



AGENDA

PRIORITIES AND FINANCE COMMITTEE

April 10, 2018, 9:30 AM
IN THE COUNCIL CHAMBER
Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor S. Keating (T&T Chair)
Councillor J. Magliocca (PUD Chair)
Councillor W. Sutherland
Councillor E. Woolley (Audit Chair)

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2018 March 22
5. POSTPONED REPORTS
(including related/supplemental reports)
(None)
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 Olympic Bid Proposed Public Engagement Approach, PFC2018-0366, PFC2018-0366
 - 6.2 Vote of the Electors (Plebiscite), PFC2018-0373
 - 6.3 The City's Strategic Plan Principles, PFC2018-0445
 - 6.4 Transportation Strategic Leadership Plan, PFC2018-0398
 - 6.5 Proposed Amendments to the Council Policy on Governance and Appointments of Boards, Commissions and Committees (CP2016-03), PFC2018-0444

6.6 Status of Outstanding Motions and Directions, PFC2018-0318

7. ITEMS DIRECTLY TO COMMITTEE
(None)

7.1 REFERRED REPORTS

7.2 NOTICE(S) OF MOTION

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS
(None)

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.2 URGENT BUSINESS

10. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**March 22, 2018, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor G-C. Carra (CPS Alternate)
Councillor J. Gondek (T&T Alternate)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)
*Councillor J. Farkas

ALSO PRESENT: City Manager J. Fielding
City Solicitor and General Counsel G. Cole
Chief Financial Officer E. Sawyer
Acting City Clerk M. A. Cario
Legislative Assistant L. McDougall

1. CALL TO ORDER

Councillor Chu called the Meeting to order at 9:34 a.m.

2. OPENING REMARKS

Councillor Chu provided opening remarks at today's Meeting.

3. CONFIRMATION OF AGENDA

Moved by Councillor Sutherland

That the Agenda for today's Meeting be amended by bringing forward Item 9.1.1, Report PFC2018-0197 to be dealt with following Item 6.1, Report PFC2018-0196.

MOTION CARRIED

Moved by Councillor Sutherland

That the Agenda for the 2018 March 22 Regular Meeting of the Priorities and Finance Committee be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

Mayor Nenshi assumed the Chair at 9:36 a.m. and Councillor Chu returned to his regular seat in Committee.

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2018 March 06

Moved by Councillor Sutherland

That the Minutes of the Priorities and Finance Committee held on 2018 March 06, be confirmed.

MOTION CARRIED

5. POSTPONED REPORTS

None

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 6.1 Silvera for Seniors Budget Review, PFC2018-0196

Speakers:

1. Arlene Adamson, Silvera for Seniors

A PowerPoint presentation entitled "2018 Lodge Operating Budget", dated 2018 March 22, with respect to Report PFC2018-0196, was distributed.

Moved by Councillor Sutherland

That, in accordance with Sections 24 and 27 of the *Freedom of Information and Protection of Privacy Act*, the Priorities and Finance Committee now move into Closed Meeting at 10:35 a.m., in the Council Boardroom, to discuss confidential matters with respect to Reports PFC2018-0196 and PFC2018-0197.

Against: Councillor Farkas

MOTION CARRIED

Committee reconvened in Public Meeting at 11:16 a.m. with Mayor Nenshi in the Chair.

Moved by Councillor Sutherland

That Committee rise and report.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2018-0196:

Clerk: M. A. Cario, L. McDougall. Advice: T. Goldstein, T. Ward, S. Woodgate, J. Caldwell, A. Wedderburn, L. Kerr, K. Hanson, A. Selimos, E. Sawyer, A. McIntyre. Legal: G. Cole.

Moved by Councillor Sutherland

That with respect to Report PFC2018-0196, the following be approved **after amendment**:

The Priorities and Finance Committee recommend that Council:

1. Review Silvera for Seniors' 2018 capital and lodge operating budgets for consistency with The City's operating and budgeting principles;
2. Approve the Silvera for Seniors budget as presented, or with adjustments that Council sees as appropriate based on The City's 2018 operating budget;
3. **Upon The City and Silvera for Seniors agreeing upon content for a new Ministerial Order and the Minister of Seniors and Housing publicly releasing a signed Ministerial Order incorporating that content, approve an additional one-time grant of \$1.85M for Silvera for Seniors for 2018 to be funded from the Fiscal Stability Reserve. This is in addition to the \$1.365M provided to Silvera as an annual grant, for a total City financial contribution of \$3.215M for 2018;**
4. Recommend that The City continue working with and advocating to the Government of Alberta to improve asset management for seniors' lodges including an end of life cycle plan and replacement strategy;
5. **Direct that the Closed Meeting discussions with respect to Report PFC2018-0196 remain confidential pursuant to Sections 24 and 27 of the Freedom of Information and Protection of Privacy Act.**

MOTION CARRIED

6.2 2017 Year End Accountability Report, PFC2018-0101

A PowerPoint presentation entitled "Action Plan 2015-2018, 2017 Year-End Accountability Report", dated 2018 March 22, with respect to Report PFC2018-0101, was distributed.

Moved by Councillor Chu

That with respect to Report PFC2018-0101, the Priorities and Finance Committee recommends that Council receive this report for information.

MOTION CARRIED

6.3 Strategic Growth in the Rangeview Area Structure Plan, PFC2018-0240

A PowerPoint presentation entitled "Strategic Growth in the Rangeview Area Structure Plan", dated 2018 March 22, with respect to Report PFC2018-0240, was distributed.

Moved by Councillor Sutherland

That with respect to Report PFC2018-0240, the following be approved, **after amendment:**

That the Priorities and Finance Committee recommend:

1. That this report (PFC2018-0240) be directed to the **April 16 Public Hearing Meeting of Council** to the Public Hearing portion of the Agenda;
2. Council hold a public hearing on the proposed bylaw amendment set out in Attachment 2; and

3. That Council approve the proposed bylaw amendment to the Rangeview Area Structure Plan in Attachment 2.

MOTION CARRIED

- 6.4 Municipal Naming, Sponsorship and Naming Rights Policy Update, PFC2018-0159

A PowerPoint presentation entitled "Municipal Naming, Sponsorship and Naming Rights Policy Update", dated 2018 March 22, with respect to Report PFC2018-0159, was distributed.

Moved by Councillor Carra

Amendment:

That Attachment 2 to Report PFC2018-0159 be amended in Page 13 of 19, by deleting Section 2.2.10 in its entirety and substituting with the following:

"Dual naming of roadways is not normally permitted. However, secondary names may be used on signage in cases of historical, heritage, or community value at the direction of council."

MOTION CARRIED

Moved by Councillor Chu

That with respect to Report PFC2018-0159, the following be approved, **as amended and after amendment:**

That the Priorities and Finance Committee recommends that Council approve the proposed amendments to the *Municipal Naming, Sponsorship and Naming Rights Policy*, CP2016-01 (Attachment 2, **as amended**).

And further, that this Report be forwarded to the 2018 April 05 Combined Meeting of Council.

MOTION CARRIED

- 6.5 Recognitions by Council Policy, PFC2018-0112

Subject to Section 6(1) of Procedure Bylaw 35M2017, Section 78(2)(a) was suspended by general consent to allow Committee to complete the remainder of the Agenda prior to the scheduled recess.

Moved by Councillor Chu

That with respect to Report PFC2018-0112, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Approve the 'Recognitions by Council' policy; and

2. Direct Administration to prepare any necessary amendments to the Procedure Bylaw to align with the 'Recognitions by Council' policy.

MOTION CARRIED

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

None

7.2 NOTICE(S) OF MOTION

None

8. URGENT BUSINESS

None

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1.1 Silvera for Seniors Ministerial Order Review, PFC2018-0197

A PowerPoint presentation entitled "Silvera for Seniors Ministerial Order Review", dated 2018 March 22, with respect to Report PFC2018-0197, was distributed at the Closed Meeting, to remain confidential subject to Sections 24 and 27 of the *Freedom of Information and Protection of Privacy Act*.

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2018-0197:

Clerk: M. A. Cario, L. McDougall. Advice: T. Goldstein, T. Ward, S. Woodgate, J. Caldwell, A. Wedderburn, L. Kerr, K. Hanson, A. Selimos, E. Sawyer, A. McIntyre. Legal: G. Cole.

Moved by Councillor Sutherland

With respect to Report PFC2018-0197, the following be approved, **after amendment**:

That the Priorities and Finance Committee recommends that Council:

1. Approve **Revised** Administration Recommendation 1, as discussed during the Closed Meeting; and
2. Direct that the Closed Meeting presentation and discussion, Report and Attachment 2 remain confidential pursuant to Sections 24 and 27 of the *Freedom of Information and Protection of Privacy Act* until such time as a new signed Ministerial Order is publicly released but in the interim, authorize the Director, Calgary Housing, to share such information and material with the Minister and her staff and Silvera for Seniors as may be required to facilitate discussions between them.

MOTION CARRIED

9.2 URGENT BUSINESS

None

10. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 12:05 p.m.

MOTION CARRIED

THE FOLLOWING ITEM HAS BEEN FORWARDED TO THE 2018 APRIL 05
COMBINED MEETING OF COUNCIL:

COMMITTEE REPORTS:

Municipal Naming, Sponsorship and Naming Rights Policy Update, PFC2018-0159

THE FOLLOWING ITEM HAS BEEN FORWARDED TO THE 2018 APRIL 16 REGULAR
PUBLIC HEARING MEETING OF COUNCIL:

PLANNING MATTERS FOR PUBLIC HEARING:

Strategic Growth in the Rangeview Area Structure Plan, PFC2018-0240

THE FOLLOWING ITEMS HAVE BEEN FORWARDED TO THE 2018 APRIL 23
REGULAR MEETING OF COUNCIL:

CONSENT:

Silvera for Seniors Budget Review, PFC2018-0196

2017 Year End Accountability Report, PFC2018-0101

Recognitions by Council Policy, PFC2018-0112

CONFIDENTIAL ITEMS:

Silvera for Seniors Ministerial Order Review, PFC2018-0197

The next Regular Meeting of the Priorities and Finance Committee has been scheduled
to be held on 2018 April 10 at 9:30 a.m.

CHAIR

ACTING CITY CLERK

**Community Services Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0366
Page 1 of 9**

Olympic Bid Proposed Public Engagement Approach

EXECUTIVE SUMMARY

On 2018 March 29, The City of Calgary received confirmation from the Government of Canada (GoC) and Government of Alberta (GoA) that they would commit funding to the Calgary 2026 Olympic and Paralympic Winter Games (OPWG) Bid Corporation (BidCo). The funding from GoA is contingent upon several conditions including The City's agreement to hold a plebiscite at a time when there is enough information for Calgarians to make an informed decision on the costs and benefits of hosting the 2026 OPWG. As directed by Council, this report includes a proposed 2026 OPWG Public Engagement Approach. In addition, a potential timeframe to hold a plebiscite has been included but is subject to further discussion with the other orders of government.

The Public Engagement Approach outlined in this report (Attachment 1) includes two distinct components: an engagement program and a plebiscite. While both of these components are part of a comprehensive public engagement approach, their oversight would be independently managed.

Given the tight timelines (potential Bid Book submission due in January 2019 with a draft projected to be completed in 2018 Q4), Administration is recommending implementing the Public Engagement Approach as soon as possible. Information gained through the engagement process and a plebiscite, if approved, can be used to inform Council's decision to either proceed with submitting a bid or not, and can also be used to inform Council and Administration of Calgarians' priorities. Once a BidCo is capable of undertaking this work, the engagement program activities would transition under the oversight of BidCo. The plebiscite would remain the responsibility of the Returning Officer.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. Approve the Public Engagement Approach (Attachment 1) and direct Administration to incorporate comments received through PFC and Council;
2. Forward this report as urgent business directly to the 2018 April 16 Public Hearing Meeting of Council.

PREVIOUS COUNCIL DIRECTION / POLICY

Council approved the following Motion at the 2018 March 19-20 Combined Meeting of Council:

That with respect to Report C2018-0266, the following be adopted, after amendment:

"That to allow Administration to continue its work, Council approve in principle the recommendations outlined below and, upon Administration advising Council in writing that it has secured financial commitments from the Government of Alberta and the Government of Canada, for continuing to fund the Olympic bid exploration process:

1. Authorize The City of Calgary to become a member of, elect directors, and incorporate a Bid Corporation (BidCo) to continue the exploration of a bid for the 2026 Olympic and Paralympic Winter Games (OPWG);

**Community Services Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0366
Page 2 of 9**

Olympic Bid Proposed Public Engagement Approach

2. Approve the Deputy City Manager as having the authority to exercise all the powers and voting rights associated with The City's membership interest in BidCo, subject to the Deputy City Manager first seeking Council direction regarding matters that materially affect the legal, business or financial risk for The City;
3. Authorize the Mayor to execute on behalf of The City all BidCo resolutions and related documents required to establish the appropriate membership and governance structure of BidCo substantially in the form described in the report, such documents to be satisfactory in content and form to the Deputy City Manager and the City Solicitor and General Counsel respectively;
4. Release an additional \$1 million (of the \$2 million) of Fiscal Stability Reserve funds that Council approved on 2017 November 20 (C2017-1181);
5. Approve a one-time increase in 2018 to operating budget program #426 of \$2.5 million from the Fiscal Stability Reserve, to complete The City's required \$9.5 million total funding commitment to the BidCo;
6. Return to Council through PFC at its April 10 meeting with an update, including a robust public engagement plan and a proposed reporting structure from BidCo to Council; and
7. Direct that the Closed Meeting discussions remain confidential subject to Sections 21 and 23 of the *Freedom of Information and Protection of Privacy Act*."

On 2018 March 21 Council approved the following Motion Arising:

"That with respect to Report C2018-0266, Council refer the following proposed Motion Arising to the 2018 April 10 Regular Meeting of the Priorities and Finance Committee, to be considered following the Olympic Public Engagement Report and the Returning Officer's report on Vote of Electors:

"That with respect to Report C2018-0266, the following Motion Arising be adopted:

That Council:

1. Direct Administration to inquire into the feasibility of the International Olympic Committee providing a bid deadline extension of six (6) months;
2. Direct Administration to conduct a city wide 'Vote of the Electors' on whether electors are in favour of their Council submitting this bid; and
3. Postpone its decision to bid on the 2026 Olympic and Paralympic Winter Games until after the City Clerk reports back with the outcome of the 'Vote of the Electors'."

See Attachment 2 for additional Previous Council Direction.

BACKGROUND

Engagement activities associated with The City's bid exploration have been occurring since the fall of 2016. Below is a summary of engagement activities to date.

Olympic Bid Proposed Public Engagement Approach

February – March 2017: Summary of Calgary Bid Exploration Committee's (CBEC) engagement plan

CBEC contracted the research consulting firm of Stone-Olafson to undertake three different public engagement activities: a quantitative survey, interviews with key stakeholders, and an online questionnaire (see Attachment 3 for a public engagement summary).

The goal of this survey was to move beyond a simple yes or no answer as to whether Calgarians support an Olympic bid. More importantly, the focus was to understand what factors would play a role in Calgarians supporting or objecting to an Olympic bid and potentially hosting the 2026 OPWG. The interview portion of the research included interviewing approximately 100 key stakeholders (including Indigenous representation) and focused on the perceived impact to the community from an economic, social/cultural or environmental perspective. To provide all Calgarians and residents of the Bow Valley Corridor with an opportunity to offer their opinions, CBEC launched an online questionnaire.

Research conducted by CBEC showed that a majority of respondents are in favour of moving forward with a bid for the 2026 OPWG, but the support is conditional on a bid and final hosting plan being Calgary-focused and economically viable. Feedback suggested that a broad coalition of support existed from residents of Calgary and the Bow Valley Corridor as well as from key stakeholders from community organizations and from national sport organizations.

August 2017 to February 2018: Stakeholder Engagement

Upon the submission of the CBEC final report in August 2017, The City's 2026 OPWG Project Team has continued to engage with venue operators and key government and community stakeholders. Communication continues with the GoC, the GoA, Town of Canmore, the International Olympic Committee (IOC), the International Paralympic Committee (IPC), the Canadian Olympic Committee (COC), and the Canadian Paralympic Committee (CPC), including The City's participation in the IOC's Observer Program at the 2018 Olympic Winter Games and Paralympic Games in PyeongChang, South Korea.

The Project Team has also met with its Advisory Panel, which is comprised of a number of former CBEC board members and community leaders. This Advisory Panel helps inform the Project Team's work, ensuring that a wide variety of impacts and benefits of hosting the 2026 OPWG are understood and considered.

A City Administrative Steering Committee has been established to leverage specialized expertise across The City and to provide weekly monitoring of project activities. The City's Administrative Leadership Team is also engaged on a regular basis.

An environmental scan was launched in February 2018, prior to the 2018 Winter Olympic Games, to The City's Citizen View panel which consists of 3,277 panel members. A total of 1,235 panelists completed the survey and some highlights include: 95 per cent of Calgarians are aware that The City is exploring a potential 2026 OPWG bid; and, 70 per cent of Calgarians have recalled information that is a mix of positive and negative. The top three topics citizens want more information about are financially focused and include:

1. Project cost;
2. Information about funding; and,
3. Economic impacts.

Olympic Bid Proposed Public Engagement Approach

The Citizen View Panel was considered part of a three-pronged approach (citizen view panel, traditional media monitoring and social listening) to help inform the engagement and communications strategy and tactics going forward.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The 2026 OPWG Project Team has continued to gather information and undertake analysis related to whether it is prudent for The City to move forward with the submission of a bid for the 2026 OPWG. An important consideration that needs to be added into the analysis is direct feedback from Calgarians. Calgarians require information that is fair, balanced and informative, and an engagement process that respects Calgarians' questions and enquiries on all aspects of the OPWG. A comprehensive public engagement plan has always been identified as a critical component of the bid exploration, however this work had been planned to occur under the umbrella of a BidCo.

On 2018 March 29 the GoC and the GoA announced support for the creation of a BidCo. The GoA conditioned their funding support on The City holding a plebiscite to determine the public's views on hosting the 2026 OPWG.

Public Engagement Approach

This Public Engagement Approach responds to Council's 2018 March 19-20 direction to deliver a report to the Priorities and Finance Committee on 2018 April 10 with a robust public engagement plan. The Public Engagement Approach is subject to amendment based on input from Council.

The public engagement approach outlined in this report (Attachment 1) includes two distinct components: an engagement program and a plebiscite. While both of these components are part of a comprehensive public engagement approach, their oversight would be independently managed.

Part A: Engagement Program

The City defines engagement as: purposeful dialogue between The City and stakeholders to gather information to influence decision making. The City's commitment to transparent and inclusive engagement processes is outlined in the Engage Policy (CS009). Engagement activities happen on a spectrum of strategies and promises. The level at which a project happens in the engagement spectrum depends on the project, stakeholder group, and stage of the process, and can change throughout a process determined by project need. The Engage Policy was used as the foundation for the proposed Engagement Program.

Engagement Objectives

Determining whether to bid for the 2026 OPWG requires The City to engage Calgarians and key stakeholders in a series of conversations around the social, economic and environmental benefits, opportunities, and risks associated with hosting a large international event. The Engagement Program also allows Council and Administration to seek input from Calgarians regarding their priorities. Citizens have a right to be provided with comprehensive information and with opportunities to participate in integrated and robust engagement activities that allows them to make informed decisions.

Olympic Bid Proposed Public Engagement Approach

The public engagement feedback gathered by CBEC in 2017 and through the March 2018 Citizen View Panel survey highlighted the need to provide Calgarians with the appropriate level of information related to costs, benefits, risk, and impact of both pursuing a bid and potentially hosting an Olympic Games. These engagement activities also confirmed the desire of Calgarians to participate in ongoing conversations around the OPWG, and the need to ensure all voices are heard and included.

The proposed Engagement Program addresses three purposes:

- Inform and educate the public about the Bid process;
- Seek Public input into whether or not Calgary should submit a Bid; and
- Identify issues, concerns, and opportunities for stakeholders of a potential Bid, and respond to questions

It is important that The City share all relevant information with Calgarians about the Olympic bidding process, and that this information is publicly available in various formats to enable informed public input. Calgarians need to understand the roles and level of commitment of various orders of government, the roles of the IOC, COC, and CPC, what it means to be a host city for the OPWG, the proposed location of various venues and the role of local municipalities, the costs and projected revenues, the role of volunteers and local businesses, and the proposed legacy of the OPWG. All of this needs to be understood within the economic realities and existing priorities of The City.

It is equally important that The City understands ongoing public sentiment and tracks any changes over time. Understanding 'why' citizens do or do not support an Olympic bid helps Administration respond to the challenges and concerns while considering opportunities and benefits; weighing both to determine the best course of action.

Engagement Principles and Program Streams

The Engagement Program has been designed to reflect the diverse and varied interests of key stakeholders and will be guided by the following principles:

- Accountable;
- Citizen-centric;
- Inclusive and authentic;
- Mutual benefit;
- Respect;
- Responsiveness;
- Timeliness; and,
- Transparency (open and honest).

These principles build upon those outlined in The City's Engage Policy.

Three major streams frame the Engagement Program: (1) Public Involvement; (2) Strategic Engagement; and, (3) Communications, which have been further broken out into a detailed work program.

Olympic Bid Proposed Public Engagement Approach

Timing

Engagement is a component of work normally overseen by a BidCo. However, it is anticipated that BidCo will not be fully-staffed and functioning right away. Given the tight timelines (potential Bid Book submission due in January 2019 with a draft projected to be completed by 2018 Q4), Administration is recommending engaging the public and key stakeholders as soon as possible, as BidCo will not yet be capable of undertaking this work. Information gained through the engagement process, including the proposed plebiscite, can be used to inform Council's decision to either proceed with submitting a bid or not, and can also be used to inform Council and Administration of Calgarians' priorities. Once a BidCo is capable of undertaking this work, all engagement related activities would transition under the oversight of BidCo.

Engagement Program Oversight & Execution

To increase the transparency and neutrality of all engagement activities, Administration is recommending that the oversight and implementation of the Engagement Program be moved out from under The City's 2026 OPWG Project Team to be overseen by a sub committee of the project's external Advisory Panel. The sub committee would consist of:

- Susan Veres (Senior VP, Strategy and Business Development, Calgary Municipal Land Corporation), Chair
- Mary Moran (CEO, Calgary Economic Development);
- Cindy Ady (CEO, Tourism Calgary); and,
- Patti Pon (CEO, Calgary Arts Development);

The Advisory Panel sub committee will be responsible for providing regular monthly progress updates to the Administration until BidCo is fully operational. A progress report will be provided to Council in June 2018 and in October 2018.

As is typical for many large-scale City of Calgary projects, Administration is recommending that an outside consulting firm be secured to further refine and execute the Engagement Program. Existing public engagement data will be provided to the successful proponent to ensure a comprehensive understanding of public sentiment is developed over time.

Part B: Plebiscite (Vote of Electors)

Following public engagement, a plebiscite would provide feedback regarding whether Calgarians are "for" or "against" bidding on the 2026 OPWG. Ensuring that Calgarians are able to make an informed decision will require thorough engagement activities that outline the economic, social, financial and environment benefits, risks, opportunities and impacts of bidding and potentially hosting an OPWG. Voter turnout is driven by two components: opportunities to vote and voter engagement. The strength of the public discourse around the subject of the vote is directly related to the latter.

Timing of a plebiscite

The timing of the plebiscite is to be subject to the mutual agreement of The City, the GoA and the GoC; after the Multi-Party Agreement is signed and the Bid Book is published.

As outlined in the Returning Officer's report on Public Engagement and Vote of Electors (PFC2018-0373) an informed vote requires a voter who is knowledgeable about the issues and who is able to vote without interference. The shortest time frame required to conduct a vote according to the *Local Authorities Election Act* (LAEA) would be 120 days for a by-election.

Olympic Bid Proposed Public Engagement Approach

Given the complexities of conducting an election in Calgary, a geographically expansive city with an estimated 670,000 eligible voters, 6 months is the recommended time frame, at a cost of approximately \$1.96 million.

The recommendation outlined above suggests that October 2018 would be the earliest a plebiscite could be held. However, the plebiscite conditions outlined by the GoA funding indicate that a plebiscite should be held after the Multi-Party Agreement has been signed and the Bid Book published. Based on both the recommendations of the Returning Officer and the requirements of the GoA, Attachment 4 outlines the possibility of holding a plebiscite between October 2018 to February 2019. The timing of the plebiscite, and the pros and cons of an earlier versus later plebiscite date will continue to be discussed with all orders of government in order to reach agreement on a recommended date. Should these discussions result in an agreement, Administration will return to council with a recommended plebiscite date for approval.

Plebiscite Oversight and Execution

The Returning Officer conducts the vote of the electors. Rules for a Council initiated vote of the electors are governed by section 236 of the *Municipal Government Act* ("MGA"). A vote of the electors is conducted in accordance with the *Local Authorities Election Act* ("LAEA").

Stakeholder Engagement, Research and Communication

The Engagement Program has been developed in consultation with Customer Services and Communications (Communications, Engage, and Corporate Research), the 2026 OPWG project Advisory Panel sub committee, the Project Executive Steering Committee and with subject matter experts in the field of major events engagement. The execution of the Engagement Plan will be aligned with the public engagement activities currently underway in Canmore, Alberta.

The recommendations to proceed with the development of a robust engagement program and the holding of a plebiscite is aligned with funding requirements from the GoA.

Strategic Alignment

This report aligns with the Municipal Development Plan, the corporate Engage Policy, Council direction as outlined in the 2015-2018 Action Plan, and the Leadership Strategic Plan.

Social, Environmental, Economic (External)

Extensive community consultation has been built into The City's existing plans and policies. The 2026 OPWG Bid Exploration utilized these strategic plans as a foundation and as a result citizen's social, environmental and economic priorities will be reflected in the initial draft 2026 OPWG vision, mission, benefits and legacy plans. Should Calgary choose to, and receive IOC endorsement to, proceed to the Candidature Stage, these statements will be further refined with public input by the BidCo and other key stakeholders prior to their inclusion in a formal Bid Book.

Financial Capacity

Current and Future Operating Budget:

The Engagement Program is typically the work of a BidCo, and therefore is considered a bid cost and has already been included in the BidCo budget. As a result, the three government core

Olympic Bid Proposed Public Engagement Approach

Members of the BidCo (GoC, GoA, and The City) have agreed that the costs associated with the Engagement Program be funded by BidCo out of their contributions as well as any private revenues generated by BidCo.

The Engagement Program, if approved, will go to Request for Proposal immediately. The City's portion of funding for the Engagement Program is place in Program 426, having been sourced from the Fiscal Stability Reserve through Council's previous direction. The actual cost of the Engagement Program will be solidified once the successful proponent has been chosen.

The cost of a plebiscite has not been included in above estimates.

Current and Future Capital Budget:

No capital budget impacts as a result of this report.

Risk Assessment

There are few identifiable risks associated with the recommendation in this report, however, the risks set out below will need to be managed throughout the proposed Public Engagement Approach.

Perceived Transparency and Neutrality: Public perception around transparency of The City's exploration of 2026 OPWG bid may have been negatively impacted by a perceived lack of detailed information shared with the public up until now. Concerted efforts will be required to maintain transparency and offer balanced and neutral information.

Access to timely information: Detailed information on all aspects of the bid process is required to share with Calgarians. However, much of this information is still in the process of being developed and will not be completed until into Q3 2018. Information will need to be shared as soon as it becomes available.

Managing expectations of multiple stakeholders: Stakeholders associated with this project are diverse and varied including all Calgarians, Indigenous groups, national and local sport organizations, athletes, Bow Valley Corridor residents, all orders of government, media, COC, and IOC. Managing diverse expectations will require focused effort and appropriate communication and engage resources.

Balancing cost and results: While it is critical to inform large public sector decisions of this nature, engagement activities are costly. Strategies and approaches will need to balance costs with anticipated results. Failure to appropriately engage however will impact Calgarians ability to make an informed decision during a plebiscite.

Ability to reach all Calgarians: Appropriate and accessible communication and engagement tactics will be required to ensure that all Calgarians' voices are heard and included in the dialogue.

REASON(S) FOR RECOMMENDATION(S):

The City has a responsibility to inform and engage Calgarians in the allocation of public funds and in significant initiatives that shape the future of the city. This report is specific to the public engagement activities associated with the 2026 OPWG bid dialogue stage. Both Part A and Part B of the Public Engagement Approach are necessary to proceed with a Bid.

**Community Services Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0366
Page 9 of 9**

Olympic Bid Proposed Public Engagement Approach

ATTACHMENT(S)

1. Public Engagement Approach
2. Previous Council direction
3. CBEC Public Engagement summary
4. Potential Plebiscite Timeline

**PUBLIC ENGAGEMENT APPROACH
Related to the Potential Bid for the
2026 Olympic and Paralympic Winter Games**

INTRODUCTION

This Public Engagement Approach responds to Council's 2018 March 19-20 direction to deliver a report to the Priorities and Finance Committee on 2018 April 10 with a robust public engagement plan. The Public Engagement Approach is subject to amendment based on input from Council, the Government of Canada and the Government of Alberta.

The public engagement approach includes two distinct components: an engagement program and a plebiscite. While both of these components are considered part of a comprehensive public engagement approach, their oversight would be independently managed.

Table of Contents

INTRODUCTION

1.0	PART A: ENGAGEMENT PROGRAM	3
1.1	Background	3
1.2	Overview of Engagement Program	3
1.3	Purpose	4
1.4	Timeline.....	4
1.5	Engagement Advisory Panel	5
1.6	Engage Spectrum	5
1.7	Guiding Principles	5
1.8	General Approach	6
1.9	Engagement Program Streams	6
1.10	Stakeholder Assessment/Validation & Gap Analysis	7
1.11	Public Involvement.....	7
1.12	Strategic Engagement	8
1.13	Communications	8
1.14	Feedback Loop	9
2.0	Proposed Engagement Program Workplan	9
3.0	PART B: PLEBISCITE (Vote of Electors)	13

1.0 PART A: ENGAGEMENT PROGRAM

1.1 Background

The City of Calgary, along with the Government of Alberta (GoA) and the Government of Canada (GoC), is in the process of determining if a Bid for the 2026 Olympic and Paralympic Winter Games (OPWG) should be pursued. In light of a renewed focus on corporate responsibility and the call for transparency and public accountability, the City of Calgary and its partner organizations must deeply engage with the public, community and affected stakeholders. Thorough and robust public engagement is required to gain a comprehensive understanding of community sentiment for bidding.

The Engagement Program responds to the direction from the March 19, 2018 Joint Meeting of City of Calgary Council where Administration was directed to report back to the Priorities and Finance Committee on April 10, 2018 with a robust public engagement plan related to the City's exploration of the potential bid for the 2026 Olympic and Paralympic Winter Games. The Engagement Program also responds to the request from the GoA and GoC for a comprehensive and independent engagement program.

There is significant value to the City of Calgary, along with the GoA and the GoC, in providing the best, inclusive and unbiased stakeholder engagement and communications program possible. In addition, the feedback gathered could inform other City-wide strategies.

This document provides an overview of the Engagement Program and will change as required to ensure the successful delivery of the Engagement Program along with its adherence to the Guiding Principles. In addition, there will be a monthly report to each of the members of the Bid Corporation (BidCo) on the progress of the program.

The Engagement Program has been developed in collaboration with the volunteer Engagement Advisory Panel, which is recommending and will oversee the start-up and implementation of the program. In addition, two concurrent engagement programs are in progress and all three programs will be coordinated by the Engagement Teams:

- (1) Indigenous Engagement Program, which is being led by other members of the volunteer advisory group
- (2) Canmore Corridor Engagement Program, led by the Town of Canmore

A third-party firm will be contracted to implement the program under the guidance of the Engagement Advisory Panel and through Calgary Municipal Land Corporation (CMLC) procurement process. The firm will be supervised by the Engagement Advisory Panel, which will also oversee any interim engagement and communications activities undertaken by City resources until the firm is contracted.

1.2 Overview of Engagement Program

The Engagement Program will build on the work the Calgary Bid Exploration Committee (CBEC) undertook in early 2017 and the work undertaken by the City of Calgary to date. The program will be designed to take into account unique and diverse stakeholders and will be responsive and adaptive to the feedback received through the various stages of the program.

The program also shares timely information with stakeholders to keep them informed throughout the process. In addition to information on the Project, the program will provide information on how stakeholders can provide comments/feedback on the potential Bid.

The feedback received will be incorporated into the program and will inform its ongoing design. The program seeks meaningful input from stakeholders regarding the potential Bid, environmental effects, and socio-economic effects and benefits and more.

1.3 Purpose

The purpose of the Engagement Program is to:

- Inform and educate the public about the Bid process;
- Seek Public input into whether or not Calgary should submit a Bid; and
- Identify issues, concerns and opportunities for stakeholders of a potential Bid, and respond to questions

There is a need for the City of Calgary to communicate about the International Olympic Committee (IOC) bidding process in order to make facts publicly available to further inform public input. There is a need to educate Calgarians about what it means for Calgary to potentially bid, what should go into a potential bid (recommendations, ideas, events, etc.) and hear from citizens about why they think bidding is either a positive or negative idea. In addition, as new information and analysis is developed it will be shared.

The City of Calgary, along with the GoA and the GoC, as the Funding Parties, need to understand why residents support or do not support a potential Bid. Getting to the 'why' helps the City understand all of the challenges and benefits, the vision and the legacy Calgarians want to see as well as their fears and/or hesitations. By getting this information, the Funding Parties understand not just what Calgarians want and why, but also their vision – what should be included, their concerns and aspirations. The engagement will target a wide variety of stakeholders, including those who do not traditionally participate in voting or engagement.

The Engagement Advisory Panel will consider related public engagement programs and best in practice. The panel has engaged a Public Engagement Strategic Expert who also worked on the Vancouver 2010 Bid and Winter Games, and who currently leads the stakeholder engagement and communications program for Kinder Morgan Canada's Trans Mountain Expansion Project.

1.4 Timeline

The timeline of the Engagement Program is from April 2018 to September 1, 2018. The Engagement Program will be funded by BidCo.

This report makes the assumption a potential BidCo will be functional by September 2018 and will develop the programs for the potential BidCo phase and the strategic approach for engagement and communications.

As the Engagement Advisory Panel navigates through this initial phase of the Engagement Program, consideration will be given to the implications of a potential future plebiscite.

1.5 Engagement Advisory Panel

The Engagement Advisory Panel is a sub-committee of the overall volunteer Advisory Panel established by the City to provide advice to City staff on Bid exploration activities. It comprises four volunteers; Susan Veres, Mary Moran, Cindy Ady and Patti Pon.

1.6 Engage Spectrum

At the City of Calgary engagement means: purposeful dialogue between the City and stakeholders to gather information to influence decision making.

The City's commitment to transparent and inclusive engagement processes is outlined in the Engage Policy (CS009). Engagement activities happen on a spectrum of strategies and promises. The level at which a project happens in the engagement spectrum depends on the project, stakeholder group and stage of the process. The level can change throughout a process and is always determined by the engagement planner in collaboration with the project team, which is based on project needs and scope.

1.7 Guiding Principles

The Engagement Program will be designed to reflect the diverse and varied interests of Calgarians and key stakeholders. The following principles have been and will continue to be used to guide the development and execution of the Engagement Program:

- **Accountable** – Upholding the commitments the City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement.
- **Citizen-centric** – Focusing on hearing the needs and voices of both directly impacted and indirectly impacted citizens.
- **Inclusive and authentic** – Facilitate the involvement of all stakeholders; listen and gather input, and work collaboratively to resolve concerns. Be fair, open and unbiased, and be more than a checklist. It is important that the consultation program supports an outcome of public acceptance.
- **Respect** – Respect individual values, recognize the legitimacy of concerns and value stakeholder input. Where required, reframe the discussion and customize the approach to the stakeholder.
- **Responsive and Committed** – Use input and where feasible, provide timely feedback to stakeholders on how their input has affected plans and decisions.
- **Timeliness** – Initiate engagement and communications as early as possible to provide adequate time for stakeholders to assess information and provide input.
- **Transparency (open and honest)** – Commitments made to stakeholders will be documented and carried out. When the Project is unable to act on input, an explanation will be provided. Be clear as to how we respond to and deal with issues – what we own vs. influence, what we need to be involved in, what others need to respond to, etc.

1.8 General Approach

The approach to engagement will be adaptable to address unique circumstances or issues specific of a potential Bid. It must be flexible to the prevailing local environment while taking into account the evolving consultation expectations. The approach has been designed to be fit-for-purpose and iterative and would evolve in response to the unique interests and objectives of stakeholder groups, within the context of the broader milestones for the potential Bid.

The Engagement Program will be designed to foster participation from the public who have an interest in understanding the scope and activities of a potential Bid. The strategy will seek meaningful input from stakeholders regarding the potential Bid; environmental effects and socio-economic effects and benefits. The program also ensures timely information with stakeholders to keep them informed throughout the process. In addition to communicating information about the potential Bid, stakeholders will be provided information on how they can provide feedback.

Engagement tactics will continuously be assessed and modified accordingly, based on input from the consultation process as well as continuous environmental, stakeholder and media scans to identify potential issues, trends and risks emerging.

Facilitation of best practice provides opportunities for every stakeholder to provide feedback. At times that may mean providing opportunities for vocal or disruptive opposition as well as those who are most interested in factual information sharing. Facilitation planning for each public consultation opportunity will identify the engagement format that best supports the desired outcome.

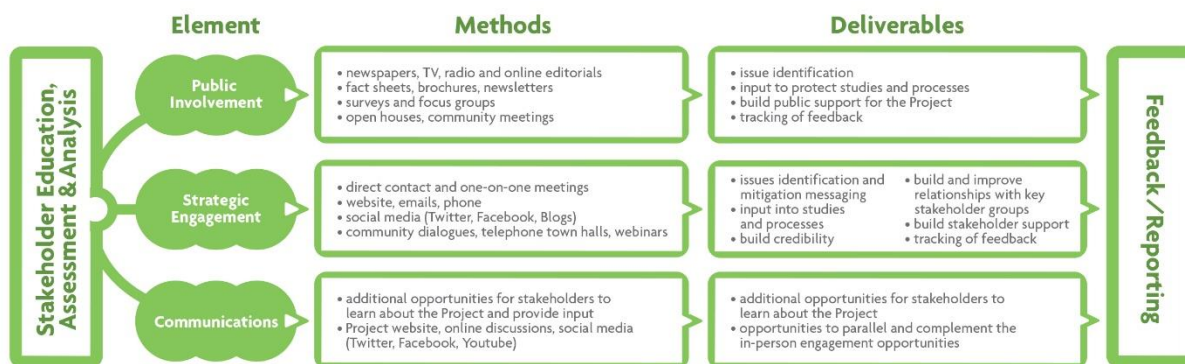
New digital technologies, including online and social media, have the potential to strengthen both the quantity and quality of public participation while creating additional opportunities to gauge and measure stakeholder feedback. Digital media can increase information transparency and supports the rapid sharing of timely information.

1.9 Engagement Program Streams

The potential Bid will collaborate on three major streams of the Engagement Program, with the stakeholder assessment/validation and a gap analysis in the beginning, and a feedback loop to stakeholders at the end. This will ensure stakeholders can clearly see where their input has been incorporated. These three streams are:

1. Public involvement
2. Strategic engagement
3. Communications

Below is a visual depiction of the approaches to be used in conducting each stream and the associated deliverables.



1.10 Stakeholder Assessment/Validation & Gap Analysis

To ensure the team fully understands who the stakeholders are, a stakeholder assessment will be undertaken and is outlined below, before engagement and education commences. Need to identify stakeholders at all levels, including:

- Their issues and their priority level
- Their circles of influence
- How they want to be engaged
- Consider their desires and requirements

This can be accomplished by:

- Validating stakeholders, their issues/concerns and their priority/influence. This includes stakeholders who are supportive and those who are not.
- Ensuring initial communication material addresses preliminary issues
- Reviewing and analyzing existing engagement materials and undertaking a “gap analysis.” The gap analysis will determine if there are stakeholders that have been missed, appear dissatisfied with the level of engagement to date or identify any gross misconceptions or misinformation that has affected the objectivity of any particular stakeholder.
- Identifying any risks to be addressed before consultation commences

1.11 Public Involvement

The Public Involvement stream would lay the foundation for the entire Engagement Program. The target audience for this stream will be the Calgarians, the public and other affected stakeholders deemed necessary to meet the engagement objectives. The focus of this stream will be to build awareness and understanding, to identify stakeholder concerns and issues, and to gather broad public input.

This stream will use various modes of engagement and communications including:

- Local newspaper, direct mail and digital notices
- Editorial content in print, television, radio and online media
- Fact sheets, brochures and newsletters (electronic)
- Surveys, research/polling and focus groups
- Open houses and community meetings
- Speakers series

- Project website, email and phone lines
- Telephone town halls and webinars
- Social media channels including Twitter and Facebook
- Online engagement including forums and feedback mechanisms

1.12 Strategic Engagement

The Strategic Engagement stream will be designed as a means through which highly interested and informed stakeholders can engage in more focused discussions with potential Bid representatives to inform the development of detailed potential Bid development, studies, plans and design. The target audience for this stream will include representatives from local governments, community organizations, recreational groups, athletes, not-for-profit/interest groups and other affected parties.

The focus of this stream will be to build a strong dialogue, identify stakeholder concerns and issues, to identify and develop mitigation measures, and to gather informed input.

This stream will use various tactics of engagement including:

- Direct contact and one-on-one meetings with groups
- Establishment of workshops
- Discussions and two-way dialogue

1.13 Communications

To broaden the reach of the Engagement Program, the communications stream offers a range of sources of information and platforms:

- Encourage discussion and education
- Provide a balance of information

Engagement and communications opportunities in this stream run parallel to and complement the in-person engagement opportunities.

Communications efforts will also assist with providing the broader public and other stakeholders who may not be able to or wish to get involved with engagement opportunities with accurate and timely information. The objective is to:

- Fill the void of information
- Combat misinformation
- Break the silence
- Be the source of accurate and timely potential Bid knowledge

The online platforms will:

- Provide an information resource, which describes the potential Bid and the process
- Provide relevant contact details and answers to frequently asked question.
- Aim to be an easy-to-update resource that will house key pieces of public information that will be updated frequently
- Have analytics that will help evaluate the potential Bid interest and what topics are the most relevant to the public

This stream will use various modes of communications including:

- Online engagement
- Twitter
- Facebook
- SoundCloud
- YouTube
- Telephone town halls
- Website (question-and-answer forum; geotargeting/map-based commenting)
- Various forums for stakeholders to ask questions (e.g., a toll-free phone line and email)
- Content management for enewsletters, blogs and webinars
- Media relations, including a dedicated media toll-free phone line
- Advertising campaign (modest) aimed at notifying people about ways they can engage in-person or online

1.14 Feedback Loop

Feedback collected will help shape aspects of the potential Bid. Key topics and issues will be relayed to the appropriate team representative to be considered and incorporated in the process and potential Bid design where applicable. The feedback reports will be provided to stakeholders so they can see where their feedback has been incorporated; and where it has not, the rationale. In addition, there would be a monthly report back to each Funding Party with a progress update to City of Calgary Council in June 2018 and the report in October 2018.

2.0 Proposed Engagement Program Workplan

The Engagement Program will deliver an appropriate mix of “traditional” consultation methodologies, while building in a variety of unique features, available technology and social media tools that better address the consultation and communications needs of all stakeholders and the public.

In addition, the program will leverage new media tools, for example, online forums, telephone Townhalls, at an appropriate level so all consultation materials can be made available online for on-demand access and engagement for anyone, at any time.

Once executed, these features will strengthen both the quality and quantity of engagement, while creating additional opportunities to gauge and measure stakeholder feedback and perceptions throughout the process.

The following table outlines key elements of the Engagement Program for the potential Bid. The activities list is not meant to be exhaustive and will change as required to ensure the successful delivery of the Engagement Program along with its adherence to the Guiding Principles.

Proposed Work Program for the Engagement Program			
Task	Task Description	Activity	Timeline
1	Engagement Scope of Work	<ul style="list-style-type: none"> • Prepare scope of work for Engagement Program • Issue RFP for implementation of Engagement Program • Determine interim tasks and implement; including media monitoring (traditional and social), update City project page, develop messaging and commence content generation, communication planning to support engagement activities, etc. 	<ul style="list-style-type: none"> • Early April 2018
Strategy Development			
2	Development and Refinement of Strategy	<ul style="list-style-type: none"> • Refine Engagement Program in consultation with team • Review work undertaken to date and reports • Preliminary research and field reconnaissance with key stakeholders, where required 	<ul style="list-style-type: none"> • May 2018
3	Stakeholder and Issues Identification, and Project Introduction and Education	<ul style="list-style-type: none"> • Undertake gap analysis and stakeholder assessment • Identify stakeholders and potential issues • Initial meetings – ask how communities/stakeholders want to be engaged and who key stakeholders are • Follow up on any actions • Launch website (provides an overview, potential Bid process information, identifies communication methods, ways to be involved, etc.) • Launch toll-free line and an email address • Secure social media channels including Twitter handle, Facebook, YouTube, Instagram • Develop internal FAQ for responding to stakeholders and the media • Establish a media toll-free number and an email address • Develop social media strategy • Commence development of master calendar of events 	<ul style="list-style-type: none"> • April – May 2018; ongoing
Program Delivery			
4	Public Information, Education & Input Gathering	<ul style="list-style-type: none"> • Develop engagement tools and initiatives based on experience and local knowledge of issues and concerns • Identify appropriate engagement methods by listening to stakeholders and determining how they want to be consulted with going forward • Continue to research and identify stakeholders, their issues and concerns • Followup to letters/phone calls to key stakeholders – offer to meet, answer any questions, etc. • Review feedback to determine initial information needs • Development of key messaging to support all aspects of the Engagement Program • Drafting content, layout and design of communication materials to support all aspects of engagement programs • Provide accurate information and correct any misinformation about the potential Bid • Monitor social media for issues and misinformation and address • One-on-one meetings, where required, with key stakeholders and influencers • Develop media relations protocol and proactive media relations strategy • Develop issues sheet and briefing note templates 	<ul style="list-style-type: none"> • May 2018

Proposed Work Program for the Engagement Program		
Task	Task Description	Activity
	Ensure accurate and timely information about the potential Bid	<ul style="list-style-type: none"> Continue to implement Engagement Program Continue with stakeholder identification Continue to meet with key influencers such as not-for-profits, governments and key stakeholders to determine the “value proposition” the potential Bid presents Athletes Program Continue to build key messaging to support all aspects of the Engagement Program Drafting content, layout and design of communication materials to support all aspects of Engagement Program Continue to build-out website and social media channels E-newsletter to stakeholders; start with a monthly e-newsletter Continue to monitor media, correct misinformation and meet with stakeholders Undertake focus groups on messaging, polling and research to set a base line to measure against going forward
5	Focused Dialogues	<ul style="list-style-type: none"> Continue to meet with key influencers such as not-for-profit, governments and key stakeholders to determine the “value proposition” the potential Bid presents Form a stakeholder working group to review key elements of potential Bid and identify interests and work with stakeholders to set out the process and approach Establish a list of community-specific benefits beyond direct economic impacts to bring forward as part of broader stakeholder engagement and communications process Understand the unique social conscience and political power of the constituency and make sure the Funding Parties representatives have a strong and active voice in public discussion Develop materials and plan for open houses, telephone town halls (post recordings on SoundCloud) and other online forums Continue to develop website and implement a social media strategy Topic-specific engagement (e.g., environmental and socio-economic approach, routing options, marine issues and economic and community benefits) – through webinars Development of future phases of engagement and communications Development of reports Coordinate and facilitate open houses and community meetings Editorials Proactive media relations Development and circulation of fact sheets, brochures and newsletters Manage the website, email and phone lines Management and monitoring of social media
		<ul style="list-style-type: none"> May 2018 June 2018

Proposed Work Program for the Engagement Program		
Task	Task Description	Timeline
6	Engagement Program Data Management <ul style="list-style-type: none"> • Customization and hosting of database system to track all activities • Management of data input and data integrity • Coordination of reporting to support feedback loop, Project planning and Engagement Program 	<ul style="list-style-type: none"> • Ongoing
7	Reporting <ul style="list-style-type: none"> • Determine reporting requirements 	<ul style="list-style-type: none"> • Ongoing

3.0 PART B: PLEBISCITE (Vote of Electors)

Following public engagement, a plebiscite would provide feedback regarding whether Calgarians are “for” or “against” bidding on the 2026 OPWG. Ensuring that Calgarians are able to make an informed decision will require thorough engagement activities that outline the economic, social, financial and environment benefits, risks, opportunities and impacts of bidding and potentially hosting an OPWG. Voter turnout is driven by two components: opportunities to vote and voter engagement. The strength of the public discourse around the subject of the vote is directly related to the latter.

Timing of a plebiscite

The timing of the plebiscite is subject to the mutual agreement of The City, the GoA and the GoC; after the Multi-Party Agreement is signed and the Bid Book is published.

As outlined in the Returning Officer’s report on Public Engagement and Vote of Electors (PFC2018-0373) an informed vote requires a voter who is knowledgeable about the issues and who is able to vote without interference. The shortest time frame required to conduct a vote according to the *Local Authorities Election Act* (LAEA) would be 120 days for a by-election. Given the complexities of conducting an election in Calgary, a geographically expansive city with an estimated 670,000 eligible voters, 6 months is the recommended time frame, at a cost of approximately \$1.96 million.

The recommendation outlined above suggests that October 2018 would be the earliest a plebiscite could be held. The plebiscite conditions outlined by the GoA funding indicate that a plebiscite should be held after the Multi-Party Agreement has been signed and the Bid Book published. Based on both the recommendations of the Returning Officer and the requirements of the GoA, Attachment 4 outlines the possibility of holding a plebiscite between October 2018 to February 2019. The timing of the plebiscite, and the pros and cons of an earlier vs later plebiscite date will continue to be discussed with all orders of government. Administration will return with a recommended plebiscite date.

Plebiscite Oversight and Execution

The Returning Officer conducts the vote of the electors. Rules for a Council initiated vote of the electors are governed by section 236 of the *Municipal Government Act* (“MGA”). A vote of the electors is conducted in accordance with the *Local Authorities Election Act* (“LAEA”).

Previous Council Direction

Council approved the following Motion at the 2018 March 19-20 Combined Meeting of Council:

That with respect to Report C2018-0266, the following be adopted, after amendment:

"That to allow Administration to continue its work, Council approve in principle the recommendations outlined below and, upon Administration advising Council in writing that it has secured financial commitments from the Government of Alberta and the Government of Canada, for continuing to fund the Olympic bid exploration process:

1. Authorize The City of Calgary to become a member of, elect directors, and incorporate a Bid Corporation (BidCo) to continue the exploration of a bid for the 2026 Olympic and Paralympic Winter Games (OPWG);
2. Approve the Deputy City Manager as having the authority to exercise all the powers and voting rights associated with The City's membership interest in BidCo, subject to the Deputy City Manager first seeking Council direction regarding matters that materially affect the legal, business or financial risk for The City;
3. Authorize the Mayor to execute on behalf of The City all BidCo resolutions and related documents required to establish the appropriate membership and governance structure of BidCo substantially in the form described in the report, such documents to be satisfactory in content and form to the Deputy City Manager and the City Solicitor and General Counsel respectively;
4. Release an additional \$1 million (of the \$2 million) of Fiscal Stability Reserve funds that Council approved on 2017 November 20 (C2017-1181);
5. Approve a one-time increase in 2018 to operating budget program #426 of \$2.5 million from the Fiscal Stability Reserve, to complete The City's required \$9.5 million total funding commitment to the BidCo;
6. Return to Council through PFC at its April 10 meeting with an update, including a robust public engagement plan and a proposed reporting structure from BidCo to Council; and
7. Direct that the Closed Meeting discussions remain confidential subject to Sections 21 and 23 of the *Freedom of Information and Protection of Privacy Act*."

On 2018 March 21 Council approved the following Motion Arising:

"That with respect to Report C2018-0266, Council refer the following proposed Motion Arising to the 2018 April 10 Regular Meeting of the Priorities and Finance Committee, to be considered following the Olympic Public Engagement Report and the Returning Officer's report on Vote of Electors:

That with respect to Report C2018-0266, the following Motion Arising be adopted:

That Council:

1. Direct Administration to inquire into the feasibility of the International Olympic Committee providing a bid deadline extension of six (6) months;
2. Direct Administration to conduct a city wide 'Vote of the Electors' on whether electors are in favour of their Council submitting this bid; and
3. Postpone its decision to bid on the 2026 Olympic and Paralympic Winter Games until after the City Clerk reports back with the outcome of the 'Vote of the Electors'."

Previous Council Direction

On 2018 January 29, Administration delivered a verbal report to Council. City Council received the verbal report for information and directed Administration to return to Council with an update on the financial commitment towards a Bid Corporation by the other orders of government and a debrief regarding the PyeongChang Observer Program no later than 2018 March.

On 2017 November 20 (C2017-1181), City Council directed Administration to continue to seek financial participation from the other orders of government in the Bid Corporation. Council also approved a one-time increase in funding in 2018 of up to \$2 million from the Fiscal Stability Reserve. In addition, Council directed Administration to move beyond the Calgary Bid Exploration Committee mandate to specifically explore venues outside of Calgary as part of an updated Master Facilities Plan to reduce the costs of hosting the 2026 OPWG, and incorporate the work on the five principles into the BidCo work where possible and seek any commensurate savings.

On 2017 November 13 (C2017-1162), Council supported Administration's recommendation to receive this report for information, and directed Administration to report back to Council 2017 November 20, with a formal funding request to deliver on the additional work required for the Dialogue Stage. In addition, Council made an amendment to recommendation 3 which directs Administration to seek confirmation from the other orders of government to ascertain their funding commitment on the bid.

On 2017 July 31 (C2017-0616), Council supported Administration's recommendation that The City transition from an Exploration Phase to an Invitation Phase, and address the Council endorsed five Principles (C2017-0616, Attachment 4).

On 2017 July 24 (C2017-0599), CBEC presented their recommendations regarding the Olympic Bid Exploration to Council for information.

On 2017 June 19 (C2017-0541), Administration and CBEC provided Council with a report that provided an update on the Olympic Bid Exploration work CBEC and Administration had done to date. Council received this report for information.

On 2017 January 23 (C2017-0097), Council endorsed Administration's Feasibility Assessment, gave authority to the General Manager of Community Services and the Deputy City Manager to make content changes, unless they are material in nature, and received for information Administration's project governance structure and CBEC's updates including a refined funding agreement and CBEC's report delivery milestones.

On 2016 October 3 (C2016-0810), Council adopted Administration's recommendations: 1) that The City of Calgary assume a controlling interest in CBEC; 2) Authorize the General Manager , Community Services to exercise all the powers and voting rights of The City as a shareholder of Calgary Bid Exploration Committee when such action is required subject to the General Manager; and 3) Authorize the Mayor to execute on behalf of The City all company resolutions and related documents, including a unanimous members' agreement, required to establish the appropriate shareholder and governance structure of Calgary Bid Exploration Committee.

On 2016 September 26 (C2016-0738), Council adopted the amended deliverables, milestones and timelines and authorized the General Manager, Community Services to make such further amendments

Previous Council Direction

to the deliverables, milestones and timelines as he deems required once the same have been discussed with the Board of Directors for the Calgary Bid Exploration Committee.

On 2016 June 20 (C2016-0537), Council approved “CSTA Update” which endorsed a Bid Exploration for the 2026 OPWG. Council approved the formation and funding for BIDEXCO (\$4.7 million for BIDEXCO work and \$0.3 million for Administration support), for the purpose of carrying out the bid exploration to determine a recommendation regarding the notice of intent to bid for the 2026 OPWG and the General Manager of Community Services has the authority to negotiate and execute the Funding Agreement.

Summary of CBEC Public Engagement Results

For full details on the public engagement activities undertaken by CBEC, please refer to pages 31 – 78 in the [CBEC Full Report](#).

The CBEC contracted the research consulting firm of Stone-Olafson to undertake three different public engagement activities between February and March 2017: a quantitative survey, interviews with key stakeholders, and an online questionnaire.

The quantitative survey used a dual methodology with both online and telephone sampling. A total of 1,949 surveys were completed: 789 online (primarily Calgary census metropolitan area residents) and 1,160 telephone surveys (Calgary and the Bow Valley Corridor including Banff, Canmore and Cochrane). This scientifically valid survey tested respondents' sentiment to a prospective bid through the lens of the City's Triple Bottom Line Policy by examining economic, social/cultural and environmental motivations. The goal of this survey was to move beyond a simple yes or no answer as to whether Calgarians support an Olympic bid. More importantly, the focus was to understand what factors would play a role in Calgarians supporting or objecting to an Olympic bid and potentially hosting the 2026 OPWG.

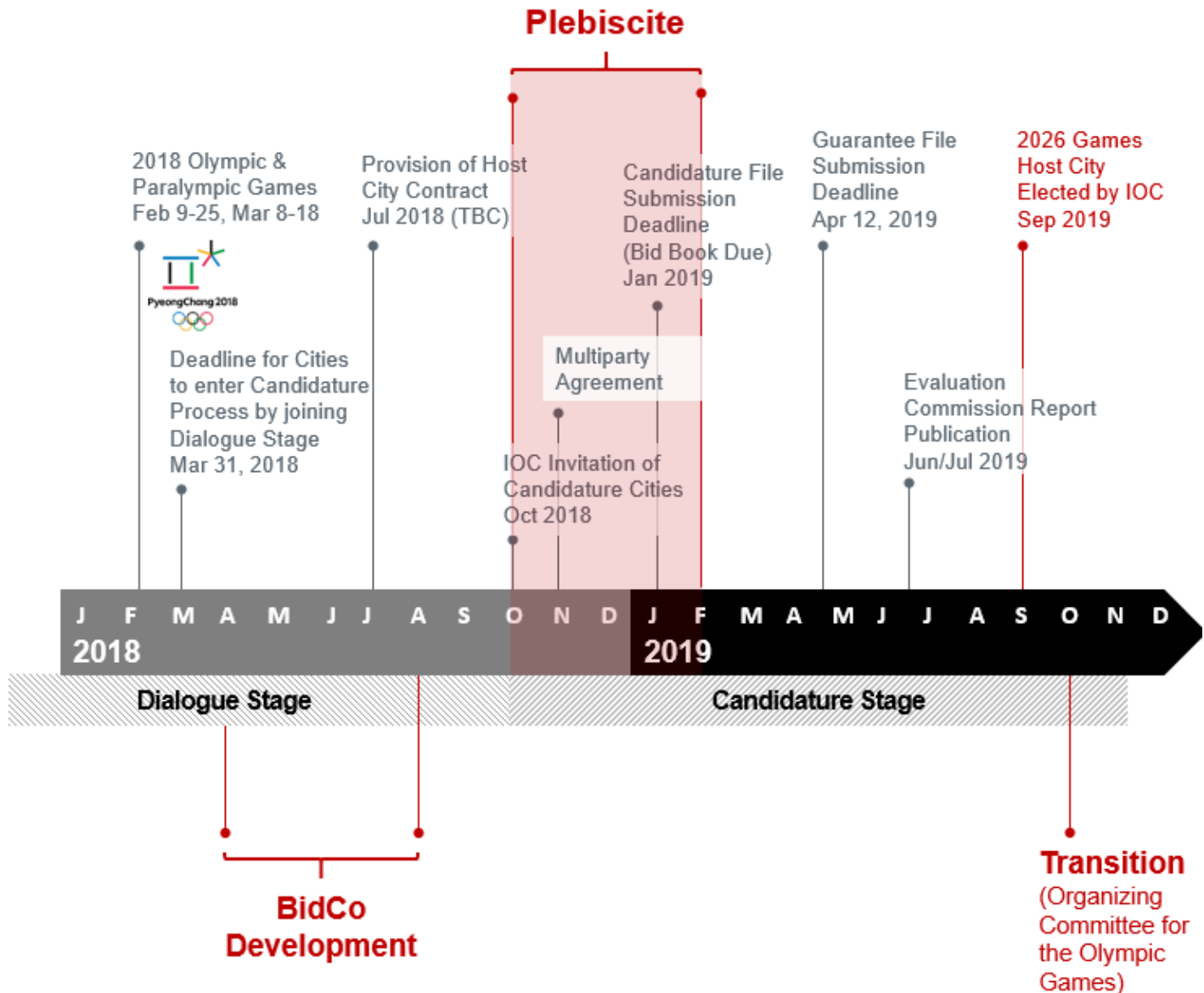
The interview portion of the research included interviewing approximately 100 key stakeholders (including Indigenous representation) which focused on the perceived impact to the community from an economic, social/cultural or environmental perspective. Organizations representing all three of the Triple Bottom line lens were included in this segment of the research. Both the perceived positive and negative impacts that a prospective bid could have on the city were gathered along with respondents' vision of Calgary for the future to assess if bidding on and potentially hosting the 2026 OPWG would advance that vision or not.

To provide all Calgarians and residents of the Bow Valley Corridor with an opportunity to offer their opinions, CBEC launched an online questionnaire at www.shouldcalgarybid.com. The tool presented participants with both potential positive and negative impacts associated with hosting an Olympic Games drawn from academic literature. It then asked the participant if they would support or oppose an Olympic bid with that information in mind and provided an opportunity for open feedback.

Research conducted by CBEC showed that a majority of respondents are in favour of moving forward with a bid for the 2026 OPWG, but the support is conditional on a bid and final hosting plan being Calgary-focused and economically viable. Feedback suggested that a broad coalition of support existed from residents of Calgary and the Bow River Corridor as well as from key stakeholders from community organizations aligning to the Triple Bottom Line policy and from national sport organizations.

A number of citizens provided neutral or conditional answers as they felt they lacked the necessary facts to make an informed choice. Prominent matters of interest and concern that arose throughout the research included new or renewed infrastructure, the economic health of the Calgary region, and the impact that hosting a Games may have on government finances.

Potential Plebiscite Timeline



**Returning Officer's Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0373
Page 1 of 4**

Vote of the Electors (Plebiscite)

EXECUTIVE SUMMARY

This report presents legislative requirements to hold a vote of the electors and the Returning Officer's analysis with respect to timing, necessary resources and associated costs.

ADMINISTRATION RECOMMENDATION:

That Priorities and Finance Committee recommend that Council receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

At the Strategic Council Meeting on March 21, 2018

Motion Arising with Respect to Olympic Bid Dialogue Stage Update, C2018-0266

That with respect to Report C2018-0266, Council refer the following proposed Motion Arising to the 2018 April 10 Regular Meeting of the Priorities and Finance Committee, to be considered following the Olympic Public Engagement Report and the Returning Officer's report on a Vote of the Electors:

"Moved by Councillor Chu Seconded by Councillor Farkas

That with respect to Report C2018-0266, the following Motion Arising be adopted:

That Council:

- 1. Direct Administration to inquire into the feasibility of the International Olympic Committee providing a bid deadline extension of six (6) months;*
- 2. Direct Administration to conduct a city wide 'Vote of the Electors' on whether electors are in favour of their Council submitting this bid; and*
- 3. Postpone its decision to bid on the 2026 Olympic and Paralympic Winter Games until after the City Clerk reports back with the outcome of the 'Vote of the Electors'."*

BACKGROUND

Rules for a Council initiated vote of the electors are governed by section 236 of the *Municipal Government Act* ("MGA"). The MGA provides that a Council may conduct a vote of the electors, however, the legislation specifically indicates that the result of the vote does not bind Council.

A vote of the electors is conducted in accordance with the *Local Authorities Election Act* ("LAEA"). Individuals eligible to vote are defined in the LAEA as electors or voters. Electors or voters must meet the LAEA requirement of being at least 18 years of age, a Canadian citizen, a resident of Alberta for 6 months before election day and a resident of Calgary on election day. Individuals who do not meet the legislated requirements are unable to vote.

The population of the City of Calgary is **1,246,337**, of which approximately **1,000,009** are over 18 years of age (2016 census). For the 2017 General Election there were 666,663 electors.

Voter turnout for the last five general elections, vote of the electors (* both were conducted at the same time as a general election) and two by-elections are as follows:

**Returning Officer's Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0373
Page 2 of 4**

Vote of the Electors (Plebiscite)

General Election	Vote of the Electors	By-Elections
2017 - 58% (387,583)	*1989 - 249,955 (fluoridation)	2005 - 19.7% 33,312 (Ward 10)
2013 - 39.4% (262,577)	*1989 - 215,907 (water meters)	2000 - 23% 38,102 (Ward13)
2010 - 53.4% (354,090)		
2007 - 33% (210,597)		
2004 - 19.8% (119,137)		

INVESTIGATION: ALTERNATIVES AND ANALYSIS

An informed vote requires a voter who is knowledgeable about the issues and who is able to vote without interference. The Returning Officer conducts the vote of the electors. When the decision to hold the vote is approved, the Elections Office would begin preparations for the vote, including booking locations, finding 3,000+ workers and associated LAEA advertising.

The shortest time frame required to conduct a vote according to the LAEA would be 120 days for a by-election. Given the complexities of conducting an election in Calgary, a geographically expansive city with an estimated 670,000 eligible voters, 6 months is the recommended time frame.

A vote of the electors requires that a question on the ballot and related explanations be provided. The Returning Officer would work with an outside consultant, within the 6 months of preparation for the vote, to develop a question and "for and against" explanations. The Returning Officer would provide the question and related explanations to City Council for approval.

Stakeholder Engagement, Research and Communication

Legislation requires the vote be conducted in English. By practise the Elections Office has provided instructions to voters in other languages. The question and explanations, as translated, are provided as a public service and do not have any legal standing. In my experience, translations can change the meaning of a question and related explanations. The Elections Office would use professional translations to minimize that impact.

Public education, legislated advertising and forms associated with this vote are limited to providing the wording of the question and related explanations. The Returning Officer and election team cannot provide additional commentary, explanations or details either before, during or after the vote. Any additional information such as economic, social or financial impacts related to the question are left to the voters to obtain through other channels such as open houses, social media, traditional news outlets or other engagement strategies.

**Returning Officer's Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0373
Page 3 of 4**

Vote of the Electors (Plebiscite)

To assist voters, as indicated in my response to the Administrative Inquiry (March 1, 2018), I would recommend early in the process encouraging representatives for the “for and against” campaigns to register with the Returning Officer. As noted above, the difficulty with this type of vote is there is no formal channel to obtain the additional information. The LAEA limits the number of registrations of scrutineers to only one representative for each side of the vote. These representatives would be the key individuals we would communicate with on legislated processes (voting opportunities and scrutineers) and direct the public to obtain more information from.

Strategic Alignment

A vote of the electors can occur and aligns with the City's principle of a “well run City”.

Financial Capacity

Current and Future Operating Budget:

To conduct a city-wide election, the anticipated cost would be approximately \$1.96 million. These costs would include the following:

- hiring and training 3,000 workers for the various vote opportunities (\$1,000,000),
- rental of locations (\$80,000),
- purchasing and distribution of supplies (\$80,000),
- technology and related support (\$200,000),
- printing of ballots and legislated forms (\$100,000),
- legislative advertisement and public education information, household voter card and postage (\$400,000), and
- contingency (consultant to develop a question and explanations in English and other languages) (\$100,000).

Risk Assessment

The question posed by a member of Council was: “What are the pros and cons of conducting a vote of the electors in October, 2018?” From the perspective of the Returning Officer my responses are as follows:

Pros –

1. October 2018 vote could be conducted.
2. Professionally developed questions and explanations in English and other languages could be prepared and used to inform electors on the vote.
3. Where to vote and legal advertising would provide voters the question and explanations as approved by Council of what a “for and against” vote means. This information will provide the voter an understanding to help inform their vote
4. Calgary's voter turnout in October, 2017 was over 58%.
5. Council may submit additional questions on other topics to a vote of the electors.

**Returning Officer's Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0373
Page 4 of 4**

Vote of the Electors (Plebiscite)

Cons –

1. Given the short time frame some aspects of the traditional election would not be undertaken such as drive up voting and additional voting opportunities. Outreach would be limited to providing the question and explanations and information about where, when and who can vote.
2. Lack of clarity on the question or explanations could be used by campaigns that could result in a lower voter turnout.
3. Economic, social, financial or responsive information is provided by the “for and against” representatives. Thorough engagement strategies need to be developed which takes time to ensure completeness of the strategies.
4. Voter turnout is driven by two components - opportunities to vote and voter engagement. The strength of the public discourse around the subject of the vote is directly related to the latter.
5. Additional questions on the Olympic Bid could result in contrary and confusing results.

REASON(S) FOR RECOMMENDATION(S):

City Council has the legislated authority to provide for a vote of the electors. The result of the vote of the electors does not bind Council.

Attachment for Information – Response to Administrative Inquiry – Plebiscite – March 21, 2018
Strategic Council.

2018 March 1

To: Mayor and Councillors

From: Laura M. Kennedy, City Clerk

RE: Response to Administrative Inquiry
2018 February 20 Council Meeting – Plebiscite
Submitted by Councillors Demong, Farkas, Chu and Magliocca

Administrative Inquiry:

"This would be a general inquiry as to the costs, timing and processes that would be required to put forward a plebiscite/referendum on an Olympic Bid."

Legislation

Rules for a plebiscite/referendum, referred to the municipal context as a vote by electors, are governed by section 236 of the *Municipal Government Act* ("MGA") and the conduct of this type of vote is governed by the *Local Authorities Election Act* ("LAEA"). The MGA provides that a municipality may conduct a vote of the electors, however, the legislation specifically indicates that the result of the vote does not bind Council.

Timing

Timelines to conduct this type of vote would ideally be a minimum of 6 months from Council's decision to commence. This timing would allow adequate time for Administration to find various locations across the City, complete hiring and training of 3000 workers and complete all legislated processes. The LAEA does not define a timeline for completion of this type of vote. It is my recommendation that the optimum time would be sometime in October as Calgarians are familiar with this month as the general election is held in that month.

Page Two

RE: Response to Administrative Inquiry
February 20, 2018 Council Meeting – Plebiscite
Submitted by Councillors Demong, Farkas, Chu and Magliocca

Processes to be Completed within the 6 months

- *Development of the Question and Summary of a “for and against” vote - 1+ month.* The LAEA s. 44 requires that Council formally determine the wording to be used on the ballot. The LAEA s. 35 (3) also requires that a reasonably complete summary of the question be accepted. The summary will be used to explain to a voter what a “for or against” vote means. In my experience, the question and summary is drafted by an external consultant who specializes in ensuring clarity of the question and summary. This helps mitigate a challenge to the results based on ambiguity.
- *Registration of scrutineers for the “for or against” campaigns - 1+ month.* The difficulty with this type of vote, is there is no formal nomination process. In my experience, it is advisable to have the Returning Officer accept registrations of scrutineers early in the process. The scrutineers would be the key individuals we would communicate with on legislated processes and direct the public to obtain more information from.
- *Vote preparation - 6 months.* This will ensure we can hire and train staff, find locations to hold the vote, supply preparation and distribution, develop communications (public education and legislated advertisements), and hold advance and election day votes.

Costs

To conduct a city-wide vote, the anticipated cost would be approximately \$1.96 million. These costs would include the following:

- hiring and training 3,000 workers for the various vote opportunities (\$1,000,000),
- rental of locations (\$80,000),
- purchasing and distribution of supplies (\$80,000),
- technology and related support (\$200,000),
- printing of ballots and legislated forms (\$100,000),
- legislative advertisement and public education information, household voter card and postage (\$400,000), and
- contingency (\$100,000).

Laura M. Kennedy
City Clerk

**One Calgary Report to
Priorities and Finance Committee
2017 April 10**

**ISC: UNRESTRICTED
PFC2018-0445
Page 1 of 5**

The City's Strategic Plan Principles

EXECUTIVE SUMMARY

One Calgary Service Plans and Budgets 2019-2022 will deliver on Council's direction throughout the next business cycle. The City's framework for the development of its Strategic Plan "Three Conversations, One Calgary" guides Administration to align its service delivery to intentionally create value for citizens. The resulting service plans and budgets will be presented to Council in November 2018.

Today's report introduces five over-arching principles for this work. In accordance with The City's service promise "what matters to you matters to us" creating and maintaining value for Calgarians, the first three principles focus on creating value through the development of the service plans and budgets. The fourth speaks to accountability through the continual monitoring, review and reporting and the fifth on continuous improvement. The focus on creating value for citizens is essential to The City's ongoing transformation to a modern municipal government that has citizens' hopes and aspirations at its core.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council approve the five Strategic Plan Principles outlined in Attachment 1.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2005 January 31, Council approved the Multi-Year Business Planning and Budgeting Policy (CFO004). This policy was amended on 2008 January 14 and on 2012 April 9.

On 2014 September 15, Council approved the City Manager's Leadership Strategic Plan: Contract with Council (C2014-0703), which identified service plans and budgets as a key component of The City of Calgary's performance management system intended to support better delivery of services to communities, customers and Calgarians.

On 2017 April 25, (C2017-0375), Council received for information, the methodology for Service Plans and Budgets and a list of City Services.

On 2018 January 31 (C2018-0115), Council adopted the "Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets". Further, Council adopted a motion arising to direct Administration to return with two amendments to the Council Priorities.

On 2018 February 28, Council adopted the additional amendments to the "2019-2022 Council Directives for One Calgary" (C2018-0201); and approved "Three Conversations, One Calgary" as the framework that will guide the development of The City's Strategic Plan for 2019-2022 (C2018-0224).

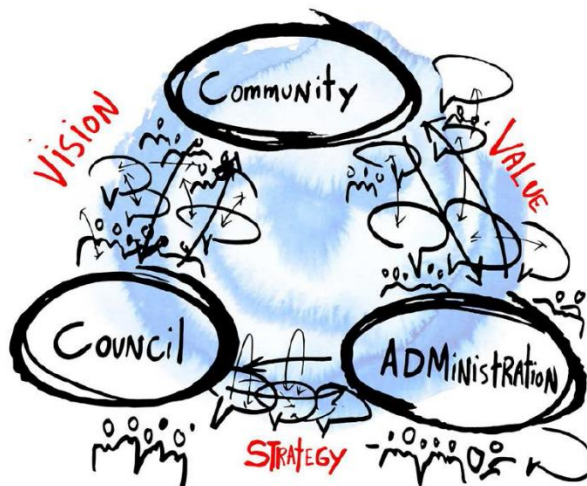
On 2018 March 21, Council approved Principles for Setting Indicative Tax Rates and Capital Infrastructure Investment Principles; and passed a motion arising directing the Administration to return to the 2018 April 10 Priorities and Finance Committee with updated Principles reflecting elements of value and clearly defined corporate leadership outcomes and performance measures (C2018-0304).

**One Calgary Report to
Priorities and Finance Committee
2017 April 10
Strategic Plan Values**

**ISC: UNRESTRICTED
PFC2018-0445
Page 2 of 5**

BACKGROUND

On 2018 February 28, City Manager, Jeff Fielding presented 'Three Conversations, One Calgary' as the framework to guide the development of The City's Strategic Plan for 2019-2022 ('the Strategic Plan') including service plans and budgets. As shown in the conceptual drawing of that framework below, there are three sets of roles, relationships, and results.



Creating and maintaining the value citizens experience in exchange for financial investment into The City's services (relationship between Administration and the Calgary community) is the driving force behind the development of the 2019-2022 service plans and budgets. The resources available for the delivery of this investment in services will determine the progress towards meeting citizens hopes, dreams and aspirations (relationship between City Council and the community). The strategy for how The City intends to invest in its services to create value for citizens and meet citizen aspirations will be outlined in the 2019-2022 Service Lines and Budgets and will be approved by Council in November 2018 (relationship between Administration and Council).

With Council's direction for 2019-2022, and the "3 Conversations One Calgary" framework to guide Administration's response approved on 2018 February 28 (C2019-0201, C2018-0224), key components of the conversation between Council and Administration have been determined.

On 2018 March 21, the One Calgary Program presented the results of the Preliminary Resilience Assessment (as part of the City's commitment to being a member of the 100 Resilient Cities funded by the Rockefeller Foundation). The outlined discovery areas provided a framework for a financial update to Council and the presentation of The City's Infrastructure Investment Principles and ongoing work on its climate change program. Council approved the Capital Investment and Indicative Rate Principles to guide the development of these aspects of the 2019-2022 Service Plans and Budgets.

The conversation with Council on 2018 March 21 resulted in a discussion and subsequent motion arising (as noted above) to integrate principles reflecting elements of value, and defined corporate leadership outcomes and performance measures as important to address in the development of the 2019-2022 service plans and budgets.

**One Calgary Report to
Priorities and Finance Committee
2017 April 10
Strategic Plan Values**

**ISC: UNRESTRICTED
PFC2018-0445
Page 3 of 5**

To respond to this request, Administration identified an opportunity to create a set of overarching principles for One Calgary and illustrate how these principles relate to the “3 Conversations, One Calgary” framework. Once approved, these principles will be applied throughout the development of The City’s Strategic Plan and the 2019-2022 Service Plans and Budgets.

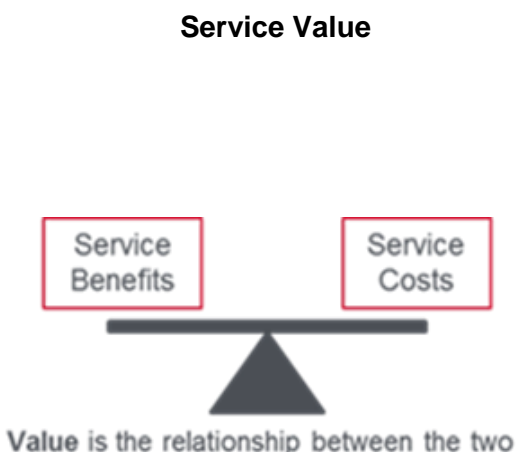
One Calgary will next present at the Strategic Meeting of Council on 2018 April 25 to consider the indicative tax rate, long-term tax support rates for user fees, and utility rates. The setting of these rates is essential for Administration to understand the framework within which it will be able to invest, create and maintain service quality, and deliver services to citizens.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Since the adoption of the Leadership Strategic Plan in 2014 September, The City has been on a continuous journey to transform how it delivers services to citizens and become a modern municipal government. As Administration moves along this journey, opportunities are being identified to better integrate our services across the organization and improve the way we work. The conversation with Council on 2018 March 21 is example of a time where new insights led to the identification of an opportunity to create a set of common over-arching principles that focus on how best The City can create and maintain services that resonate with citizens.

Better understanding what citizens ‘*perceive as having value*’ from the services, weighed against the cost of receiving them, better enables us to focus efforts and resources to the things that matter most. Each element of value (such as reliability or timeliness) is considered a *value dimension*. This contrasts with *Corporate Values*, which are the values of the organization and how we work. For The City of Calgary, we have the 4 Cs (Character, Competence, Commitment and Collaboration). These, combined with Council’s Five Guidelines to the Administration (Integrated Service Delivery, Engaged Leadership, Trust and Confidence, Investment and Value and Cooperative Alliances) form our Corporate Culture and way of working.

Service Value is Different from Organizational Values



**One Calgary Report to
Priorities and Finance Committee
2017 April 10
Strategic Plan Values**

**ISC: UNRESTRICTED
PFC2018-0445
Page 4 of 5**

The focus of this report is on developing principles that will help the organization to develop, monitor, and continuously improve the *value dimensions* that are most important to citizens. Five principles are proposed. The first three focus on the Three Conversations Model and using *value dimensions* in the development of the service plans and budgets. The fourth speaks to accountability through the continual monitoring, review and reporting on these and the fifth on continuous improvement. The principles are listed in the left-hand column of Attachment 1 and are recommended for approval. In the right-hand column, key value dimensions, factors and examples of how the principle is being applied are listed.

Attachment 2 Demonstrating Value Through Service Plans and Budgets describes how customer *value dimensions* have been integrated into the service plans and budgets to date. These dimensions are a new and important part of our transformation to a citizen focus and will play an instrumental role in the development of the service plans and budgets including their use in describing the service, in performance measurement, benchmarking, and in strategy development.

Council also identified the importance of clearly defining corporate leadership outcomes and measures. The fourth principle addresses this area in the overall context of ensuring accountability. In addition, Executive Leadership has been identified as an internal service for this cycle and will therefore, also have strategies, performance measures and budgets prepared as part of its service plan and budget that will be presented in November. This service was identified as a service through the service portfolio project and was presented to Council as one of the services in the list of services on 2017 April 25 (C2017-0375).

The recently approved Indicative Tax Rate and Capital Infrastructure Investment Principles (C2018-0304), are consistent with these over-arching principles and values. In fact, they provide direction to Administration in how it connects the vision (left side of the triangle) with service delivery (right side) on specific decisions.

Stakeholder Engagement, Research and Communication

Under the One Calgary program, there is a comprehensive plan for ensuring public and stakeholder input is sought and incorporated at multiple points as the 2019-2022 service plans and budgets are developed. The internal and external engagement that is currently taking place includes questions directly related to services and which value dimensions matter most.

Strategic Alignment

The development of Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022, including service plans and budgets, is one of the most significant pieces of work that The City undertakes as it advances our common purpose and helps to deliver on Calgary's vision for the future. The work aligns with Council policy and long-term planning and demonstrates where The City will focus over the next four years. The principles proposed will help to guide this work.

Social, Environmental, Economic (External)

Service plans and budgets are a tool that allows consideration of the social, environmental and economic environment during the business planning and budgeting process. The plans and budgets will be developed using a results-based performance framework. This includes information on how each City service contributes to quality of life for Calgarians and their aspirations for the community. Applying a resilience lens and integrating qualities of a resilient city (reflective, resourceful, redundant, robust, flexible, inclusive, integrated) into our service

**One Calgary Report to
Priorities and Finance Committee
2017 April 10
Strategic Plan Values**

**ISC: UNRESTRICTED
PFC2018-0445
Page 5 of 5**

plans and budgets will contribute to our City's ability to withstand stresses and shocks and contribute to the community's quality of life results.

Financial Capacity

Current and Future Operating Budget:

Having approved principles for The City's Strategic Plan will help guide the development of the 2019-2022 service plans and budgets.

Current and Future Capital Budget:

Having approved principles for The City's Strategic Plan will help guide the development of the 2019-2022 service plans and budgets.

Risk Assessment

As with previous business planning and budgeting cycles, consideration of risks is a key factor informing the development of plans and budgets. Given the city's current economic context, risk will need to be considered in a different way, including re-thinking assumptions, and placing considerably more emphasis on weighing the costs as well as the benefits of risk mitigation strategies, to ensure that they provide good value.

The change to service plans and budgets transforms how The City develops its plans and budgets. A risk in such a large-scale change is that it can sometimes be difficult to navigate what the change is and how best to deliver the results that are sought. The five principles outlined in this report help to address this risk by providing guidance and adding structure to the development of City's Strategic Plan (2019-2022).

REASON(S) FOR RECOMMENDATION(S):

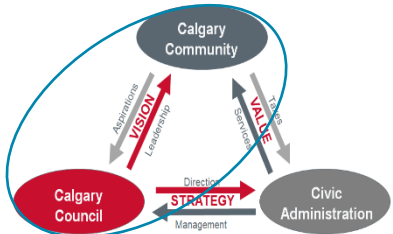


Providing Strategic Plan Principles that aim to create and maintain value provide additional guidance to the Administration to ensure One Calgary develops service plans and budgets that align to the three conversations model and that it incorporates the things that are valued most by Calgarians throughout the service plan and budget cycle.

ATTACHMENT(S)

1. Attachment 1 – Strategic Plan Principles
2. Attachment 2 – Demonstrating Value Through Service Plans and Budgets

The City's Strategic Plan Principles

Better understanding what citizens *'perceive as having value'* from the services, weighed against the cost of receiving them, better enables us to focus efforts and resources to the things that matter most. Each dimension of value (such as reliability or timeliness) is considered a *value dimension*. The following are five principles that will help the organization to develop, monitor, and continuously improve the *value dimensions* that are most important to citizens. The first three focus on the Three Conversations Model and using *value dimensions* in the development of the service plans and budgets. The fourth speaks to accountability through the continual monitoring, review and reporting on these and the fifth on continuous improvement. Note many value dimensions apply to more than one principle. In the table, they have been placed with the principle where they have the strongest connection.

Principles (For Approval)	
 <p>1. Vision: Address citizen needs and long-term quality of life aspirations.</p>	<p>Key Value Dimensions:</p> <ul style="list-style-type: none"> aspirations, hope, fairness, equity, social responsibility, wellbeing <p>Example of how these are being applied this cycle (One Calgary 2019-2022):</p> <ul style="list-style-type: none"> Council Priorities and Directives approved to provide the Administration with direction on where the focus should be for the next four-year cycle Identification of The City's contribution towards quality of life results.
 <p>2. Strategy: Use a Council-driven and corporately integrated approach to planning for service delivery.</p>	<p>Key Value Dimensions:</p> <ul style="list-style-type: none"> environment, reconciliation, resilience, sustainability scalability, expertise, risk, transparency and reputational assurance, innovation, efficiency, effectiveness <p>Examples of how these are being applied this cycle (One Calgary 2019-2022):</p> <ul style="list-style-type: none"> Service pages will show a complete integrated picture of service plans (including performance measures, benchmarking, risk, etc.), and both operating and capital budgets. Services will also identify how they contribute to Council Priorities and quality of life results (outcomes) as well as performance results (customer and citizen outcomes).
 <p>3. Value: Focus on what matters most to citizens and customers and maximise their value for city services.</p>	<p>Key Value Dimensions:</p> <p>Functional: avoids hassles, quality, reliability, responsiveness, saves time, simplifies, reduces risk, reduces effort, legislative compliance, affordability</p> <p>Emotional: accessibility, attractiveness, fun/entertainment, prevention, therapeutic value, wellbeing</p> <p>Business to Business: ease of doing business, expertise, decreased hassles</p> <p>Examples of how these are being applied this cycle (One Calgary 2019-2022):</p> <ul style="list-style-type: none"> The public and internal engagement for One Calgary is seeking information that will help services to better understand what value dimensions are most important to customers All services will include dimensions of value in their service plans (see attachment 2 for more information).

The City's Strategic Plan Principles

The following two principles focus on the overall Three Conversations model and reflect the need to continuously monitor progress and make efforts for improving service delivery. These two principles complement the previous three, which focus on creating value in our service plans and budgets and in our everyday work.



4. Accountability: Monitor the value generated through services by using performance measures, and reporting.

Key Factors and Actions:

- Develop service and corporate performance measures and benchmarking as a part of the service plans and report on performance results (including performance on dimensions of value that matter most to citizens and customers).
- Provide a clear line-of-sight of accountability on joint strategies.
- Monitor and maintain a corporate Risk register.
- Report regularly to Council and the public on progress.

Examples of how these are being applied this cycle (One Calgary 2019-2022):

- Semi-annual Accountability reports will identify and report on quality of life results and performance results (including performance on dimensions of service value) for each service.



5. Continuous Improvement: seek to improve services and processes and adjust on an ongoing basis.

Key Factors and Actions:

- Implement the Corporate Strategy for Service Efficiency and Effectiveness, using The City's Performance Management System (which includes performance measurement, benchmarking, service review and improvement)
- Revise and adjust plans and budgets in response to emerging needs and Council direction.

Examples of how these are being applied this cycle (One Calgary 2019-2022):

- Incorporate Council Directives to Administration for 2019-2022 (C2018-0201) into the development of service plans and budgets.
- Ongoing monitoring of dimensions of value and respond to changes as required.
- Use a variety of approaches across the organization to improve service effectiveness and efficiency.
- Annual adjustments and larger mid-cycle adjustment (in year 2020 to reflect the results of these efforts by adjusting the last two years of the plan)



Demonstrating Value Through Service Plans & Budgets

Introduction

On 2018 March 21, Council passed a motion to direct Administration to return to the 2018 April 10 Priorities and Finance Committee with updated Principles reflecting something similar to the following: *"Incorporate the "Elements of Value" to citizens by incorporating, but not limited to: Inspirational value, Individual value, Ease of doing business value, Functional value, Table stakes value (ethical standards)"* (C2018-0304).

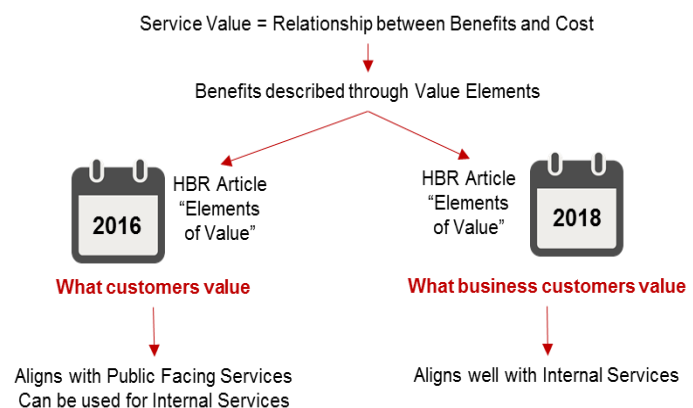
This attachment provides some additional detail on how these elements (One Calgary calls these value dimensions) of value are being incorporated within the service plans and budgets, in relation to the updated principles referencing service value within the cover report.

Background

In 2016 September, The Harvard Business Review (HBR) published an article titled "The Elements of Value – Measuring-and-delivering-what consumers really want", based on research conducted by Bain & Company. This article outlines elements that address consumer needs, categorized in four key categories – Functional Value, Emotional Value, Life Changing Value and Social Impact Value dimensions.

Further to the 2016 September article, The Harvard Business Review published a follow up article in the 2018 January-February issue titled "the B2B Elements of Value – How to measure-and-deliver-what business customers want", based on further research conducted by Bain & Company. This article outlines elements that address business customer needs, categorized in five separate categories – Table Stakes value, Functional value, Ease of Doing Business Value, Individual Value and Inspirational Value.

The two articles correspond to the diverse services The City offers – the 2016 consumer article corresponds to what citizens and customers value from the public facing services The City offers (e.g. Public Transit), while the 2018 B2B article aligns with what our Public facing services value from The City's internal service (e.g. Fleet Management). It's worth noting that there is a substantial overlap between the two lists.



How these are being used in building Service Plans & Budgets

In 2017, definitions were created for each (referred to at the City as Value Dimensions) listed in the 2016 September article. Additional dimensions relating to The City were also added; e.g. Resilient, Reconciliation, Fairness and Equity.

Through 2017, both public facing and internal services were asked to review the list of dimensions (based on the 2016 article) and choose up to five dimensions they believe to be

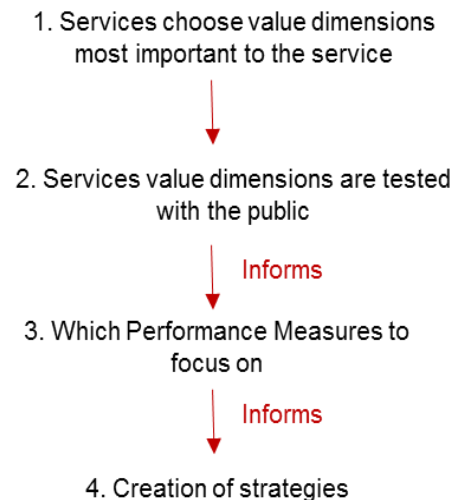


Demonstrating Value Through Service Plans & Budgets

most important to the customers of their service and to citizens. They were also asked to provide a definition of how the dimension relates to their service.

Moving forward, the dimensions of value will be used for the following purposes:

1. Services choose the value dimensions most important to their Service (2017).
2. From 2018 April 2 to 22, an online engagement tool open to all members of the public and the Citizens' View Panel, will have an opportunity to rank which dimensions of value are most important to them.
3. Citizen input on value dimensions, in conjunction with other citizen research and Council's Directives will help to inform services in developing outcome related (results based) performance measures tied to the dimensions of value (in Results Based Accountability™ format) for inclusion on the service pages of their plan and budget.
4. How the service is performing on the key performance measures related to key value dimensions will inform the development of strategies to maximize value related to the dimensions most important to citizens and customers.



Other Connections

Concurrently with this work, MBNCanada (Municipal Benchmarking Network Canada) undertook a strategic value review of service areas, which included an action for the Board to identify a value proposition statement and value dimensions for each of the 36 (broad) service areas within MBNCanada, with conceptual ideas for measurement.

The City shared the list of the dimensions of value and definitions developed based on the 2016 HBR article, along with the process The City was undertaking. MBNCanada adopted (the majority of) The City's list of value dimensions and completed a similar process to identify value dimensions for each of the 36 service areas. The City will review the alignment between the dimensions identified through both processes.

The City of Calgary is one of 10 cities in the 100 Resilient Cities (100RC) network – Pioneered by The Rockefeller Foundation in May 2016. 100RC is a global network of cities working to address some of the biggest challenges facing cities. Foundational to building resilience in our organization and in the community will be to consider and integrate “qualities” of resilience (i.e., reflective, resourceful, inclusive, integrated, robust, redundant/diverse, flexible) and introduce those qualities (a resilience lens) into our strategic planning processes. The resilience qualities are reflected throughout the value dimensions and Strategic Plan principles.



Demonstrating Value Through Service Plans & Budgets

Next Steps

The majority of the work done thusfar has focused on services identifying value dimensions corresponding to the 2016 September HBR consumer article. Now that the 2018 article, focusing more on the value dimensions important to business customers has been released, the One Calgary Program will work to include these additional dimensions as options for internal services to use as dimensions of value for their customers.

Current list of value dimensions being used by services (adapted from the 2016 HBR article for public sector):

Functional Value	Emotional Value	Life Changing Value	Social Impact Value
Affordability	Accessibility	Heirloom	Self-Transcendence
Availability	Attractiveness	Equity	Environmental
Avoids hassles	Fun/Entertainment	Fairness	Reconciliation
Connectivity	Prevention	Motivation	Resilient
Convenience	Therapeutic Value	Provides Hope	Sustainability
Informs	Wellbeing	Self Actualization	
Integrates	Wellness		
Legislative Compliance			
Organizes			
Quality			
Reduces effort			
Reduces risk			
Reliability			
Responsiveness			
Safety			
Saves time			
Simplifies			
Variety			



Demonstrating Value Through Service Plans & Budgets

Additional Value dimensions that are currently being introduced adapted for public sector use from the 2018 HBR B2B article include:

Functional Value	Ease of Doing Business	Individual Value
Innovation	Configurability	Reputational Assurance
Scalability	Expertise	
Improved Top Line	Flexibility	
Cost Reduction	Integration	
	Risk	
	Transparency	
	Reach	
	Commitment	
	Cultural Fit	
	Simplification	

References:

Almquist, E. and J. Sr., and Bloch, N., *The Dimensions of Value*, Harvard Business Review, September 2016.

Almquist, E., Cleghorn, J., and Sherer, L., *The B2B Dimensions of Value*, Harvard Business Review, February 2018.

Transportation Strategic Leadership Plan

EXECUTIVE SUMMARY

On 2018 February 28, Michael Thompson officially started as the General Manager of Transportation for the City of Calgary. During his initial 100 days, he will be developing a Strategic Leadership Plan for the Transportation Department that supports Council Priorities, Directives and Guidelines as well as reinforces the City's overall vision, purpose, plans and culture. Following an evidence-based approach, information will be gathered and assessed from multiple perspectives to identify the department's core capabilities and vulnerabilities. Analysis and prioritization will then result in a departmental strategy to guide and inspire employee and leader actions, behaviours and performance.

The Transportation Strategic Leadership Plan will not address the lines of service or the long-term transportation plan as these are being reviewed respectively by the 2019-2022 One Calgary Service Plan and Budget process and the Calgary Transportation Plan update.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council direct Administration to report back to Council through the Priorities and Finance Committee on the Transportation Strategic Leadership Plan no later than July 2018.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 March 5, Council approved Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022. That report summarized the Strategies and Values that Administration is executing and striving for to deliver the Vision of Council for the community.

BACKGROUND

The Transportation Department strives to provide a safe, reliable, efficient, customer focused transportation system that supports all modes of travel and promotes sustainability and smart growth. The Department is organized into five business units, each contributing to the overall lifecycle (plan, design, build operate and maintain) of the transportation system. They include:

- **Transportation Planning** – Focused on the long-term planning of the transportation network, and working with communities to improve safety and mobility. Also, responsible for supporting the Calgary Approvals team in the review and approval of development applications.
- **Transportation Infrastructure** – Focused on the design and construction of major transportation projects with values more than \$1 million.
- **Green Line** – Focused on the delivery of the long-term Green Line vision including the \$4.65 billion Stage 1 project to be constructed from 16 Avenue N to 126 Avenue S.E
- **Calgary Transit** – Focused on the operation and maintenance of Calgary's transit system, including the Light Rail Transit system, Bus network, and Calgary Transit Access. On a typical weekday, the Transit system serves 530,000 passenger trips on a fleet of 220 Light Rail Vehicles and 1,000 buses. Additionally, on a typical weekday Calgary Transit Access provides trips for 2,200 mobility impaired Calgarians, who otherwise would not be able to access public transportation services throughout the City.
- **Calgary Roads** – Focused on the operation and maintenance of the Calgary's 16,000 km road network and 5,740 km of sidewalks and on-street cycling network.

**Transportation Report to
Priorities and Finance Committee
2017 April 10**

**ISC: UNRESTRICTED
PFC2018-0398
Page 2 of 4**

Transportation Strategic Leadership Plan

The Transportation Department has approximately 4,400 staff, and a 2018 budget of \$420 million (operating) and \$670 million (capital).

The City's Accountability Model recently presented by City Manager Fielding at the 2018 February 28 Strategic Council meeting reflects three sets of relationships, conversations and results between:

1. Community and Council (Vision) measured by quality of life;
2. Council and Administration (Strategy) measured by public & employee trust and confidence; and
3. Community and Administration (Value) measured by service value.

Administration plays a role in the Strategy and Value conversations. Staff and leadership have been actively involved in planning and realigning for the 2019-2022 One Calgary Service Plan and Budget to demonstrate service value to citizens. The Transportation Department is most directly involved in the delivery of the following lines of service:

- Streets
- Sidewalks & Pathways
- Public Transit
- Specialized Transit
- Parking

Moving forward it is important to provide a clear line of sight for staff and leadership within the Transportation Department to deliver service value while strengthening public and employee trust and confidence. The research and analysis of performance measures, risks, citizen input and trends for One Calgary will be supplemented by other metrics to help inform the Transportation Strategic Leadership Plan. Key messages and expectations will be integrated into a complementary internal communications plan.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

To develop a Transportation Strategic Leadership Plan aligned with the City's Accountability Model, a three-stage framework and schedule will be utilized:

Stage 1: Departmental Assessment: March to mid-April 2018

Stage 2: Analysis and Prioritization: Mid-April to May 2018

Stage 3: Strategic Plan Development: May to June 2018

**Transportation Report to
Priorities and Finance Committee
2017 April 10**

**ISC: UNRESTRICTED
PFC2018-0398
Page 3 of 4**

Transportation Strategic Leadership Plan

Stage 1 has begun and is progressing on schedule. The Departmental Assessment will identify the capabilities and the vulnerabilities of the department. Several data sources and perspectives are being considered at the Departmental, Business Unit and Divisional levels but are not limited to the following:

- Current and historical workforce measures such as Total Frequency Recordable Injuries (TRIF), Workers' Compensation Board (WCB) claims, Sickness & Accident statistics, employee turnover, and Corporate Employee Survey (CES) results
- Current and historical business performance measures such as Safer Mobility annual reports, Environmental Performance annual reports, 2015-2018 Action Plan accountability reports, 3-1-1 and Citizen Satisfaction Survey results
- Summary of one-on-one pulse check meetings held with Councillors, the Mayor and other General Managers
- Recent findings from focus groups and feedback from the Women in Transportation Committee work and the Transportation Leadership Team.

The above information will be synthesized to identify key focus areas that will undergo a deeper dive in Stage 2 which will inform the Strategic Plan Development in Stage 3. The plan will utilize Council's Guidelines to Administration as a foundation, including: integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances.

Stakeholder Engagement, Research and Communication

Engagement will be inward focused with interviews of Councillors, the Mayor, other City of Calgary General Managers, and the Transportation Leadership Team. Other research will be gathered from existing sources as identified above. Communication will be focused on leadership within the City as well as employees in the Transportation Department.

Strategic Alignment

This report is aligned with, Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 approved by Council on 2018 March 5. The Transportation Strategic Leadership Plan will outline how the department will guide and inspire our employees to achieve Council Directives and Imperatives to build public and employee trust and confidence and provide service value.

Social, Environmental, Economic (External)

Although, the Transportation Strategic Leadership Plan will focus internally, it is anticipated that an engaged leadership and employees will contribute to better customer service and performance improvements.

Financial Capacity

Current and Future Operating Budget:

The work to develop the Transportation Strategic Leadership Plan can be accommodated within previously-approved budgets.

Current and Future Capital Budget:

None.

**Transportation Report to
Priorities and Finance Committee
2017 April 10**

**ISC: UNRESTRICTED
PFC2018-0398
Page 4 of 4**

Transportation Strategic Leadership Plan

Risk Assessment

Integrated Risk Management is key component of the City's performance management system. It is a continuous, proactive, systematic process to understand, manage and communicate risks. Throughout the development of the Transportation Strategic Leadership Plan, risk will be consistently evaluated in all three stages of the framework. During the analysis stage, if it becomes apparent that there are unacceptable risks which need to be immediately addressed these will be fast tracked with an immediate action plan put into place.

REASON(S) FOR RECOMMENDATION(S):

Council is being asked to accept this report for information for the development of the Transportation Strategic Leadership Plan aligned to the recently approved Three Conversations, One Calgary framework. Council is being asked to direct Administration to report back no later than 2018 July.

ATTACHMENT(S)

None.

**Law and Legislative Services Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0444
Page 1 of 4**

Proposed Amendments to the Council Policy on Governance and Appointments of Boards, Commissions and Committees (CP2016-03)

EXECUTIVE SUMMARY

This report recommends proposed amendments to the Council policy on *Governance and Appointments of Boards, Commissions and Committees*, CP2016-03, to:

- Align the Quasi-Judicial Boards (“QJBs”) with the City Clerk’s Office annual Boards, Commissions and Committees (“BCCs”) recruitment and appointment process presented to the annual Organizational Meeting of Council; and
- Establish an ongoing annual BCC Recognition Event for outgoing Public Members.

This report also recommends a reconsideration of the time frame of the annual BCC advertisement and recruitment campaign from June back to August/September.

ADMINISTRATION RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. a) Direct the City Clerk’s Office to include the Licence and Community Standards Appeal Board and the Subdivision and Development Appeal Board in its annual BCC advertisement and recruitment campaign commencing in 2018 for appointments presented to the annual Organizational Meeting, with terms effective 2019 January 01;
- b) Direct the City Clerk’s Office to include the Assessment Review Board in its annual BCC advertisement and recruitment campaign commencing in 2019 for appointments presented at the annual Organizational Meeting, with terms effective 2020 January 01.
- c) Direct the City Clerk’s Office (Protocol) to continue hosting an annual BCC Recognition Event for outgoing Public Members; and
- d) i) Reconsider its “June campaign” decision of 2016 April 25, of report LGT2016-0244 to advertise and recruit vacant BCC positions in June; and
- ii) Direct the City Clerk’s Office to conduct its annual BCC advertisement and recruitment campaign in August/September of each year commencing in 2018;
2. Adopt the proposed amendments to the Council policy on *Governance and Appointments of Boards, Commissions and Committees*, CP2016-03, as outlined in Attachment 1.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 March 21, Council adopted the recommendations of report PFC2018-0108, *Calgary Assessment Review Board Bylaw*, and gave three readings to bylaw 15M2018, directing the Board’s appointments be presented to the annual Organizational Meeting of Council commencing in 2019.

On 2016 April 25, Council adopted the Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03), which instituted new processes for recruitment, application and appointments to BCCs. Council approved the respective report, LGT2016-0244 *Legislative Governance Review Project Update and Council policy, Governance and Appointments of Boards, Commissions and Committees* and “Implementation Phases – Legislative Governance Review Project”.

Proposed Amendments to the Council Policy on Governance and Appointments of Boards, Commissions and Committees (CP2016-03)

BACKGROUND

BCC and QJB Current Public Member Recruitment Processes

The City Clerk's Office through its Legislative Services and QJB divisions conducts three separate advertisement and recruitment campaigns throughout the year for public members with separate appointment processes and timelines. Each campaign requires advertising with a separate budget and results in applications presented to Council at different times using different formats. All of the QJBs currently use a manual application intake process, whereas the BCCs utilize an online intake process with eligibility criteria that applicants can self-select.

The Calgary Assessment Review Board Bylaw 15M2018, adopted by Council at its Strategic Meeting held on 2018 March 21, directs ARB member appointments be made at the annual Organizational Meeting of Council with terms matching the calendar year, promoting a single-coordinated advertisement and recruitment campaign and a unified appointment process.

June BCC Recruitment Campaign

For the last two years, the recruitment and advertising campaign for BCC public members occurred in the month of June, with planning of the campaign occurring in May. A June recruitment campaign resulted in the following:

- Less applications submitted compared to recent years with a late summer campaign;
- A four to five-month period between the time a citizen applies and the time the appointment is announced by Council, resulting in an increased number of applicants declining their appointments;
- BCC Chairs receiving the applications in July, requiring them to evaluate and possibly interview applicants during summer break, which has proved to be challenging. Additionally, some BCCs do not hold meetings over the summer months; and
- Vacancies or terms of reference/bylaw amendments adopted by Council that affected the composition of the board, the term or the eligibility requirements occurring in May, June or July were not included in the main campaign, resulting in unexpected costs and efforts associated with a second recruitment campaign.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Consolidating the QJB Recruitment with the BCC Recruitment

Having one consolidated recruitment would result in efficiencies for Council and Administration, as well as offer a more streamlined process for the public:

Advantages for the public:

- avoid confusion by having one advertisement, recruitment campaign and appointment cycle for all BCCs, including the QJBs;
- ability for applications to the QJBs to be submitted online which includes self-selected eligibility criteria;
- single contact for any questions on appointment process; and
- a broader spectrum of committees for which applicants might apply at one time.

Proposed Amendments to the Council Policy on Governance and Appointments of Boards, Commissions and Committees (CP2016-03)

Advantages for Members of Council:

- consistency with the material presented to facilitate the appointment of public members;
- appointments performed solely at the annual Organizational Meeting of Council, with the exception of appointments required as a result of mid-term resignations; and
- by consolidating the information, public members may not be appointed to more than one BCC (per Council policy CP2016-03, section 5.13.4).

Advantages for Administration:

- all applications channeled through one division would eliminate duplication of planning and communication;
- advertising cost reductions achieved from removing duplicate advertisements required by the three separate recruitment processes;
- applications utilizing the same online intake process and format;
- consistency in the validation of applications; and
- QJB applicant's eligibility will no longer require manual review and notation.

Marketing efforts for the QJB's recruitment would continue to be tailored to attract the skills required. As well, the role of the Chair in recommending appointments would also continue as per sections 5.4.1.b and 5.15.4 of the BCC Council policy.

Late Summer Recruitment Campaign

Historically, there have been more applications, on average, submitted in late summer campaigns compared to June campaigns. A late summer recruitment campaign also results in a shorter period between the time a citizen applies to a BCC and the time the appointment is announced by Council.

A recruitment campaign commencing during the Council/Committee meeting August break, allows the City Clerk's Office to include and/or act upon any vacancy or any terms of reference/bylaw amendment adopted by Council that may affect the composition of the board, the term or the eligibility requirements occurring in May, June or July.

Minor Housekeeping Policy Amendments

In addition to the policy amendments noted previously in this report, the proposed Council policy (attachment 1) also includes the following minor housekeeping amendments:

- the addition of new BCCs recently established by Council;
- the deletion of disbanded BCCs;
- the revision of the BCC description for Administrative Tribunals;
- BCC name revisions; and
- BCC classification revisions that were categorized incorrectly

Stakeholder Engagement, Research and Communication

The Legislative Services division engaged with the QJB division to document the current state advertisement and recruitment processes and potential future state alternatives.

Proposed Amendments to the Council Policy on Governance and Appointments of Boards, Commissions and Committees (CP2016-03)

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)

Public members provide their expertise and guidance to Council on important civic issues. Volunteering on one of the City's BCCs provides public members with the opportunity to:

- provide a meaningful contribution to the community;
- share their knowledge, skills and abilities as well as develop skills and gain experience;
- meet new people and become connected in the community; and
- learn more about how The City of Calgary works.

Financial Capacity

Current and Future Operating Budget:

The operating budget for advertising and recruitment of the three QJBs would be transferred from the QJB division to the Legislative Services division of the City Clerk's Office.

Current and Future Capital Budget:

None.

Risk Assessment

If the proposed amendment to the Council policy is not adopted by Council at its 2018 April 23 Regular Meeting, the City Clerk's Office must proceed with the preparation and launch of the June advertisement and recruitment campaign for the BCCs, without the inclusion of the Licence and Community Standards Appeal Board and the Subdivision and Development Appeal Board. Consequently, the QJBs recruitment campaign would occur later in the fall, resulting in duplication of costs and efforts for The City.

REASONS FOR RECOMMENDATIONS:

Adopting the recommendations in this report will produce efficiencies for the Boards, Committees and Commissions (BCCs) and improve the application process for Calgarians wishing to sit as a public member.

Adopting recommendation 1(c) will ensure that outgoing Public Members' service is recognized through an annual BCC Recognition Event.

ATTACHMENT

1. Proposed amendments to Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03)

Council Policy

Policy Title: Governance and Appointments of Boards, Commissions and Committees
Policy Number: CP2016-03
Report Number: LGT2016-0244
Adopted by/Date: Council/2016 April 25
Effective Date: 2016 April 25
Last Amended: 2017 April 24
Policy Owner: City Clerk's Office

1. POLICY STATEMENT

- 1.1 The City of Calgary (The City) is committed to open, inclusive and equitable management of the Boards, Commissions and Committees (BCCs) recruitment and appointments process. The resulting decisions and work of the BCCs supports good governance and a well-run City inclusive of citizen leadership in governance.
- 1.2 The appointment of Public Members to serve on BCCs is important to The City in order to:
 - a) Bring specific skills and expertise that contribute to good governance;
 - b) Represent stakeholder groups;
 - c) Represent specific groups of service users; and
 - d) Provide a variety of perspectives, reflecting the diversity of the community.
- 1.3 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.
- 1.4 BCCs are created with a clear purpose and are provided the support and resources required to fulfill their mandate.

2. PURPOSE

- 2.1 The purpose of this Council policy is to establish guidelines respecting:
 - 2.1.1 The establishment, mandate and disbandment of City BCCs and duties of City Chairs;
 - 2.1.2 The process for appointing Council Members and Administration Members to BCCs; and

2.1.3 The process for appointing Public Members to BCCs.

3. **DEFINITIONS**

3.1 In this Council policy:

- a. “Administrative Tribunal” means an independent quasi-judicial body that conducts hearings on individual cases, issues written decisions, is governed by the rules of administrative law and whose Members are appointed by Council.
- b. “Administration Member” means a City of Calgary employee who has been appointed by Council to a BCC or their designate. An Administration Member may or may not be a voting Member.
- c. “Administration Resource” means a City of Calgary employee who is assigned as a subject-matter expert or administrative support to a BCC. An Administrative Resource is not a voting Member of a BCC.
- d. “Boards, Commissions and Committees” (“BCCs”) means a City or External Board, Commission or Committee to which Council makes one or more appointments.
- e. “Business Revitalization Zone” and “Business Improvement Area” means a Business Revitalization Zone or a Business Improvement Area established under the *Municipal Government Act*, RSA 2000, c M-26.
- f. “Chair” means the Chair of a City Board, Commission or Committee, excluding a Council Committee.
- g. “City Board, Commission and Committee” means a BCC or other body established by The City of Calgary Council under the *Municipal Government Act*, RSA 2000, c M-26, or as required or allowed by other statutes. This does not include a Business Improvement Area or City of Calgary Wholly-Owned Subsidiary.
- h. “*Code of Conduct*” means Council’s *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees Policy* (#CC045).
- i. “Council Committee” means a Standing Policy Committee and a Standing Specialized Committee ~~and the Priorities and Finance Committee~~.
- j. “Elector” means a person that is eligible to vote in a General Election as legislated by the *Local Authorities Election Act* RSA 2000 c L-21.

- k. “Eligibility” means minimum requirements that an applicant must meet to be appointed to a BCC.
- l. “External Board, Commission or Committee” means a BCC or other body not established by The City of Calgary Council but whose membership includes a Council appointee;
- m. “General Election” means an election held for all Members of Council to fill vacancies caused by the passage of time, in accordance with the *Local Authorities Election Act* RSA 2000 c L-21.
- n. “Governance Document” means a document that outlines a BCC’s structure and includes items such as eligibility criteria, composition, mandate, and term lengths. A Governance Document may include legislation, a bylaw, a policy, a ministerial order or a terms of reference.
- o. “*Indemnification of Council Citizen Appointments*” means Council’s *Indemnification of Council Citizen Appointments to Council Established Municipal Boards, Commissions, Authorities and Committees Policy* (#CC040).
- p. “Member” means any individual appointed to a BCC by Council, including Members of Council, Public Members and Administration Members.
- q. “Non-Binding Nomination” means a Public Member nomination submitted to Council by a specific group as outlined in a BCC’s Governance Document(s). Council may or may not appoint the nominee.
- r. “Organizational Meeting” means the annual organizational meeting of Council as defined in *The Procedure Bylaw*.
- s. “Public Member” means an individual who has been appointed to a BCC by Council who is not a Member of Council or City of Calgary Administration representative.
- t. “Qualifications” means the specific skills and experience desired in Public Members to meet the needs of individual BCCs.
- u. “Reserve List” means a list of applicants adopted by Council that may be used to fill a vacancy that occurs as a result of a Public Member not finishing a term.
- v. “Resident” means an individual who lives within the boundary of the city of Calgary.

- w. "Standing Policy Committee" ("SPC") means a Committee of Council as established under *The Procedure Bylaw*.
- x. "Sub-Committee" means a body established by Council or a Council Committee to deal with a specific sub-set of issues.
- y. "*The Procedure Bylaw*" means The City of Calgary Procedure Bylaw 35M2017.
- z. "Two-Thirds Vote" means a vote as defined in *The Procedure Bylaw*.
- aa. "Wholly-Owned Subsidiary" means a corporation of which The City of Calgary is the sole shareholder.

4. APPLICABILITY

- 4.1 This Council policy does not supersede or replace legislation, ministerial orders or bylaws. This Council policy does not take precedence in the circumstance where Council has approved Governance Document(s) specific to a particular City BCC.
- 4.2 This Council policy applies to all BCCs other than a:
 - a) Business Improvement Area; or
 - b) City of Calgary Wholly-Owned Subsidiary.

5. PROCEDURE:

Part A: Establishment, Mandate and Disbandment of City BCCs, and Duties of City Chairs

5.1 Establishment of City BCCs

- 5.1.1 City BCCs are established by Council as permitted or required in the *Municipal Government Act*, RSA 2000, c M-26 and other legislation.
- 5.1.2 City BCCs will be created to provide advice, make decisions and recommendations to Council or adjudicate upon particular City matters.
- 5.1.3 Upon the establishment of a new City BCC, Council shall approve the City BCC's Governance Document(s) that includes:
 - a) Mandate;
 - b) Composition;
 - c) Term lengths and limits of Members;
 - d) Eligibility of Public Members;

- e) Qualifications of Public Members;
- f) Classification of the BCC (Schedule A);
- g) Any specific recruitment or appointment requirements, including a source of funding, if applicable;
- h) Reporting requirements; and
- i) Sunset clause, if applicable.

5.1.4 Qualifications for Public Members as addressed in section 5.1.3(e) must describe the skills specific to each City BCC. Public Members are to collectively cover the range of required Qualifications, with individual Public Members bringing a variety of perspectives, interests, or skills. Public Members are not expected to have the same knowledge as Administration.

5.1.5 A new BCC's Governance Document(s) must be adopted by Council before any Member is recruited and appointed to the City BCC.

5.1.6 Where a City BCC is established by Council, or where an existing City BCC's Governance Document(s) were amended by Council, following the initiation of the recruitment campaign, resulting vacancies requiring filling in accordance with section 5.11 may not be filled at that year's Organizational Meeting.

5.2 Mandate of City BCCs

5.2.1 City BCCs are required to:

- a) Meet regularly in accordance with their annual schedule;
- b) Act within their mandate as directed by Council;
- c) Set position descriptions for Public Members;
- d) Participate in performance management of Public Members;
- e) Comply with the sections that pertain to Committees in *The Procedure Bylaw* unless other procedures have been adopted by the City BCC;
- f) Report to SPCs and Council as required; and
- g) Participate in any other activities as directed by Council.

5.3 Disbandment of City BCCs

5.3.1 A review of the mandate, composition and resourcing of a City BCC classified as "Advisory", "Interest Group", or "Review" (Schedule A) will be brought forward to Council by the City Clerk's Office through the Priorities and Finance Committee every two years, with the first review occurring in 2018. The review will be done in collaboration between the City BCC's Members, the City Clerk's

Office, Administration Resources, and other members of City Administration, as required.

- 5.3.2 Despite section 5.3.1, Council may at any time direct that a review be conducted.
- 5.3.3 A City BCC is disbanded by resolution of Council or repeal of its enabling bylaw.

5.4 Duties of City Chairs

- 5.4.1 Chairs of City BCCs are required to:
 - a) Chair meetings in accordance with *The Procedure Bylaw* or other adopted procedures as permitted in Section 2 of *The Procedure Bylaw*;
 - b) Participate in the City BCC recruitment and appointment process;
 - c) Participate in succession planning;
 - d) Manage performance evaluation of Public Members;
 - e) Speak on behalf of a City BCC when required by Council;
 - f) Coordinate with Administration for orientation and training of Members;
 - g) Notify the City Clerk's Office in writing as soon as the Chair is made aware of a mid-term vacancy;
 - h) Act in accordance with the *Indemnification of Council Citizen Appointments* and *Code of Conduct* policies and any other subsequent Council policies or bylaws that govern City BCCs; and
 - i) Any other duties as directed by Council.
- 5.4.2 The Chair of a City BCC may delegate their responsibilities to their Vice-Chair(s).

5.5 City Clerk's Office Staffing

- 5.5.1 The City Clerk's Office will provide legislative services to City BCCs in accordance with the criteria outlined in Schedule C.

Part B: Appointment of Council Members and Administration Members to BCCs

5.6 Appointment of Council Members

- 5.6.1 Council Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

- 5.6.2 The appointment term for Council 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 office.
- 5.6.3 Each year Councillors will provide a listing of their BCC appointment preferences to the City Clerk's Office. These preferences will be summarized and presented for Council's consideration for appointment at the annual Organizational Meeting of Council.
- 5.6.4 In the case of a mid-term Council Member vacancy, the City Clerk's Office will canvass all Councillors for interest in the applicable BCC and bring a report forward for Council make an appointment.

5.7 Appointment of Administration Members

- 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, and at other times the BCC requires.
- 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.
- 5.7.4 In the case of a mid-term Administration Member vacancy, the City Clerk's Office will contact the applicable General Manager for a nomination and bring a report forward for Council make an appointment.

Part C: Appointment of Public Members to BCCs

5.8 Timing of Public Member Appointments

- 5.8.1 Public Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

5.9 Eligibility of Public Members

- 5.9.1 Applicants must satisfy Eligibility requirements in order to be selected for appointment.
- 5.9.2 Unless otherwise outlined in a BCC's Governance Document(s), Public Members must be:
 - a) Residents of Calgary; and
 - b) At least 18 years of age.
- 5.9.3 A BCC's Governance Document(s) may outline Eligibility requirements for Public Members that are in addition to the Eligibility requirements outlined in section 5.9.2.
- 5.9.4 Unless required by a BCC's Governance Document(s), Public Members are not required to be an Elector.
- 5.9.5 If the *Code of Conduct* is applicable to a Public Member, the Public Member must abide by that policy.
- 5.9.6 A Public Member must act in good faith in the performance of their duties, as outlined in Council's *Indemnification of Council Citizen Appointments* policy.
- 5.9.7 Public Members must maintain Eligibility status throughout their term.

5.10 Terms for Public Members

- 5.10.1 A Public Member's term will be:
 - a) As outlined in a BCC's Governance Document(s);
 - b) If terms are not outlined in a Governance Document(s), for a one or two-year term to allow for staggering; or
 - c) For completion of a term, unless otherwise outlined on a BCC's Governance Document(s).
- 5.10.2 A Public Member ceases to be a Public Member at the end of their term.
- 5.10.3 A Public Member may serve up to a maximum of six consecutive years on a City BCC, unless otherwise outlined in a City BCC's Governance Document(s). The years served on a City BCC prior to the coming into force of

this Council policy on 2016 April 25 are to be counted in the calculation of the Public Member's length of service.

- 5.10.4 Despite sections 5.10.1 to 5.10.3, a Public Member serves on a City BCC until their successor is appointed. The service of a Public Member beyond the appointed term shall not count toward the calculation of the limit on length of service as set out in section 5.10.3 if that extension is less than half the length of a term.
- 5.10.5 When an appointment is made to fill a vacancy during the last half of a term, the balance of the term shall not count toward the maximum length of service on the City BCC for the Public Member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.
- 5.10.6 Despite section 5.10.3, a Public Member may serve on a City BCC more than six consecutive years by a Two-Thirds Vote of Council.
- 5.10.7 Appointments should be staggered where possible in order to maintain a BCC's organizational memory and continuity.

5.11 Recruitment of Public Members and Advertising

- 5.11.1 The City Clerk's Office shall conduct an annual recruitment and advertising campaign seeking applicants interested in being appointed to BCCs with Public Member vacancies.
- 5.11.2 The City Clerk's Office will facilitate all duties in relation to recruitment, advertising, preparation and distribution of applications, unless a BCC is exempt under section 5.12. Administration Resources may also support these processes.
- 5.11.3 Applications will be accepted for four weeks [during August/September](#). The application deadline will be established by the City Clerk's Office.
- 5.11.4 Late applications will be submitted to Council at the Organizational Meeting of Council and may be accepted for consideration by a Two-Thirds Vote of Council.
- 5.11.5 The City's website and social media accounts will be used to advertise all vacancies. The BCC's website may also be used.

- 5.11.6 Vacancies may be advertised through a variety of multimedia sources including newspapers, trade bulletins, websites or newsletters of professional organizations, and community newsletters and networks. Advertising may vary depending on the BCC. Advertising shall specify:
- a) The BCCs with vacancies;
 - b) The Public Member roles that are vacant;
 - c) The process for submitting applications;
 - d) The date, time and location of any information sessions; and
 - e) The deadline date for receipt of applications.
- 5.11.7 Advertising shall direct potential applicants to the City's website for more detailed information on the BCC appointment opportunity and process.
- 5.11.8 If a BCC's Governance Document(s) outlines that Public Member vacancies are to be appointed through Non-Binding Nominations, these vacancies are not required to be advertised.
- 5.11.9 Qualifications that are in addition to those found in a BCC's Governance Document(s) that are needed to support a BCC's most current work plan, as identified by a BCC Chair, may be used in the recruitment and appointment of applicants.
- 5.11.10 The City will recruit and advertise through processes that attract a diverse pool of applicants. The City may cooperate with community agencies that recruit and train individuals from under-represented constituencies to improve diversity of the applicant pool.
- 5.11.11 The City may conduct advertised public information sessions as part of the advertised recruitment process. Applicant attendance at an information session is not mandatory.
- 5.11.12 Members of Council, Administration and Public Members may encourage qualified applicants to submit applications to enrich the applicant pool.
- 5.11.13 Council may by resolution approve the services of a search consultant with any advertised recruitment process to enhance the applicant pool and assist with the application intake, screening and short-listing process. In its approval, Council will approve funding to cover the costs of the search consultant's services.

5.11.14 Upon Council's adoption of a new City BCC's Governance Document(s), or amendment to an existing City BCC's Governance Document(s), Council shall direct whether or not an immediate recruitment and advertising campaign for the City BCC will be undertaken by the City Clerk's Office or if it is to be included in the next annual recruitment and advertising campaign.

5.11.15 When Council directs the City Clerk's Office to undertake an immediate recruitment and advertisement campaign, outside of the City Clerk's annual recruitment and advertising campaign, Council shall identify a source of funding for the City Clerk's Office.

5.12 BCCs Outside of the Annual City Clerk's Office Recruitment and Advertising Campaign

5.12.1 BCCs may be exempt from the annual City Clerk's Office recruitment and advertising campaign by resolution of Council. BCCs shall request an exemption in sufficient time for a Council decision in May of each year.

5.12.2 An exempt BCC is responsible for:

- a) The costs of conducting recruitment and advertising activities outside of the annual City Clerk's Office recruitment and advertising campaign;
- b) Receiving and processing applications;
- c) Submitting a report to the City Clerk's Office with recommendations for appointments;
- d) Submitting the names and contact information of all applicants to the City Clerk's Office for the purpose of notification in accordance with section 5.17; and
- e) Submitting the required information in sections (c) and (d) within the timeframe established by the City Clerk's Office for items to be submitted to the annual Organizational Meeting of Council.

5.12.3 The City Clerk's Office is responsible for notifying all applicants of their status as outlined in section 5.17.

5.13 Application Process for Public Members

5.13.1 Applicants are encouraged to apply through the electronic application form on The City's website. Hardcopy application forms will be available on The City's website or at the City Clerk's Office. A hardcopy application may be submitted by email, mail, or in person.

- 5.13.2 Applicants may apply for up to two BCCs, using a single application form.
- 5.13.3 Public Members who are eligible to be reappointed for another term on a BCC must reapply through the application process as outlined in section 5.13.
- 5.13.4 To encourage a broad degree of citizen participation, no Public Member shall serve concurrently on more than one BCC unless Council determines there is a need.
- 5.13.5 Personal information collected during the application process is collected pursuant to the *Freedom of Information and Protection of Privacy Act* and will be used by Council, respective BCCs and Administration in conducting the appointment process and, in the case of an individual's appointment, in carrying out BCC business.

5.14 Nominations Committee

- 5.14.1 A Nominations Committee will be established by Council.
- 5.14.2 The Nominations Committee is responsible for nominating applicants to Council for appointment. Council shall make all appointments to BCCs.
- 5.14.3 In 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.
- 5.14.4 The terms of reference for the Nominations Committee are as outlined in Schedule B.
- 5.14.5 The Nominations Committee may sit in smaller panels to finalize interview questions and/or conduct interviews. The smaller panels may recommend nominations to Council.
- 5.14.6 The Nominations Committee may consider an applicant for appointment to a BCC to which the applicant did not apply if the applicant meets the Eligibility and Qualifications requirements.
- 5.14.7 The Nominations Committee may determine that recruitment has not resulted in sufficient or suitable applications and request additional advertising and recruitment. The Nominations Committee will recommend to Council that funding be approved for additional advertising and recruitment.

- 5.14.8 In the year of a General Election, when the Nominations Committee will not hold Meetings in the months of September and October, the responsibilities assigned to the Nominations Committee in section 5.14-5.16 shall be conducted by Council.

5.15 Appointment of Public Members to Administrative Tribunals and Advisory, Review and Interest Group BCCs

- 5.15.1 Section 5.15 applies to BCCs classified as "Administrative Tribunals", "Advisory" or "Review" (Schedule A).
- 5.15.2 Section 5.15 applies to BCCs classified as "Interest Group" (Schedule A) for the appointment of any Public Members not filled by a Non-Binding Nomination.
- 5.15.3 Despite sections 5.15.1 and 5.15.2, any Non-Binding Nominations received by the City Clerk's Office will be forwarded directly to Council for appointment.
- 5.15.4 Applications that are received under section 5.13 by the City Clerk's Office will be provided to the BCC Chairs. The Chair, Vice-Chair(s) and Administration Resources will use the BCC Qualifications and Eligibility requirements to short list two applications for each vacancy. Interviews may be conducted.
- 5.15.5 The Chair will submit the applicant short list to the City Clerk's Office in accordance with the timeframe established by the City Clerk's Office. The City Clerk's Office will provide a report to the Nominations Committee with each BCC's applicant short list.
- 5.15.6 The Nominations Committee will consider the applicant short lists and make recommendations to Council on which applicants should be appointed. The Nominations Committee may or may not recommend the applicants short listed by the BCC and may refer back to the complete pool of applications. A Chair may be asked to attend a Nominations Committee meeting to provide advice on their applicant short list. If the Nominations Committee, or Council, refers back to the complete pool of applicants, then:
- a) the Nominations Committee must interview the applicant(s) in the case that the BCC's short listing selection process included an interview component prior to appointment; or

- b) the selected applicant(s) must be referred to the BCC Chair, or to a Selection Committee consisting of Members of Council, for completion of an interview in the case that the BCCs short listing selection process included an interview component. The BCC Chair will submit a recommendation to the City Clerk's Office for presentation to Council.
- 5.15.7 The Nominations Committee shall recommend a Reserve List for each BCC to Council, if a sufficient number of applications was received. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.
- 5.15.8 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.15.1-5.15.7.
- 5.15.9 A BCC that is exempt under section 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC shall recommend two applicants for each vacancy. The BCC's report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

5.16 Appointment of Public Members to External, Oversight/Regulatory, Partner, Ad Hoc and Working Group/ Task Force BCCs

- 5.16.1 Section 5.16 applies to BCCs classified as "External", "Oversight/ Regulatory" or "Partner" (Schedule A).
- 5.16.2 Section 5.16 applies to BCCs classified as "Ad Hoc" or "Working Group/ Task Force" (Schedule A) if the BCC is a part of the annual City Clerk's Office recruitment and advertising campaign.
- 5.16.3 Despite sections 5.16.1 and 5.16.2, any Non-Binding Nominations received by the City Clerk's Office will be forwarded directly to Council for appointment.
- 5.16.4 Applications that are received under section 5.13 by the City Clerk's Office will be provided to the Nominations Committee. The Nominations Committee will use the BCC Qualifications and Eligibility requirements to recommend to Council which applicants should be appointed. Interviews may be conducted.

- 5.16.5 A Chair may be asked to attend a Nominations Committee meeting to provide advice on the applications.
- 5.16.6 The Nominations Committee shall recommend a Reserve List for each BCC to Council, if a sufficient number of applications was received. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.
- 5.16.7 The City Clerk's Office will prepare a report with the Nominations Committee's appointment and Reserve List recommendations which will be considered by Council at its annual Organizational Meeting.
- 5.16.8 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.16.1-5.16.7.
- 5.16.9 A BCC that is exempt under 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC shall recommend two applicants for each vacancy. The BCC's report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

5.17 Notification of Appointed, Reserve List and Unsuccessful Applicants, and Retiring Public Members

- 5.17.1 Appointed Public Member and Reserve List applicants will be notified by the City Clerk's Office and by an official letter from the Mayor.
- 5.17.2 Unsuccessful applicants will receive an official letter from the Mayor thanking them for their interest.
- 5.17.3 Public Members who are not reappointed will be notified by the BCC Administration Resource, and will receive an official letter from the Mayor thanking them for their service.
- 5.17.4 Public Members who retire will receive an official letter from the Mayor thanking them for their service.

- 5.17.5 Applicants who submitted late applications will be notified by the City Clerk's Office on whether or not their applications were considered by Council as outlined in section 5.11.4.

5.18 Mid-term Vacancies

- 5.18.1 A mid-term vacancy on a BCC is created when a Public Member resigns or vacates the position before the end of a term, effective the earliest of:
- a) The date of resignation, submitted in writing to the Chair;
 - b) The date the Public Member ceases to be eligible;
 - c) The date the Public Member is removed by Council; or
 - d) The date of death or other incapacitation.
- 5.18.2 As soon as a Chair is made aware of a mid-term vacancy, they shall notify the City Clerk's Office in writing as outlined in section 5.4.1(g).
- 5.18.3 Upon notification of a vacancy, the City Clerk's Office shall contact the Reserve List applicants to determine if the applicants are still interested and available to serve as a Public Member. The resulting Reserve List will be submitted to Council and may be used to fill the vacancy.
- 5.18.4 If no Reserve List exists or the Reserve List applicants are unavailable to fill a vacancy, the City Clerk's Office shall submit a vacancy report to the Nominations Committee.
- 5.18.5 The Nominations Committee shall determine if the vacancy is to be filled for the balance of the term. The Nominations Committee will recommend to Council which applicants to appoint. If there are no eligible applicants remaining from the previous City Clerk's recruitment campaign, the Nominations Committee may recommend to Council that a new recruitment and advertising campaign be conducted to fill the vacancy. The Nominations Committee will recommend to Council that funding be approved for additional advertising and recruiting. If a vacancy is to be filled, it shall be filled within 60 days from the date the Nominations Committee is notified that the vacancy has occurred.
- 5.18.6 The Nominations Committee may conduct interviews and/or consult with a BCC Chair when considering a mid-term vacancy.
- 5.18.7 In the year of a General Election, when the Nominations Committee will not hold Meetings in the months of September and October, the responsibilities

assigned to the Nominations Committee in section 5.18 shall be conducted by Council.

5.19 Public Member Recognition Event

5.19.1 The City Clerk's Office (Protocol) will host Council's annual recognition event for outgoing Public Members who served on various BCCs for at least one year.

6. SCHEDULES

6.1 Schedule A: Classification and Criteria of Boards, Commissions and Committees

6.2 Schedule B: Nominations Committee – Terms of Reference

6.3 Schedule C: City Clerk's Office Staffing

7. AMENDMENTS

Date of Council Decision	Report / Bylaw	Description
2017 July 31	PFC2017-0433 Bylaw 35M2017	Bylaw 44M2006 is repealed and replaced with Procedure Bylaw 35M2017.
2017 April 24	PFC2017-0260	Council adopted amendments with respect to the application process, Reserve List, and Nomination Committee. Minor amendments adopted to bring greater clarity and bridge implementation gaps.

8. REVIEWS

Date of Policy Owner's Review	Description
2016 April 11	Disbandment – remove from Schedule A: Selection Committee for the Integrity Commissioner
2016 June 20	Adoption of a new Task Force – add to Schedule A: Community Representation Framework Task Force (CPS2016-0393)
2016 July 25	Disbandment – remove from Schedule A: eGovernment Strategy Advisory Committee (PFC2016-0148)

Date of Policy Owner's Review	Description
2016 September 26	Disbandment – remove from Schedule A Prince's Island Park Management Advisory Committee (CPS2016-0748)
2016 September 26	Name change – update Schedule A: From 'Taxi Limousine Advisory Committee' to 'Livery Transport Advisory Committee'. (CPS2016-0633)
2016 October 12	Update on status and removal from Boards, Commissions and Committees – remove from Schedule A: Local Authorities Pension Plan Board of Trustees
2016 October 24	Remove from Schedule A: NextCITY Advisory Committee (N2016-0657, Acknowledged as an Administration Committee)
2016 November 07	Name change – update Schedule A: From 'Chinatown District Business Revitalization Zone' to 'Chinatown District Business Improvement Area' (C2016-0854 and Bylaw 49M2016)
2016 November 28	Name change – update Schedule A: From 'Montgomery Business Revitalization Zone' to 'Montgomery on the Bow Business Improvement Area' (CPS2016-0826 and Bylaw 54M2016)
2016 November 28	Name change – update Schedule A: From 'Bowness Business Revitalization Zone' to 'Mainstreet Bowness Business Improvement Area' (CPS2016-0826 and Bylaw 55M2016)
2016 November 28	Name change – update Schedule A: From 'Kensington/Louise Crossing Business Revitalization Zone' to 'Kensington Business Revitalization Zone' (CPS2016-0826 and bylaw 56M2016)
2016 November 28	Name change – update Schedule A: From 'Victoria Park Business Revitalization Zone' to 'Victoria Park Business Improvement Area' (CPS2016-0826 and Bylaw 57M2016)
2016 November 28	Name change – update Schedule A: From 'Fourth Street South West Business Revitalization Zone' to '4 th Street South West Business Improvement Area' (CPS2016-0826 and Bylaw 59M2016)
2016 December 31	Disbandment – remove from Schedule A: <ul style="list-style-type: none"> - Legacy Parks Fund Steering Committee - Land and Asset Strategy Committee - Legislative Governance Task Force (2016 July 25, LGT2016-0585) (2016 September 12, Bylaw Tabulation 36M2016)

Date of Policy Owner's Review	Description
2017 February 22	<p>Additions to Schedule A as the below Boards, Commissions and Committees predate the adoption of this Council policy:</p> <ul style="list-style-type: none"> - Calgary Emergency Management Agency (CEMA) - Co-ordinating Committee of the Councillors' Office - Mall Programming Fund Management Committee

Schedule A

Classification and Criteria of Boards, Commissions and Committees

When a City Board, Commission or Committee (BCC) is created it will be classified in accordance with the descriptions outlined in this schedule.

Determination of which classification a BCC belongs in should be based on the **primary** function of the BCC, recognizing that the body may also have work related to one or more of the other categories.

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
Ad Hoc	<ul style="list-style-type: none"> Established to provide oversight or provide recommendations to Council on matters that occur or require attention from time to time. Meets on an ad hoc basis. Members of Council, Public Members and/or Administration may be appointed. Reports to Council directly or through an SPC. 	<ol style="list-style-type: none"> 1) Corporate Pension Governance Committee 2) Local Emergency Committee 3) Nominations Committee 4) Co-ordinating Committee of the Councillor's Office 	5.16 - for Public Member vacancies that are a part of the annual City Clerk's Office recruitment and advertising campaign.
Administration Committee	<ul style="list-style-type: none"> Established by Administration. Establishment and terms of reference are not adopted by Council. Council makes no appointees. Membership shall not include Members of Council. Members of Council may attend meetings but may not vote on decisions. 	Example: <i>Corporate Technology Committee</i>	Not applicable.
Administrative Tribunal	<ul style="list-style-type: none"> Established to decide appeals as a quasi-judicial body under legislation. Authority is delegated by bylaw. Decision-making is governed by the rules of administrative law including the duty of fairness and impartiality. 	<ol style="list-style-type: none"> 1) Assessment Review Boards* 2) Licence and Community Standards Appeal Board* 3) Subdivision and Development Appeal Board* 	Not applicable 5.15

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
	<ul style="list-style-type: none"> Decisions may be appealed to a higher jurisdiction. Public Members and Council Members may be appointed but not Administration Members. Membership shall consist primarily of Public Members. Membership shall consist only of Public Members and not Council Members or Administration. 		
Advisory	<ul style="list-style-type: none"> Established to provide public or expert input and advice to Council on varying issues. As an Advisory BCC's role is to give advice from the public to Council, Members of Council shall not be appointed. Administration Members may be appointed. Reports to Council directly or through an SPC. 	<ol style="list-style-type: none"> 1) Advisory Committee on Accessibility* 2) BiodiverCity Advisory Committee* 3) Calgary Aboriginal Urban Affairs Committee* 4) Calgary Heritage Authority* 5) Public Art Board* 	5.15
Business Revitalization Zone (BRZ) Business Improvement Area (BIA)	<ul style="list-style-type: none"> Established under the <i>Municipal Government Act</i>, RSA 2000, c M-26. Enabled by bylaw. Public Members are elected at the BRZ/BIA's annual general meeting and appointed by Council. 	<ol style="list-style-type: none"> 1) 17th Avenue Retail & Entertainment District BRZBIA* 2) 4th Street South West BIA* 3) Mainstreet Bowness BIA* 4) Calgary Downtown Association BRZBIA* 5) Chinatown District BIA* 6) <u>HIPville BIA*</u> 7) Inglewood BRZBIA* 8) International Avenue BRZ* 9) Kensington-BRZ* 10) Marda Loop BRZBIA* 11) Montgomery on the Bow BIA* 12) Victoria Park BIA* 	Not applicable.

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
External	<ul style="list-style-type: none"> Not established by The City of Calgary but membership includes a Council appointee. Members of Council, Public Members and/or Administration may be appointed. 	1) Alberta Urban Municipalities Association 2) Bow River Basin Council 3) Calgary Airport Authority* 4) Calgary Homeless Foundation 5) Calgary Metropolitan Region Board 6) Calgary Safety Council 7) Calgary Regional Partnership 8) The City of Calgary/City of Chestermere Inter-Municipal Committee 9) East Paskapoo Slopes Joint Advisory Committee 10) Family and Community Support Services Association of Alberta 11) Federation of Canadian Municipalities 12) Inter-Municipal Committee - Foothills 13) Inter-Municipal Committee – Rocky View 14) Mall Programming Fund Management Program 15) Calgary International Airport Development Appeal Body* 14) The Provincial Utilities Consumer Advocate Governance Board 15) Regional Transportation Steering Committee 16) Urban Municipalities Task Force	5.16
Interest Group	<ul style="list-style-type: none"> Established when advice or delegated work is desired from specific professional, industry or community groups. 	1) Livery Transport Advisory Committee 2) Urban Design Review Panel*	5.15 - for appointments that are not filled by Non-

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
	<ul style="list-style-type: none"> The majority of membership is composed of Non-Binding Nominations submitted to Council from specific organizations, industries, community groups and/or other BCCs. Members of the general public and Administration may also be appointed but not Members of Council. 	3) Mall Programming Fund Management Committee	Binding Nomination
Oversight/Regulatory	<ul style="list-style-type: none"> Established to perform oversight, regulatory or operational functions as required by legislation and/or bylaw. These bodies may be used where Council wishes to have particular decisions made and functions performed at arm's-length from the political process or Administration. Does not include quasi-judicial bodies established to decide appeals (see Administrative Tribunal). Members of Council, Public Members and/or Administration may be appointed. 	1) Audit Committee* 2) Calgary Parking Authority* 3) Calgary Planning Commission* 4) Calgary Police Commission* 5) Combative Sports Commission* 6) Emergency Management Committee 7) Calgary Emergency Management Agency (CEMA)	5.16
Partner	<ul style="list-style-type: none"> Established as an organization operating independently from The City. Resources of The City are invested in and managed by the body, including operational and capital funding, land, buildings, artefacts and liaison support. May be a body supported by Community Services through Civic Partners. Members of Council, Public Members and/or Administration may be appointed. 	1) Convention Centre Authority* 2) Calgary Public Library Board* 3) Calgary Stampede Board 4) Calgary Technologies Inc.* 5) Lindsay Park Sports Society 6) McMahon Stadium Society 7) Parks Foundation Calgary 8) Saddledome Foundation* 9) Silvera for Seniors* 10) Tourism Calgary* 11) Winsport	5.16
Review	<ul style="list-style-type: none"> Established to review specific matters that occur from time to time. Review decisions and investigations of Administration to determine if established processes were followed. 	1) Calgary Transit Access Eligibility Appeal Board* 2) Protective Services Calgary Transit Public Safety Citizen Oversight Committee*	5.15

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
	<ul style="list-style-type: none"> May make recommendations for follow-up or change Administration's decisions. As these bodies are established to conduct an arm's-length review of Administration decisions and investigations, appointees should only include Public Members. Non-voting Administration Members may be appointed to provide expertise advice. 		
Standing Specialized Committees	<ul style="list-style-type: none"> Established as Special under <i>The Procedure Bylaw</i>. Recommends action to Council on a special set of Council issues. Reports directly to Council. Membership is primarily Members of Council but may include Public Members and/or Administration Members. Reports directly to Council. 	1) Gas, Power and Telecommunications Committee 2) Intergovernmental Affairs Committee 3) Priorities and Finance Committee	Not applicable.
Standing Policy Committee (SPC)	<ul style="list-style-type: none"> Established as an SPC under <i>The Procedure Bylaw</i>. Responsible for policy formulation for Council and decision-making within existing Council policy. Membership includes Members of Council only. Reports directly to Council. 	1) SPC on Community and Protective services 2) SPC on Planning and Urban Development 3) SPC on Transportation and Transit 4) SPC on Utilities and Corporate Services 5) Priorities and Finance Committee (not officially an SPC but its primary function falls within this classification)	Not applicable.
Sub-Committee	<ul style="list-style-type: none"> Established by Council or a Council Committee to deal with a specific sub-set of issues. Membership includes Members of Council and may include Administration Members. Reports directly to Council or through an SPC. 	Example: 1) Personnel Sub-Committee	Not applicable.

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
Wholly-Owned Subsidiary	<ul style="list-style-type: none"> Established as a corporation of which The City of Calgary is the sole shareholder. Directors are appointed in accordance with the corporation's Governance Documents. 	<ol style="list-style-type: none"> 1) Attainable Homes Calgary Corporation 2) Calgary Arts Development Agency 3) Calgary Economic Development Limited 4) Calgary Housing Company 5) Calgary Municipal Land Corporation 6) Enmax Corporation 	Not applicable.
Working Group/ Task Force	<ul style="list-style-type: none"> Established to oversee a short-term project or develop/review a policy for Council consideration. Terms of reference will include timelines for when the body is to be disbanded. Members of Council, Public Members and/or Administration may be appointed. 	<ol style="list-style-type: none"> 1) Council Compensation Review Committee* 2) RouteAhead Steering Committee 3) Community Representation Framework Task Force 	5.16

Schedule B

Nominations Committee Terms of Reference

1. Mandate

The responsibilities of the Nominations Committee include considering and recommending to Council applicants to appoint to Boards, Commissions and Committees (BCCs). The Nominations Committee shall act in accordance with the *Governance and Appointments of Boards, Commissions and Committees Policy*. The Nominations Committee shall meet from time to time with the frequency required to carry out its duties.

2. Establishment

The Nominations Committee was established by City Council on 2016 May 16 (C2016-0381).

3. Composition

The Nominations Committee consists of up to seven Members of Council, including the Mayor or the Mayor's designate as Chair.

4. Terms

Councillors are appointed to the Nominations Committee at the annual Organizational Meeting of Council, or at other times required by the Nominations Committee, for a one year term expiring on the day of the Organizational Meeting.

5. Reporting

The Nominations Committee reports directly to Council.

6. Meeting Support

The City Clerk's Office will provide legislative services for the Nominations Committee.

7. Meetings

The Nominations Committee will meet as required to carry out its mandate. Meetings of the Nominations Committee will be called or cancelled at the call of the Chair. Notice of Meetings will occur in accordance with The City of Calgary Procedure Bylaw -35M2017, -.

In 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.

Schedule C

City Clerk's Office Staffing

Criteria for the City Clerk's Office to Provide Legislative Services for a Board, Commission or Committee

1. The City Clerk is responsible for maintenance of the Council record for The City. When the City Clerk records for a City Board, Commission or Committee (BCC), all resulting documentation becomes a part of this Council record.
2. The City Clerk's Office provides legislative services for all meetings of Council and Council Committees in accordance with *The Procedure Bylaw*.
3. The criteria for the City Clerk's Office providing legislative services for City BCCs other than a Council Committee are that the BCC must:
 - a) Be formed by Council under the *Municipal Government Act* RSA 2000 c M-26;
 - b) Have all Members appointed by Council;
 - c) Have at least one Member of Council appointed as a voting Member;
 - d) The City BCC must not be a local government body in its own right as defined in the definitions section of the *Freedom and Information and Protection of Privacy Act* RSA 2000 F-25;
 - e) Not be subject to the *Personal Information Protection and Electronic Documents Act* or equivalent Alberta legislation;
 - f) Have in its mandate the ability to decide, advise or recommend policy to Council or its committees, or make decisions involving City budget funds; and
 - g) Not be self-funded.
4. Despite sections 1 and 3, the City Clerk's Office shall not provide legislative services for the Calgary Planning Commission, Calgary Parking Authority or Co-ordinating Committee of the Councillors' Office.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 April 10**

**ISC: UNRESTRICTED
PFC2018-0318
Page 1 of 1**

Status of Outstanding Motions and Directions

EXECUTIVE SUMMARY

Outstanding items for the Priorities and Finance Committee as of 2018 March 30.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2012 April 03, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions.

BACKGROUND

None.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

None.

Stakeholder Engagement, Research and Communication

None.

Strategic Alignment

This report is in alignment with the mandate of the Priorities and Finance Committee.

Social, Environmental, Economic (External)

None.

Financial Capacity

Current and Future Operating Budget:

None.

Current and Future Capital Budget:

None.

Risk Assessment

This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration. No specific risks are associated with this report. Any risks associated with a specific direction or motion will be dealt with in the context of the report on that direction or motion.

REASON(S) FOR RECOMMENDATION(S):

This report assists with the Priorities and Finance Committee to proactively track and manage its work.

ATTACHMENT(S)

Status of Outstanding Items for the Priorities and Finance Committee

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
MOTION ARISING WITH RESPECT TO OLYMPIC BID DIALOGUE STAGE UPDATE	2018 March 21	C2018-0266	<p>That with respect to Report C2018-0266, Council refer the following proposed Motion Arising to the 2018 April 10 Regular Meeting of the Priorities and Finance Committee, to be considered following the Olympic Public Engagement Report and the Returning Officer's report on Public Engagement and Vote of Electors:</p> <p>That with respect to Report C2018-0266, the following Motion Arising be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Direct Administration to inquire into the feasibility of the International Olympic Committee providing a bid deadline extension of six (6) months; 2. Direct Administration to conduct a city wide 'Vote of the Electors' on whether electors are in favour of their Council submitting this bid; and 3. Postpone its decision to bid on the 2026 Olympic and Paralympic Winter Games until after the City Clerk reports back with the outcome of the 'Vote of the Electors'." 	2018 April 10

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
ONE CALGARY – RESILIENCE, RESEARCH, FINANCIAL AND CAPITAL UPDATE	2018 March 21	C2018-0304	<p>That with respect to Report C2018-0304, the following Motion Arising be adopted:</p> <p>That Council direct Administration to return to the 2018 April 10 Priorities and Finance Committee with updated Principles reflecting something similar to the following:</p> <p>“Incorporate the “Elements of Value” to citizens by incorporating, but not limited to:</p> <ul style="list-style-type: none"> • Inspirational value • Individual value • Ease of doing business value • Functional value • Table stakes value (ethical standards) <p>Clearly defined Corporate leadership outcomes and performance measures.”</p>	2018 April 10
ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE	2018 March 06	PFC2018-0187	As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2.	2019 Q2

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
GREEN LINE LIGHT RAIL TRANSIT PROJECT DELIVERY MODEL RECOMMENDATION	2018 March 06	PFC2018-0207	Council direct Administration to report back no later than Q4 2018 to the Priorities and Finance Committee of Council with the recommended budgets for approval including financing and confirmation of funding from the other orders of government for the Project.	2018 Q4

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
NEW COMMUNITY GROWTH STRATEGY	2018 February 22	PFC2018-0200	1. Direct Administration to report back to Council, through the Priorities and Finance Committee, in Q2 2018 with strategic growth recommendations that increase the level of City commitment and investment in new communities, beginning with the 2019 – 2022 budget cycle, as identified in option 1(b) in this Report, and prioritize future growth areas outlined in Attachment 1, including financial implications for the 2019-2022 budget cycle, future budget cycles, and how any funding gaps for operating and capital would be funded using the property tax;	2018 Q2
			2. Direct Administration to work collaboratively with industry on potential new capital and operating options including those outside current policy constraints to: <ul style="list-style-type: none"> • Help share risk; • Leverage private investment; • Reduce City costs; and • Other mutually beneficial outcomes. And report back to Council through the Priorities and Finance Committee, as part of Recommendation 1 above;	2018 Q2
			4. Direct Administration to bring a monitoring report on the implementation of the New Community Growth Strategy to the Priorities and Finance Committee no later than Q4 2019; and	2019 Q4
			5. Direct Administration to bring a report to Council, through the Priorities and Finance Committee, no later than Q3 2018, with findings and recommendations toward the development of an Established Areas Growth Strategy, including funding and timing considerations, that complements the New Community Growth Strategy	2018 Q3

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
NEW COMMUNITY GROWTH STRATEGY	2018 January 31	C2018-0122	Defer the South Sheppard Reports, CPC2017-270 and PFC2017-0445, to be brought to the Priorities and Finance Committee in 2018 Q2, as part of the analysis of all business cases related to Growth Management Overlay recommendations; and	2018 Q2
REPORT ON INVESTMENT IN CALGARY'S CORNERSTONE ARTS ORGANIZATIONS	2017 December 05	PFC2017-1202	Direct Administration to hire a third party consultant to review the process undertaken to disperse these funds and report back to Council, through the Priorities and Finance Committee, with the review and any recommendations no later than Q2 2018.	2018 Q2

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
INDEPENDENT REVIEW OF NON-RESIDENTIAL ASSESSMENT AND COMPLAINTS (MAYOR NENSHI)	2017 September 11	NM2017-38	<p>NOW THEREFORE BE IT RESOLVED that Council directs Administration to engage a consultant to conduct an independent review of the non-residential assessment process to determine if changes could be implemented within the bounds of the legislation to increase fairness, transparency and equity from the standpoint of all non-residential taxpayers, while taking into consideration associated financial risks to The City.</p> <p>AND BE IT FURTHER RESOLVED that Council directs Administration to engage a consultant to conduct an independent review of the non-residential complaint process to determine if changes could be implemented within the bounds of the legislation to the manner in which non-residential taxpayers can seek review of nonresidential property assessments.</p> <p>AND BE IT FURTHER RESOLVED that the independent review include an examination of the non-residential assessment complaint processes in The City of Edmonton and other relevant jurisdictions to determine what practices, if any, The City of Calgary could emulate to ensure greater fairness, transparency and predictability.</p> <p>AND BE IT FURTHER RESOLVED that the independent review examine non-residential assessment complaint best practices, associated financial risks and applicable legislation from other jurisdictions, for the timely and equitable resolution of assessment complaints.</p> <p>AND BE IT FURTHER RESOLVED that the independent review identify and recommend potential changes to the assessment complaint process in the <i>Municipal Government Act</i> for Council to consider adopting as an advocacy position to the province.</p> <p>AND BE IT FURTHER RESOLVED that a report return to the Priorities and Finance Committee no later than Q2 2018.</p>	2018 Q2

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
DOROTHY MOTHERWELL TAX PENALTY RELIEF (CLLR WOOLLEY)	2017 September 11	NM2017-30	<p>AND FURTHER BE IT RESOLVED that Council direct Administration to:</p> <ul style="list-style-type: none"> Investigate the current tax forgiveness programs and legislation within large Canadian municipalities and provincial and federal governments; Review the impact to The City's tax revenues and the legal ramifications of cancelling taxes and penalties due to extraordinary circumstances; <p>And return to Council with recommendations, through Priorities and Finance Committee, no later than Q2 2018.</p>	2018 Q2
REVIEW OF COUNCIL'S PROCEDURE BYLAW	2017 July 31	PFC2017-0433	<p>Direct Administration to bring forward a Procedure Bylaw review on the items listed in "Opportunity for Future Improvements", contained on Page 7 of this report, including investigating methods and strategies to streamline public hearing processes and including a review of how public hearings are conducted in other jurisdictions, and report back to Council through the Priorities and Finance Committee with recommendations no later than Q4 2018.</p>	2018 Q4

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
INVESTMENT IN CALGARY'S CORNERSTONE ARTS ORGANIZATIONS	PFC 2017 July 18 Combined Meeting of Council 2017 July 31	PFC2017-0593	Direct Calgary Arts Development to work with the Cornerstones to develop a sustainability framework and report back to Council through Priorities and Finance Committee with an update no later than Q2 2018.	2018 Q2
SCOPING AND PLANNING FOR A SINGLE POINT OF ENTRY TO THE NON MARKET HOUSING SYSTEM	2017 June 06	PFC2017-0221	Direct Administration to proceed with the next phase of implementation for a One Window coordinated intake process and report back to Council through the Priorities and Finance Committee by Q4 2018	2018 Q4
ZBR PROGRAM UPDATE – MAY 2017	2017 May 16	PFC2017-0431	That the Priorities and Finance Committee recommend that Council: Approve Administration's request to defer the report on the Water Resources ZBR implementation plan to Q2 2018.	2018 Q2

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
COMMUNITY ECONOMIC RESILIENCY FUND – INNOVATION FUNDING	2017 March 21	PFC2017-0298	Request that Calgary Economic Development include evaluation results for the first year of the three year pilot as part of the annual report on implementation of the 10 Year Economic Strategy by 2018 May.	2018 May
COUNCIL INNOVATION FUND APPLICATION – WALK21 COMMUNITY MICROGRANTS	2017 March 21	PFC2017-0289	That the Priorities and Finance Committee recommends that Council approve the Council Innovation Fund Application – Walk21 Community Microgrants in the amount of \$172,500 and Administration report back to the Priorities and Finance Committee no later than Q4 2019.	2019 Q4
10 YEAR ECONOMIC STRATEGY UPDATE	Priorities and Finance Committee 2015 December 15	PFC2015-0821	That the Priorities and Finance Committee: 2. Direct Calgary Economic Development Ltd. To provide an annual report on Building on our Energy: an Economic Strategy for Calgary to the Priorities and Finance Committee no later than May each year, commencing 2016 May.	2018 May
BUSINESS TAX CONSOLIDATION – 2016 ANNUAL STATUS REPORT	Combined Meeting of Council 2016 June 13	C2016-0455	That Council: 2. Direct Administration to bring the remaining status update reports and final status update report to the Priorities and Finance Committee in May of each applicable year.	In May of each applicable year.

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0318

As at 2018 March 30

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
CORPORATE AFFORDABLE HOUSING STRATEGY	Regular Meeting of Council 2016 July 25	PFC2016-0512	3. Direct Administration to provide a progress update on the Implementation Plan to Council through the Priorities and Finance Committee by Q2 in 2017 and 2018;	2018 Q2