winter Games (the “OPWG”). The mandate includes, but is not limited to:

A. Government

- i. Receiving regular and adhoc updates from City of Calgary Administration (“Administration”) to the Committee Chair and Vice-Chair regarding material communication between and with City of Calgary elected officials and Administration and providing guidance on such communications;
- ii. Receiving regular and adhoc updates from Administration to the Committee Chair and Vice-Chair about material communications between The City of Calgary and the Government of Canada (“GoC”) the Government of Alberta (“GoA”), and or the Town of Canmore (“Canmore”);
- iii. Engaging with and providing guidance to the City Manager or other member of Administration to whom Council has granted the authority to exercise the powers and voting rights associated with The City’s membership interest in a corporation established to bid on the OPWG (“BidCo”).

B. Olympic Organizations

- i. Receiving regular updates from Administration to the Committee Chair and Vice-Chair about material communications received from, or made to, the International Olympic Committee (“IOC”), Canadian Olympic Committee (“COC”), or the Canadian Paralympic Committee (“CPC”);

C. OPWG Bid Corporation (“BidCo”)

- i. Receiving regular updates and providing feedback from the BidCo Directors who were directly elected by The City, and provide feedback on behalf of the citizens of Calgary;
- ii. Requesting regular meetings with BidCo’s Chair of the Board for updates on BidCo activities;
- iii. Receiving notice of and updates regarding all BidCo resolutions and related documents that require The City to vote or otherwise make a decision in its role as a member of BidCo.

D. Calgary City Council

- i. Reflecting Council's Strategic Priorities and long term vision in all of the Committee's discussions, decisions and recommendations, including but not limited to Indigenous peoples' participation and a gender and diversity balance;
- ii. Aligning the Committee's Work Plan with all Bid Development Work Streams including timelines, as appropriate, until such Work Streams are transitioned to BidCo;
- iii. Monitoring a comprehensive Risk Management Framework developed by Administration.

E. Citizen Engagement and Communication

- i. Engaging with the City of Calgary Returning Officer and all third party consulting firms involved with conducting public engagement related to the OPWG or a vote of the electors pursuant to section 236 of the *Municipal Government Act (Alberta)* related to the OPWG (the "Plebiscite") to seek information, and to make recommendations to City Council on the wording of the question of the Plebiscite and the date of the vote on the Plebiscite;
- ii. Ensuring that:
 - a. Calgarians are engaged in a series of conversations around the economic, social, cultural and environmental benefits, opportunities and risks associated with hosting a large international event;
 - b. the engagement process is transparent and inclusive; and
 - c. information provided regarding the OPWG is fair, balanced, timely and informative.
- iii. Considering opportunities for citizens to address or otherwise provide feedback to the Committee.

2. Establishment

The Committee was established by Council on 2018 April 23 (C2018-0533). The Committee's Terms of Reference were initially adopted by Council on 2018 April 23, amended by Council on 2018 April 25, and further amended on 2018 May 07, and will be further reviewed from time to time as work proceeds.

3. Composition

The Committee consists of up to seven Members of Council, including the Mayor, who will each bring specific skills and expertise that contribute to good governance and oversight on behalf of Council and the citizens of Calgary. The Chair and Vice-Chair of the Committee shall be elected from the Committee members at the first meeting of the Committee.

4. Quorum and Voting

Quorum will be established as greater than 50%, that is, 4 members. In accordance with The City of Calgary Procedure Bylaw 35M2017, a non-Member Councillor may attend meetings and vote on matters but may not count towards meeting quorum.

5. Term Length

After establishment, Councillors are appointed to the Committee at the annual Organizational Meeting of Council, for a one-year term expiring on the day of the next Organizational Meeting, or at decision of Council.

6. Meetings

The Committee will meet every second Tuesday at 9:30 a.m., with the exception of Tuesdays where the Priorities and Finance Committee or other Council Committees are currently scheduled, in which case Committee meetings will start at 1 p.m. Meetings not required by the Committee will be cancelled at the call of the Chair. Additional meetings, including urgent meetings with more than 24 hours' notice, or changes to the time of meetings will be at the call of the Chair. Meetings will occur in the Council Chambers. A standing agenda item at each Committee meeting shall be an update from the Committee Chair and Vice-Chair regarding information received from Administration pursuant to these Terms of Reference. Notice of Meetings will occur in accordance with The City of Calgary Procedure Bylaw 35M2017.

7. Reporting

The Committee reports directly to Council. The Committee has the authority to approve actions, or make decisions, related to its Mandate as described in this Terms of Reference, provided that any actions or decisions that materially affect legal, business or financial risk for The City shall be forwarded to Council in a timely manner for a decision.

8. Administration

The City Manager (or designate) is required to attend all Committee meetings to regularly report on all matters that could materially affect legal, business and/or financial risk for The City relating to the OPWG, so that timely reporting can be made to Council as appropriate.

Administration will be responsible for drafting reports and recommendations on behalf of the Committee to Council.

9. FOIP

The confidentiality of Committee meetings and records submitted to the Committee shall be governed by the applicable provisions of the *Municipal Government Act* and the *Freedom of Information and Protection of Privacy Act*. The Committee, by majority vote, shall decide when it is appropriate to move into closed session. The Committee shall give reasons for moving into closed session.

10. Meeting Support

The City Clerk's Office will provide legislative services for the Committee in accordance with Council Policy CP2016-03, *Governance and Appointments of Boards, Commissions and Committees*. The City Clerk's Office, through the standing agenda item, will provide the information received by the Chair and Vice-Chair in accordance with these Terms of Reference to Committee members.

11. Governance

- a) The Committee shall act in accordance with the *Governance and Appointments of Boards, Commissions and Committees* Policy. The procedures and bylaws applicable to other Committees of Council will govern the Committee, including the role of the Chair (Part 4, Section A of The City of Calgary Procedure Bylaw 35M2017).
- b) The Chair (or Vice Chair in the absence of the Chair), in consultation with the City Manager (or designate), will establish the meeting agenda, including those items referred from Council for consideration. They will consider receiving agenda items from other Members of Council. The Chair and Members will act in accordance with all duties and responsibilities as set out in Part 4 of The City of Calgary Procedure Bylaw 35M2017.
- c) Committee Members and any attending Members of Council will act in accordance with the *Municipal Government Act*, Council's Ethical Conduct Policy and any other relevant Council Policies and in the best interest of The City taking into account the City as a whole, and without regard to the Member's personal interests. They will consider all issues consistently and fairly, and in light of all relevant facts, opinions and analysis of which the Member should be reasonably aware. In addition, all Members will endeavor to incorporate the following Council approved Guiding Principles into the oversight and guidance they provide regarding The City's potential participation in, and hosting of the OPWG:
 - Accountability
 - Citizen-centric
 - Diversity
 - Inclusive and authentic
 - Neutrality
 - Respect
 - Responsive and committed
 - Timeliness
 - Transparency

**City Manager's Office Report to
Organizational Meeting of Council
2020 October 26**

**ISC: UNRESTRICTED
C2020-1188
Page 1 of 2**

Amending the City Clerk Bylaw 73M94

RECOMMENDATION:

Give three readings to Bylaw 38M2020 which amends the City Clerk's Bylaw 73M94, as amended, to direct that the City Clerk report to the City Solicitor and General Counsel.

HIGHLIGHTS

- In support of Administration's Rethink to Thrive Organization Realignment, the amending bylaw is presented to align the reporting structure of the City Clerk to the City Solicitor and General Counsel.
- What does this mean to Calgarians? The new organizational structure moves The City to a model where similar types of functions are aligned. Aligning the organization by function will bring improved citizen and business-focused alignment in operating our systems.
- Why does this matter? Aligning our systems will result in delivering a more integrated service to Calgarians.
- The City Clerk has historically reported to either the City Manager or the City Solicitor and General Counsel.
- At the 2019 October 28 Organizational Meeting of Council, Bylaw 73M94 as amended was further amended to indicate the City Clerk would be "subject of the supervision of and accountable to the City Manager."
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

This proposed bylaw amendment supports Administration's Rethink to Thrive Organizational Realignment.

The proposed amendment is as follows:

Bylaw 73M94, as amended, is hereby further amended by deleting the title "City Manager" in section 5 and replacing it with "City Solicitor and General Counsel".

The proposed Bylaw 38M2020 to amend Bylaw 73M94, as amended, is included as Attachment 1.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

City Manager's Office Report to
Organizational Meeting of Council
2020 October 26

ISC: UNRESTRICTED
C2020-1188
Page 2 of 2

Amending the City Clerk Bylaw 73M94

IMPLICATIONS

Social

Not applicable.

Environmental

Not applicable.

Economic

Not applicable.

Service and Financial Implications

No anticipated financial impact

RISK

No anticipated risk.

ATTACHMENT

1. Proposed Wording for Amending Bylaw 38M2020

Department Circulation

General Manager	Department	Approve/Consult/Inform
Jill Floen	City Solicitor and General Counsel	Approve

PROPOSED

C2020-1188
ATTACHMENT 1

BYLAW NUMBER 38M2020

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 Manager" in section 5 and replacing it with "City Solicitor and General Counsel".
2. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

**Coordinating Committee of the Councillors Office Report to
Combined Meeting of Council
2020 October 26**

**ISC: UNRESTRICTED
C2020-1227
Page 1 of 5**

Proposed Amendments to Councillors Assistants Policy (PAC005)

RECOMMENDATION(S):

The Coordinating Committee of the Councillor's Office recommends that Council:

1. Approve the proposed amendments to *Councillors Assistants Policy* (PAC005) contained in Attachment 1;
2. Approve the Chair, Coordinating Committee of the Councillors Office ("CCCO") as the employing Councillor during the Transition Period;
3. Approve the Chair, CCCO as the signing authority for the corresponding Ward office during the Transition Period; and
4. Direct that the Ward office budget remains intact during the Transition Period.

HIGHLIGHTS

On October 19, 2020, Councillor Jones presented his resignation letter to David Duckworth, City Manager indicating his intent to retire effective October 19, 2020.

Although there has been some recent history whereby an Alderman has resigned from office (Alderman Patti Grier, Ward 13 in 2000, and Alderman Margot Aftergood, Ward 10 in 2004), the current Council policy, namely the *Councillors Assistants Policy* (PAC005) does not specifically address how, if so desired, the Ward office staff can be retained for the Transition Period.

It is important to ensure Ward constituents have access to assistance and service from the Ward office in the event that a Councillor suddenly leaves office. Currently, as per the terms of the *Councillors Assistants Policy* (PAC005), Ward office staff are engaged using a personal service agreement with each Councillor individually and understanding that the Ward office does require an appointed Councillor to be able to manage matters that require direct Councillor involvement and the elected Councillor leaves office before the end of the elected term, it is advantageous to appoint the Chair, Coordinating Committee of the Councillors Office ("CCCO") as the employing Councillor and the signing authority for the Ward office during the Transition Period.

Council should decide whether any additional Ward responsibilities should be assigned to another Councillor or shared between Councillors.

- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

Patty Orr, Manager, Office of the Councillors in consultation with Chelsea Sutherland, Barrister and Solicitor reviewed Council meeting minutes and other supporting documents to determine if Council considered any other Alderman or Councillor resignations and were able to find two similar incidents, which included:

**Coordinating Committee of the Councillors Office Report to
Combined Meeting of Council
2020 October 26**

**ISC: UNRESTRICTED
C2020-1227
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Proposed Amendments to Councillors Assistants Policy (PAC005)

1. Alderman Patti Grier, Ward 13 Alderman resigned from her elected position on Council, in writing to the Chief Executive Office, Paul Dawson, on Friday, May 5, 2000 (as required by the MGA, section 161).
 - An Executive Report to Council (C2000-31) was presented to Council outlining Council's options upon receiving Alderman Grier's resignation
 - Council passed the following on Monday, May 8, 2000 (which was the Monday immediately after the Friday when the resignation letter was received):
 - Recommendation 1 was passed, with a modification to the actual by-election day: Direct City Clerks to hold a by-election for the position of Alderman for Ward 13 on 2000 July 04
 - Recommendation 2 was passed with modifications: Retain the Aldermanic Assistant for Ward 13 for administration duties as required, until the newly elected Alderman is sworn in.
 - The parts of the Executive Report that were not passed included: to "share the duties of Ward 13 Alderman among the other Members of Council through the Adopt-A-Ward concept", which was the first part of Recommendation 2 in the Executive Report.
2. Alderman Margot Aftergood, Ward 10 resigned from her elected position on Council, in writing to the Chief City Administrator, who is the City Manager, Owen Tobert, on Monday, November 29, 2004
 - An Executive Report to Council (C2004-57) was presented to Council outlining Council's options upon receiving Alderman Aftergood's resignation.
 - During a Special Meeting of Council regarding the Resignation of Alderman Aftergood held on Tuesday, November 30, 2004 (which was the day after when the resignation letter was received), whereby the following motion was carried:
 - MOTION ARISING, Moved by Alderman Jones, Seconded by Alderman Ceci, That, with respect to City Manager's Report C2004-57, pending a Ward 10 by-election, the representation of Ward 10 become the responsibility of the following Alderman, as indicated:
 - a) Alderman Ceci – Ward 10 South of Memorial Drive; and
 - b) Alderman Jones – Ward 10 North of Memorial Drive.

In both the 2000 and 2004 cases, the Ward office staff was retained to continue supporting the Ward office. This continued until such time as the by-election was able to determine the newly elected Ward Councillor.

Upon doing further research and in consulting Councillor Jones and his Executive Assistant, both of whom were working in the Ward 5 office in 2004, it was determined that the Ward 5 office staff were retained to continue doing the work for the Ward 5 office and would engage Alderman Jones, in matters relating to land use, bylaw or policy or when a constituent wanted to speak directly with an Alderman.

It was determined that as a result of the announcement of Councillor Ray Jones' retirement on October 19, 2020 it was the intention to have the current Ward 10 staff, Ward Assistants and Specific Project Contracts alike, remain employed and continue to support the Ward 10 office during the Transition Period.

Proposed Amendments to Councillors Assistants Policy (PAC005)

It was also determined that in order to achieve this goal the *Councillors Assistants Policy* (PAC005) would be amended to allow for the following:

- the Ward office staff, if they wish to continue employment in the Ward office, be permitted to enter into a new personal service agreement with the Chair, CCCO being named as the employing Councillor during the Transition Period;
- that the new personal service agreement be drafted and aligned with the *Councillors Assistants Policy* (PAC005) to ensure continuity of service, pay and benefit;
- that the salary levels for the Ward Assistant and/or Specific Project Contract remain at the same level of pay as it was just immediately prior to the Councillor leaving office;
- that the new personal service agreement be extended to when the new Councillor is elected and officially takes office, but no later than the natural end of the current election term; and
- that should a Ward Assistant not wish to continue employment during the Transition Period, that the Ward Assistant be able to seek severance as outlined in the *Assistants Severance Policy* (CC030).

Finally, it was important to also confirm by way of these Recommendations, that the Ward office budget remain intact, meaning it would have the same value as if the Councillor did not resign his/her position, and that during the Transition Period and a new Councillor is elected to the Ward office, that the Chair, CCCO be the signing authority for that Ward office.

The key internal stakeholders consulted during the research for this Committee report to Council, included but was not limited to:

- Councillor Ray Jones, Ward 10 Councillor
- Devery Corbin, Chief of Staff, Mayor's Office
- Mark Lavallee, Chief Human Resources Officer, City of Calgary
- Chelsea Sutherland, Barrister and Solicitor, City of Calgary
- Patty Orr, Manager, Office of the Councillors
- Coordinating Committee of the Councillors Office ("CCCO")

As part of The City's organizational day on Monday, October 26, 2020, it is anticipated the members of CCCO for the 2020/2021 term will be appointed as part of the regular Boards, Committees and Commission appointments process led by the City Clerk's Office.

Although the Chair and Vice-Chair appointments for CCCO would normally take place at the Committee's next Committee meeting after the Organizational Day meeting of Council, currently scheduled for November 18, 2020, it is requested that as a result of the pending approval of these Council policy amendments, that the City Clerk facilitate the appointment of the Chair and Vice-Chair, CCCO during Council's Organizational Day meeting. This would allow for the appropriate personal service agreements to be drafted and signed as soon as possible in order to minimize risk and ensure continuity of service, pay and benefits for the Ward office staff, as outlined in the amended *Councillors Assistants Policy* (PAC005).

However, if for any reason, should the Chair and Vice-Chair, CCCO not be appointed during Council's Organizational Day meeting on October 26, 2020, then a special meeting of CCCO will be called for the sole purpose in making such appointments as soon after the Organizational Day meeting as possible and once the new members of CCCO have been appointed.

**Coordinating Committee of the Councillors Office Report to
Combined Meeting of Council
2020 October 26**

**ISC: UNRESTRICTED
C2020-1227
Page 4 of 5**

Proposed Amendments to Councillors Assistants Policy (PAC005)

We are also asking Council to approve the following additional recommendations:

1. have the Chair, CCCO be named as the employing Councillor for the Ward office staff personal service agreements during the Transition Period;
2. have the Chair, CCCO be named as the signing authority for the Ward office during the Transition Period; and
3. ensure the Ward office budget remain intact during the Transition Period.

CCCO acknowledges there may need to be further amendments to the *Councillors Assistants Policy* (PAC005); however, those matters will be considered and presented to Council at a future date.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

Not Applicable.

IMPLICATIONS

Social

Not Applicable.

Environmental

Not Applicable.

Economic

Not Applicable.

Service and Financial Implications

No anticipated financial impact

Not applicable.

Not applicable.

RISK

The *Municipal Government Act* R.S.A 2000, c. M-26 ("MGA"), as amended, outlines the general duties of Councillors, which includes, but is not limited to: considering the welfare and interests of the municipality, promoting an integrated and strategic approach to intermunicipal land use planning and service delivery with neighbouring municipalities; participating generally in developing and evaluating the policies and programs of the municipality; participating in council meetings and council committee meetings; obtaining information about the operation or administration of the municipality; and performing other duty or function imposed on Councillors.

**Coordinating Committee of the Councillors Office Report to
Combined Meeting of Council
2020 October 26**

**ISC: UNRESTRICTED
C2020-1227
Page 5 of 5**

Proposed Amendments to Councillors Assistants Policy (PAC005)

Ward office staff are an integral resource used by Councillors to ensure that he/she is able to fulfill his/her duties as a Councillor as outlined in the MGA. Ward office staff also allow for continuity of service to the constituents should there be any instance whereby a Councillor leaves his/her office ahead of the next municipal election.

The potential risk in not approving the proposed amendments to *Councillors Assistants Policy* (PAC005) to include a section providing for the retention of Ward staff during the Transition Period is that (a) the constituents of that Ward are left without representation or appropriate support and/or (b) Ward office staff are presumptively severed from their employment, which is an undesired outcome.

In future, if the *Councillors Assistants Policy* (PAC005) is amended as proposed, there should be an immediate transition of Ward staff from the departing Councillor to the Chair, CCCO in order to minimize risk.

ATTACHMENT

1. *Councillors Assistants Policy* (PAC005), as amended

Department Circulation

General Manager	Department	Approve/Consult/Inform
Committee members: Councillors Chu, Farkas, Keating and Magliocca	Coordinating Committee of the Councillors Office ("CCCO")	<p>This Committee Report to Council titled "<i>Proposed Amendments to Councillors Assistants Policy (PAC005)</i>" (the "Committee Report") and the <i>Councillors Assistants Policy</i> (PAC005) as amended was reviewed and unanimously approved by CCCO on October 23, 2020.</p> <p>CCCO further approved, on October 23, 2020, that the Chair, CCCO, or in his absence another CCCO member, be appointed to present the Committee Report to Council.</p>



Policy Title:	Councillors Assistants Policy
Policy Number:	PAC005
Report Number:	APA2003-55, PFC2013-0645
Approved by:	PFC (Formerly PAC and APAC)
Effective Date:	2003 Oct. 28 with amendments (Council) to 2013 Sept. 16.
Business Unit:	Office of the Councillors

BACKGROUND

At its meeting 2003 October 28, the Priorities and Finance Committee adopted the following policy from report APA2003-55. It was subsequently amended at Council 2010 June 22 and 2013 September 16.

PURPOSE

The Assistants Policy is intended to reconfirm and maintain the high ethical standards which are observed by Councillors and Assistants in the execution of their duties. The policy underscores the proper and ethical manner which is acceptable to Council and the citizens of Calgary in respect to these matters.

POLICY

General Guidelines

1. In respect to Assistants, this policy is meant to apply only where said Assistants are remunerated from funding provided under the terms of this policy (referred to as the 'Assistants Allowance').
2. The Assistants Allowance funds are to be used only for the purposes of hiring a person to act as Assistant in a direct employee/employer relationship between the employing Councillor and the Assistant.
3. There are two forms of "assistance" available to Councillors which are intended to assist or aid a Councillor in the execution of the office:
 - a. the engagement of a person (or persons) to act as an assistant on a full-time or part-time basis;
 - b. Specific projects or assignments on a one-time basis.
4. The Assistants Allowance under this policy must be used only in the performance of communications and administrative functions. It is not to be used to duplicate or augment existing City programs or to create new ones. (Refer to appendices c to g for Assistants job profiles)



5. Assistants hired hereunder shall not usurp or perform functions which are the prerogatives of elected office.
6. The Assistants Allowance is not to be used to provide a pecuniary benefit to the Councillor.
7. Implicit in this policy is the recognition that, to a great extent, Assistants are political appointments.
8. The Assistants Allowance may not be spent in contravention of this policy.
9. Council endorses the City of Calgary's "Respectful Workplace Policy" and hereby incorporates it as part of the Assistant's Policy by reference. (Council 2006 May 13)

Hiring Pre-qualifications - Assistants and Specific Project Contracts

1. At the time of hiring, an Assistant:
 - a. must be at least eighteen (18) years of age;
 - b. must be a Canadian citizen or a landed immigrant;
 - c. cannot possess a criminal record of an indictable offence conviction which is less than five years old;
 - d. cannot be on parole, probation or any other form of approved release from any penal institution.
2. In instances where an Assistant has been dismissed for cause, the individual cannot be hired again within the Office of the Councillors for the remainder of that elected term of office or for at least one year, whichever is the greater.
3. An individual holding an elected public office shall be ineligible for hire as an Assistant.
4. No Councillor may hire a relative or common-law spouse (as defined hereafter) as an Assistant.

No Councillor may hire a relative or a common-law spouse (as defined hereinafter) of any assistant under contract to them, under this policy, as an Assistant.



DEFINITIONS

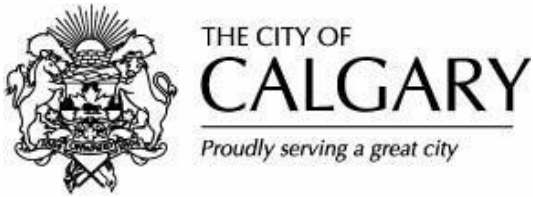
5. Definition of:
 - a. **a relative** is the husband, wife, child, parent, brother, sister (including foster or step), or parent-in-law, brother-in-law, sister-in-law, daughter-in-law, son-in-law.
 - b. **a common-law spouse**: an adult who has lived in a relationship with another adult for a minimum period of one year, not contravening consanguinity restrictions, and recognized by the public as being in a “marriage-like” relationship.
6. In addition to the general rules, as previously outlined in the policy, specific project contracts shall not be granted to any person who is involved in litigation with The City of Calgary.

Duties and Limitations

1. Assistants shall not substitute for the Councillor at meetings of boards, commissions or committees to which the Councillor has been appointed by Council.
2. Assistants shall execute confidentiality/disclosure forms and abide by the confidentiality agreement comprising paragraphs 4 and 5 of the Assistant's contract.
3. Assistants shall only perform administrative and communications functions related to the employing Councillor.
4. Assistants shall be ineligible for selection by Council to boards, commissions, committees and authorities appointed by Council, but may accept appointments by bodies other than Council.

Tenure and Employment

1. The appointment of an Assistant shall be for a term not to exceed four years, and is renewable for further fixed terms not to exceed four years, subject to addition or deletion of terms as may be required by policy changes. However, in no case shall the contract extend beyond the term of the elected official, **except as specifically provided below.**
2. The Councillor shall have the option to hire directly or to use the resources of The City of Calgary in hiring an Assistant.



COUNCIL POLICY

3. The contract of employment between a Councillor and Assistant shall be deemed to be a personal service agreement.
4. All Assistants shall be hired pursuant to the Assistants Policy - Office of the Councillors, and shall execute the agreement attached hereto as Appendix A or B, as appropriate, prior to commencement of employment.

Employment Contract

1. A written contract, including an Affidavit of Execution (Appendix "A" or "B"), and the provisions of the Employment Standards Code (Alberta) as amended, shall govern the relationship between the employing Councillor and the Assistant.
2. The Priorities and Finance (PFC) shall approve the basic form of the contract; however, the employing Councillor shall have the sole discretion in the matters relating to:
 - a. the selection of and hiring of assistants, subject to the prohibition of hiring of relatives and common-law spouses;
 - b. assignment of duties;
 - c. discipline and quality of work;
 - d. hours of work, subject to an average maximum of 37.5 hours per week.
3. Copies of the executed contract shall be provided to:
 - a. the employing Councillor;
 - b. the Assistant;
 - c. the Manager, Office of the Councillors.
4. Such contracts shall be between the Councillor and the Assistant, and are not an agreement with The City of Calgary.
5. In instances where two or more Councillors wish to employ the same person as an Assistant, a separate contract shall be entered into with each Councillor.
6. In the event that a Councillor contracts for a specific project to be undertaken within these guidelines, the Councillor shall in all cases, prior to the project being commenced, obtain an Executed Letter of Agreement (Appendix "B")

COUNCIL POLICY

relative to payment thereof, which is to be filed in the manner described in these Terms of Reference.

7. In the event that a Councillor leaves office prior to the end of the Councillor's elected term, whether by resignation, retirement or some other reason, and either a by-election is called or there is a period of time before a municipal election that will determine who the new elected Councillor for that Ward office will be (the "Transition Period"), the Assistants in that Ward office may continue to perform their duties for the Ward office during the Transition Period so long as a new personal service agreement is signed between the Assistants and the Chair, Coordinating Committee of the Councillors Office ("CCCO"). The Chair, CCCO will become the employing Councillor of these Assistants for the duration of the Transition Period.

The new personal service agreement entered into between the Assistants and the Chair, CCCO will ensure continuity of service, pay and benefits for the Assistants during the Transition Period.

For clarity, the personal service agreement in this instance cannot extend beyond the Transition Period.

Once a new Councillor has been elected, either through a by-election or municipal election, and should the new Councillor wish to retain the current Assistants, then a new personal service agreement with the newly elected Councillor will be required.

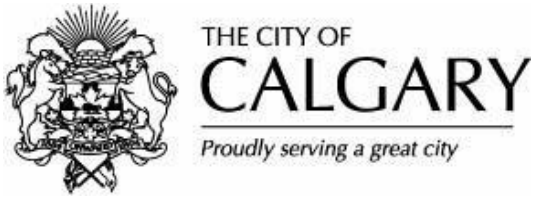
Should an Assistant not wish to continue employment during the Transition Period the Assistant is entitled to any severance amounts owing as outlined in *Assistants Severance Policy* (CC030).

Benefits and Registered Retirement Saving Plan

1. Assistants Benefits – General

As part of compensation to Assistants the Office of the Councillors offers a benefits package. The matter of eligibility, waiting periods, employer/employee cost sharing arrangements, optional versus mandatory benefits and the details of each component of the plan are subject to amendment from time to time with the approval of PFC or Council as the case may be. The Manager, Office of the Councillors is responsible to keep a record of the Assistants Benefits Plan and provide information to Assistants on hire, when there are changes and on request.

Subject to the above, the following employee benefits are available to eligible Assistants:



COUNCIL POLICY

- Group Life Insurance;
- Supplementary Health Insurance;
- Dental Plan;
- Short Term Sickness and Accident Plan; and
- Long Term Disability Benefits.

2. Assistants Benefits - Vacation Entitlement

Assistants earn vacation entitlement in accordance with The City of Calgary Management Exempt Policy Statement, Section 3010. Assistants are required to take earned vacation in accordance with the Employment Standards Code (Alberta) as amended. Vacation entitlements will be accounted for annually in December or upon termination, whichever occurs first. The Manager, Councillor Office Services is responsible to track paid vacation absences of Assistants for the purposes of the annual vacation entitlement accounting.

3. Assistants Benefits - Bereavement Leave

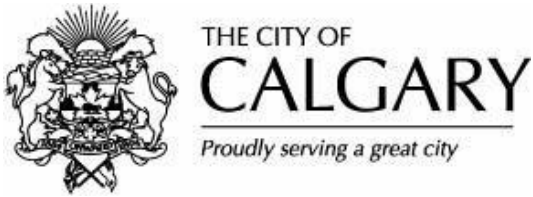
The employing Councillor may grant bereavement leave in accordance with the "Management Exempt Policy Statement" and at the expense of the office Bereavement Benefit account.

4. Assistants Benefits - Statutory Holidays

Assistants will be entitled to the same statutory holidays as The City of Calgary Management Exempt staff. In cases where the Office of the Councillors is open on a statutory holiday and the Assistant works at the request of the employing Councillor or the statutory holiday falls on the weekend, the Councillor is required to provide the Assistant with a day-off in lieu of the statutory holiday worked at some point within six months of the date of the holiday worked and to keep a record of this agreement with their Assistant.

5. Benefits- Registered Retirement Savings Plan

The Office of the Councillors also offers a matching Register Retirement Saving Plan to Assistants. Upon enrollment in the plan, the office matches contributions of the Assistant to the designated Group Registered Retirement Savings plan to a maximum of 7.5% of the salary or wages of the Assistant.



COUNCIL POLICY

Allocation of Funds

Each year, each ward will receive an equal allocation as approved by Council as part of the Legislative Budget- Office of the Councillors which amount is referred to as the 'Ward Based Budget Package'. In accordance with the Budgeting and Accounting - Office of the Councillors policy, each Councillor will have a budget for salaries of assistants which amount is the funding for this policy (the Assistants Allowance).

The Budgeting and Accounting - Office of the Councillors policy dictates many of the conditions of this funding. In addition, the following conditions also apply:

1. The annual allowance shall not include any sums payable by the Employer in respect of the following listed benefits:
 - a. Canadian Pension Plan;
 - b. Employment Insurance;
 - c. Vacation Pay;
 - d. Employer's portion of paid benefits under contract;
 - e. Bereavement Leave; and
 - f. Matching R.R.S.P. program.

These listed items are all budgeted for and administered by the Office of the Councillors on behalf of the Councillors to ensure common compensation elements and consistency of application thereof from ward to ward and to ensure statutory obligations of Councillors as employers are met.

2. No authorization for payment of monies to an Assistant shall be processed until a fully-executed copy of the employment contract has been filed with the Manager, Office of the Councillors.

Method of Payment

1. The following payment procedure is established for part-time or full-time Assistants:
 - a. All remuneration to Assistants employed under the terms of Employment Agreement, Appendix A hereto, will be paid on a bi-weekly basis.
 - b. Councillors employing Assistants on a salary basis (monthly, annually) must advise the Manager, Office of the Councillors , in cases where



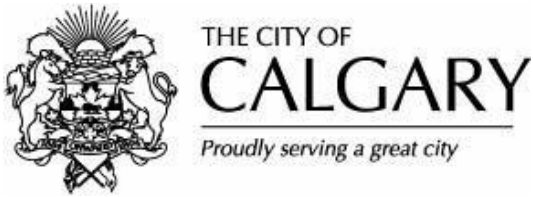
- exceptions to the normal work pattern require a pay adjustment; in the absence of such advice, a regular bi-weekly pay will be processed.
- c. Councillors employing Assistants on a 'pay-as-reported' basis (i.e. per hour) must authorize and submit time logs to the Manager, Office of the Councillors, for each Assistant so remunerated on a bi-weekly basis. The Manager will ensure that each time log has been signed by the employee and authorized by the employing Councillor prior to approving and submitting them to Finance Department for payment.
 - d. Because there is an Employer/Employee relationship between Councillor and Assistant, payroll deductions are required under the Income Tax Act, Canada Pension Plan Act and Employment Insurance Act. Payroll will make authorized deductions and issue a cheque directly to Assistants every second Wednesday for wages or salary owed, after deductions, for work up to and including the Friday eleven days previous.
2. In the case of specific project contracts, Appendix B hereto. Councillors shall authorize and submit individual invoices to the Manager. The Manager will ensure that these invoices are authorized by the Chairman or Vice-Chairman of the Coordinating Committee of the Councillors Office prior to submitting them to Finance for payment.

Salary Administration

Assistants Policy Salary Administration (For the period 2013 March 1 to 2013 October 25)

Effective 2013 March 1, the Office of the Councillors will begin to transition from existing Assistants salary administration policies and corresponding Job Profiles and pay ranges to a new set. The new set are intended to implement the salary administration guidelines, Job Profiles, pay ranges and corresponding Career Ladder for the Assistants program as recommended by an independent Consultant in 2012.

During the transition period between 2013 March 1 and the end of the current term of office, 2013 October 25, each Councillor will be entitled to opt for Employment Agreements with their Assistant(s) based on either the existing salary administration policies and corresponding Job Profiles and pay ranges or the new set (both set out below). Commencing 2013 October 26 all Assistants Employment Agreements will support hiring and employment of Assistants by Councillors only on the basis of the new Assistants Salary Administration policies and corresponding Job Profiles, pay ranges and Career Ladder.



COUNCIL POLICY

1. Current Salary Administration Policy

Subject to available ward funding each Councillor can hire Assistants, using the standard Employment Agreement as approved by Council, to positions as follows:

- i. Constituent Assistant Job Profile Appendix C, SP AAA – Grade NS7
- ii. Community Assistant Job Profile Appendix D, SP AAA – Grade NS7
- iii. Executive Assistant (Term) Job Profile Appendix E, SP AAA – Grade MS3

The relevant Job Profiles and Salary Plans for each of these positions are cited in columns two and three respectively in the table above. The Job Profiles are appended to this policy. The actual pay rates, as amended from time to time, are available from the Councillors Office Manager or on the Councillors Office SharePoint site.

Notwithstanding the above, a Councillor may, at their sole discretion, pay a Constituent Assistant or a Community Assistant at a pay rate above the range approved for that position provided the rate is within the Executive Assistants' grid. (Council 2007 February 26).

2. New Salary Administration Policy

Subject to available ward funding each Councillor can hire Assistants, using the standard Employment Agreement as approved by Council, to positions as follows:

- i. Executive Assistant Appendix F, Pay Grades AD 1, 2 or 3
- ii. Communications and Community Liaison Appendix G, Pay Grades EX1, 2, or 3

The relevant Job Profiles and Salary Plans for each of these positions are cited in columns two and three respectively in the table above. The Job Profiles are appended to this policy. The actual pay rates, as amended from time to time, are available from the Councillor Office Manager or on the Councillors Office SharePoint site.

For assistance in setting an Assistant's pay rate under the new Salary Administration Policy, Councillors should refer to 'Guidelines for Establishing an Assistants Pay Rate' also available from the Councillors Office Manager or on the Councillors Office SharePoint site.



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COUNCIL POLICY

PROCEDURE

The implementation of the policy as provided in the policy statements.

AMENDMENTS

2006 May 13

2007 February 26

2009 June 22

2013 January 14

2013 September 16

2013 October 21 - Bylaw 40M2011 Discontinue the use of the title "Alderman" in favour of the title "Councillor"



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COUNCIL POLICY

Appendix A

Assistants Policy - Office of the Councillors *Full or part time Assistants' Contact*

ASSISTANTS' CONTRACT

FULL OR PART TIME ASSISTANTS

SECTION VI

ASSISTANTS POLICY - OFFICE of the COUNCILLORS



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COUNCIL POLICY

EMPLOYMENT AGREEMENT made effective as of the ____ day of _____, 20__.

BETWEEN:

COUNCILLOR _____

(Hereinafter called "the Councillor")

OF THE FIRST PART

- and -

_____, of the City of _____,
in the Province of Alberta.

(Hereinafter called "the Assistant")

OF THE SECOND PART

WHEREAS the Councillor is desirous of utilizing the services of the Assistant under the terms of the Assistants Policy - Office of the Councillors "Schedule A" attached hereto as:

___ Executive Assistant

OR

___ Communications and Community Liaison
(Check one or the other of the above position titles)

and the Assistant has agreed to provide such services;

AND WHEREAS the parties are agreed that:

a) The Assistant will work an average of _____ hours bi-weekly,

OR

b) The Assistant will work hours as directed by the Councillor and submit to the Councillor, bi-weekly, time sheets reflecting the actual hours worked during the preceding bi-weekly period.

[Circle a) or b) above]



AND WHEREAS the parties wish to provide terms and conditions for the employment of the Assistant by the Councillor;

NOW, THEREFORE, IN CONSIDERATION of the hereinbefore recited premises and the mutual covenants of the parties hereto **THIS AGREEMENT WITNESSES THAT THE PARTIES HERETO AGREE AS FOLLOWS:**

1. The term of this Agreement will be for a period not to exceed four years commencing on the _____ day of _____, A.D. 20____, and terminating on the _____ day of _____, A.D. 20____. At the sole discretion of the Councillor, by notice in writing, this Agreement may be renewed for a further fixed term not to exceed four years on the same terms and conditions but subject to the addition or deletion of provisions as may be required by policy changes. However, in no case will the term of this Agreement extend beyond the Councillor's term of office.
2. The Councillor shall remunerate the Assistant for services rendered at the rate of _____ dollars _____ cents (\$_____) per hour, payable on a bi-weekly basis during the term of this Agreement. Any increase to the rate of pay will be based on satisfactory performance of duties, as determined by the Councillor, and in accordance with the Assistants Policy - Office of the Councillors.
3. The Assistant, in providing services, shall abide strictly by the terms of the Assistants Policy - Office of the Councillors which is attached hereto as Schedule A and made a part of this Agreement.
4. Any and all information provided to the Assistant in connection with this Agreement will be considered to be confidential and may only be used as is necessary to carry out the services to be provided. All reports, notes, maps, drawings photographs, data, forms and other records prepared by the Assistant hereunder will be the property of the Councillor.
5. Without limiting the foregoing but for greater clarity, no information or document is to be disclosed or released to any member of the news media or any other person not an employee of the City unless prior authorization is provided by the Councillor or the Manager Office of the Councillor.
6. The Assistant hereby agrees to defend, indemnify and hold harmless the Councillor, as well as The City of Calgary and all of its employees or authorized representatives, from and against any and all suits, actions, legal or administrative proceedings, claims, demands, damages, liabilities, interest, costs and expenses of whatsoever kind or nature (including reasonable legal fees), whether arising before or after completion of the services hereunder, to the extent caused, occasioned or contributed to in whole or in part, by reason



of any wilful misconduct, or bad faith of the Assistant in connection with or incidental to the performance of this Agreement.

7. This Agreement may be terminated by either party at any time prior to the end of the term in accordance with this section.
 - a) In the event of any conduct on the part of the Assistant that constitutes cause for dismissal, no prior notice is required.
 - b) The Employee should provide at least two (2) weeks notice in writing to the Councillor if the Employee intends to terminate this Agreement.
 - c) The Councillor may terminate this Agreement upon notice in writing to the Employee. This Agreement will also terminate if the Councillor:
 - does not renew the Employment Agreement;
 - resigns;
 - is defeated in a municipal election;
 - is forced from office; or
 - dies while in office.

In any of these events, the Employee will be entitled to prior notice in writing, or compensation in lieu of notice, or a combination of notice and compensation, that is equivalent to the greater of what is provided in the Employment Standards Code of Alberta (which may be referred to as the "ESC") or what is provided in the Councillors' Assistants Severance Policy as amended. A copy of such policy is attached and marked as Schedule B to this Agreement.

8. This Agreement embodies the entire agreement between the Assistant and the Councillor. No additional charges, amendments or modifications of any of the terms or conditions of this Agreement will be valid unless reduced to writing and signed by both parties.
9. a) No action at law or in equity may be commenced or continued on any matter arising out of or connected with this Agreement in any other court than a court of competent jurisdiction of the Province of Alberta or on appeal to the Supreme Court of Canada from the appropriate court of the Province of Alberta.



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COUNCIL POLICY

- b) This Agreement will be subject to and construed in accordance with the laws in force in the Province of Alberta.

10. If either party desires to give notice to the other party under or in connection with this Agreement, such notice may be given as follows:

- a) by the Councillor to the Assistant if personally delivered at work or at:

or

sent by postage prepaid mail addressed to the Assistant at the above address.

- b) by the Assistant to the Councillor if delivered to the Manager, Office of the Councillors, 3rd Floor, City Hall, 700 Macleod Trail S.E., Calgary, Alberta or if mailed postage prepaid and addressed:

The City of Calgary
P.O. Box 2100
Postal Station "M"
Calgary, Alberta
T2P 2M5
Attention: Manager, Office of the Councillors (#8001)
Fax No.: (403) _____

Either party may change its address for the notices by a notice given as herein provided. A notice which is mailed will be considered as having been given at such time as it would in the ordinary course of mail be received by the party to which it is directed.

IN WITNESS WHEREOF the parties hereto have executed this Agreement.

SIGNED, SEALED AND DELIVERED

Witness:

Witness:

Councillor's Signature

Assistant's Signature



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COUNCIL POLICY

CANADA PROVINCE OF ALBERTA

I, of the City of Calgary, in the province of Alberta and make oath and say:

To Wit:

1. That I was personally present and did see the "Councillor" and "Assistant" named in the attached instrument, who are personally known to me to be the persons named therein, duly sign and execute the same for the purposes named therein.
2. That the same was executed at The City of Calgary in the Province of Alberta and that I am the subscribing witness thereto.
3. That I know the said "Councillor" and "Assistant" and they are in my belief of the full age of eighteen years.

SWORN at the City of Calgary in the Province of Alberta

this _____ day of _____, A.D. 20__

Before me,

A Commissioner for Oaths in and for the Province of Alberta.



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COUNCIL POLICY

Appendix B

Assistants Policy - Office of the Councillors

SPECIFIC PROJECT CONTRACT

COUNCILLORS' ASSISTANCE

SECTION VI (7)

ASSISTANTS POLICY - OFFICE OF THE COUNCILLORS



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COUNCIL POLICY

AGREEMENT made effective as of the ___ day of _____, A.D. 20__.

BETWEEN:

COUNCILLOR _____

(Hereinafter called "the Councillor")

OF THE FIRST PART

- and -

_____ of the City of _____,
in the Province of Alberta,

(Hereinafter called "the Assistant")

OF THE SECOND PART

WHEREAS the Councillor is desirous of utilizing the services of the Assistant for the purpose of providing Councillor services as requested.

AND WHEREAS the Assistant has agreed to provide such services;

NOW, THEREFORE, IN CONSIDERATION of the hereinbefore recited premises and the mutual covenants of the parties hereto **THIS AGREEMENT witnessed THAT THE PARTIES HERETO AGREE AS FOLLOWS:**

TERMS OF REFERENCE:

1. The Assistant shall provide the following services for the Councillor:

Assisting Councillor _____ on the following dates:

Start Date: _____

End Date: _____

For a total of ____ **@** ____ **hours per day**
____ **hours in total**

Duties:

2. The services as set out in paragraph 1 above shall commence on the _____ and terminate on the ___ day of _____ A.D. 20__.



3. The Councillor shall remunerate the Assistant for services rendered at the rate of \$_____/hr payable on a invoice basis during the term of this Agreement, PROVIDED HOWEVER, that the total amount payable under this Agreement shall not exceed the sum of _____ .
4. Neither this Agreement, nor the method of carrying out the terms of same shall, in any sense, be construed so as to create the relationship of employer and employee between the Councillor, or The City of Calgary and the Assistant.
5. It is understood and agreed that no benefits which employees of The City of Calgary receive will apply and no deductions will be made for benefits, Short Term Sickness and Accident Benefits, Long Term Salary Continuance, Group Life Insurance, Benefit Society Dental Plan or Local Authorities Pension Plan and further that no deductions will be made for Income Tax, Canada Pension Plan and Employment Insurance.
6. The Assistant shall be responsible for and shall pay all taxes, rates, assessments and premiums as may be required to be paid by reason of this Agreement, by any federal, provincial or municipal law, and the Assistant shall indemnify and save harmless The City therefrom.
7. No vacation time or vacation benefits shall accrue to the Assistant.
8. Any and all information provided to the Assistant in connection with this Agreement shall be considered to be confidential and shall only be used as is necessary to carry out the services to be provided.
9. All reports, notes, maps, drawings, photographs, data, forms and other records prepared by the Assistant hereunder shall become the property of the Councillor.
10. Without limiting the foregoing but for greater clarity, no information or document is to be disclosed or released to any member of the news media or do any other person not an employee of the City unless prior authorization is provided by the Councillor or the Manager, Office of the Councillors.
11. This agreement may be terminated for cause by the Councillor at anytime.
12. This agreement embodies the entire agreement between the parties and the parties shall not be bound by or liable for any statement, representation, promise, inducement or understanding of any kind or nature not set forth herein. No additional charges, amendments or modifications of any of the terms or conditions of the Agreement shall be valid unless reduced to writing and signed by both parties.



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COUNCIL POLICY

IN WITNESS WHEREOF the parties hereto have executed this Agreement.

SIGNED, SEALED AND DELIVERED

Witness:

Councillor's Signature

Witness:

Assistant's Signature



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COUNCIL POLICY

SPECIFIC PROJECT CONTRACT – I N V O I C E

Invoice # _____

Date: _____

TO: **COUNCILLOR** _____

P.O. Box 2100, Stn "M" (#8001)
Calgary, AB T2P 2M5

FROM:

SUBJECT: SPECIFIC PROJECT CONTRACT

For Councillor's Assistance rendered:

Dates: _____
To

<i>Rate per hour</i>	\$
<i># of hours</i>	
<i>Sub-Total payable</i>	\$
<i>GST(#)</i>	
<i>Total payable</i>	

Signature of Assistant

Signature of Councillor for Approval



Appendix C

Assistants Policy - Office of the Councillors Job Profile, Constituent Assistant

JOB PROFILE - CONSTITUENT ASSISTANT

(Approved by APAC 2003 October 28)

POSITION SUMMARY:

The **Constituent Assistant** assists constituents in their dealings with the Councillor and the City administration.

NATURE & SCOPE OF THE POSITION:

The Constituent Assistant is accountable to the Ward Councillor to serve as a liaison between the Councillor's ward office, constituents, the general public and the City administration. The Constituent Assistant responds to inquiries and complaints from ward constituents on behalf of the Councillor by using her/his knowledge of the City administration to inform, refer or assist the constituent.

DUTIES & RESPONSIBILITIES:

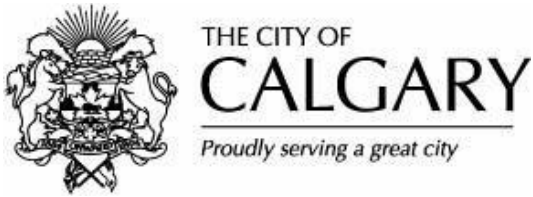
Within the scope of the ***Assistants Policy, Office of the Councillors***, the Constituent Assistant's job duties and responsibilities broadly encompass the following major functional areas:

Constituent Contact Management

The Constituent Assistant serves as a liaison between the Councillor's office and constituents, members of the general public and the city administration.

The Constituent Assistant is involved in responding to a high volume and broad range of public inquiries of varying complexity that are directed to the Councillor's office. These concerns and complaints require the development of an appropriate strategy that includes a determination as to who should be referenced or consulted; working in a collaborative manner with members of the Administration in order to ensure that the issue is fully and satisfactorily addressed; and keeping the responsible Councillor informed of developments and progress in responding to the inquiries.

In this regard, the Constituent Assistant may draft letters or emails regarding concerns of constituents for approval of the Councillor or Executive Assistant as specified by the Councillor.



COUNCIL POLICY

Provides support to the Councillor prior to meetings with constituents, administration personnel or members of the general public through briefings on the background and current status of the issue to be discussed.

Administrative

Receive and assist callers and visitors to the office. Review and action ward phone messages and email.

Maintain a record of constituent and general public contacts and follow-up with the administration to ensure each is responded to in a timely manner.

Under the direction of the Councillor or Executive Assistant, as specified by the Councillor, the Constituent Assistant may also be responsible to open and sort correspondence, file ward records, log telephone calls, maintain a ward web site and/or other sundry duties as assigned.

Miscellaneous

Special assignments as requested by the Councillor.

Other duties as assigned which relate to constituent contact and/or daily ward administrative operational matters.

If requested by the Councillor, act as Executive Assistant during short-term absences of the Executive Assistant such as vacation or illness.

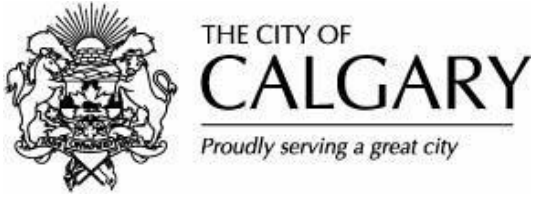
ORGANIZATION STRUCTURE:

The Constituent Assistant is accountable to the Councillor but may report to either the Councillor or Executive Assistant as specified by the Councillor.

Subject to the ***Assistants Policy - Office of the Councillors***, the Councillor is responsible for establishing work priorities, standards of performance, terms and conditions of employment and, within the context of this job profile, for defining the parameter of job responsibility.

QUALIFICATIONS:

The Constituent Assistant must be self-motivated with excellent interpersonal skills and good organizational and communication skills. These skills would normally have been acquired through the completion of high school, combined with several years of business-related experience acquired in the public or private sector in a communications or public relations capacity.



COUNCIL POLICY

In addition, the Community Assistant must be able to demonstrate working knowledge of office computer systems and the ability to acquire knowledge of City organizational structure, programs, and services and be familiar with and understand the issues that affect Calgary's municipal government.



Appendix D

Assistants Policy - Office of the Councillors Job Profile, Community Assistant

JOB PROFILE - COMMUNITY ASSISTANT

(Approved by APAC 2004 October 28)

POSITION SUMMARY:

The **Community Assistant** develops and maintains working relationships with organizations and agencies in the ward to facilitate communication between the ward office and these groups.

NATURE & SCOPE OF THE POSITION:

The Community Assistant is accountable to the Ward Councillor to act for the ward in relation to community involvement. The Community Assistant takes initiative to inform the community regarding City and ward developments, events and issues. The Community Assistant must develop and maintain knowledge regarding City activities, developments, issues and events in each community in the ward.

DUTIES & RESPONSIBILITIES:

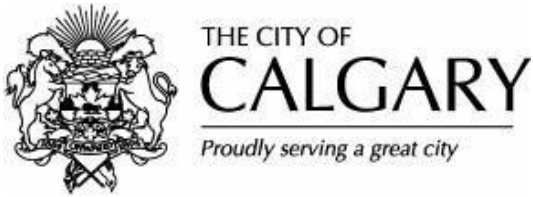
Within the scope of the ***Assistants Policy, Office of the Councillors***, the Community Assistant's job duties and responsibilities broadly encompass the following major functional areas:

Public Relations

Develop and maintain good working relations with key organizations and agencies within the ward. For example: community associations, City of Calgary district and area offices, lobby groups, developers, and editors and publishers of community newsletters. The Community Assistant uses these relationships to facilitate communication among stake holders interested in significant works, events or issues happening in a given community.

Plan and prepare in support of attendance by the Councillor at community association and other meetings in the ward. Assist with arrangements, provide briefing notes relating to key issues and attend the function if requested.

Work with office staff and Executive Assistant to co-ordinate attendance of the Councillor to speak as Deputy Mayor or ward Councillor at City or ward functions.



COUNCIL POLICY

This involves ensuring a file containing background and logistical information, contact name, speaking notes and other relevant details is available to the Councillor in a timely manner.

Communications

Suggest content for community or ward newsletters. Work with Administration to draft content. On approval of articles by the Councillor, work with Administration staff on the production and distribution of ward newsletters.

Work with City administration staff to arrange open houses within the ward as directed by the Councillor. Ensure facilities, equipment and services are booked as required. Suggest topics of interest to the community. The Councillor may also require the Community Assistant to attend the event to assist with hosting.

Draft correspondence to community associations, lobby groups, agencies and other organizations for the signature of the Councillor.

Assist individuals by putting them in touch with their community association or other organizations where appropriate.

Administrative

Maintain lists of names and contact details of presidents and members of community associations and other agencies or organizations in the ward. Maintain lists of names and contact details of editors and publishers of community newsletters.

Under the direction of the Councillor or Executive Assistant, as specified by the Councillor, the Community Assistant may also be responsible to open and sort correspondence, file ward records, log telephone calls, maintain a ward web site and/or other sundry duties as assigned.

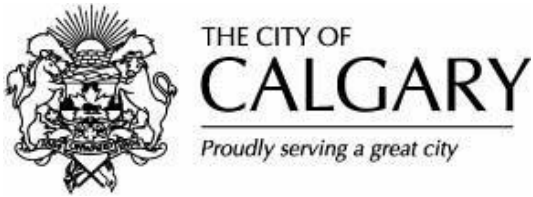
Miscellaneous

Special assignments as requested by the Councillor.

If requested by the Councillor, act as Executive Assistant during short-term absences of the Executive Assistant such as vacation or illness.

ORGANIZATION STRUCTURE:

The Community Assistant is accountable to the Councillor but may report to either the Councillor or Executive Assistant as specified by the Councillor.



COUNCIL POLICY

Subject to the ***Assistants Policy - Office of the Councillors***, the Councillor is responsible for establishing work priorities, standards of performance, terms and conditions of employment and, within the context of this job profile, for defining the parameter of job responsibility.

QUALIFICATIONS:

The Community Assistant must be self-motivated with excellent interpersonal skills and good organizational and communication skills. These skills would normally have been acquired through the completion of high school, combined with several years of business-related experience acquired in the public or private sector in a communications or public relations capacity.

In addition, the Community Assistant must be able to demonstrate working knowledge of office computer systems and the ability to acquire knowledge of City activities, developments, issues and events in each community in the ward.



Appendix E

Assistants Policy - Office of the Councillors Job Profile, Executive Assistant

JOB PROFILE - EXECUTIVE ASSISTANT (TERM)

(Approved by AOCC 2006 November 22)

POSITION SUMMARY

The **Executive Assistant (Term)** performs a broad range of research, advisory, public relations and administrative support functions designed to assist the Councillors in the fulfillment of their responsibilities as elected representatives of The City of Calgary.

NATURE & SCOPE OF THE POSITION

The Executive Assistant is accountable to and performs duties as directed by the Ward Councillor to ensure the efficient and effective administration of the Councillor's office. The Executive Assistant provides research services to the Councillor, serves as an information resource and acts as a liaison on municipal and ward-related matters between the Councillor and constituents, members of the general public and the media.

DUTIES & RESPONSIBILITIES:

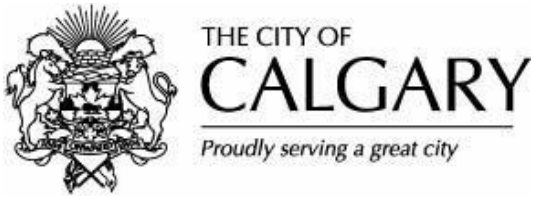
Within the scope of the ***Assistants Policy, Office of the Councillors***, the Executive Assistant's job duties and responsibilities broadly encompass the following major functional areas:

Research and Investigation:

The Executive Assistant undertakes research and investigation on behalf of the Councillor related to municipal government issues being addressed by Council and its Committees, or that may be relevant to the communities represented in the Councillor's ward.

Reviews and analyses agendas and reports to Council, Council committees, boards, task forces and agencies. Identifies items that may impact the Councillor or his/her ward. Recommends and initiates necessary action to respond to these matters.

This research and investigation may involve reviewing historical records and administrative documents germane to a specific issue, or acquiring additional information on public and community views concerning the matter for review and



COUNCIL POLICY

consideration by the Councillor. This work is undertaken in order to assist the Councillor in formulating a policy position with respect to the issue that may subsequently be presented or outlined by the Councillor in a public forum (i.e., Council, Committee, Community Association meeting).

Ward Budget Responsibilities

Under the direction of the Ward Councillor, the Executive Assistant manages the ward budget. The Executive Assistant then works with the Manager, Office of the Councillors, and office staff to monitor the ward budget to ensure all aspects are maintained within approved limits and all expenses are in accordance with office policy and acts in an advisory role to the Councillor on ward expenses.

Supervisory

The Executive Assistant supervises other employees of the Councillor including: Constituent Assistant, Community Assistant, Administrative Assistant and/or Summer Students and contract staff. Establishes work priorities, standards for their performance and assists them in resolution of difficult or multi-faceted issues. Schedules work flow; approves draft emails/letters regarding constituent/community concerns, follows-up to ensure responses are completed in a timely manner and ensures the Councillor is apprised of serious situations and items of political or policy significance. Required to maintain timesheets and provide Assistant Manager Employee attendance records.

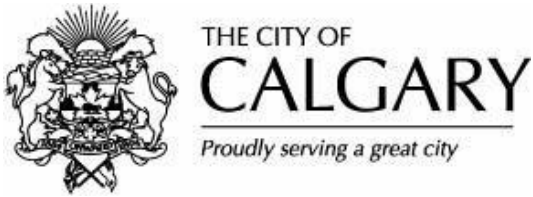
Advisory and Consultative

The Executive Assistant serves in an advisory capacity for the Councillor on contentious municipal or Ward issues. The Executive Assistant must be well informed and knowledgeable in relation to these issues by keeping abreast of Committee and Council deliberations and media reports concerning these matters, and through maintenance of strong and effective communication links with key Community Leaders, Civic partners, City Administration and other levels of government.

Ward, Constituent and Media Liaison

The Executive Assistant is the first critical point of contact and serves as a liaison between the Councillor's office and constituents, members of the general public, the media, City Administration and other levels of government.

The Executive Assistant is involved in responding to a high volume and broad range of public inquiries of varying complexity that are directed to the Councillor's office. These concerns and complaints require the development of an appropriate strategy that includes a determination as to who should be referenced or



COUNCIL POLICY

consulted; working in a collaborative manner with members of the Administration and outside agencies in order to ensure that the issue is fully and satisfactorily addressed; and keeping the responsible Councillor informed of developments and progress in responding to the inquiries.

The Executive Assistant may also work with other Members of Council, their staff, and staff of the Mayor's Office at the direction of the Councillor.

Public Relations

The Executive Assistant is required to organize and attend special ward events including: Open Houses, Community Ward Advisory Meetings, Town Hall meetings and other special events. The Executive Assistant must make arrangements for the Councillor's attendance at events not organized by the ward office such as public functions, community association meetings and special events. The Executive Assistant is also involved with the preparation of speeches, presentations and event planning. The Executive Assistant may be required to attend, or, accompany the Councillor at public functions, Annual General Meetings or large social events for the purpose of recording, opinion gathering and assisting in the resolution of issues. In some cases may represent the Councillor if he or she is unavailable.

The Executive Assistant may create, maintain or act as the liaison with the Website Coordinator to update and maintain the Councillor's website.

Administrative

Under the direction of the Ward Councillor the Executive Assistant manages the administrative activities of the Councillor's office. Reviews and prioritizes all correspondence and activities to determine which items necessitate direct involvement by the Councillor and identifies appropriate resources.

The Executive Assistant ensures the Councillor is apprised of serious situations and items of political or policy significance. This includes the handling of a high volume of calls, emails and mail consisting of inquiries of various complexities. Maintains a comprehensive filing system and logs all telephone calls and constituency complaints and/or inquiries. The Executive Assistant composes letters, speeches, reports and articles for community newsletters. The Executive Assistant is required to authorize, manage and schedule the Councillor's time and commitments, arrange meetings, keep daily calendar, and attend meetings with the Councillor as requested. The Executive Assistant records and distributes minutes of meetings.



The Executive Assistant monitors progress regarding Notices of Motion, instructions and requests for information made by their Councillors at Council or Committee of Council meetings.

The Executive Assistant researches, writes and prepares articles for Ward Reports, coordinates the printing and distribution of these reports to residents of the ward.

Records Management

The Executive Assistant manages and operates all records in accordance with the Freedom of Information and Protection of Privacy Act within the ward office on behalf of the Councillor. Processes requests of disclosure made to the ward office by the Office of the Information and Privacy Commission. Is required to operate effective protection of privacy function for the ward office and maintain disposal/destruction schedules in accordance with the Act.

Miscellaneous

Special assignments of interest or issues as requested by the Councillor.

ORGANIZATION STRUCTURE

The Executive Assistant reports directly to their respective Councillor within the context of this job profile.

QUALIFICATIONS

The Executive Assistant must be self-motivated, be aware of personal presence, work priorities and maintain confidentiality together with a constant and developing performance of duties. Must have a sound knowledge of The City of Calgary's organizational structure, programs and services, be familiar and understand the issues that affect Calgary Municipal Government, the City of Calgary Procedure Bylaws and understand the Municipal Government Act as set out by the Province of Alberta. Must also have a thorough knowledge of the organizations operating within the ward such as Community Associations and Home Owner's Associations.

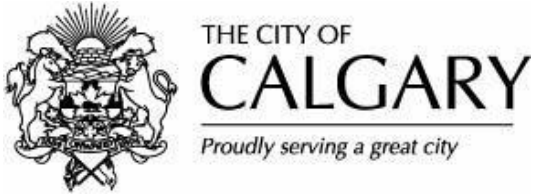
In addition, the Executive Assistant must demonstrate well-developed administrative, computer and organizational skills; must be analytical and have strategically thinking and planning skills. Must have a well-developed network of internal and external contacts and the ability to foster and maintain relationships, dealing effectively with all levels of administration, staff agencies and other levels of government. Maintain the daily operations of an office; must have superior communications skills (verbal and written). Must have the ability to work in



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complex, unstructured situation with minimal supervision while demonstrating a high level of initiative, good judgment, high degree of sensitivity and adaptability to ensure the goals and objectives of the Councillor are effectively met to respond to public and ward concerns.



COUNCIL POLICY

Appendix F

Assistants Policy - Office of the Councillors Job Profile, Executive Assistant

JOB PROFILE – EXECUTIVE ASSISTANT

(Approved by Council 2013 January 14 and as amended 2013 September 16)

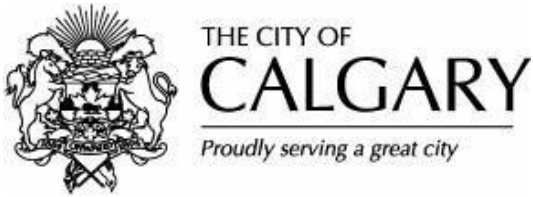
The following job description describes a skill-set that may or may not be utilized by each Councillor. Depending on a Councillor's resource requirements, this job description may not be required, or filled by one or more staff members.

POSITION SUMMARY

Reporting to the Ward Councillor, the **Executive Assistant** is responsible for assisting the Councillor with a range of administrative support functions in order to support the Councillor in the fulfilment of his/her responsibilities as an elected representative of the City of Calgary.

DUTIES and RESPONSIBILITIES - may include:

- Member of a collaborative Councillor's team
- Respond to inquiries or refer those inquiries to the Councillor or appropriate resource
- Manage the scheduling and rescheduling of the Councillor's appointments
- Review Councillor's calendar for upcoming events and ensure necessary preparation is completed, such as gathering necessary meeting materials
- Receive, log, and file all correspondence, reports etc. received by Councillor
- Prepare standard e-mail and letter responses for Councillor's sign-off
- Conduct basic research and information gathering as required
- Prepare reports as required inter alia: ward finances, gifts received, visitors to the office
- Provide support to other Councillor's members as required
- Other related duties as assigned by Councillor



COUNCIL POLICY

QUALIFICATIONS

Ideally, incumbents into this role will have formal certification or course work in administration, three or more years of previous experience and a strong understanding of computer systems and standard office software. Depending on the needs of the Councillor, candidates with alternative qualifications may be considered.

PLACEMENT OF INCUMBENT IN ROLE

It is understood that Councillor will have diverse philosophies on Ward administration and Councillor resource management. As well, over time Councillor's resource needs may evolve or availability of qualified candidates may vary. The following descriptions differentiate Councillor's Executive Assistant roles that require progressively greater knowledge, experience, skills, responsibility and complexity.

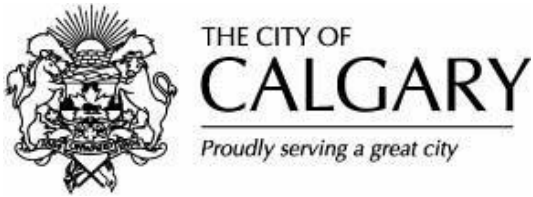
The intent of the Career Ladder below is to provide guidance to Councillor when placing employees into the role of Councillor's Executive Assistant. The following level-of-work definitions allow Councillor to: a) hire incumbents for a fixed set of responsibilities not anticipated to change over time; or b) hire a junior employee with the base qualifications of a university degree and progress these individuals as their skills, knowledge and contribution grows; or c) hire experienced employees that have education, knowledge and skills developed after many years of related work.

First, Councillor should review both possible job descriptions, Councillor's Executive Assistant or Councillor's Community and Communications Liaison and select the core function which best meets the needs of the role being filled. Second, given the qualifications of the employee and expectations of the role select the most appropriate level of work on the Career Ladder. Third, determine an appropriate salary within the relevant pay range that best represents the employees level of development, contribution and performance within the level of work selected.

EXECUTIVE ASSISTANT CAREER LADDER

LEVEL 3

This is the senior level of the Executive Assistant career stream. The primary focus of this role is to independently provide a broad range of basic, complex and/or specialized administrative support functions. In addition to basic duties described in lower level positions, this level is expected to independently coordinate and prioritize a range activities and provide senior level administrative support. As a senior



COUNCIL POLICY

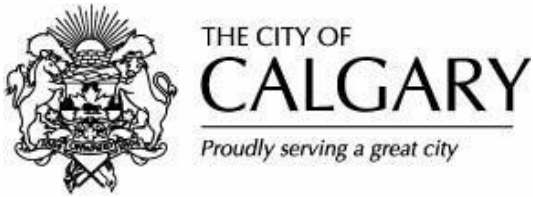
generalist, this role is expected to independently manage a wide range of administrative tasks, requests and anticipate issues. A key element of complexity at this level is related to the scope/depth of the area/specialty, sensitivity, and potential business impact of task. The impact of the role is typically confined to the work area or business unit but may have implication beyond. Qualifications: Advanced knowledge of: related office software; company databases; company structure and standard operating procedures; and/or office communications technology and five or more years of related experience.

LEVEL 2

This is a fully qualified level of the Executive Assistant stream. The primary focus of this role is to independently accomplish a broad range of basic administrative support tasks. Typical tasks may include: data entry, correspondence preparation, vacation tracking, time/labour tracking, calendar/meeting/travel administration, reception, sorting and distribution of mail, etc. Focus may be on one or more basic tasks, with some ability to prioritize work or choose from a number of known options to solve problems or complete tasks. Decision making is closely guided by past practice, guidelines and/or incumbent has easy access to guidance or supervision. Qualifications: Related formal course work and three or more years of related experience. Depending on the requirements of the Councillor, the incumbent may exceed these qualifications however; the scope and complexity of the work may limit further advancement.

LEVEL 1

This is the entry level of the Executive Assistants career stream. The primary focus of this role is to accomplish a range of basic administrative support tasks. Typical tasks may include: data entry, sorting and distribution of mail, reception, calendar management, etc. Focus is on achieving very specific objectives, duties typically consist of a limited number of repeated tasks. Decision making is closely guided by guidelines and/or incumbent has immediate access to guidance or supervision. Provided procedural steps are followed, the impact of the role is typically confined to the immediate work unit and may result in minor delays in processing administrative tasks. Qualifications: Working knowledge of computer systems and office procedures, incumbent is expected to learn and grow in the role. Depending on the requirements of the Councillor, the incumbent may exceed these qualifications however; the scope and complexity of the work may limit further advancement.



COUNCIL POLICY

Appendix G

Assistants Policy - Office of the Councillors Job Profile, Communications and Community Liaison

JOB PROFILE –COMMUNICATIONS AND COMMUNITY LIAISON

(Approved by Council 2013 January 14 and as amended 2013 September 16)

The following job description describes a skill-set that may or may not be utilized by each Councillor. Depending on a Councillor's resource requirements, this job description may not be required, or filled by one or more staff members.

POSITION SUMMARY

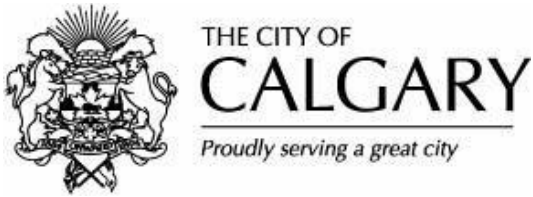
Reporting to the Ward Councillor, the **Communications and Community Liaison** assists Ward constituents in their dealings with the Councillor and the City administration and develops and maintains working relationships with organizations, agencies and individuals in the Ward to facilitate communication between the Ward office, the City of Calgary and other related stakeholders.

DUTIES and RESPONSIBILITIES

- Member of a collaborative Councillor's team
- Respond to inquiries and complaints from Ward constituents on behalf of the Councillor by using incumbent's knowledge of the City administration to inform, refer or assist the constituent.
- Serves as a liaison between the Councillor's office and constituents, members of the general public and City administration
- Manage or coordinate a broad range of public inquiries and issues may include:
 - prioritise issues and requests in terms of urgency, sensitivity and complexity
 - develop and recommending appropriate issue strategies
 - identify stakeholders and inform, collaborate, or transfer responsibility with the intent of successful issue resolution
 - track issues and following-up to ensure resolution



- provide Councillor with ongoing issue research and updates, as required
- receive, log, and file all correspondence, reports etc. received by Councillor
- Community involvement and communication may include:
 - develop understanding of community issues, organizations, agencies and Ward contacts
 - draft Councillor communications - examples, management minutes, letters, reports, speeches, newsletter, social media, etc.
 - monitor Ward related communication in media, social media, etc.
 - coordinate and draft Ward communication using methods preferred by Councillor which may include traditional and/or internet-based methods
 - provide content and technical support for web-based communication
 - attend community meetings with Councillor or as Councillor's representative in order to gather or relay information
 - identify new/emerging issues or events requiring the Councillor's attention or attendance
 - plan and coordinate communication activities such as open houses within the Ward
 - coordinate the Councillor's availability to stakeholders or function attendance
- Research and gather information may include:
 - researching and reporting on issues as determined by Councillor
 - provide Councillor briefing documentation for council or Ward meetings/issues
 - track notice of motions submitted by Councillor
- Other duties as assigned by Councillor



COUNCIL POLICY

QUALIFICATIONS

Ideally, incumbents in this role will have a related university degree or equivalent knowledge and experience. In addition, incumbents must be self-motivated with excellent interpersonal skills and good organizational and communication skills. As well, the candidate must be able to demonstrate strong understanding of office computer systems and the ability to acquire knowledge of City organizational structure, programs, and services and be familiar with and understand the issues that affect Calgary's municipal government.

PLACEMENT OF INCUMBENT IN ROLE

It is understood that Councillor will have diverse philosophies on Ward administration and Councillor resource management. As well, over time Councillor's resource needs may evolve or availability of qualified candidates may vary. The following descriptions differentiate Councillor's Community and Communications Liaison roles that require progressively greater knowledge, experience, skills, responsibility and complexity.

The intent of the Career Ladder below is to provide guidance to Councillor when placing employees into the role of Councillor's Community and Communications Liaison. The following level-of-work definitions allow Councillor to: a) hire incumbents for a fixed set of responsibilities not anticipated to change over time; or, b) hire a junior employee with the base qualifications of a university degree and progress these individuals as their skills, knowledge and contribution grows; or, c) hire experienced employees that have education, knowledge and skills developed after many years of related work.

First, Councillor should review both possible job descriptions Councillor's Executive Assistant or Councillor's Community and Communications Liaison and select the core function which best meets the needs of the role being filled. Second, given the qualifications of the employee and expectations of the role select the most appropriate level of work on the Career Ladder. Third, determine an appropriate salary within the relevant pay range that best represents the employees level of development, contribution and performance within the level of work selected.

COMMUNICATIONS AND COMMUNITY LIAISON CAREER LADDER

LEVEL 3

Incumbents at this level represents a senior Councillor's Community and Communications Liaison professional. The primary focus of this role is to provide broad and/or deep professional expertise and is considered a key resource to Councillor. The role works independently on complex issues, may make significant



judgement based on depth and breadth of knowledge. Demonstrates broad business, political and technical knowledge in resolving problems, project management, identifying opportunities and has a keen awareness of interrelationships with other stakeholders. This role has no formal supervision but is expected to provide assistance or guidance to other team members as required. Makes significant recommendations related to complex Ward or issue management. Qualifications - related university degree and a minimum of five years of related experience or equivalent, often incumbents have significantly more years of experience than the minimum.

LEVEL 2

Incumbents at this level represents a fully qualified Councillor's Community and Communications Liaison professional. The primary intent of this role is to independently assume responsibility for varied assignments requiring a broad understanding of the Ward, Councillor/Council protocol and City Administration and services. Focus is on achieving general objectives, incumbents are expected to work independently and manage their time, approach to problems, and work priorities. Problems solved by applying standard procedures, modifications of standard procedures, or using methods developed in previous assignments. This role has no formal supervision but is expected to provide assistance or guidance to other team members as required. Recommendations reviewed for soundness of judgement, but usually accepted as technically accurate and feasible, impact of work is limited by Councillor or team review. Qualifications - related university degree and two or more years of related experience or equivalent. Depending on the needs of the Ward, incumbent may remain at this level or progress to higher levels as greater responsibility and complexity is assumed.

LEVEL 1

This is the entry level of the Councillor's Community and Communications Liaison career ladder. The primary focus of this role is to take on basic assignment that support the Councillor team. At this level, incumbents are typically assigned tasks related to data capture, data analysis or investigating specific issues. The role is guided by theory, standardized practices, existing processes, general work assignment, and incumbent has timely access to guidance. Assignments are typically straight forward and after the task has been explained may require some guidance to ensure incumbent remains on-track. The impact of the role is limited, communication or actions that has potential for significant impact are reviewed by Councillor or by a senior team member. Qualifications - related university degree and minimal direct experience or minimum of four or more years of direct experience. Depending on the needs of the Ward, incumbent may remain at this level or progress to higher levels as greater responsibility and complexity is assumed.

**City Clerk's Office Report to
Organizational Meeting of Council
2020 October 26**

**ISC: UNRESTRICTED
C2020-1177
Page 1 of 2**

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

RECOMMENDATION:

That Council agrees to cover all reasonable costs, incurred in accordance with Council Policy CC008, of attendance at meetings of the Federation of Canadian Municipalities (FCM) National Board of Directors for its Member of Council representative to the FCM Board of Directors; such costs to be charged to Corporate Costs.

HIGHLIGHTS

- FCM requires a resolution of Council each year confirming that costs for the attendance of the appointed Director at meetings of the FCM Board of Directors will be covered by The City of Calgary.
- Council selects a nominee to FCM annually at the Organizational Meeting of Council.
- Why does this matter? The FCM is an advocacy group representing municipalities across Canada and is the main national lobbying group for mayors, councillors, and other elected municipal officials while negotiating with the Government of Canada's departments and agencies
- What does this mean to Calgarians? Having a member of Calgary City Council as a FCM Director helps to ensure that matters that are of importance to Calgary, and Alberta on a whole, are brought forward.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Council Policy CC008 (*Council to Cover Expenses of Prospective FCM (Federation of Canadian Municipalities) Directors*) is included as Attachment 1.

DISCUSSION

- 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 Bylaw No. 1 of the Federation of Canadian Municipalities ("Bylaw No. 1"), there shall be seven (7) Directors representing Alberta, consisting of one (1) nominee selected by The City of Calgary.
- Only one elected municipal official is eligible to be Director.
- Section 3.13 of Bylaw 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."
- Reasonable costs are defined as the following:
 - Economy or equivalent airfare booked through the City's full-service travel provider
 - All expenses to be paid using the Corporate Credit Card (CCC) ensuring all detailed receipts are provided, business hosting expenses clearly indicate the names of individuals in attendance, no alcohol expenses, no personal expenses are made using the CCC, and all receipts are submitted with the CCC statement. All expenses to be paid using the Corporate Credit Card (CCC) ensuring all detailed receipts are provided, business hosting expenses clearly indicate the names of individuals in attendance, no alcohol expenses, and no personal expenses are made using the CCC, and all receipts are submitted with the CCC statement.

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

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 Bylaw No. 1 of the FCM (adopted 2019 June 02).

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

Not applicable

Environmental

Not applicable

Economic

Not applicable

Service and Financial Implications

Existing operating funding - base

Reasonable expenses incurred for attendance at meetings of the FCM Board of Directors will be charged to Corporate Costs.

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

RISK

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

ATTACHMENT

1. Council Policy CC008

Department Circulation

General Manager	Department	Approve/Consult/Inform



THE CITY OF
CALGARY
Proudly serving a great city

COUNCIL POLICY

Policy Title: Council to Cover Expenses of Prospective FCM
(Federation of Canadian Municipalities) Directors
Policy Number: CC008
Report Number: Communication (b)
Approved by: Council
Effective Date: 2002 October 21
Business Unit: City Clerk's Office

BACKGROUND

1. On October 21, 2002, Council adopted the following resolution: "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 Corporate Costs."

PURPOSE

2. To provide authorization to cover expenses of prospective FCM Directors.

POLICY

3. Council to approve the payment of expenditures for its nominee to the Federation of Canadian Municipalities National Board of Directors.

PROCEDURE

None

AMENDMENTS

Date of Council Decision	Report / Bylaw	Description
		2014 September 5: Policy format revisions

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2021 Deputy Mayor Roster and Related Duties

RECOMMENDATION:

That Council adopt the 2021 Deputy Mayor Roster from 2021 January to October, as follows:

Deputy Mayor Roster

2021	January	Councillor Farrell
	February	Councillor Magliocca
	March	Councillor Colley-Urquhart
	April	Councillor Farkas
	May	Councillor Keating
	June	Councillor Davison
	July	Councillor Sutherland
	August	Councillor Chu
	September	Councillor Demong
	October 1-24	Councillor Gondek

HIGHLIGHTS

- The Municipal Government Act and Procedure Bylaw require that Council adopt an annual Deputy Mayor roster. This report presents the recommendation of the Deputy Mayor Roster for the months 2021 January 01 to 2021 October 24. A General Election will be held on 2021 October 18. The Deputy Mayor recommendation for October will remain active until the new Council is sworn in on Monday, 2021 October 25.
- What does this mean to Calgarians? The Deputy Mayor Roster ensures there is coverage of the duties for the Mayor when the Mayor is absent, including duties associated with the declaration of a State of Local Emergency in a disaster. 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.
- Why does this matter? Without coverage, if the Mayor were absent, there could be delays to duties related specially to the role of the Mayor. This is prevented by the adoption of the Deputy Mayor Roster.
- Councillors Farrell and Magliocca did not serve as Deputy Mayor during 2020 and it is recommended that they serve as Deputy Mayor for 2021 January and February, respectively.
- A random draw of the remainder of the Councillors was conducted for the months of 2021 March to 2021 October 24. The recommendation reflects the order of names drawn.

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2021 Deputy Mayor Roster and Related Duties

- The Deputy Mayor Roster adheres to the Strategic Alignment to Council's Citizen Priorities: A Well Run City by impartially determining a roster that allows for efficient municipal government. By preparing the roster in a report that is approved annually at the Organizational Meeting, this report is in Strategic Alignment by informing Citizens with reliable, transparent information.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

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."

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."

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

Social, Environmental, and Economic Implications

Social

Not applicable

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2021 Deputy Mayor Roster and Related Duties

Environmental

Not applicable

Economic

Not applicable

Service and Financial Implications

No anticipated financial impact

RISK

No anticipated risk

ATTACHMENT

None

Department Circulation

General Manager	Department	Approve/Consult/Inform

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2021 Council Calendar

RECOMMENDATION:

That Council adopt the 2021 Council Calendar for the 2021 calendar year as contained in Attachment 1.

HIGHLIGHTS

- Council establishes its Council meeting schedule for the upcoming year at its annual Organizational Meeting.
- In accordance with Section 193(1) of the *Municipal Government Act*, all Members of Council must be in attendance, or participating in the meeting remotely, in order to adopt the 2021 Council Calendar.
- What does this mean to Calgarians? A transparent and public Council Calendar provides the public with a reliable way to engage with Council and Council Committees.
- Why does this matter? Members of the public are encouraged to participate in Meetings by providing oral and/or written submissions or watching the live stream. An accessible schedule equips the public with expectations around dates and timelines for this participation.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

In preparing the proposed 2021 Council Calendar, the City Clerk's Office engaged and collaborated with Administration, Council Committee resource staff, Members of Council and the Mayor's Office. The City Clerk's Office conducted three virtual feedback sessions during the week of August 31. The virtual feedback sessions were well-attended, with feedback received from several Members of Council, the Mayor, and members of Administration representing Finance, Planning, Community Services and the Deputy City Manager's Office.

The 2021 Council Calendar continues the general framework used for 2020 and 2017 (previous election year), including:

- Meetings of Council occur as Combined Meetings on Mondays, with a general frequency of every third week.
- Standing Policy Committee meetings occur monthly on a Wednesday.
- Standing Specialized Committee meetings occur monthly on a Thursday.
- Calgary Planning Commission meetings take place every first and third Thursday of the month.
- Meetings of the Audit Committee have been scheduled in consultation with the Audit Committee Executive Assistant.
- Strategic Meetings of Council have been scheduled for February, March, April, May and June, as well as the Annual Planning session in December.
- Special Meetings of Council have been scheduled and dedicated to the topics of: Boards, Commissions and Committees; Wholly Owned Subsidiaries; and Pre-budget.
- Where two meetings occur on the same day the first begins at 9:30 a.m. and the second begins at 1:00 p.m.
- Pursuant to Section 130 of the Procedure Bylaw, as 2021 is a General Election year, no Council or Committee meeting is scheduled between Nomination Day on September 20th and the Organizational Meeting.

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2021 Council Calendar

- Two weeks of Council Orientation have been scheduled.
- The Organizational Meeting of Council consists of two parts: the Swearing-In Ceremony and the Organizational Meeting. The Organizational Meeting will deal with Councillor appointments only, including appointments to the Nominations Committee. Nominations Committee will then meet to consider citizen appointments, to be forwarded to a subsequent Combined Meeting of Council.

On 2020 September 22, ALT endorsed the calendar with several minor changes which have been reflected in Attachment 1.

Upon Council adoption of the 2021 Council Calendar, the City Clerk's Office will enter the meeting dates in the Council and Committees Trumba Calendar found on the www.calgary.ca site. This calendar will be updated throughout the year as needed, and will serve as the primary source of Council and Committee schedules going forward.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

N/A

Environmental

N/A

Economic

N/A

Service and Financial Implications

N/A

No anticipated financial impact

RISK

N/A

ATTACHMENT

1. Proposed 2021 Council Calendar

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2021 Council Calendar

Department Circulation

General Manager	Department	Approve/Consult/Inform



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

2021

January						
Su	Mo	Tu	We	Th	Fr	Sa
					H	2
3	4	5	6	CPC	8	9
10	11	PFC		GPT	15	16
17	C*	19		AC	CPC	22
24	25	26		IGA	29	30
31						

February						
Su	Mo	Tu	We	Th	Fr	Sa
	SC	2		CPC	5	6
7	C*	9		GPT	12	13
14	H	PFC		AC	CPC	19
21	22	23		IGA	26	27
28						

March						
Su	Mo	Tu	We	Th	Fr	Sa
	C*	2		CPC	5	6
7	8	9		11	12	13
14	SC	PFC		AC	CPC	19
21	C*	23		IGA	GPT	26
28	29	30	31			
CBE spring break Mar 29-Apr 5						

April						
Su	Mo	Tu	We	Th	Fr	Sa
				1	H	3
4	5	6		CPC	9	10
11	C*	13		IGA	16	17
18	19	AC*		CPC	23	24
25	SC	PFC		GPT	30	
*AC: 8:30 am start						

May						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	BCC	4		CPC	7	8
9	C*	11		IGA	GPT	14
16	SC	PFC		AC	CPC	21
23	H	EM		27	28	29
30	C*					

June						
Su	Mo	Tu	We	Th	Fr	Sa
		1		CPC	4	5
6	7	PFC		10	11	12
13	14	S-W		AC	CPC	18
20	C*	22		IGA	GPT	25
27	SC	S-W	30			

*FCM -June 3-6

July						
Su	Mo	Tu	We	Th	Fr	Sa
				H	2	3
4	C*	6		CPC	9	10
11	12	13	14	15	16	17
18	19	PFC		AC	CPC	23
25	C*	27		IGA	GPT	30

August						
Su	Mo	Tu	We	Th	Fr	Sa
1	H	3	4	CPC	6	7
8	9	10	11	12	13	14
15	16	17	18	CPC	20	21
22	23	24	25	26	27	28
29	30	31				

September						
Su	Mo	Tu	We	Th	Fr	Sa
				CPC	3	4
5	H	PFC		GPT	10	11
12	C*	14		IGA	CPC	17
19	ND*	21	22	23	24	25
26	27	28	29	30		

October						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	H	12	13	14	15	16
17	E	19	20	21	22	23
24	O ¹	26	27	28	29	30
31						

November						
Su	Mo	Tu	We	Th	Fr	Sa
	O ²	2	3	4	5	6
7	S-B	PFC		H	12	13
14	C*	16		GPT	CPC	AC
21	22	23	24	25	26	27
28	29	30				

December						
Su	Mo	Tu	We	Th	Fr	Sa
				CPC	EM	4
5	C*	7		IGA	GPT	10
12	SC-P	PFC		AC	CPC	17
19	C*	21	22	23	24	H
H	27	28	29	30	31	

COUNCIL MEETINGS:

- C* Combined Meeting of Council
- SC Strategic Council Meeting
- SP Special Council Meeting
- S-B Special Council Meeting
- Adjustments to One Calgary Service Plans and Budgets
- SC-P Strategic Council Meeting
- Annual Planning Session
- S-W Wholly Owned Subsidiaries AGM
- BCC Special Council Meeting
- Boards, Commissions and Committees
- O¹ Part 1 Organizational Council Meeting – Swearing-In Ceremony
- O² Part 2 Organizational Council Meeting – Including any Committees directed to meet on the Organizational Day by the Procedure Bylaw

STANDING POLICY COMMITTEES:

- Community and Protective Services
- Planning and Urban Development
- Transportation and Transit
- Utilities and Corporate Services
- Committee on the top begins at 9:30 a.m.
- Committee on the bottom begins at 1:00 p.m.

STANDING SPECIALIZED COMMITTEES:

- PFC Priorities and Finance Committee
- AC Audit Committee
- GPT Gas, Power and Telecommunications Committee
- IGA Intergovernmental Affairs Committee

VARIOUS COMMITTEES

OF COUNCIL MEETINGS:

- CPC Calgary Planning Commission
- N Nominations Committee
- Civic Partners (no public presentations)
- EM Emergency Management Committee

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2020-2021 Council Seating Plan

RECOMMENDATION:

That Council adopt the proposed 2020-2021 Council Chamber seating plan as set out in Attachment 2, effective 2020 October 27 until the conclusion of the 2021 October Organizational Meeting of Council.

HIGHLIGHTS

- This report presents the City Clerk's recommended City Council Chamber seating plan for the term beginning 2020 October 27 until the conclusion of the 2021 Organizational Meeting of Council.
- Councillor seating in the Chamber has changed annually since 2017, at Council's direction. Member names were selected and placed randomly, while respecting any ergonomic or accessibility issues.
- The 2020-2021 seating plan will be in effect from 2020 October 27 until the conclusion of the 2021 Organizational Meeting of Council, and will be in place even in Members are participating remotely.
- What does this mean to Calgarians? Annually changing where Councillors sit around the Council 'horseshoe' allows for Members to interact with and consider the different viewpoints of their colleagues, which contributes to good governance.
- Why does this matter? Having a Council Chamber seating plan that works for City Council helps to foster collaborative relationships.
- Strategic Alignment to Council's Citizen Priorities: A well-run city.
- The previous Council direction is included as Attachment 1.

DISCUSSION

Prior to the 2017 Notice of Motion C2017-1179, Councillor seats around the 'horseshoe' were assigned according to the Ward they represented. The seating arrangements did not change for the entirety of their term during that election cycle. While this may have been easier for the public to see where their Member of Council sat, it also generated some concerns among Councillors as noted in the Notice of Motion C2017-1179 (included in Attachment 1).

To implement Council's direction, the City Clerk's Office randomly draws Councillor names to assign seats in the Chamber. Prior to completing a random draw, the City Clerk's Office ascertains any accessibility needs and ergonomic concerns and ensures such concerns are factored into the placement.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

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2020-2021 Council Seating Plan

IMPLICATIONS

Social, Environmental, Economic

Not applicable.

Service and Financial Implications

No anticipated financial impact.

RISK

Not applicable.

ATTACHMENT(S)

1. Previous Council Direction
2. Proposed 2020-2021 Council Chamber Seating Plan

Department Circulation

General Manager	Department	Approve/Consult/Inform

Previous Council Direction – From the 2017 December 11 Combined Meeting of Council



Report Number: C2017-1179

Meeting: Combined Meeting of Council

Meeting Date: 2017 November 20

NOTICE OF MOTION

RE: COUNCIL CHAMBER SEATING

Sponsoring Councillor(s): Councillor Keating, Councillor Sutherland

WHEREAS the Council Chambers seating plan for Members of Council has not been revised in some time;

AND WHEREAS changes in Council can only be made through a request to the Mayor from two Members of Council;

AND WHEREAS there is currently no mechanism for a full reshuffle of Council seating arrangements;

AND WHEREAS regular seating changes could encourage more positive interactions between Councillors.

NOW THEREFORE BE IT RESOLVED that City Clerks randomly generate a new seating plan for Members of Council after each Organizational Meeting;

AND FURTHER BE IT RESOLVED that these changes come into effect after the Organizational Meeting in 2018.

Excerpt from the Minutes of the 2017 December 11 Combined Meeting of Council:

"COUNCIL CHAMBER SEATING, C2017-1179

Moved by Councillor Gondek

Seconded by Councillor Farkas

Amendment:

That the first Be It Resolved paragraph be amended by adding the words "after taking into account accessibility and ergonomic issues" following the words "Now therefore be it resolved that".

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Sutherland

That with respect to Notice of Motion C2017-1179, the following be adopted, **as amended**:

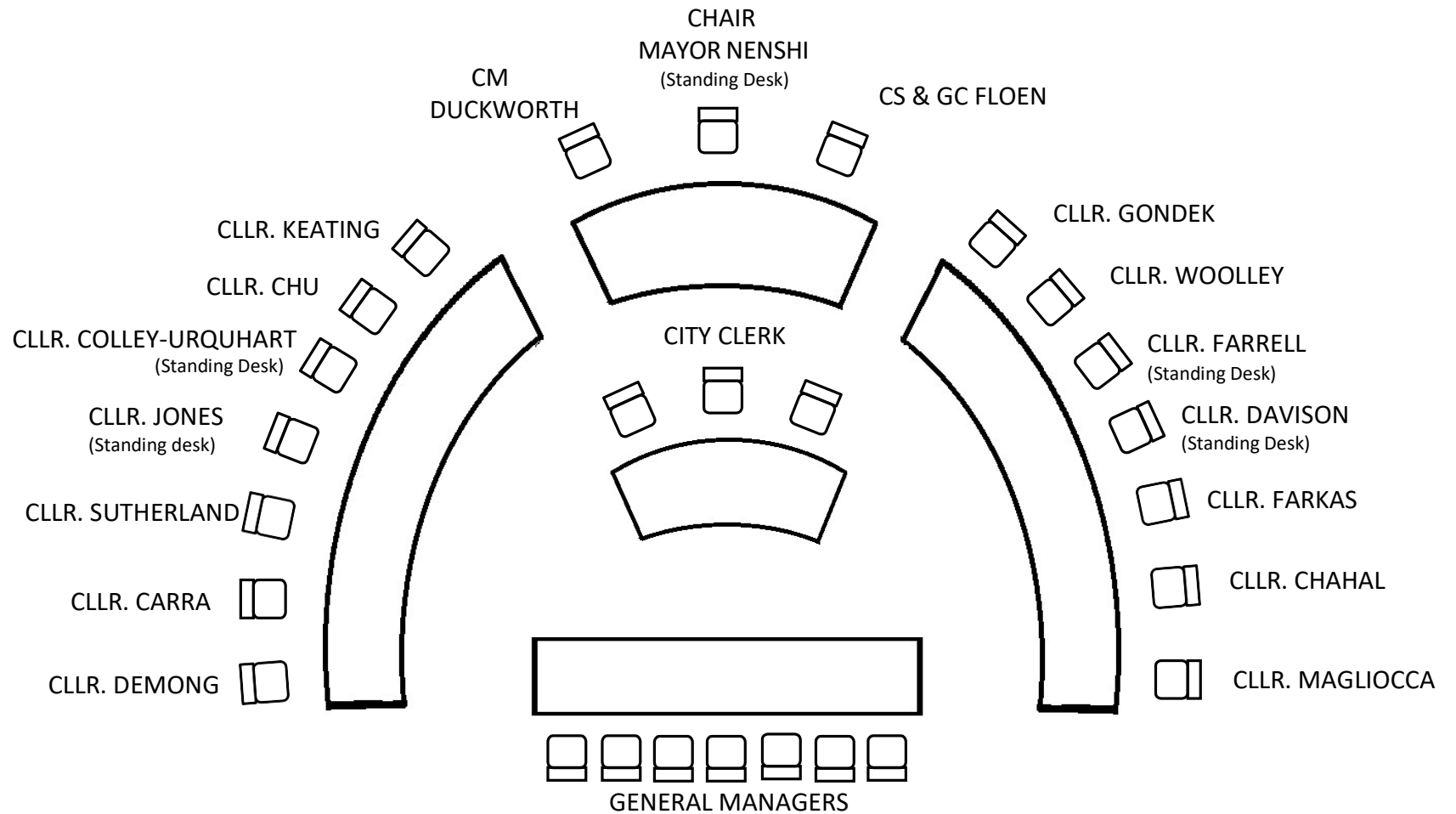
NOW THEREFORE BE IT RESOLVED **after taking into account accessibility and ergonomic issues**, that the City Clerk's Office randomly generate a new seating plan for Members of Council after each Organizational Meeting;
AND FURTHER BE IT RESOLVED that these changes come into effect after the Organizational Meeting in 2018.

ROLL CALL VOTE:

For: (8)	Mayor Nenshi, Councillor Chahal, Councillor Davison, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Keating, and Councillor Sutherland
Against: (7)	Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, Councillor Farrell, Councillor Magliocca, and Councillor Woolley

MOTION CARRIED”

Proposed 2020-2021 COUNCIL CHAMBER SEATING CHART



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2020 BCC Recruitment Campaign Report

RECOMMENDATION:

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

HIGHLIGHTS

- 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.
- What does this mean to Calgarians? Robust marketing strategies, with tactics aimed specifically at diverse populations, solicits as diverse a field of candidates as possible.
- Why does this matter? By joining a BCC, Calgarians are actively engaged in the municipal decision-making process and provide guidance to City Council on important civic issues. They also play an integral role in bringing together citizens and The City to achieve the common goal of strengthening the community.
- 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.
- In 2020, 1054 applications were received for 143 vacant positions, which is an approximate 30% increase over 2019 applications.
- Tactics were developed to increase the number of candidates with diverse backgrounds, and to highlight the opportunity to serve on the new Anti-Racism Committee.
- The Applicant Survey (voluntary) shows a continued improvement in reaching more diverse audiences. There was an increase in respondents who identify as a person of colour or visible minority (40% in 2020 compared to 20% in 2019). There was also an increase in respondents who are newcomers (28% in 2020 versus 19% in 2019).
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

Campaign Overview

City Clerks implemented a recruitment campaign to fill 143 positions on a variety of boards and commissions. The goal for 2020 was to recruit high quality applicants (i.e., those with applicable work or life experience), and diverse candidates.

The campaign included a mix of out of home advertising (e.g., bold signs), and digital advertising (both in traditional digital media and ethnic media sources). The campaign also included social media and targeted communications through industry publications. The complete list of tactics is available in Attachment 1.

The 2020 recruitment campaign yielded a high number of qualified applications for all boards with vacancies. In total, 1054 applications were received for 143 vacant positions. In comparison in 2019, 806 applications were received in application for 126 vacant positions.

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2020 BCC Recruitment Campaign Report

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

Gender, Equity, Diversity and Inclusion Strategy (GEDI)

Specific messaging was developed to support the GEDI strategy. Messaging was included in general and targeted ads: "The City of Calgary is an equitable, diverse and inclusive organization. Recruitment and selection for Council Boards, Commissions and Committees will emphasize gender equity, race equity, diversity and inclusion strategies."

As well, within the citizen eligibility section of each recruiting committee, as follows:
"Consideration will be given to qualified applicants who support inclusiveness and who demonstrate ability to integrate multiple perspectives into their work as a Board member."

This year, the City Clerks Office worked directly with Calgary Neighbourhoods to coordinate anti-racism specific social media, identified organizations that support multicultural communities and populations, and promoted the BCC recruitment campaign directly on the calgary.ca anti-racism page.

To support the recruitment and screening of diverse candidates, the City Clerks office again offered training on unconscious bias. Delivered by an expert from Human Resources, Exploring Unconscious Bias training was offered to members of Council and current BCC members involved in recruitment and screening. In total, 52 members of Council and BCCs attended this year's training.

Voluntary Applicant Survey

The voluntary Applicant Survey shows in summary a continued improvement in reaching more diverse audiences. There was an increase in those respondents who identify as a person of colour or visible minority (40% in 2020 compared to 20% in 2019). Survey respondents who are newcomers to Canada (10 years or less) nearly matched their representation in Calgary's population (28% responded to the survey versus 27% in Calgary's population).

For gender, respondents identified equally as woman or man, with 1% identifying as intersex, non-binary, transgendered, or two-spirit.

The demographics baseline and the first two years of comparison data offer The City valuable insights into effectiveness of the recruitment strategy, and over time will allow for improvements to recruitment methods.

Next-Steps

The City Clerk's Office will continue to augment the data set to achieve a better understanding of who is applying to BCCs, by exploring ways to improve applicant response rates (for the 2021 campaign); and will launch a demographic survey for those appointed to BCCs this year, to begin to measure whether efforts to attract diverse applicants follows through to screening and appointment. With this information, the Clerk's Office will work with partners in Communications and Calgary Neighbourhoods to enhance communication strategies targeted for diverse communities. Clerks will work directly with current BCC members, through training and

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2020 BCC Recruitment Campaign Report

communication, on the ability to enhance the application of the GEDI lens to the recruitment and screening of applicants.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

The full recruitment campaign information is presented in Attachment 1.

IMPLICATIONS

Social

At the 2019 July 22 meeting of Council, Council approved the Gender Equity, Diversity, and Inclusion Strategy and directed Administration to implement certain actions. A key strategic action was to develop standard questions and response categories for collecting demographic information (prioritizing gender) and ensure that the data is used corporately. In 2019 and in 2020, a survey was used to gather certain demographic information of applicants, which has then been used to target the recruitment campaign for subsequent years.

Environmental

Not Applicable

Economic

Not Applicable

Service and Financial Implications

No anticipated financial impact

RISK

No identified risks.

ATTACHMENT

1. BCC Recruitment Metrics

Department Circulation

General Manager	Department	Approve/Consult/Inform

Boards, Commissions and Committees Recruitment Campaign Report

The City Clerk's Office facilitates an annual campaign to recruit Public Members for Boards, Commissions and Committees (BCC's) vacancies to be filled that year at the Organizational Meeting of Council.

The City of Calgary (The City) is committed to open, inclusive and equitable management of the Boards, Commissions and Committees (BCCs) recruitment and appointments process. The resulting decisions and work of the BCCs supports good governance and a well-run City inclusive of citizen leadership in governance.

City Clerks implemented a recruitment campaign to fill 143 positions on a variety of boards and commissions. The goal for 2020 was to recruit candidates with applicable work and life experience, and diversity reflecting Calgary's population.

Targeted audiences included:

- Citizens - residents of Calgary, engaged citizens, community driven, most likely already volunteers or have served on other boards.
- Newcomers / ethno-cultural groups – residents of Calgary, interested in being a part of The City and looking to build their professional network and resume.
- Minority applicants – residents of Calgary who are interested in participating in local government and identify as a minority.

Strategic Approach

The recruitment campaign was focused on reaching Calgarians and more specifically the audience groups noted above. In some cases, boards had specific requirements for appointments (skills or professional designations), and therefore a segment of the strategy was developed to target some of those professional areas as well.

The campaign included a mix of out of home advertising (Bold signs), digital advertising (both in traditional digital media and ethnic media sources), it also included social media and targeted communications (through industry publications).

Tactics	
Bold Signs	Alberta Native News
DSA Programmatic	CREB e-Newsletter
Ethnique Media (network of 120 premium Canadian multicultural vendors)	HR recruitment channel (calgary.ca/careers)
WeChat - WeMi Media	calgary.ca updates
WeChat - IDO Media	Direct emails

UDRP digital promo	Information toolkit
Federation of Calgary eNewsletter	News release
LinkedIn	DDU
Facebook	311 script
Instagram	Volunteer Connector
Twitter	Institute of Corporate Directors
APPI Posting and newsletter	

Outcomes

The 2020 recruitment campaign yielded a high number of qualified applicants for all boards with vacancies. As there are different vacancy numbers each year, it is difficult to directly compare numbers, but the goal of the campaign was to obtain a large number of applicants to select from and as shown in the application numbers below, that goal was met. Across the BCCs, the number of applications received per vacancy ranged from 2.1 to 80.

20 BCCS WITH VACANCIES	Vacancies	Applicants
Advisory Committee on Accessibility	7	44
Anti-Racism Action Committee	11	128
Assessment Review Board	42	89
Audit Committee	1	30
BiodiverCity Advisory Committee	5	33
Calgary Aboriginal Urban Affairs Committee	5	31
Calgary Airport Authority	1	80
Calgary Parking Committee	5	29
Calgary Planning Commission	5	66
Calgary Police Commission	4	93
Calgary Technologies Inc. (Platform Calgary)	3	94
Calgary Transit Access Eligibility Appeal Board	4	15
Calgary Transit Public Safety Citizen Oversight Committee	2	18
Combative Sports Commission	1	14
Friends of HMCS Calgary Committee	6	22
Licence and Community Standards Appeal Board	5	45
Saddledome Foundation	1	37
Social Wellbeing Advisory Committee	4	88
Subdivision and Development Appeal Board	19	64
Urban Design Review Panel	12	34
Total Vacancies / number of applications	143	1054

Marketing Results

To review the goals of the marketing plan itself, the digital marketing and web metrics were reviewed. Overall, all multicultural ads this year performed better than last year since this year's click-thru rate (the number of times someone sees the ad and clicks through to the City website) was 0.1% vs last year's 0.07%.

BCC Multicultural Ads	Spent	Impressions	Clicks
Twitter - Anti-Racism	\$500	50,894	577
LinkedIn - CAUAC	\$500	6,269	150
Online Ads - Multicultural	\$1,500	270,765	279
Online Ads - AB Native News	\$500	17,542	13
Online Ads - WeChat	\$600	1,479	-
TOTAL	\$3,600	346,949	1,019

When comparing the paid digital multicultural advertising performance from this year to 2019, there has been a slight increase.

	2020	2020	2019	2019
Multicultural Ads By Language	Impressions	Clicks	Impressions	Clicks
Chinese	139,943	99	133,307	54
Punjabi	132,301	180	143,442	141
TOTAL	272,244	279	276,749	195

Social Media Results

Social media efforts to target more diverse segments of Calgarians was successful overall. However, a recommendation for next year will be to do more social media ads targeted by language in order to increase the number of diverse applicants for BCCs.

BCC Ads	Spent	Impressions	Clicks	Video Views
Facebook - Launch	\$500	145,528	1,598	-
Facebook - Reminder	\$0	18,420	199	-
Twitter - Launch	\$500	69,516	1,119	25,730
Twitter - Anti-Racism	\$500	50,894	577	-
Twitter - Reminder	\$0	7,766	290	-
Instagram - Launch	\$0	40,381	51	-
Instagram - Reminder	\$0	39,606	53	-
LinkedIn - Launch	\$500	58,934	2,137	30,890
LinkedIn - ARB	\$1,700	18,698	523	-
LinkedIn - SDAB	\$1,500	15,607	471	-
LinkedIn - Accessibility	\$500	6,029	132	-
LinkedIn - Calgary Transit Access	\$1,200	12,754	225	-

LinkedIn - CAUAC	\$500	6,269	150	-
LinkedIn - HMCS	\$800	7,276	189	-
LinkedIn - Calgary Parking	\$500	4,616	120	-
LinkedIn - Urban Design	\$300	3,756	153	-
Volunteer Connector	\$0	966	-	-
Online Ads - Premium Banners	\$1,335	294,659	253	-
Online Ads - Multicultural	\$1,500	270,765	279	-
Online Ads - AB Native News	\$500	17,542	13	-
Online Ads - WeChat	\$600	1,479	-	-
TOTAL	\$12,935	1,091,461	8,532	56,620

Web Results

The marketing materials directed interested applicants to go to www.calgary.ca/boards, on these pages applicants could get more information on vacancy requirements and apply online. Metrics were reviewed for these webpages for the campaign period to determine to what extent the advertising generated traffic to these pages.

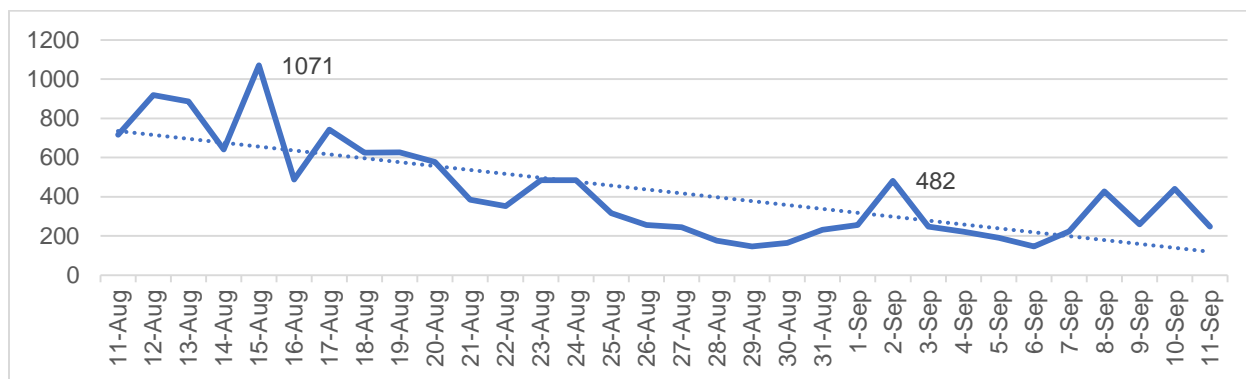
Overall observations:

- The Page received 16,250 page views and the Visitor had spent an average of 2.29 minutes on the page
- About 48% of the traffic to the page was from users typing in the short url; 29% from organic search; 16% from Social Media Referrals; and 7% from Paid ads (Google Analytics)
- Around 57% of the Page views to the page are from Mobile users and 35% from Desktop users and 8% from Tablet users (Google Analytics)
- During the Campaign Period - The Apply Now button was clicked 3,379 times and the total button clicks on the page including Frequently Asked Questions and Learn More button is 4,001
- Compared to 2019 campaign period, the page views increased by 18% and the time on page has decreased by 32%
- In 2019 around 36% of the traffic is from Social Media referrals (compared to 16% in 2020), 29% from Organic Search, 28% from Direct traffic and 7% from Paid Ads.

Page Analysis of the Boards, Commissions, and Committees Page

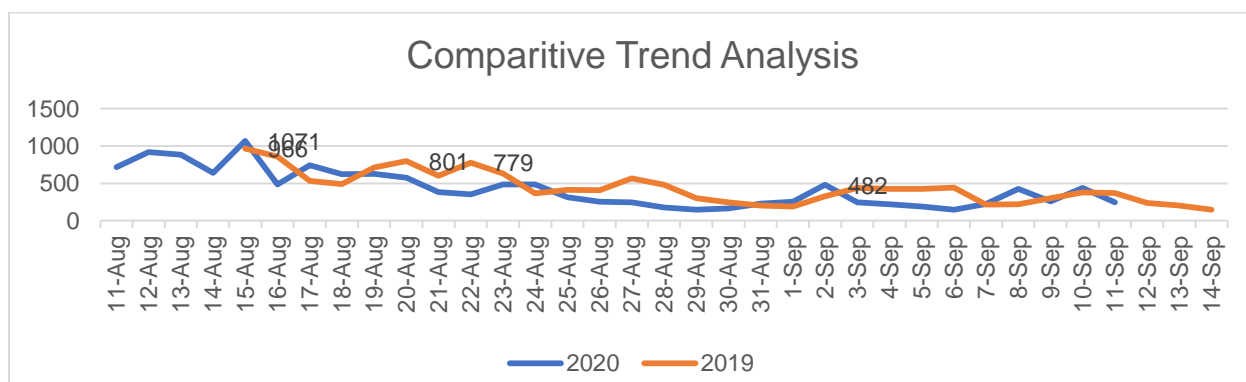
Campaign period: August 11, 2020 to September 11, 2020

This chart shows the overall page traffic throughout the 2020 campaign.



Overall the spikes in traffic line up with the release of various marketing pieces (the publication of a new digital ad or the installation of the Bold Signs etc.) This means we are seeing direct interest in this content as a result of the campaign.

This chart shows the page traffic comparing the 2019 campaign numbers to the 2020 campaign.



Analysis

Overall the campaign was successful. The City Clerk's Office will continue to review, refine and expand the marketing and campaign tactics in future years to encourage more diverse representation of Calgarians on The City's Boards, Commissions, and Committees.

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, and 2020. 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 comparative decrease in the number of applicants who completed the demographic survey in 2020 as compared to 2019 and 2018. In 2020, 648 individuals applied to BCCs, and 220 people completed the questionnaire for a completion rate of 34%, a decrease from 38% in 2019, and 45% in 2018.

Results Summary

- Of all respondents, 50% identified as woman, 49% as man, and 1% as intersex, non-binary, transgendered, or two-spirit.
- Survey respondents who are newcomers to Canada (10 years or less) nearly matched their representation in Calgary’s population (28% responded to the survey versus 27% in Calgary’s population).
- Respondents who identify as Aboriginal, Indigenous, First Nations, Métis, or Inuk are roughly equal to the Calgary population (3% responded to the survey vs. 3% in Calgary’s population).
- Respondents who identify as a person with a disability are similar to the Calgary population (9% identified compared to 10% in the population).
- The highest rate of response came from the 35-44 year old age group.

The demographics baseline and the first two years 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.

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: **220**

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

