



AGENDA

ORGANIZATIONAL MEETING OF COUNCIL AND OTHER RELATED BUSINESS

Monday, October 30, 2017, 9:30 AM
IN THE COUNCIL CHAMBER

Pages

1. RECONVENE FROM 2017 OCTOBER 23
2. APPOINTMENT OF FOUR (4) COUNCILLORS TO A PRO-TEM NOMINATING COMMITTEE
3. APPOINTMENT OF THE STANDING POLICY COMMITTEE (SPC) MEMBERS
Closed Session in accordance with section 19 of the *Freedom of Information and Protection of Privacy Act (FOIP)*.
 - 3.1 SPC ON COMMUNITY AND PROTECTIVE SERVICES
 - 3.2 SPC ON PLANNING AND URBAN DEVELOPMENT
 - 3.3 SPC ON TRANSPORTATION AND TRANSIT
 - 3.4 SPC ON UTILITIES AND CORPORATE SERVICES
4. RECESS - UNTIL THE COMPLETION OF FOUR (4) MEETINGS FOR THE STANDING POLICY COMMITTEES
5. BOARDS, COMMISSIONS AND COMMITTEES WITH COUNCILLOR APPOINTMENTS
Corresponds with Closed Agenda **Item 1.1**
 - 5.1 WHOLLY-OWNED SUBSIDIARY COUNCILLOR APPOINTMENT PROCESS, C2017-1078
 - 5.2 SUMMARY– 2017 COUNCILLOR PREFERENCES TABLE FOR BOARDS, COMMISSIONS AND COMMITTEES
Confidential attachments are contained in the Closed Agenda, **Item 1.1.1** and are held confidential in accordance with section 19 of the *Freedom of Information and Protection of Privacy Act (FOIP)*.
6. BOARDS, COMMISSIONS AND COMMITTEES WITH COUNCILLOR AND PUBLIC

MEMBER APPOINTMENTS

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- 6.1 BOARD APPOINTMENTS TO LEGISLATED BODIES: The Calgary Public Library Board and Calgary Convention Centre Authority, C2017-1079 6

Confidential attachments are contained in the Closed Agenda, **Item 1.2.5** and are held confidential in accordance with sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act (FOIP)*.

- 6.2 APPOINTMENTS TO THE SILVERA FOR SENIORS BOARD , C2017-1067 18

Confidential attachments are contained in the Closed Agenda, **Item 1.2.6** and are held confidential in accordance with sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act (FOIP)*.

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Confidential attachments are contained in the Closed Agenda, **Items 1.3.1 to 1.3.5, 1.3.7, 1.3.8, 1.3.10 and 1.3.12** and are held confidential in accordance with sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act (FOIP)*.

- 7.2 LIVERY TRANSPORT ADVISORY COMMITTEE - APPOINTMENT OF CHAIR, C2017-1061 23

Confidential attachments are contained in the Closed Agenda, **Item 1.3.11** and are held confidential in accordance with sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act (FOIP)*.

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WHOLLY-OWNED SUBSIDIARY COUNCILLOR APPOINTMENT PROCESS

EXECUTIVE SUMMARY

The City of Calgary has established six arms-length corporations, or Wholly-Owned Subsidiaries, where The City is the sole shareholder to indirectly deliver programs and services to Calgarians, manage or operate City owned assets, and steward Council approved city-wide strategies. Annually at the Organizational Meeting, Council appoints Councillors to sit as directors of each Wholly-Owned Subsidiary. The appointees are not officially appointed until each Wholly-Owned Subsidiary holds its annual meeting of shareholders, which takes place after Council's Organizational Meeting. To ensure the timely appointment of Council representatives to Wholly-Owned Subsidiary boards, this report proposes that Council undertake a process at the 2017 Organizational Meeting on 2017 October 30 to approve written shareholder resolutions to immediately appoint Council nominees to each of the Wholly-Owned Subsidiary boards.

ADMINISTRATION RECOMMENDATION:

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.

PREVIOUS COUNCIL DIRECTION / POLICY

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

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

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

WHOLLY-OWNED SUBSIDIARY COUNCILLOR APPOINTMENT PROCESS

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

BACKGROUND

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

As of 2017 October, The City is the sole shareholder of six corporations:

- Attainable Homes Calgary Corporation;
- Calgary Arts Development Authority Ltd.;
- Calgary Economic Development Ltd.;
- Calhome Properties Ltd (operating as Calgary Housing Company);
- Calgary Municipal Land Corporation; and
- Enmax Corporation.

The City also has a minority ownership in Calgary Technologies Inc., operating as Innovate Calgary, along with The Calgary Chamber of Commerce and the University of Calgary.

As the representatives of The City as shareholder, Council appoints all members of each subsidiary's board of directors at an annual general meeting of shareholders that is held within 15 months after the previous annual meeting. Council has traditionally appointed members of Council to the board of directors for each organization. Board members include a limited number of Council representatives:

Wholly-Owned Subsidiary	Role of Council on Board
Attainable Homes Calgary Corporation	Mayor 1 Councillor
Calgary Arts Development Authority Ltd.	1 Councillor
Calgary Economic Development Ltd.	1 Councillor
Calgary Housing Company	3 Councillors
Calgary Municipal Land Corporation	Mayor
Enmax Corporation	2 Councillors

INVESTIGATION: ALTERNATIVES AND ANALYSIS

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

WHOLLY-OWNED SUBSIDIARY COUNCILLOR APPOINTMENT PROCESS

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

Administration is recommending that the Mayor, or in the Mayor's absence, the Deputy Mayor, be granted the authority to execute resolutions on behalf of the shareholder for each of The City's six Wholly-Owned Subsidiaries to appoint Council's 2017 board nominees. A sample resolution is included as an Attachment.

Once the 2017 Organizational Meeting is adjourned, the Mayor, as the authorized representative of the shareholder, would execute a shareholder resolution appointing each Council nominee to the appropriate Wholly-Owned Subsidiary board. A copy of the resolution would be provided to the respective Wholly-Owned Subsidiary to retain with the minutes of the meetings of shareholders.

At the 2017 October 30 Organizational Meeting, Council representatives are required for the boards of all six Wholly-Owned Subsidiaries.

Bylaw Amendment

As needed, to ensure the new process is built into future practices, Administration will work with all six Wholly-Owned Subsidiaries to develop bylaw changes for shareholder approval.

Stakeholder Engagement, Research and Communication

Preparation of this report included a review of Administration's previous work on governance for Wholly-Owned Subsidiaries. Each of the affected Wholly-Owned Subsidiaries, City Clerk's and the Law Department were consulted regarding the structure of the proposed resolution.

Strategic Alignment

The recommendations align with Action Plan's priority of a Well Run City by seeking an approach to appointments to Wholly-Owned Subsidiary boards that avoids long time delays between Council approving nominees and appointment to the board at each organization's AGM.

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

Social, Environmental, Economic (External)

The City established its Wholly-Owned Subsidiaries to provide key 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.

WHOLLY-OWNED SUBSIDIARY COUNCILLOR APPOINTMENT PROCESS

Financial Capacity

Current and Future Operating Budget:

There are no impacts from this request.

Current and Future Capital Budget:

There are no impacts from this request.

Risk Assessment

Appointing councillors in a timely manner mitigates the risk for The City's Wholly-Owned Subsidiaries.

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

REASON FOR RECOMMENDATION:

The proposed shareholder resolution appointment process ensures timely appointment of City Council representatives to the boards of directors for The City's Wholly-Owned Subsidiaries.

ATTACHMENT

Sample Resolution of the Shareholder

**RESOLUTION OF THE SHAREHOLDER
OF
(Add Corporation Name)
(the Corporation)**

APPOINTMENT OF CITY COUNCIL REPRESENTATIVE

WHEREAS:

1. The Corporation is a corporation organized and operated in accordance with the laws of the Province of Alberta.
2. The Shareholder desires to make certain resolutions.

NOW THEREFORE BE IT RESOLVED THAT:

_____ is elected as The City of Calgary's Council appointment to the Corporation's Board of Directors effective immediately.

DATED this 30th day of October 2017.

(Signatures)

Board Appointments to Legislated Bodies: The Calgary Public Library Board and Calgary Convention Centre Authority

EXECUTIVE SUMMARY

This report presents a recommended slate of candidates for Council's consideration and approval for the governing bodies of The City's two legislated bodies: the Calgary Public Library Board and the Calgary Convention Centre Authority. Under the guiding legislation for both of these organizations, Council approves all appointments to their governing bodies. Following requirements in the *Governance and Appointments of Boards, Commissions and Committees Policy* (CP2016-03), both organizations are presenting two candidates for each vacancy- a recommended candidate, and a secondary candidate. All candidates were selected by an external recruiting firm through a strategic recruitment process that included evaluating candidates against a tailored skill and experience matrix.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Consider the appointments put forward by the Calgary Public Library Board in Attachment 1;
2. Consider the appointments put forward by the Calgary Convention Centre Authority in Attachment 12; and
3. Direct that Attachments 2, 4, 5, 6, 7, 8, 9, 10, 11, 13 and 14 remain confidential pursuant to Sections 17(1) and 19 of the *Freedom of Information and Protection of Privacy Act* (Alberta).

PREVIOUS COUNCIL DIRECTION / POLICY

See Previous Council Direction information in Attachments 1 and 12.

BACKGROUND

Two of The City's Civic Partners are set up by way of provincial legislation and/or bylaw: the Calgary Public Library Board under the *Libraries Act* (Alberta) and Bylaw 38M2006 *Calgary Public Library Board Bylaw*, and the Calgary Convention Centre Authority under the *Calgary Convention Centre Authority Act* (Alberta).

The guiding legislation and applicable bylaw for these bodies clearly defines their mandates and establishes the number of members, term lengths, election processes, Council representation and other key elements of governance. In both cases, Council approves all member and director appointments at the Organizational Meeting of Council based on candidates put forward by the organizations.

As set out in the legislation and applicable bylaw, Council may appoint no more than two members of Council to the Calgary Public Library Board; and the Mayor, a member of Council, and a General Manager from Administration to the Calgary Convention Centre Authority.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Following requirements in the *Governance and Appointments of Boards, Commissions and Committees Policy* (CP2016-03), the Calgary Public Library Board (Attachment 1) and the Calgary Convention Centre Authority (Attachment 12) are putting forward two candidates for each

Board Appointments to Legislated Bodies: The Calgary Public Library Board and Calgary Convention Centre Authority

vacant position. The Board and the Authority have a recommended primary candidate and secondary candidate. The primary recommended candidates are the best match for the boards' skills and experience requirements identified in the recruitment process.

As approved by Council, both the Calgary Public Library Board and the Calgary Convention Centre Authority advertised and recruited for members outside of City Clerk's Boards, Commissions and Committees process. They both used external recruiting firms to undertake rigorous recruitment processes that included evaluating candidates against a tailored skill, experience and attribute matrix. In the case of the Calgary Convention Centre Authority, the candidates were also interviewed by the chair, and for the Calgary Public Library Board, by a sub-committee of the board. The selection processes applied the best practices and recommendations from The City of Calgary Auditor's Office 2013 governance audit (AC2013-0654) and Council Policy (CC003).

Information about key skills and experience sought by the Calgary Public Library Board is included in Attachments 1 to 11 and for the Calgary Convention Centre Authority in Attachments 12 to 14.

Stakeholder Engagement, Research and Communication

Attachments 1 to 11 were prepared by the Calgary Public Library Board, and Attachments 12 to 14 were prepared by the Calgary Convention Centre Authority in consultation with Administration.

Strategic Alignment

Strategic recruitment of board members to The City's Legislated Bodies supports good governance practices and enhances their ability to support Council Priorities in Action Plan, in particular:

The Calgary Public Library Board supports A Prosperous City Community Wellbeing (P10) by working to expand Calgary's library system and enhance access to technology and information.

The Calgary Convention Centre Authority supports a Prosperous City Economic Growth and Competitiveness (P1) by strengthening Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing, and placemaking; and furthering the implementation of the 10 Year Economic Strategy for Calgary.

Social, Environmental, Economic (External)

The recruitment of directors and members with expanded skills, knowledge, and diversity of experience will enhance the effectiveness of the Calgary Public Library Board and the Calgary Convention Centre Authority to govern and lead the implementation of their mandates, effectively serve Calgarians and the business community, and appropriately manage City-owned assets.

Financial Capacity

Current and Future Operating Budget:

There are no additional costs attached to this report

Current and Future Capital Budget:

There are no additional costs attached to this report

**Board Appointments to Legislated Bodies:
The Calgary Public Library Board and Calgary Convention Centre Authority**

Risk Assessment

Approving the slate of candidates put forward by the Calgary Public Library Board in Attachments 1 to 11 and by the Calgary Convention Centre Authority in Attachments 12 to 14 will bring the skills and experience needed to effectively manage and operate the Calgary Public Library system and the Calgary TELUS Convention Centre, and to identify and mitigate operational and strategic risks.

REASON FOR RECOMMENDATION:

Both the Calgary Public Library Board and the Calgary Convention Centre Authority have undertaken strategic candidate recruitment processes to support the nomination of directors and members who have the skills and experience needed to help the organizations operate effectively.

The recommended candidates went through a rigorous recruitment process, and bring the diversity of experiences and perspectives needed to fulfill the obligations each organization requires of their governing bodies.

ATTACHMENT(S)

1. Appointments to the Calgary Public Library Board
2. CPL Slate of Candidates Recommended for Appointment (Confidential)
3. CPL Highlights of Contributions of Two Incumbent Candidates
4. CPL First Vacancy Recommended Appointment (Confidential)
5. CPL First Vacancy Alternate (Confidential)
6. CPL Second Vacancy Recommended Reappointment (Confidential)
7. CPL Second Vacancy Alternate (Confidential)
8. CPL Third Vacancy Recommended Reappointment (Confidential)
9. CPL Third Vacancy Alternate (Confidential)
10. CPL Board Member Search Summary (Confidential)
11. CPL Finalist Candidate Scorecard (Confidential)
12. Calgary Convention Centre Authority 2017 Nominations Report
13. CCCA Slate of Candidates (Confidential)
14. CCCA Board Experience and Skills Matrix (Confidential)



Calgary Public Library Board

Calgary Public Library Board Report to Organizational Meeting of Council 2017 October 30

APPOINTMENTS TO THE CALGARY PUBLIC LIBRARY BOARD

EXECUTIVE SUMMARY

As of 2017 October 31, there are three (3) vacant positions on the Calgary Public Library Board as a result of expired terms. This report provides a summary of the Library Board's recruitment process and brings forward appointment candidates for Council's consideration.

CALGARY PUBLIC LIBRARY BOARD RECOMMENDATION(S)

That Council appoint the three (3) recommended members to the Calgary Public Library Board, each for a three (3) year term commencing 2017 October 30 and expiring at the 2020 Organizational Meeting of Council, from the slate of candidates recommended by the Calgary Public Library Board outlined in Attachment 2.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2014 May 12 Combined Meeting, Council directed that the Calgary Public Library Board vacancies be removed from the City Clerk's Office Boards, Commissions and Committees public notice advertisement for all subsequent Organizational Meetings of Council; and that the Calgary Public Library Board annually engage a search consultant to advertise for vacant positions and, based on the skills inventory to be updated annually, report to Council, with a slate of recommended candidates for Council's approval, at all subsequent Organizational Meetings, at the expense of the Calgary Public Library Board.

BACKGROUND

At its 31 May 2017 meeting, the Calgary Public Library Board discussed the upcoming term expirations and passed a motion that the incumbent Board Members whose terms are expiring be brought forward to Council with recommendations for reappointment.

During July and August 2017, a Sub-Committee of the Library Board, comprised of the Board Vice-Chair, the Governance Committee Chair, the Strategy & Community Committee Chair, and the Audit & Finance Committee Chair, conducted the board recruitment and nomination process. This included reviewing the board skills assessment and developing criteria for guiding the work of the search consultant, Pekarsky & Co, conducting interviews, and making final selections. Following this work, the Committee made a recommendation for nominations to the Board, which was approved by motion at its 2017 September 27 meeting.



Calgary Public Library Board

On 09 August 2017, the Board Chair received notice from one of the incumbent Board Members whose term is expiring, Frank Durnford, that he would not be seeking reappointment, effective 2017 October 31, due to personal reasons. A first and alternate recommendation for this vacancy is included in the slate of candidates.

Two of the Board incumbents whose terms are expiring, Janet Hutchinson and Robert Macaulay, are interested in and eligible for reappointment. After reviewing the quality of their work as Board members, both of the reappointee candidates were voted unanimously by a motion of the Board as excellent recommendations for reappointment. An alternate choice for each of the two reappointee candidates is included in the slate of candidates.

The recommended appointment term length for all candidates is 3 years. The recommendation is made to ensure an appropriate balance between renewal and continuity, and takes into account the timing of the expiration of other Board Members' terms.

The resumes of all candidates are attached. Also attached is a slate of candidates and a summary highlighting the contributions to the Board of each of the two recommended candidates for reappointment.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In July 2017, Pekarsky & Co was engaged as the search consultant for the recruitment process. In accordance with the Library's internal practices - this was an extension of a contract awarded to Pekarsky & Co from the June 2016 Request for Proposal issued for an executive search firm. At that time, a Board Committee evaluated six firms for experience with not-for-profit boards, understanding of the Library and its mission, quality and experience of the lead search practitioner, reference and reputation, cost, and previous experience with the firm with respect to quality.

In July 2017, a Board Committee met with Pekarsky & Co to establish and review the role, eligibility, core competencies and personal characteristics required in a Board candidate. A public advertisement campaign was launched, and Pekarsky & Co conducted preliminary interviews in order to create a list of priority candidates. The Board Committee structured and conducted the final interviews. Pekarsky & Co concluded its involvement by verifying references and educational qualifications, communicating with applicants, and preparing a statistical summary. At the end of the process, the Board is bringing forward a slate of candidates to Council for review and appointment.

Summary documents used by Pekarsky & Co and the Board Committee in the recruitment process are included as Attachments.

Stakeholder Engagement, Research and Communication



Calgary Public Library Board

The broad scope of the campaign ensured citizens were well informed of the recruitment for Board vacancies, serving to increase the pool of qualified applicants.

The public advertisement campaign to recruit for Board vacancies included social media and postings and links on the websites of Pekarsky & Co and Calgary Public Library, as well as an information link on The City of Calgary's Boards, Commissions and Committees webpage.

Strategic Alignment

Appointments to the Calgary Public Library Board of knowledgeable, skilled and experienced citizens supports the Library's strategic plan and the alignment to The City of Calgary's four-year budget cycle and targets outlined in the Imagine Calgary framework.

Social, Environmental, Economic (External)

Appointment of Board Members who are knowledgeable, skilled and experienced will enhance the Calgary Public Library Board's effectiveness to govern and lead the Calgary Public Library; ensuring the best possible library service for the citizens of Calgary.

Financial Capacity

Current and Future Operating Budget:

The consulting costs associated with the recruitment process were accommodated through the Calgary Public Library's current operating budget.

Current and Future Capital Budget:

There are no capital budget implications associated with this report.

Risk Assessment

Based on the due diligence of the Public Library Board, any potential risks associated with the process have been mitigated.

REASON(S) FOR RECOMMENDATION(S):

The Calgary Public Library Board presents, for Council's selection, a slate of candidates comprising both a recommended and an alternate candidate for each of the three vacancies on the Board, each for a three (3) year term to expire 2020 October 31. The varied experience of all candidates, for both appointment or reappointment, makes them strong candidates for the Calgary Public Library Board, recommended without reservation.

ATTACHMENTS

2. Slate of Candidates Recommended for Appointment (Confidential)
3. CPL Highlights of Contributions of Two Incumbent Candidates
4. CPL First Vacancy Recommended Appointment (Confidential)
5. CPL First Vacancy Alternate (Confidential)
6. CPL Second Vacancy Recommended Reappointment (Confidential)
7. CPL Second Vacancy Alternate (Confidential)



Calgary Public Library Board

8. CPL Third Vacancy Recommended Reappointment (Confidential)
9. CPL Third Vacancy Alternate (Confidential)
10. CPL Board Member Search Summary (Confidential)
11. CPL Finalist Candidate Scorecard (Confidential)

Submitted by

Shereen Samuels, Chair, Governance Committee of the Calgary Public Library Board
The Calgary Public Library Board

**Highlights of Contributions of Two Incumbent Candidates
Recommended for Reappointment
To the Calgary Public Library Board
30 October 2017**

1. Janet Hutchinson

- Janet was appointed to the Board in 2011, and was elected as Board Chair in November 2012.
- Janet's leadership has been enhanced by her work on the North American Urban Libraries Council (ULC) Executive Board, and her awareness of library initiatives and developments on provincial, national and international levels. She is currently Chair of the Audit Committee for ULC.
- Among her most valuable assets is her ability to quickly comprehend the many possible impacts of a decision and to build consensus among a group with divergent opinions.
- Janet has undertaken the heavy workload of Board Chair whole-heartedly, and attends both Board and all Committee meetings, as well as presentations to The City, meetings with the CEO, Board Members and Library staff, and Library special events.
- She works tirelessly to promote the Library and her example inspires other Board Members to also do their best possible work for the good of the Library and its patrons.
- During her tenure as Board Chair, Janet has guided the Board and the Library through numerous hurdles and accomplishments, including:
 - Retirement of a Library CEO, appointment of an Interim CEO, recruitment of a new CEO, improvements to CEO performance evaluation process, and review of the total CEO compensation framework
 - Board oversight of New Central Library project, including the work of the Board NCL Ad Hoc Committee, endorsement of the NCL Functional Program, and endorsement of schematic design
 - Growth of the Calgary Public Library Foundation, overseen by the Board Chair's seat on the Foundation Board
 - Greatly increased emphasis on Board governance, including establishment of a Board Effectiveness Evaluation Framework with tools such as annual evaluations, mid-term meetings, exit interviews, meeting evaluations, Board retreats, annual survey, succession planning, and a focus on advocacy
 - The June 2013 flood meant the Central Library was evacuated for lengthy recovery efforts. Janet was there to encourage redeployed staff.
 - Increased partnerships with education, arts, culture and other community groups
 - 100th Birthday of the Calgary Public Library
 - New, moved, and renamed community libraries
 - Approval of the 2015-2018 Strategic Plan and the development of outcome measures such as regular updates and scorecards to track the Plan's progress
 - Extensive work to guide the development of the 2019-2022 Strategic Plan
 - Better relationships with the Public Library Services Branch, Alberta Municipal Affairs, and partnership meetings with the Edmonton Public Library Board
 - An extensive review of Board Policies and Governance Bylaw

2. Robert Macaulay

- Since his appointment in 2013, Rob has been an influential and valuable Board Member.
- Rob asks probing questions of both Board and Administration, and is fearless in pushing discussions forward to analyze current assumptions and to explore new ideas.
- As Chair of the Governance Committee, he oversaw the comprehensive revision of Board Bylaws and Policies in 2015, and co-presented this work at the 2016 Alberta Library Conference.
- As a member of the Audit Committee, he worked to develop and refine the Library's Risk Register and Risk Heat Map, an extremely useful governance tool that has been earning acclaim from the Public Library Services branch of Alberta Municipal Affairs, and other library boards in the province. He co-produced a presentation on the Risk Register for the 2017 Alberta Library Conference.
- He has a comprehensive knowledge and experience of best practices which support robust Board governance, and has served as the Chair of the Governance Committee.
- He worked extensively on the development and refinement of the Board's Skills Matrix and Roles and Responsibilities documents to reflect the Board's evolving and ongoing aspirations.
- He has served on the board of the Calgary Public Library Foundation, representing the interests of the Library Board and participating in the maturation and evolution of the Foundation board's governance structures
- An active representative of the Library Board, with a high level of involvement and attendance at meetings, special Library events, and public events and volunteer activities where Board advocacy and presence is valuable and appreciated, Rob can always be counted on to host, give remarks or participate in any way possible.
- He is well-known and liked by Library staff and managers, and has developed a great rapport with them through his genuine interest in both learning about and improving the Library environment.
- Rob truly has the best interests of the Library at heart, shown by his particularly careful examination of fiscal matters, and his concerns about how changes to Library services or procedures affect Library patrons and staff.
- Rob is one of the Library's best promoters and advocates, and never misses an opportunity to expound on the great resources and staff at the Library!



CALGARY CONVENTION CENTRE AUTHORITY 2017 NOMINATIONS REPORT
Calgary Convention Centre Authority Report to Council
2017 October 11

EXECUTIVE SUMMARY

This report presents a slate of two recommended candidates for appointment as members of the Calgary Convention Centre Authority (Authority) for consideration and approval by Council. Two recommended and two alternate candidates have been selected through the Authority's new rigorous recruitment process that includes assessing candidates based on a skill and experience matrix, interviews and a vetting process. The new selection process is based on best practices and recommendations from The City of Calgary Auditor's Office 2013 governance audit (AC2013-0654) and Council Policy (CC003). It is expected that the candidates have the skills and experience the Authority needs to respond to its complex operating environment. Following this report, all candidate nominations will be presented to Council for approval at the annual Organizational Meeting of Council.

CALGARY CONVENTION CENTRE AUTHORITY RECOMMENDATIONS

That Council appoint the two (2) recommended elector members to the Calgary Convention Centre Authority, each for a four (4) year term commencing 2017 October 30 and expiring at the 2021 Organizational Meeting of Council from the slate of candidates recommended by the Authority in Attachment 13.

PREVIOUS COUNCIL DIRECTION / POLICY

2016 April 24, Council approved CP2016-03 Governance and Appointments of Boards, Commissions and Committees. With reference to Section 5.16.9 the council has implied the need that all appointments that go to council for consideration require two recommendations for each position. The implication of the new addition to the policy is that the Calgary Convention Centre Authority will need to have two candidates for each board vacancy.

2015 October 05, Council approved CPS2015-0778 Calgary TELUS Convention Centre Governance. This report approved the removal of the Calgary Convention Centre Authority from the City Clerk's advertisement, recruitment and appointment of the Boards, Commissions and Committees process and the 2015 October 19 Organization Meeting appointment process. The report recommended that 2015 candidates be brought forward after the Authority's 2015 November 16 Strategic Session with Council.

2013 November 18, Council approved AC2013-0654 Calgary Convention Centre Authority Governance Framework Audit. Recommendations included that Council direct Administration to work with the Authority to improve board recruiting and vetting by obtaining Council approval to remove Authority vacancies from the Boards, Commission and Committees advertisement and the regular appointment process of Council's Organizational Meeting and develop a robust recruiting and vetting process to bring forward candidates to Council.

BACKGROUND

In 2015 October, the Authority adopted a strategic candidate recruitment process to strengthen its governance model and ensure members have the experience and skills needed to guide the organization

through a complex operating environment. Upon conclusion of interviews, Optimum Talent | Conroy Ross Partners was selected. There are two board positions at present whose terms have reached maturation. One member has completed two, four year terms, and as such is not eligible for re-appointment, and one member has completed one, four year term and is seeking re-appointment.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Attachment 13 presents a slate of candidates for Council's consideration and approval. Following Council direction, applications were gathered from various other sources (see "Overview of Search" below.) All candidates were assessed against the skill requirements identified in the skills and experience requirement document (included herein as Attachment 14) and six candidates underwent an interview and vetting process focused on the following key areas:

- **Board/Committee Experience:** Besides relating to experience or committee work on not-for-profit, for profit or Crown boards, this would also apply to experience on community or sports related organizations.
- **Executive Leadership Experience:** Leadership experience at the executive level of a public corporation would fit this area but so would leadership experience at the senior or executive level at a not-for-profit agency, Crown corporation or private (perhaps family) organization.
- **Strategic Planning and Governance:** Building upon the CCCA's mandate, solidify the strategic direction of the CTCC, and create a vision for conventions in Calgary with all strategic partners and stakeholders. In addition, provide governance and leadership in the development of the new initiatives, strategic partnerships and priority projects undertaken by the CTCC.
- **Promotion and Advocacy:** Ensure that the important and essential role of the CTCC within the community is communicated clearly, the values and contributions are understood and respected by all key stakeholders and the active promotion of the CTCC and City of Calgary as a destination remains a priority.
- **Financial Management and Leadership:** Recommend required Operating and Capital Budgets to City Council, evaluate CTCC's unique strengths and community enterprise value in the identification of potentially innovative and diversified sources of operations and partnerships and take an active leadership role in the Finance and Audit Committee.
- **Committee and Active Participation:** Participate on at least one CCCA Board Committee.

Candidates were also assessed against their overall track record of community engagement, passion for Calgary and that there are no potential conflicts of interest generated by the appointment to the CCCA board.

Overview of Search:

- 39 applications were received in total:
 - All 39 applications were generated through Optimum Talent | Conroy Ross Partners: CRP website posting, CRP's LinkedIn posting and Conroy Ross' targeted sourcing efforts.
- 6 candidates were interviewed by CRP. These candidates also completed a candidate self-assessment, which was presented to the CCCA Recruitment Committee along with resumes.
- 5 of these candidates were selected and interviewed by the CCCA Recruitment Committee.
- Two are recommended for appointment by Council with two alternates.

Rationale for proposed Candidates



The recruitment of members with established accounting and finance expertise will fill a void left in the board by the exiting board member. This will enhance the Authority’s effectiveness to govern and lead the implementation of their mandate to manage, market and operate the Calgary TELUS Convention Centre in a manner that benefits The City of Calgary while maintaining financial performance within an acceptable range.

Risk Assessment

Approving the candidates put forward in this report will bring skills and experience to the Authority needed to effectively manage and operate the Calgary TELUS Convention Centre and identify and mitigate operational and strategic risks.

REASONS FOR RECOMMENDATIONS:

The Calgary Convention Centre Authority’s new strategic candidate recruitment process will lead to members who have the skills and experience needed to help the organization operate effectively.

All candidates presented have gone through a rigorous recruitment process, as outlined above, and bring the diversity of experiences and perspectives the Authority is seeking. Further, beyond expressing interest in general Authority appointments, the recommended candidates express genuine interest in the organization itself (Calgary TELUS Convention Centre).

ATTACHMENTS

Attachment 13: Slate of Candidates (Confidential)

Attachment 14: Board Skills and Experience Matrix (Confidential)

Working with Optimum Talent | Conroy Ross Partners, this report was prepared by the Authority and is respectfully submitted.

Tom Bornhorst
Chair
Calgary Convention Centre Authority

Levonne Louie
Chair, Governance and HR Committee
Calgary Convention Centre Authority

Appointments to the Silvera for Seniors Board

EXECUTIVE SUMMARY

This report presents a Silvera for Seniors Board ("Board") appointment for adoption by Council at the 2017 Organizational Meeting of Council.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Adopt the Board's public-at-large appointment to the Board for a three-year term set to expire on 2020 September 30; and
2. Direct that the Attachment remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

PREVIOUS COUNCIL DIRECTION / POLICY

The City of Calgary Council adopts the Board's public-at-large appointments at the annual Organizational Meeting of Council in accordance with Ministerial Order No. H029/16 ("Ministerial Order").

BACKGROUND

Silvera for Seniors was established pursuant to the Ministerial Order as a management body. The management body is responsible for the operation and administration of housing accommodations (as listed in Schedule A of the Ministerial Order). Further, in addition to the housing accommodation operated under subsection 6 (1) of the Appendix contained within Ministerial Order, the management body may operate Rent Supplement housing accommodation as designations are allocated to the management body by the Minister under the Rent Supplement Regulations.

The management body shall be governed by a Board comprised of a maximum eleven (11) members appointed as follows:

- (a) a maximum of two (2) members of the Board shall be appointed by the City of Calgary from Senior Administration or from Council; and
- (b) nine (9) members of the Board shall be selected from the public-at-large by the selection committee of the Silvera for Seniors and adopted to the Board by the City of Calgary.

The term of office for each member of the Board shall be as follows:

- (i) Board members shall be appointed for a term of three (3) years and may be re-appointed up to a maximum of nine (9) years; and
- (ii) for continuity, no more than three (3) Board members' terms may expire in each year.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

On 2017 July 19, Administration received Silvera for Seniors' approved Board Slate (Attachment). The public-at-large membership is as follows:

- *Continuing public-at-large members, previously appointed by the Board and adopted by Council, for terms set to expire in 2018:*

Appointments to the Silvera for Seniors Board

- Kelly Ogle (Chairperson),
 - Judy MacLachlan (Vice-Chairperson),
 - Doug Ng (Treasurer),
 - Robert Easson (Board Director), and
 - Lorraine Venturato (Board Director).
- *Continuing public-at-large member, previously appointed by the Board and adopted by Council, for a term set to expire in 2019:*
- Randy Carson (Board Director).

As per the 2016 August 15 amendment to the Ministerial Order, the number of public-at-large members increased from seven (7) to (9). Accordingly, there are two vacant seats for public-at-large members on the Board (Attachment).

Stakeholder Engagement, Research and Communication

In preparation for the annual Organizational Meeting of Council, Administration consults with Silvera for Seniors to co-ordinate the presentation of the Board's appointments at the annual Organizational Meeting of Council.

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (*Action Plan 2015-2018*).

Social, Environmental, Economic (External)

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

Financial Capacity

Current and Future Operating Budget:

No current and future operating budget impacts have been identified.

Current and Future Capital Budget:

No current and future capital budget impacts have been identified.

Risk Assessment

No significant risks associated with the recommendations of this report have been identified.

REASON(S) FOR RECOMMENDATION(S):

Members of the Silvera for Seniors Board, selected from the public-at-large, shall be appointed by the Silvera for Seniors Board and adopted by Council at the annual Organizational Meeting in accordance with Ministerial Order No. H:029/16.

ATTACHMENT(S)

Silvera for Seniors Correspondence

Consideration of Applicants for Appointment to Advisory, Review and Interest Group BCCs

EXECUTIVE SUMMARY

This report presents Public Members shortlisted for appointment by Council to eight Advisory, Review and Interest Group Boards, Commissions and Committees (“BCCs”) at the 2017 Organizational Meeting of Council.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Consider Public Members, as contained in Attachments 1 to 8, for appointment to the following Advisory, Review and Interest Group Boards, Commissions and Committees:
 - a) Advisory Committee on Accessibility (Attachment 1)
 - b) BiodiverCity Advisory Committee (Attachment 2)
 - c) Calgary Aboriginal Urban Affairs Committee (Attachment 3)
 - d) Calgary Heritage Authority (Attachment 4)
 - e) Calgary Transit Access Eligibility Appeal Board (Attachment 5)
 - f) Calgary Transit Public Safety Citizen Oversight Committee (Attachment 6)
 - g) Livery Transport Advisory Committee (Attachment 7)
 - h) Public Art Board (Attachment 8)
2. Direct that Attachments 1 to 8 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2016 April 25 Regular Meeting of Council, Council adopted a Council policy on *Governance and Appointments of Boards, Commissions and Committees* (“Council policy”), CP2016-03, and approved Implementation Phases – Legislative Governance Review Project.

In accordance with this Council policy, “[i]n a year of a General Election, the Nominations committee will not meet in the months of September and October. All applications and BCC short lists will be submitted directly to the Organizational Meeting of Council for consideration and appointment”.

BACKGROUND

Council policy provides that all Public Member applications to Advisory, Review and Interest Group BCCs received by Administration are to be forwarded to the BCC Chairs. Section 5.15.4 of the Council policy requires the BCC Chairs, Vice-Chair(s) and Administration Resources of these BCCs to use the BCC Qualifications and Eligibility requirements to short list two applications for each vacancy and permits interviews to occur.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The 2017 recruitment campaign for BCCs occurred between June 2 and June 30. As required by Council policy, the BCC Chair, Vice-Chair(s) and Administration Resources of Advisory, Review and Interest Group BCCs were provided with Public Member applications and used the

Consideration of Applicants for Appointment to Advisory, Review and Interest Group BCCs

BCC Qualifications and Eligibility requirements to short list two applicants for each vacancy. The BCC short lists are provided in Attachments 1 through 8.

Stakeholder Engagement, Research and Communication

In 2017 May, ahead of the annual BCC advertisement and recruitment campaign, Administration held an information session with Advisory, Review and Interest Group BCCs to bring awareness to the recruitment, advertisement, short listing and appointment processes, as well as provide an opportunity for discussions with those BCCs.

Administration developed skills matrices for each one of the eight Advisory, Review and Interest Group BCCs to be used by those BCCs to facilitate their review and assessment of applicants, and to assist Council in the appointment process at the Organizational Meeting of Council.

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (*Action Plan 2015-2018*).

Social, Environmental, Economic (External)

No social, environmental or economic impacts were identified.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts.

Current and Future Capital Budget:

There are no current and future capital budget impacts.

Risk Assessment

There are no significant risks associated with the Report's recommendations.

REASON(S) FOR RECOMMENDATION(S):

The Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03) directs the City Clerk's Office to prepare a report with each Board's, Commission's and Committee's applicant shortlist for appointment to Advisory, Review and Interest Group BCCs at the Organizational Meeting of Council.

ATTACHMENT(S)

1. Advisory Committee on Accessibility Short List
2. BiodiverCity Advisory Committee Short List
3. Calgary Aboriginal Urban Affairs Committee Short List
4. Calgary Heritage Authority Short List
5. Calgary Transit Access Eligibility Appeal Board Short List
6. Calgary Transit Public Safety Citizen Oversight Committee Short List

**Consideration of Applicants for Appointment to Advisory, Review and Interest
Group BCCs**

7. Livery Transport Advisory Committee Short List
8. Public Art Board Short List

Livery Transport Advisory Committee – Appointment of Chair

EXECUTIVE SUMMARY

The Livery Transport Advisory Committee's Terms of Reference provide that the Chair shall be appointed by Council from the five representatives of the general public. This report presents representatives of the general public, currently serving on the Livery Transport Advisory Committee, who expressed an interest in serving as the Chair for the 2017/2018 term (Attachment 1).

ADMINISTRATION RECOMMENDATION:

That Council:

1. Appoint a representative of the general public to serve as Chair of the Livery Transport Advisory Committee for the 2017/2018 term; and
2. Direct that Attachment 1 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2016 October 24 Organizational Meeting of Council, Council appointed Tongjie Zhang to serve as a representative of the general public on the Livery Transport Advisory Committee ("LTAC") for a term set to expire at the 2018 Organizational Meeting of Council and to serve as Chair of LTAC for the 2016/2017 term.

At the 2016 September 26 Regular Meeting of Council, Council adopted the following resolution:

"Given the accelerated evolution of the livery industry in Calgary, that Administration be directed to conduct a review of the governance model and Terms of Reference for the Livery Transport Advisory Committee (LTAC) in collaboration and consultation with the City Clerk's Office, LTAC and key stakeholders, in accordance with Council Policy CP2016-03, and report back to the SPC Community and Protective Services with the result of the outcome of the review no later than 2017 Q4".

At the 2015 October 19 Organizational Meeting of Council, Council appointed Tongjie Zhang to serve as Chair of the Taxi Limousine Advisory Committee ("TLAC") for the 2015/2016 term.

At the 2014 October 20 Organizational Meeting of Council, Council appointed Tongjie Zhang to serve as a representative of the general public on TLAC for a term set to expire at the 2016 Organizational Meeting of Council and to serve as Chair of the TLAC for the 2014/2015 term.

At the 2013 November 04 Organizational Meeting of Council, Council appointed Tongjie Zhang to serve as Chair of TLAC for the 2013/2014 term.

At the 2012 October 22 Organizational Meeting of Council, Council appointed Tongjie Zhang to serve as a representative of the general public on TLAC for a term set to expire at the 2014 Organizational Meeting of Council.

BACKGROUND

LTAC was established by The City of Calgary Council to advise and make recommendations to Council on all matters related to the livery transport industry in Calgary. The purpose of LTAC is to provide advice and recommendations to Council to ensure high quality livery transport

Livery Transport Advisory Committee - Appointment of Chair

services and to create and maintain a sustainable industry as specified in the Livery Transport Bylaw 6M2007. The objective is to ensure public safety, service quality and consumer protection for customers and service providers. LTAC follows the direction of Council by responding to Council's requests and making recommendations.

The full composition of LTAC is eighteen members, who meet the eligibility criteria as set out in the Terms of Reference, and are appointed by a resolution of Council. The current composition of LTAC is detailed in Attachment 2. LTAC members are appointed for a one or a two year term to allow for staggering. Each LTAC member may serve up to a maximum of six consecutive years, unless otherwise approved by a two-thirds vote of Council.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In accordance with the Terms of Reference, the Chair of LTAC shall be appointed by Council from the five representatives of the general public. In order to provide Council with information to assist with appointing an interested and qualified member as Chairperson for the 2017/2018 term at the annual Organizational Meeting, Administration requested that the incumbent members of LTAC, representing the general public, be canvassed for an expression of interest. The expressions of interest are provided for Council's consideration in Attachment 1.

At the time of authoring this report, applicants seeking an appointment as representatives of the general public, who have not served a previous term on LTAC, have not been canvassed for an expression of interest in serving as Chair of LTAC for the 2017/2018 term. Once Council completes the appointment of the four representatives of the general public at the Organizational Meeting, and should the appointment of a Chairperson not occur at the Organizational Meeting, Administration will canvass the new membership and return to a future Meeting of Council with their expressions of interest.

Stakeholder Engagement, Research and Communication

The incumbent representatives of the general public on LTAC were canvassed for an expression of interest in serving as Chair of LTAC for the 2017/2018 term.

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (*Action Plan 2015-2018*).

Social, Environmental, Economic (External)

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

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts.

Current and Future Capital Budget:

There are no current and future capital budget impacts.

Livery Transport Advisory Committee - Appointment of Chair

Risk Assessment

Failure to appoint an LTAC Chair during the 2017 Organizational Meeting of Council will leave LTAC without a Chair at their next scheduled meeting.

REASON(S) FOR RECOMMENDATION(S):

In accordance with the LTAC Terms of Reference, Council is required to appoint a Chair for the 2017/2018 term from among the five representatives of the general public.

ATTACHMENT(S)

1. Expressions of Interest - Livery Transport Advisory Committee Chair
2. Livery Transport Advisory Committee Composition



Boards, Commissions & Committees

Livery Transport Advisory Committee

Terms of Reference

Mandate: The purpose of LTAC is to provide advice and recommendations to Council to ensure high quality livery transport services and 'to create and maintain a sustainable ... industry' as specified in Bylaw 6M2007. The objective is to ensure public safety, service quality and consumer protection for customers and service providers. LTAC will follow the direction of Council by responding to Council requests and making recommendations to City Council.

Composition: 1 Member for taxi brokers, who holds a Brokerage Licence in good standing with Livery Transport Services
1 Member for limousine brokers, who holds a Brokerage Licence in good standing with Livery Transport Services
1 Member of Transportation Network Companies, who holds a Transportation Network Company Licence in good standing with Livery Transport Services
1 Member for taxi drivers who holds a Taxi Driver's Licence in good standing with Livery Transport Services and does not hold a Brokerage or Transportation Network Company Licence
1 Member for limousine drivers who holds a Limousine Driver's Licence in good standing with Livery Transport Services and does not hold a Brokerage or Transportation Network Company Licence
1 Member for Transportation Network drivers who holds a Transportation Network Driver's Licence in good standing with Livery Transport Services and does not hold a Brokerage or Transportation Network Company Licence
5 Representatives of the general public, selected by Council from respondents to a public notice
1 Representative, nominated by Advisory Committee on Accessibility
1 Representative, nominated by Calgary Airport Authority
1 Representative, nominated by Calgary Hotel Association
1 Representative, nominated by Tourism Calgary
1 Representative from the Calgary Police Service (non-voting)
1 Representative from Livery Transport Services (non-voting)
1 Representative from Transportation Planning (non-voting)

The Chair of LTAC is appointed by Council from the five (5) representatives of the general public.

The following skills & experience are an asset:

- 3 to 5 yrs experience as a board member
- Conflict resolution training or experience
- Policy & public administration knowledge
- Budget planning & financial management experience

- Research & analysis experience
- Good verbal & written communication skills

Term: A member's term will be for a one or two year term to allow for staggering. A member may service up to a maximum of six consecutive years. A member may serve more than six consecutive years by a Two-Thirds Vote of Council.

Term Expiry Month: October

Meetings: Monthly

Day: Wednesday or Friday

Time: 10:00 a.m.

Location: Suite 101, 1212 - 31 Avenue NE

This Schedule is subject to change by either date, time and/or location

Quorum: 5, as follows:

- 2 members representing the public;
- 1 member representing the Advisory Committee on Accessibility, Calgary Airport Authority, Tourism Calgary or Hotel Association;
- 1 member representing Brokerages, Transportation Network Companies or drivers;
- 1 member from either:
 - the Advisory Committee on Accessibility, Calgary Airport Authority, Tourism Calgary or Hotel Association; or
 - the Brokerages, Transportation Network Companies or drivers categories.

Resource Staff: Andreychuk, Marcia (403-268-6787^⑤)

Administrative Contact: Kathleen Miller-Letendre (LTS Administration Support)

Compliance Services

City of Calgary mail code #128

P.O. Box 2100 Station M

Calgary AB T2P 2M5

Bus: 403-648-6317^⑤

E-mail: Itac@calgary.ca

Reports To: SPC on Community and Protective Services

Website: [Livery Transport Advisory Committee](#)

Chair	Vice Chair	Member	Role	Current Appointment	Expiry Year
		Andrew Rodych	Representative, nominated by Tourism Calgary	2016	2018
	x	Spencer Villam	Representative, nominated by Calgary Hotel Association	2014	2017
		Shannah Whittaker	Representative, nominated by Calgary Airport Authority	2013	2017
		Lauri Brunner	Representative, nominated by Advisory Committee on Accessibility	2015	2018
		Linda Ciurysek	Representative of the general public	2013	2017
		Kurt Enders	Representative for taxi	2015	2017

			brokers		
		Ginger Greenwood	Member for Transportation Network Companies	2016	2018
		Clement Gulston	Member for Transportation Network drivers	2016	2018
		Ian Lawson	Representative for limousine brokers	2014	2017
		F. Gordon Lowe	Representative of the general public	2013	2017
		Robert McGregor	Member for limousine drivers	2016	2017
		Cheryl McLaughlin	Representative of the general public	2015	2017
		Jaskaran Singh Randhawa	Member for taxi drivers	2016	2018
		Kay She	Representative of the general public	2015	2017
x		Tongjie Zhang	Representative of the general public	2012	2018
		Steve Dawson	Representative, Livery Transport Services (non-voting)	2015	2017
		Travis Gaede	Representative, Transportation Planning (non-voting)	2016	2017
		Ken Richards	Representative, Calgary Police Service (non-voting)	2017	2017

2018 Council Calendar

EXECUTIVE SUMMARY

In accordance with Section 193(1) of the *Municipal Government Act*, Council establishes its Council Meeting schedule for the upcoming year at its annual Organizational Meeting. All Members of Council must be in attendance in order to adopt the 2018 Council Calendar.

ADMINISTRATION RECOMMENDATIONS:

That Council:

1. Adopt the Council Calendar for the year 2018 as set out on Attachment 1; and
2. Direct that the Wholly-Owned Subsidiaries' Annual Shareholder Meetings in 2018 be scheduled as set out on Attachment 1.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2017 July 31 to August 02 Combined Meeting of Council, the recommendations in Report PFC2017-0433, Review of Council's Procedure Bylaw, were adopted, as amended and Bylaw 35M2017 was given three readings, as amended. Provisions in Bylaw 35M2017 which influenced the creation of a meeting calendar include:

1. There is no longer a requirement that Council must meet on Mondays; and
2. Eliminating the set time for reconvening for unfinished business for Council Meetings at 1:00 p.m. on the next business day.

At the 2016 October 03 and 04 Combined Meeting of Council, the recommendation in Report AC2016-0683, Audit Committee Bylaw Amendments was adopted and Bylaw 39M2016, Being a Bylaw of the City of Calgary to Amend Bylaw 48M2012, The Audit Committee Bylaw, was given three readings. This amendment to the Audit Committee Bylaw reduced the number of annual meetings of the Audit Committee to a minimum of 6 times per year.

At the 2015 October 19 Organizational Meeting of Council, the recommendations in Report M2015-0598, 2016 Council Calendar were adopted, as amended. These recommendations directed that the City Clerk include the tentative dates of Subsidiaries' Annual General Meetings for information only in future Council Calendar reporting. In 2016, those dates were provided in the body of the report but were not included in the calendar itself. This year, the Wholly-Owned Subsidiaries' Annual General Meetings have been moved directly onto the Council Calendar.

BACKGROUND

Meetings of Calgary City Council, Standing Policy Committees, and Standing Specialized Committees are included on the Council Calendar.

In November of 2018, Council will consider a new four-year Operating and Capital Budget Plan. More time has been set than in previous years to allow Council adequate time to meet to discuss this Plan.

The proposed 2018 Council Calendar poses a deliberate move toward scheduling Council meetings which focus solely on Public Hearings and planning matters separate from Regular Council Meetings.

2018 Council Calendar

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Public Hearing Council Meeting

There are eleven Public Hearing Council Meetings scheduled. One Public Hearing Council Meeting is scheduled for each month except during the August break. They are scheduled as the first Council meeting of the month except for the month of April.

Public Hearing Council Meetings are scheduled for Mondays at 9:30 a.m. and the following Tuesday, if required, to reconvene at 9:30 a.m. The Meetings are scheduled to capture all planning matters for public hearing as well as planning matters not requiring a public hearing which could include reports from the SPC on Planning and Urban Development, and non-statutory public hearings on items if desired by Council. This should result in the planning items being dealt with on the agenda.

Regular Council Meeting

There are eleven Regular Council Meetings scheduled. One Regular Council meeting is scheduled for each month except during the August break. They are typically scheduled after the monthly Public Hearing Council Meeting.

Regular Council Meetings are scheduled for Mondays at 9:30 a.m. and the following Tuesdays are left free of other meetings in the event that Council needs to reconvene for unfinished items. The proposed time to reconvene for a Regular Council Meeting Day 2 is at 1:00 p.m. as it was in previous years. The Meetings are scheduled to capture all reports coming from the Administration, the Standing Policy Committees (SPC) and the Standing Specialized Committees (SSC) from at least two weeks prior. This will reduce the length of time before SPC and SSC reports are forwarded for Council consideration.

Strategic Council Meeting

Strategic Council Meeting is a form of Regular Council Meeting. They are strategic planning sessions for Council that are typically comprised of reports directly from Administration and specifically the Intergovernmental and Corporate Strategy (ICS) group.

There are eleven Strategic Council Meetings scheduled, an increase from previous years to accommodate increased strategic planning discussions related to the One Calgary Operating and Capital Budget Plan. One Strategic Council meeting is scheduled for each month except during the August break. They are typically scheduled on Wednesdays, the same week as the Regular Council Meetings except for the months of April and July. Due to the April school break and the July Calgary Stampede break, it was not ideal to keep the usual scheduling pattern so the Strategic Council Meetings were scheduled before the Public Hearing Council and Regular Meetings.

The Strategic Council Meeting scheduled for May 30 is only scheduled for the morning as May 31 is the start of the Federation of Canadian Municipalities Annual Conference in Halifax. Councillors will require the afternoon of May 30 to travel to Halifax in order to be present at the beginning of the Conference.

Standing Policy Committee (SPC) Meetings

There are four SPC types, and eleven meetings for each SPC scheduled. The proposed schedule of the SPCs are typically in this order: SPC on Planning and Urban Development,

2018 Council Calendar

SPC on Community and Protective Services, SPC on Transportation and Transit and SPC on Utilities and Corporate Services.

The SPCs are primarily scheduled between Monday and Thursday in an effort to reduce delay of SPC reports being forwarded to Regular Council Meetings. A small number of SPCs were scheduled on Fridays, in months with more limited availability of suitable meeting dates.

Standing Specialized Committees (SSC) Meetings

There are fourteen Priorities and Finance Committee meetings, eleven Intergovernmental Affairs Committee and Gas, Power and Telecommunications Committee meetings each and eight Audit Committee meetings scheduled.

Efforts were made to schedule the Intergovernmental Affairs Committee and the Gas, Power and Telecommunications Committee on the same day as they are both traditionally shorter in duration and can be 'doubled-up' for efficiency.

Flexible Week

Flexible Weeks are days and/or weeks with no scheduled meetings on the Calendar but intended to be used as follows:

- Special Council Meetings: This will give the capacity to schedule ad-hoc Special Council Meetings pursuant to Section 17(4) of the Procedure Bylaw, 35M2017 and Section 194 of the *Municipal Government Act*. Given anticipated changes in federal and provincial legislation, it is expected that there will be a need to call additional Special Council Meetings to discuss such matters as public engagement, passing bylaws, policy discussions, etc. Examples of possible topics for discussions at Special Council Meetings include the legalization of cannabis during the April flexible week, City Charter and *Modernized Municipal Government Act* discussions during the May or September flexible weeks, and One Calgary discussions during the October flexible week.
- Emergency Preparedness: To conduct the annual emergency preparedness and responses training for Council members to be possibly scheduled during the February flexible week.
- Constituents' week: Opportunity for all Council members to work with their constituents.

The following events are noted on the Council Calendar and no Council and Committee meetings are scheduled:

- Statutory Holidays: There are twelve statutory holidays noted on the calendar. For the 2018 Canada Day, as July 1 is a Sunday, July 2 is the legal holiday pursuant to Section 2 of the *Holidays Act (Canada)*.
- Christmas Break: The proposed break for Christmas is January 1 to January 14 and December 24 to December 31. Committee meetings in December have been scheduled to ensure that all committees will report to the last Regular Meeting in December, either through normal reporting schedule or as urgent business item(s).
- Spring Break: The Calgary Board of Education scheduled spring break is from March 26 to March 30. The Calgary Catholic School District scheduled spring break is from April 02 to April 06.
- FCM Conference: The Federation of Canadian Municipalities Annual Conference will occur in Halifax, from May 31 to June 03.
- Calgary Stampede: The Calgary Stampede will occur from July 06 to July 15.

2018 Council Calendar

- Summer Break: As in previous years, August is clear of meetings.
- AUMA Convention: The Alberta Urban Municipalities Association Convention will occur in Red Deer, from September 26 to September 28.

Additional Items Included That Were Not in Previous Council Calendars:

Calgary Planning Commission (CPC) meeting dates are not included on the Council Calendar, however, in cases where a CPC meeting is scheduled on the same day as an SPC Meeting and Priorities and Finance Committee (PFC) Meeting, they are now noted on the Council Calendar for Council's information only. The SPC or PFC meetings will commence at 9:30 a.m. and the CPC meetings will commence at 1:00 p.m. As both types of meetings are conducted in the Council Chamber, CPC was only 'doubled-up' with meetings that are usually short. Attachment 2 of this report contains the average meeting duration for each Council and Committee meeting type.

The start time for all meetings is at 9:30 a.m. but in cases where two Committees are on the same day, the first Committee will commence at 9:30 a.m. and the second Committee will commence at 1:00 p.m. The anticipated end time for all Committees as well as the Strategic Council Meeting is 4:30 p.m. Pursuant to Section 79 of the Procedure Bylaw 35M2017, if still in session, all meetings of Council and Council Committees must recess at 9:30 p.m. whether or not the order of business is complete.

There is a modest increase in the number of meetings scheduled compared to previous years. Attachment 2 of this report contains the number of meetings held for each Council and Committee meetings from 2014-2017.

Wholly-Owned Subsidiaries

Wholly-Owned Subsidiaries' Annual Meeting of Shareholders are now included in the Calendar for Council's approval. These dates are proposed to be scheduled on May 11, May 18 and June 08.

Stakeholder Engagement, Research and Communication

The City Clerk's Office engaged and collaborated with City internal business units, in preparing the draft 2018 Council Calendar.

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (*Action Plan 2015-2018*). Adoption by Council of regularly scheduled Council Meetings on specified dates, times and places satisfies the legislated requirement for notice in accordance with Section 193 of the *Municipal Government Act*.

Social, Environmental, Economic (External)

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

2018 Council Calendar

Financial Capacity

Current and Future Operating Budget:

There are no direct operating budget implications for this report.

Current and Future Capital Budget:

There are no direct capital budget implications for this report.

Risk Assessment

In accordance with Section 193(1) of the *Municipal Government Act*, all Members of Council must be in attendance in order to adopt the Council Calendar.

REASON(S) FOR RECOMMENDATION(S):









Adoption and publication of a Council Meeting schedule for the upcoming year ensures an efficient and transparent notification process which meets legislated requirement for notice.










ATTACHMENT(S)












1. Attachment 1 – 2018 Council Calendar
2. Attachment 2 – 2014-2017 Average Meeting Duration (Hours) and Number of Meetings Held

2018










Council, Standing Policy Committees (SPC) and Standing Specialized Committee Meetings Dates













Su	Mo	Tu	We	Th	Fr	Sa
		2	3	4	5	6
7	8	9	10	11	12	13
14						20
21	PH/P	PH/P	24		26	27
28		30	SC			

Su	Mo	Tu	We	Th	Fr	Sa
					2	3
4					9	10
11	PH/P	PH/P			16	17
18		20	21	22	23	24
25		27	SC			












Su	Mo	Tu	We	Th	Fr	Sa
						3
4						10
11	PH/P	PH/P	14	15	16	17
18		20	SC			24
25	26	27	28	29		31










CBE and CCSD – School spring break March 26 – April 06

Su	Mo	Tu	We	Th	Fr	Sa
	2	3	4	5	6	7
8	SC	10	11			14
15					20	21
22	PH/P	PH/P		26	27	28
29						


Su	Mo	Tu	We	Th	Fr	Sa
		1			4	5
6	PH/P	PH/P				12
13						19
20		22	23	24	25	26
27		29	SC*	31		










*Scheduled for the morning only FCM Conference: Halifax- May 31-June 3

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4					9
10					15	16
17	PH/P	PH/P	20	21	22	23
24		26	SC			30













Su	Mo	Tu	We	Th	Fr	Sa
1			SC	5	6	7
8	9	10	11	12	13	14
15						21
22	PH/P	PH/P		26	27	28
29		31				
















Calgary Stampede July 06-July 15











Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5		7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Su	Mo	Tu	We	Th	Fr	Sa
						1
2						8
9	PH/P	PH/P				15
16	17	18	SC	20	21	22
23		25	26	27	28	29

AUMA Convention – Red Deer September 26 - 28



Su	Mo	Tu	We	Th	Fr	Sa
	PH/P	PH/P				6
7		9	10	11	12	13
14		16	SC			20
21		23	24			27
28	29					

Su	Mo	Tu	We	Th	Fr	Sa
						3
4	5		7		9	10
	PH/P	PH/P				17
18		20		21	22	23
25						






Su	Mo	Tu	We	Th	Fr	Sa
						1
2						8
9	PH/P	PH/P			14	15
16		18	SC	20	21	22
23	24			27	28	29

Unless otherwise noted all meetings begin at 9:30 a.m.

COUNCIL:

-  Regular Council Meeting 11 Meetings. Day 1, 9:30 a.m. start; Day 2, 1:00 p.m., if necessary (11 -22 Days)
- PH/P Public Hearing Council Meeting – 11 Meetings (22 Days)
- SC Strategic Council Meeting – 11 Meetings (11 Days)
-  One Calgary Operating and Capital Budget Plan

STANDING POLICY COMMITTEES

- 11 Meetings for Each SPC
-  SPC on Planning & Urban Development
-  SPC on Community & Protective Services
-  SPC on Transportation & Transit
-  SPC on Utilities & Corporate Services
- Special SPC on CPS Meeting:*
-  Civic Partners – 1 Meeting

STANDING SPECIALIZED COMMITTEES

-  Priorities and Finance Committee – 14 Meetings
-  Intergovernmental Affairs Committee – 11 Meetings
-  Gas, Power & Telecommunications Committee -11 Meetings
-  Audit Committee – 8 Meetings
-  Days with a morning and afternoon meeting scheduled

AVERAGE MEETING DURATION (HOURS) AND NUMBER OF MEETINGS HELD								
	2014		2015		2016		2017 (Jan-Sept)	
	Avg. Hrs.	# of Meetings	Avg. Hrs.	# of Meetings	Avg. Hrs.	# of Meetings	Avg. Hrs.	# of Meetings
Council Meetings								
Regular	9	10	8	10	9	10	11	7
Combined	17	11	18	11	19	11	25	8
Public Hearing	*		*		*		18	1
Strategic	8	8	6	8	8	8	9	5
Budget	50.5	1	5	1	26	1	*	***
Standing Policy Committees (SPC)								
Planning and Urban Development	3	10	3	8	2	10	2	8
Community and Protective Services	4	11	3	10	4	12	4	7
Transportation and Transit	6	11	4	9	8	11	5	6
Utilities and Corporate Services	2	9	1	8	1	6	1	7
Standing Specialized Committees (SSC)								
Audit	2	10	2	11	3	9	3	6
Gas, Power and Telecommunications	2	10	1	10	1	10	1	9
Intergovernmental Affairs	2	9	1	9	2	10	2	8
Priorities and Finance	5	13	3	13	3	14	3	13

* There were no Public Hearing Council Meeting scheduled for the years 2014, 2015 and 2016.

** Budget Meeting for 2014 was for setting the 4-Year Cycle (Action Plan 2015-2018), 2015 was for the Adjustments, and 2016 was for the Mid-Cycle Adjustments.

***Budget Meeting for 2017 has not yet occurred, currently scheduled for 2017 November 27 to 2017 December 01.

Note: 2017 only includes data from January to September.

2017 - 2018 DEPUTY MAYOR ROSTER AND RELATED DUTIES

EXECUTIVE SUMMARY

The *Municipal Government Act* and Procedure Bylaw require that Council adopt an annual Roster of Deputy Mayors. This report presents Administration's recommendation of the Deputy Mayor Roster for the months 2017 October 23 to 2018 December 31.

ADMINISTRATION RECOMMENDATION:

That Council adopt the 2017 – 2018 Deputy Mayor Roster from 2017 October 23 to 2018 December 31, as follows:

<u>Deputy Mayor Roster</u>		
2017	October 23 - 31	Ward 2 Councillor
	November	Ward 4 Councillor
	December	Ward 11 Councillor
2018	January	Ward 12 Councillor
	February	Ward 13 Councillor
	March	Ward 5 Councillor
	April	Ward 9 Councillor
	May	Ward 14 Councillor
	June	Ward 6 Councillor
	July	Ward 10 Councillor
	August	Ward 1 Councillor
	September	Ward 8 Councillor
	October	Ward 7 Councillor
	November	Ward 3 Councillor
	December	Ward 2 Councillor

PREVIOUS COUNCIL DIRECTION / POLICY

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

- "152(1) A council must appoint one or more councillors as deputy chief elected official so that
- (a) only one councillor will hold that office at any one time, and
 - (b) the office will be filled at all times.

2017 - 2018 DEPUTY MAYOR ROSTER AND RELATED DUTIES

- (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.”

Sections 9(1) and (2) of the Procedure Bylaw 35M2017 state that, “Council, at its Organizational Meeting, shall adopt a roster of Deputy Mayors for the following year. If the Mayor is absent from a meeting of Council, the Deputy Mayor assigned on the roster shall preside. If the assigned Deputy Mayor is also absent, the next Deputy Mayor in the adopted rotation shall preside, and so on.”

BACKGROUND

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

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

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Councillors representing Ward 2, Ward 4, Ward 11 and Ward 12 did not serve as Deputy Mayor during 2017 and it is recommended that they serve as Deputy Mayor for 2017 October 23 – 31, 2017 November, 2017 December and 2018 January respectively.

A random drawing of the remainder of the City’s wards was conducted for the months of 2018 February to 2018 December and the City Clerk’s recommendation reflects the order of wards drawn.

Stakeholder Engagement, Research and Communication

None.

Strategic Alignment

This report aligns with Council’s priority of a well-run city: “Calgary’s government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need” (*Action Plan 2015-2018*).

Social, Environmental, Economic (External)

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

2017 - 2018 DEPUTY MAYOR ROSTER AND RELATED DUTIES

Financial Capacity

Current and Future Operating Budget:

There are no direct operating budget implications for this report.

Current and Future Capital Budget:

There are no direct capital budget implications for this report.

Risk Assessment

None.

REASON FOR RECOMMENDATION:

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

ATTACHMENT(S)

None.

Administration Appointments to Boards, Commissions and Committees

EXECUTIVE SUMMARY

This report presents Administration's nominees for appointment by Council to internal and external Boards, Commissions and Committees at the 2017 Organizational Meeting of Council. The report also presents for information the continuing Administration membership on internal and external Boards, Commissions and Committees.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Appoint Administration's nominees to Boards, Commissions and Committees (Attachment 1); and
2. Receive for information current Administration members serving on Boards, Commissions and Committees (Attachment 2).

PREVIOUS COUNCIL DIRECTION / POLICY

The Council policy on *Governance and Appointments of Boards, Commissions and Committees* ("Council policy"), CP2016-03, was adopted by Council to establish a process for the appointment of Members of Council, Administration and Public Members to Boards, Commissions and Committees ("BCCs"). Section 1.3 of the Council policy provides that the "appointment of Members of Council and Administration to serve on BCCs promotes collaboration and collective decision-making with Public Members, ensuring that citizens, communities and customers of The City are better served". In accordance with section 5.7, appointment of Administration Members occurs as follows:

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

BACKGROUND

Procedure Bylaw 35M2017 provides that all Council appointments to City BCCs must be reviewed annually at the Organizational Meeting of Council, unless otherwise specified in the BCC's governance documents.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Given that the appointment terms for Administration members vary depending on the BCC's individual Governance Document(s), Administration's nominations and membership to Council are being presented as follows:

Administration Appointments to Boards, Commissions and Committees

- *for appointment by Council* – Administration’s nominees, to BCCs, in accordance with the individual BCC’s Governance Document(s) (Attachment 1); and
- *for information* – Administration members continuing to serve on BCCs as per previous Council appointment and Administration members serving on BCCs by virtue of their position at The City of Calgary (Attachment 2).

Stakeholder Engagement, Research and Communication

Administration issued a request to City Departments and the City Manager’s Office for Administration’s nominees for appointment to BCCs for the upcoming terms. In accordance with the Council policy, the City Manager recommends the Administration appointments detailed in the Attachments.

Strategic Alignment

This report aligns with Council’s priority of a well-run city: “Calgary’s government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need” (*Action Plan 2015-2018*).

Social, Environmental, Economic (External)

There are no social, environmental and economic impacts as a result of this report.

Financial Capacity

Current and Future Operating Budget:

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

Current and Future Capital Budget:

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

Risk Assessment

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. 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.

REASON(S) FOR RECOMMENDATION(S):

In accordance with Council policy on *Governance and Appointments of Boards, Commissions and Committees*, Council shall appoint Administration members to Boards, Commissions and Committees, as applicable, at the annual Organizational Meeting of Council.

Administration Appointments to Boards, Commissions and Committees

ATTACHMENT(S)

1. Administration Nominees to Boards, Commissions and Committees – For Appointment
2. Continuing Administration Members and Administration Members Appointed by Positions to Boards, Commissions and Committees – For Information

FOR APPOINTMENT

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	NOMINEES
ADVISORY COMMITTEE ON ACCESSIBILITY	<p><i>3 Members of City Administration appointed by Council:</i></p> <ul style="list-style-type: none"> ▸ Calgary Recreation ▸ Calgary Transit ▸ Planning and Development <p>Term: 2 years</p>	<p>James McLaughlin Laura Trollope Marco Civitarese</p>
BIODIVERCITY ADVISORY COMMITTEE	<p><i>4 Members of City Administration appointed by resolution of Council from the following Departments:</i></p> <ul style="list-style-type: none"> ▸ Community Services ▸ Law ▸ Planning and Development ▸ Transportation ▸ Utilities & Environmental Protection <p>Term: 2 years</p>	<p>Chris Manderson</p> <p>Ethan Askey Natasha Kuzmak, and Natalie Young</p>
BOW RIVER BASIN COUNCIL	<p><i>1 Municipal Government Member:</i></p> <ul style="list-style-type: none"> ▸ Utilities & Environmental Protection <p>Term: 2 years</p>	<p>Carolyn Bowen</p>
CALGARY CONVENTION CENTRE AUTHORITY	<p><i>1 General Manager appointed by resolution of the Council</i></p> <p>Term: 1 year as not specified in <i>The Calgary Convention Centre Authority Act</i></p>	<p>Kurt Hanson</p>
CALGARY GENERAL HOSPITAL LEGACY FUND REVIEW COMMITTEE	<p><i>4 Representatives of City Administration:</i></p> <ul style="list-style-type: none"> ▸ Calgary Neighbourhoods ▸ Calgary Parks ▸ Calgary Recreation ▸ Finance <p>Term: 1 year as not specified in the Terms of Reference</p>	<p>Katie Black Anne Charlton Kyle Ripley Carla Male</p>
LIVERY TRANSPORT ADVISORY COMMITTEE	<p><i>3 Representatives (non-voting) appointed by resolution of Council:</i></p> <ul style="list-style-type: none"> ▸ Calgary Police Service ▸ Transportation Planning ▸ Livery Transport Services <p>Term: 2 years</p>	<p>A/Sergeant Ken Richards Travis Gaede Steve Dawson</p>



ADMINISTRATION NOMINEES TO BOARDS, COMMISSIONS AND COMMITTEES

C2017-1059
Attachment 1

FOR APPOINTMENT

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	NOMINEES
MALL PROGRAMMING FUND MANAGEMENT COMMITTEE	<i>1 Representative:</i> <ul style="list-style-type: none"> City of Calgary (Chair) Term: 1 year	Ben Barrington Graham Gerylo (alternate)
McMAHON STADIUM SOCIETY, THE	<i>2 Members appointed by The City of Calgary</i> Term: 1 year	Kurt Hanson Kyle Ripley
PARKS FOUNDATION CALGARY	<i>The Council of The City of Calgary may appoint one of the staff members of:</i> <ul style="list-style-type: none"> Calgary Parks, or Calgary Recreation Term: 1 year	Anne Charlton
SILVERA FOR SENIORS	<i>1 Member:</i> <ul style="list-style-type: none"> City of Calgary Senior Administration Term: 3 years, set to expire in 2018	Teresa Goldstein <i>(for completion of a 3 year term)</i>
WINSPORT	<i>1 Director appointed by The City of Calgary</i> Term: 2 years	Kyle Ripley

FOR INFORMATION

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	CONTINUING MEMBERS
CALGARY HOUSING COMPANY	<i>2 Directors appointed at the Shareholder meeting:</i> <ul style="list-style-type: none"> ▸ City Treasurer ▸ Director of Calgary Neighbourhoods 	Carla Male Katie Black
CALGARY PARKING AUTHORITY	<i>2 Members of City Administration:</i> <ul style="list-style-type: none"> ▸ General Manager, Transportation ▸ Chief Financial Officer 	Malcolm Logan Eric Sawyer
CALGARY PLANNING COMMISSION	<i>1 General Manager and 1 Director of the City, appointed by the City Manager. The General Manager shall be the Chairperson of the Commission:</i> <ul style="list-style-type: none"> ▸ General Manager (Chair) ▸ Director 	Malcolm Logan Matthias Tita
CALGARY TRANSIT PUBLIC SAFETY CITIZEN OVERSIGHT COMMITTEE	<i>1 Member (non-voting):</i> <ul style="list-style-type: none"> ▸ Use of Force Instructor Term: 3 years, set to expire in 2018	Brian Whitelaw
COMBATIVE SPORTS COMMISSION	<i>1 Member (non-voting):</i> <ul style="list-style-type: none"> ▸ Chief Licence Inspector, or ▸ Designate 	Mark Halat
COMMUNITY REPRESENTATION FRAMEWORK TASK FORCE	<i>2 Representatives:</i> <ul style="list-style-type: none"> ▸ Community Services ▸ Planning and Development Term: 2 years, or until mandate is complete	Katie Black Matthias Tita
CORPORATE PENSION GOVERNANCE COMMITTEE	<i>5 Members appointed by the City Manager:</i> <ul style="list-style-type: none"> ▸ Chief Human Resources Officer (Chair) ▸ Chief Financial Officer ▸ Administrative Law Representative ▸ Administrative Leadership Team (ALT) Representative ▸ Senior Management Team (SMT) Representative Term: ALT and SMT Representatives are appointed for 24 month terms with option to renew term at the discretion of the City Manager	Mark Lavallée Eric Sawyer Rebecca Andersen Malcolm Logan Laura Kennedy



**CONTINUING ADMINISTRATION MEMBERS AND
ADMINISTRATION MEMBERS APPOINTED BY POSITIONS TO
BOARDS, COMMISSIONS AND COMMITTEES**

C2017-1059
Attachment 2

FOR INFORMATION

BOARD, COMMISSION OR COMMITTEE	MANDATED APPOINTMENT AND TERM	CONTINUING MEMBERS
GAS, POWER AND TELECOMMUNICATIONS COMMITTEE	<i>1 Representative:</i> <ul style="list-style-type: none">▸ <i>Chief Financial Officer, or</i>▸ <i>Designate</i>	Eric Sawyer
LINDSAY PARK SPORTS SOCIETY	<i>1 Governor:</i> Term: 2 years, set to expire in 2018	Greg Steinraths

Council Authorization to Cover Meeting Costs for Directors of the Federation of Canadian Municipalities

EXECUTIVE SUMMARY

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

ADMINISTRATION RECOMMENDATION:

That Council agrees that should The City of Calgary's Nominee to FCM be elected to the FCM Board of Directors, Council is prepared to meet all reasonable costs of attendance at meetings of the FCM Board of Directors; such costs to be charged to Corporate Costs Program 861.

PREVIOUS COUNCIL DIRECTION / POLICY

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

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

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

BACKGROUND

The FCM Board of Directors manages or supervises the management of the activities and affairs of the Federation. In accordance with section 3.04(i) of By-Law No. 1 of the Federation of Canadian Municipalities ("By-Law No. 1"), there shall be seven (7) Directors representing Alberta, consisting of one nominee selected by The City of Calgary. Only elected municipal officials are eligible to be Directors. The By-Law No. 1 further provides that "[o]nce the nominees have been determined, they shall be included on a slate to be presented to the Members for election".

With respect to the term of office, section 3.09 of By-Law No.1 provides the following:

"each elected Director shall hold the office of Director for the period from immediately following the end of the Annual General Meeting at which he or she became a Director and continuing until the end of the next Annual General Meeting; and (ii) each appointed Director shall hold the office of Director for the period immediately following their appointment and continuing until the end of the next Annual General Meeting. Any retiring Director is eligible for re-election or re-appointment if otherwise qualified. A Director may take a leave of absence from his or her rights and duties as a Director for a portion of that Director's term of office provided that he or she first obtains the Executive Committee's consent".

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

Council Authorization to Cover Meeting Costs for Directors of the Federation of Canadian Municipalities

INVESTIGATION: ALTERNATIVES AND ANALYSIS

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

Stakeholder Engagement, Research and Communication

In preparation of this report, Administration reviewed the Council policy on *Council to Cover Expenses of Prospective FCM (Federation of Canadian Municipalities) Directors* (CC008) and By-Law No. 1 of the FCM (adopted 2017 June 04).

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (*Action Plan 2015-2018*).

Social, Environmental, Economic (External)

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

Financial Capacity

Current and Future Operating Budget:

Reasonable costs of attendance at meetings of the FCM Board of Directors. The costs will be charged to Corporate Costs Program 861.

Current and Future Capital Budget:

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

Risk Assessment

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

REASON(S) FOR RECOMMENDATION(S):

The Federation of Canadian Municipalities requires a resolution from Council each year confirming that costs associated with meeting attendance will be covered by The City of Calgary.

ATTACHMENT(S)

None.