



REVISED AGENDA

PRIORITIES AND FINANCE COMMITTEE

April 2, 2019, 9:30 AM

IN THE COUNCIL CHAMBER

Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor J. Gondek (PUD Chair)
Councillor S. Keating (T&T Chair)
Councillor W. Sutherland (UCS Chair)
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, 2019 March 5
5. POSTPONED REPORTS
(including related/supplemental reports)
None
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 The CPS Service Optimization Review and Use of Force Report, PFC2019-0361
 - 6.2 Four-Year Election Program, PFC2019-0394
 - 6.3 Update on Foundational Research for Notice of Motion C2019-0073, PFC2019-0302
 - 6.4 Amendments to the Procedure Bylaw, PFC2019-0231
 - 6.5 Policy Review Project, PFC2019-0160

- 6.6 Amendment of Council Policies: Multi-Year Business Planning and Budgeting Policy CFO004, Budgeting Reporting Policies CFO006 and Transparency and Accountability Policy CC039, PFC2019-0401
- 6.7 Proposed Approach to Council Innovation Fund Update, PFC2019-0381
- 6.8 Status of Outstanding Motions and Directions, PFC2019-0407

7. ITEMS DIRECTLY TO COMMITTEE

- 7.1 REFERRED REPORTS
None

REVISED MATERIAL

- 7.1.1 *Establishment of Working Group, With Respect To Report C2019-0352, Downtown Tax Shift Response (Recommendation 10, Only)- PFC2019-0451*

- 7.2 NOTICE(S) OF MOTION
None

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 9.1.1 (Referred) January 28 Strategic Meeting of Council – Annual Planning Session What We Heard Report, (C2019-0190) , PFC2019-0413
Reviewed by 2019 April 08

Held confidential pursuant to 24 (advice from officials) of the *FOIP* Act.

- 9.1.2 Supplemental Report to January 28 Strategic Meeting of Council- Annual Planning Session What We Heard Report, PFC2019-0369
Held confidential pursuant to 24 (advice from officials) of the *FOIP* Act.

9.2 URGENT BUSINESS

10. ADJOURNMENT

Members of Council may participate remotely, if required.



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**March 5, 2019, 8:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor J. Davison (T&T alternate)
Councillor J. Gondek (PUD Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)
Councillor G-C. Carra
Councillor G. Chahal
Councillor P. Demong
Councillor J. Farkas
Councillor D. Farrell
Councillor J. Magliocca

ALSO PRESENT:

City Manager G. Cole
General Manager S. Dalgleish
Acting Chief Financial Officer C. Male
Deputy City Clerk B. Hilford
Legislative Assistant T. Rowe

1. **CALL TO ORDER**

Mayor Nenshi called the Meeting to order at 8:31 a.m.

2. **OPENING REMARKS**

Mayor Nenshi and Councillor Colley-Urquhart acknowledged the upcoming International Women's Day taking place on 2019 March 08.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Woolley

That the Agenda for today's meeting be amended by adding the following item of Confidential Urgent Business:

- Item 9.2.1 BIA Governance Matter, VR2019-0014

MOTION CARRIED

Moved by Councillor Sutherland

That the Agenda for the 2019 March 05 Regular Meeting of the Priorities and Finance Committee be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2019 February 12

Moved by Councillor Chu

That the Minutes of the Priorities and Finance Committee held on 2019 February 12, be confirmed.

MOTION CARRIED

5. POSTPONED REPORTS

None

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 6.1 One Window Update, PFC2019-0096

A presentation entitled "One Window Update" was distributed with respect to Report PFC2019-0096.

Moved by Councillor Farrell

That with respect to Report PFC2019-0096, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Advocate to the Government of Alberta, Ministry of Seniors and Housing by writing a letter requesting funding for implementation and ongoing operational funding for the One Window initiative; and,
2. Pending program funding and approval by The Government of Alberta, direct Administration to continue leading the implementation and transition of the One Window initiative with the non-profit housing community until the new entity is operational.

MOTION CARRIED

- 6.2 Chinatown Cultural Plan and Local Area Plan – Refined Project Scope and Budget, PFC2019-0294

Items 6.2 PFC2019-0294 and 6.3 PFC2019-0282 were dealt with concurrently.

Moved by Councillor Farkas

With respect to Reports PFC2019-0294 and PFC2019-0282, respectively, that Councillor Woolley's Amendment, be amended as follows:

- PFC2019-0294, by deleting the text "\$400,000" and substituting with the text "\$450,000"; and
- PFC2019-0282, by deleting the text "\$150,000" and substituting with the text "\$200,000".

For: (2): Councillor Carra, and Councillor Farkas

Against: (8): Mayor Nenshi, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, and Councillor Farrell

MOTION DEFEATED

Moved by Councillor Woolley

With respect to Reports PFC2019-0294 and PFC2019-0282, respectively, be amended as follows:

- Report PFC2019-0294, on page 2 of 10, Recommendation 2, by deleting the text "\$500,000" and substitute with the text "\$400,000".
- Report PFC2019-0282, on page 2 of X, Recommendation 1, by deleting the text "\$250,000" and substitute with the text "\$150,000".

For: (2): Councillor Carra, and Councillor Farkas

Against: (8): Mayor Nenshi, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, and Councillor Farrell

MOTION DEFEATED

Moved by Councillor Farrell

That with respect to Report PFC2019-0294, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Authorize the withdrawal of \$75,000 in 2019 and 2020 for a total of \$150,000 from the Planning and Development's Calgary Building Services Sustainment Reserve to secure funding for the Chinatown Cultural Plan and Local Area Plan;
2. Approve the overall funding framework for the Chinatown Cultural Plan and Local Area Plan from two City sources, being Planning & Development's 2019 and 2020 operating budget and the Council Innovation Fund application in an amount totaling \$500,000; and
3. Report back to Council, through the Standing Policy Committee on Planning & Urban Development, with a finalized scope of work by no later than Q3 2019.

MOTION CARRIED

6.3 Council Innovation Fund Application - Chinatown Cultural Plan and Local Area Plan - PFC2019-0282

Moved by Councillor Farkas

With respect Reports PFC2019-0294 and PFC2019-0282, respectively, that Councillor Woolley's Amendment, be amended as follows:

- PFC2019-0294, by deleting the text "\$400,000" and substituting with the text "\$450,000"; and
- PFC2019-0282, by deleting the text "\$150,000" and substituting with the text "\$200,000".

For: (2): Councillor Carra, and Councillor Farkas

Against: (8): Mayor Nenshi, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, and Councillor Farrell

MOTION DEFEATED

Moved by Councillor Woolley

That with respect Reports PFC2019-0294 and PFC2019-0282, respectively, be amended as follows:

- Report PFC2019-0294, on page 2 of 10, Recommendation 2, by deleting the text "\$500,000" and substitute with the text "\$400,000".
- Report PFC2019-0282, on page 1 of 3, Recommendation 1, by deleting the text "\$250,000" and substitute with the text "\$150,000".

For: (2): Councillor Woolley, and Councillor Farkas

Against: (8): Mayor Nenshi, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Carra, and Councillor Farrell

MOTION DEFEATED

Moved by Councillor Farrell

That with respect to Report PFC2019-0282, the following be approved:

1. That the Priorities and Finance Committee recommend Council approve this application for Council Innovation Fund for the Chinatown Cultural Plan and Area Redevelopment Plan in the amount of \$250,000; and
2. That the Priorities and Finance Committee direct Administration to report back to PFC with a project update and how the funds were utilized no later than Q3 2020.

MOTION CARRIED

6.4 City of Calgary Heritage Assets, PFC2019-0223

The following clerical corrections were noted to Report PFC2019-0223:

On page 4 of 8, 4th paragraph, by deleting the number "1392" within the sentence "Of the 1392 ha of City owned land, 4819 ha have known archeological

resources, with Parks manages 76% of that land" and by substituting the number "13924"; and

On page 2 of 4 of Attachment 2, under the heading 'Financial Incentives: Municipal', in the 'Description box', by deleting "\$1.6 million" and substituting with the number "\$1.2 million"

Moved by Councillor Woolley

That with respect to Report PFC2019-0223, the following be approved, **after amendment:**

That the Priorities and Finance Committee direct Administration to conduct further analysis on heritage preservation tools and financial incentives and report back to SPC on Planning and Urban Development no later than Q4 2019.

MOTION CARRIED

6.5 2019 Business Improvement Area Tax Bylaw Amendment, PFC2019-0237

Moved by Councillor Woolley

That with respect to Report PFC2019-0237, the following be approved:

1. That the Priorities and Finance Committee recommends that Council give three readings to the proposed bylaw to amend Bylaw 1M2019, the 2019 Business Improvement Area Tax Bylaw.
2. That Report PFC 2019-0237 be forwarded to the 2019 March 18 Combined Council Meeting.

MOTION CARRIED

6.6 Established Areas Growth and Change Strategy – Referral to SPC on PUD, PFC2019-0216

Moved by Councillor Gondek

That with respect to Report PFC2019-0216, the following be approved:

That the Priorities and Finance Committee recommend that Council direct Administration to bring the Established Area Growth and Change Strategy update report to the 2019 May 01 SPC on Planning and Urban Development meeting, in conjunction with the Main Streets Investment Program update report, and combine the two updates into one report.

MOTION CARRIED

6.7 Telling the service story on Calgary.ca, PFC2019-0196

Moved by Councillor Woolley

That with respect to Report PFC2019-0196, the following be approved:

That Council receive this report for information.

MOTION CARRIED

6.8 Proposed Approach to Council Innovation Fund Update, PFC2019-0247

Moved by Councillor Farrell

That with respect to PFC2019-0247, the following be approved:

That the Priority and Finance Committee refer back Report PFC2019-0247 to Administration to:

- 1) Tighten criteria for Council Innovation Projects;
- 2) Explore the creation of a new fund or portion of the innovation to fund community-based projects; and
- 3) To define the meaning of innovation.

MOTION CARRIED

Committee, by general consent, suspended Section 78(1)(a) of the Procedure Bylaw, as amended, in order that Committee recess at 11:00 a.m. and reconvene at 2:00 p.m.

6.9 Social Procurement Update - Deferral Report, PFC2019-0167

Moved by Councillor Carra

That the Priorities and Finance Committee recommend that Council defer Administration's Social Procurement response to no later than 2019 May.

MOTION CARRIED

Councillor Farrell introduced a group of students from Bow Valley College Level 6 students in Ward 7, along with their instructors.

6.10 Consideration of the Nose Creek Communities in an Economic Development Context, PFC2019-0146

A presentation entitled "Consideration of the Nose Creek communities in an economic development context" was distributed with respect to Report PFC2019-0146.

Moved by Councillor Gondek

That with respect to Report PFC2019-0146, the following be approved:

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

MOTION CARRIED

6.11 Downtown Tax Shift Response, PFC2019-0148

The following document was distributed with respect to PFC2019-0148:

- A presentation entitled "Downtown Tax Shift Response"

Moved by Councillor Woolley

That Committee permit a presentation from Esther Kelly with respect to PFC2019-0288.

For: (7): Mayor Nenshi, Councillor Chu, Councillor Davison, Councillor Woolley, Councillor Chahal, Councillor Farkas, and Councillor Farrell

Against: (4): Councillor Colley-Urquhart, Councillor Gondek, Councillor Sutherland, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Farkas

That Committee permit members of the public to present with respect to report PFC2019-0148.

Against: Councillor Colley-Urquhart

MOTION CARRIED

The following speakers addressed Committee with respect to Report PFC2019-0148:

1. Esther Kelly; and
2. Terry Wong.

Moved by Councillor Farrell

That Councillor Woolley's Amendment, be amended as follows:

In the first sentence, by adding the words "up to" following the word "Apply".

Against: Councillor Woolley

MOTION CARRIED

Moved by Councillor Woolley

That Recommendation 1 with respect to Report PFC2019-0148, be amended as follows:

- By deleting recommendation 1 in its entirety and substituting with the following text:
 1. Apply \$70.9 million in one time funds to assist nonresidential taxpayers through a program to be designed. Administration to consult with members of council returning to April 1 special meeting of Council.

Vote not put

Moved by Councillor Colley-Urquhart

That with respect to Report PFC2019-0148, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration, in accordance with Council's direction of 2018 November 19, to continue to reduce non-residential property taxes and rebalance the residential/non-residential ratio using the following tools:
 - a. continue the use of one time funds in 2019 to mitigate the impact to eligible properties through a 2019 Municipal Non-Residential Phased Tax Program (2019 PTP) or similar program in the amount of \$44 million to be funded from the Fiscal Stability Reserve ;
 - b. transfer an amount of taxes borne by non-residential property accounts to residential property accounts of \$22 million in 2020, \$21 million in 2021 and \$20 million in 2022 and apply efficiencies or reductions in the City's budget over the period from 2020 to 2022 to the non-residential property tax rate as a highest priority, with a target of \$60 million,
 - c. should tax room become available in 2019, include an option to apply all or part of the tax room to reduce the non-residential property tax rate as a highest priority;
2. Direct Administration to continue to work with internal and external stakeholders to identify and examine both mid-term and long-term potential solutions to the economic issue facing Calgary and return to the April 1 Strategic Session of Council for a facilitated discussion;
3. Direct that Attachment 3 remain confidential pursuant to section 27(1)(a) of the *Freedom of Information and Protection of Privacy Act*; and
4. Direct Administration to launch the Financial Task Force and finalize the draft Terms of Reference (Attachment 4).

Vote not put

Moved by Councillor Davison

That with respect to Report PFC2019-0148, the following be approved:

That the Priorities and Finance Committee refer Report PFC2019-0148 back to Administration to work with the Mayor and interested Members of Council on potential revisions and come back to Council on 2019 March 18.

MOTION CARRIED

6.12 Status of Outstanding Motions and Directions, PFC2019-0288

Moved by Councillor Chu

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

MOTION CARRIED

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

7.2 NOTICE(S) OF MOTION

None

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

Moved by Councillor Woolley

That the Priorities and Finance Committee move into Closed Meeting, at 10:52 a.m. in the Council Lounge, to consider confidential matters with respect to the following items subject to Section 24 of the *Freedom of Information and Protection of Privacy Act*:

- 9.2.1 BIA Governance (Verbal), VR2019-0014

MOTION CARRIED

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.2 URGENT BUSINESS

Committee reconvened in public at 11:06 a.m.

Moved by Councillor Gondek

That Committee rise and report.

MOTION CARRIED

9.2.1 BIA Governance Matter (Verbal), VR2019-0014

Committee reconvened in public at 11:06 a.m.

Moved by Councillor Gondek

That Committee rise and report.

MOTION CARRIED

Administration in attendance with respect to Verbal Report VR2019-0014:

Clerks: B. Hilford, T. Rowe; Advice: C. Male, and L. Kerr.

Moved by Councillor Woolley

That with respect to Verbal Report VR2019-0014, the following be approved:

That the Priorities and Finance Committee:

1. Receive this verbal report for information; and
2. Direct that the closed meeting discussions remain confidential pursuant to Section 24 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Committee recessed at 11:06 a.m. and reconvened in the Council Chamber at 2:00 p.m. with Mayor Nenshi in the Chair and commenced with item 6.11 PFC2019-0148.

10. ADJOURNMENT

Moved by Councillor Sutherland

That this meeting adjourn at 5:06 p.m.

MOTION CARRIED

The following items have been forwarded to the 2019 March 18 Combined Meeting of Council:

Consent

6.1 One Window Update, PFC2019-0096

6.2 Chinatown Cultural Plan and Local Area Plan - Refined Project Scope and Budget, PFC2019-0294

6.3 Council Innovation Fund Application - Chinatown Cultural Plan and Local Area Plan - PFC2019-0282

6.6 Established Areas Growth and Change Strategy - Referral to SPC on PUD, PFC2019-0216

6.7 Telling the Service Story on Calgary.ca, PFC2019-0196

6.9 Social Procurement Update - Deferral Report, PFC2019-0167

6.10 Consideration of the Nose Creek Communities in an Economic Development Context, PFC2019-0146

Items from Administration, Committees and Officers

6.5 2019 Business Improvement Area Tax Bylaw Amendment, PFC2019-0237

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

**Law and Legislative Services Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0361**

The CPS Service Optimization Review and Use of Force Report

EXECUTIVE SUMMARY

The purpose of this report is to request approval from Council, through the Priorities and Finance Committee, to utilize funds from the Court Fine Revenue Operating Reserve.

This Reserve was established in 2012 by a one-time contribution from the Calgary Police Service (CPS), with the restriction that withdrawal requests must come in written form from the Calgary Police Commission (CPC). CPC, by motion dated March 19, 2019, approved this request.

This report provides a high level summary of the initiatives the CPS is undertaking, for which the requested funds will be used.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee receive this report and recommend to Council to approve the use of \$4 million of the Court Fine Revenue Operating Reserve funds for the below two initiatives. These funds will be used for temporary staffing and external consultants where required.

- The CPS Service Optimization Review that is aligned to the principles of the Zero-based Review process at the City of Calgary.
- The response to the Independent Review of Police Use of Force.

PREVIOUS COUNCIL DIRECTION / POLICY

In the first quarter of 2018, Council requested that the Calgary Police Commission (CPC) work with the CPS to consider undertaking a Zero-based Review (ZBR).

In 2017-18, the CPC has provided governance over the CPS to deliver on an Independent Use of Force Review to ensure employees have the correct leadership, policy, procedures and equipment, as well as training - to continue policing the community in the safest, most contemporary way possible.

BACKGROUND

Service Optimization Review

In 2018 the CPS and CPC agreed to undertake a Service Optimization Review, to ensure that there is continuous improvement to service delivery, while demonstrating fiscal responsibility and accountability. The first phase of the Review has been completed with the assistance of an independent consultant. In addition, ZBR-aligned decision-making criteria was utilized to choose the following two areas for more detailed focus area reviews:

- A comprehensive review of frontline deployment and shift scheduling, which will build evidence-based recommendations is grounded in considerations such as citizen perspectives, employees' safety, workload analytics, wellness and work/life balance. This focused review will ensure that the CPS is deploying in a way that effectively and efficiently responds to existing and emerging crime issues in Calgary.

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2019 April 02**

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The CPS Service Optimization Review and Use of Force Report

- Lifecycle asset planning, this work will involve a strategic process to support the CPS with the ongoing and integrated planning and management of its assets to ensure effective and efficient service delivery in a socially, environmentally and economically sustainable manner.

Independent Review of Police use of Force

In 2017, the CPS commissioned Ret. Chief Justice Neil Wittmann to provide a high-level review of the current CPS environment; to lay out recommendations that could be used as a blueprint for the CPS to reform policies, procedures, practices, training, equipment, and culture, related to use of force. Specifically, the mandate requested an independent and objective review of:

1. CPS policies, procedures, practices, equipment, and culture relating to the use of lethal force;
2. Training provided to CPS members both internally and by external partners / agencies; and
3. Current command, control and supervision models of personnel as it relates to the use of lethal force.

The report, which contained 65 recommendations, was presented to the CPS, Calgary Police Commission (CPC) and made available publicly in April / May 2018.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

None

Stakeholder Engagement, Research and Communication

The Service Optimization Review will undertake significant internal and external engagement as it seeks to define improvements for the deployment of frontline resources in an evidence-based and efficient manner. Research will also be conducted to better understand the approaches of other similar-sized policing agencies.

Significant engagement has been conducted across the Service to determine an accurate current state in relation to the Use of Force recommendations and to strategize about the best approach to addressing the gaps identified. In addition, research around best practices is being conducted across the areas identified for improvement.

Strategic Alignment

This report is in alignment with the mandate of the Priorities and Finance Committee. The two initiatives are significantly aligned to the 2019-2022 CPS Service Plan and Budget that commits to maintaining a safe city in partnership with our communities in a way that promotes public trust and confidence.

Social, Environmental, Economic (External)

Undertaking the CPS Service Optimization Review and the formal response to the Independent Use of Force Review will provide the opportunity for:

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The CPS Service Optimization Review and Use of Force Report

- Lifecycle asset planning that includes increased strategic collaboration between the CPS and other City departments where relevant.
- Continued emphasis on meeting and exceeding environmental standards for current and future infrastructure.
- Engagement with citizens on how they want to access and receive service from the CPS into the future.
- Demonstrating concrete improvements to the efficiency and effectiveness of frontline service delivery and ensuring citizens feel safe in their communities.

Continuous improvements to factors that relate to Use of Force, moving forward their will be a focus on:

- Training and Development – to ensure appropriate recruit and ongoing training for officers on all issues related to Use of Force.
- Mental Health – to ensure a comprehensive strategy exists to assist our officers in dealing with an increasing number of mental health calls, in collaboration with our partners.
- Early Intervention - to promote the well-being of employees by enabling supervisors to assist with potential career and life challenges before they negatively impact the employee and the CPS.
- Rewards and Recognition of Officers - to enhance support of officers and promote patrol as a rewarding and desirable place to work.
- Senior Officer Patrol Program - to assist in addressing the perceived gap in communication and engagement between patrol and the Executive.

Financial Capacity

Current and Future Operating Budget:

The CPS is committed to finding efficiencies and running the operations as effectively as possible while trying to maintain public safety. The various strategies, tactics, and initiatives that will be addressed in the Service Optimization Review and the implementation of the Use of Force will assist ensuring both citizen and public safety.

Current and Future Capital Budget:

There are no current capital budget implications, however, as the initiatives progress there may be Capital impacts.

Law and Legislative Services Report to
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The CPS Service Optimization Review and Use of Force Report

Risk Assessment

No specific risks are associated with this report. Any risks associated with the specific initiatives are being documented and addressed through CPC governance.

REASON(S) FOR RECOMMENDATION(S):

This report assists the Priorities and Finance Committee to work with the CPC and the CPS in the budget planning and approval processes.

ATTACHMENT(S)

None

**Returning Officer's Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0394
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Four-Year Election Program

EXECUTIVE SUMMARY

This report provides details on the four-year election program, in preparation for the 2021 General Election.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee:

1. Receive this report for information; and
2. Recommend that Council accept this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

The previous Council direction is included as Attachment 1.

BACKGROUND

The Elections & Census Office delivers the following:

- Annual census (2019) and enumeration (2017),
- City-wide petition reviews (2016),
- By-elections (2015) and votes (2018), and
- General elections (2017).

Following the 2017 General Election, an audit was undertaken by the City Auditor's Office (AC2018-0852) to identify the root cause of issues that occurred during the 2017 Election and identified areas that require improved processes in order to successfully deliver a modern vote or election.

In 2018, Council directed Administration to conduct the Vote of the Electors (Vote 2018). Vote 2018 provided an opportunity to implement changes to election processes which were evident with the improved voting experience provided to Calgarians.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Overview of the Four-year Election Program

Building on the experiences from the 2017 General Election, the changes that were implemented during Vote 2018, and reviews that were conducted after each event, the Returning Officer has begun the development of a repeatable program to guide future events. At the foundation of the four-year election program is the identification and definition of the four-year cycle. The cycle assigns specific types of activities and deliverables to each year.

Four-Year Election Program

A four-year schedule of work is provided in Attachment 2.

Business Process Focus

Standard, repeatable, and integrated processes are the backbone to the successful execution of complex events. Developing, training, and enforcing standard processes and procedures is one of the key components of the four-year program. The process development methodology is intended to produce processes that are repeatable, that clearly define the responsibilities of each role, and that identify interdependencies. The benefits of repeatable, easily understood processes are the efficiencies gained when all team members understand the impact of their actions and the expectations of their role.

Continuous improvement is central to on-going process efficiency. The four-year election program incorporates regular, scheduled reviews of all processes to ensure efficiencies are being maintained and new opportunities are identified and integrated into the program.

Event Readiness

Ensuring that the Elections and Census team is prepared to execute any event at the appropriate time is an important element of the four-year election program. While the date of general elections is known years in advance, other events can occur with little notice. These events include by-elections, vote of the electors, and petition reviews. The program includes an annual review in January of Elections and Census preparedness to execute these types of events.

Annual Events

The Civic Census has been conducted annually in Calgary since 1958. The data collected is used by The City for the planning of services, such as roads, transit, recreation and water and is also used by public and separate school boards for enrolment predictions, decisions on future schools, and by the provincial government for determining per capita grant allocations.

Like the four-year election cycle, the census will also conform to a phased review, plan, and execution cycle that is repeated annually.

In 2019, the Civic Census will undergo a program review of the use of data, collection of the data, an analysis of how the data is shared, and the appropriate time for conducting the civic census.

Service Streams

Successful event management requires an integrated process-based approach that spans multiple areas of expertise. Six services streams have been identified to structure the four-year election program:

- *Governance*: The role of the governance stream is to maintain alignment with the program vision, ensure adherence to legislation, and improve the outcome of processes.

Four-Year Election Program

Governance includes managing legislative changes, program budgeting, process management, risk and issue management, records management, and office support.

- *Relationship Management*: The Relationship Management stream promotes the positive participation in the electoral events by voters, candidates, and partner organizations. Relationship management is responsible for communications and the management of partnerships such as citizen outreach, candidate outreach, third-party advertisers, other orders of government, and the visitors program.
- *Recruitment and Training*: An event requires the recruitment and training of temporary contract workers and support staff. The Recruitment and Training stream identifies the staffing and skills required to execute an event; develops the strategy to acquire the right staff; and develops and delivers the training necessary to provide them with a solid understanding of the processes they will implement.
- *Technology and Data*: The reliability of technology management is foundational to developing and maintaining public confidence and to ensuring the integrity of the data and the protection of personal information. Good data supports good decision-making. The Technology and Data stream is responsible for developing a technology roadmap, application support, voting technology support, web services, network and connectivity, data management, analytics and reporting, and IT support.
- *Readiness*: The Readiness stream helps to identify and mitigate risks associated with event execution. It includes regular event readiness checks, supply management, location and event logistics, as well as GIS and mapping.
- *Delivery*: The Delivery stream focuses on the management of event-day processes and directs the event execution. For vote-based events this includes vote station management, mail-in ballots, advance vote management and alternative voting (drive-up voting, vote bus, hospitals) management. For the census, the Delivery stream oversees the deployment of census takers and on street supervisors and manages the collection of census data.

Professionalization of Service Delivery

The goals of the organizational structure proposed for the four-year election program are to ensure the program operates at peak efficiency during all phases of the program, to ensure we have the necessary skills to support the identified service streams, and to professionalize the event delivery.

The number of people and the type of skills required to deliver an election varies over the four-years of the program. Having the expertise available at the optimal time for each of the service streams is a corporate-wide endeavour. Sourcing subject matter expertise from within the Corporation is a standard practice used in other municipalities and one that Calgary used during the 2018 Vote with success. For example, working with Supply Management to lead the Readiness stream; working with Corporate Analytics and Innovation for GIS support to determine voting subdivisions and voting map tools; and working with Information Technology to lead the Technology and Data stream.

Four-Year Election Program

The benefits of using internal resources includes ensuring the program is industry compliant, meets legislative requirements, business needs and City policies while fostering a collaborative model to support these important events. Using a One City, One Voice approach to this program leverages existing expertise, encourages collaboration and helps provide a positive experience for all involved.

Recent Local Authorities Election Act changes

In January 2019, amendments to the Local Authorities Election Act (LAEA) were introduced with changes to a number of areas including candidate nominations, candidate fundraising and third-party advertising registration and disclosure requirements. A summary of the changes is included in Attachment 3.

The Returning Officer will return to Council by the summer of 2020 with a revised Election Bylaw and instructions in preparation of the 2021 General Election.

At the 18 December 2017 Regular Meeting of Council, the Returning Officer was directed to include in this report election eligibility requirements for voters and candidates, and enhancements of ID requirements without disenfranchising votes. The eligibility of voters and candidates has been updated in recent amendments to the LAEA and no longer requires electors to have resided in Alberta for six months prior to Election Day. Changes to the LAEA allow the Minister of Municipal Affairs and the Minister of Education to create a list of acceptable identification in addition to the list provided by the Chief Electoral Officer of Alberta. Working with Service Alberta and other municipalities' Returning Officers, the Returning Officer will work to ensure this list includes Calgary's needs for identification. The LAEA also includes provisions for municipalities to create and use a voters list. The use of a voters list in combination of ID requirements set by the LAEA will help ensure public confidence is maintained in the democratic process.

An outreach plan will ensure ongoing partnerships with agencies and schools to deliver the election experience to minors and disenfranchised voters. Some opportunities include presentations to students and community groups, educational materials and work opportunities including positions for youth aged 16 and above.

Next Steps

To support the implementation of the four-year election program, the Returning Officer will be presenting the following to Council over the next two years:

- July 2019 – Updated Terms of Reference and updated Ward Boundary Determination and Review policy (CC017) for the Ward Boundary Commission. Recruitment for the Ward Boundary Commission will occur during the regular recruitment campaign for the Boards, Committees, and Commissions with appointments at the 2019 Organizational Meeting of Council.
- September 2019 – Response to the City Auditor's Report on further enhancements to event processes.

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Four-Year Election Program

- December 2019 – Census Service Review.
- June-July 2020 – Updates to the Election Bylaw (35M2018).
- July 2020 – Final report of the Ward Boundary Commission.

Stakeholder Engagement, Research and Communication

In addition to the findings from the City Auditor's report (AC2018-0852), the 2017 Election review and Vote 2018 debrief documents, best practices were researched from The City of Toronto and The City of Edmonton Election Offices as well as Elections Alberta.

Strategic Alignment

This report aligns with Council's priority of a Well-Run City: "Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others" (One Calgary 2019-2022).

Social, Environmental, Economic (External)

Financial Capacity

The costs associated with the development of the four-year program are funded through existing capital identified in One Calgary 2019-2022.

Risk Assessment

Without the implementation of the four-year election program, there is a potential of experiencing impediments during the 2021 General Election.

REASONS FOR RECOMMENDATIONS:

To meet Council's expectations of a professional Elections and Census program that ensures the orderly and efficient delivery of events consistent with legislation, City procedures, City policies, which provides public confidence in the democratic process, and to be prepared to conduct the 2021 General Election.

ATTACHMENT

- 1 – Previous Council Direction
- 2 – Elections Four Year Cycle
- 3 – Amendments to the LAEA

Previous Council Direction

At the 24 September 2018 Combined Meeting of Council, Administration was directed:

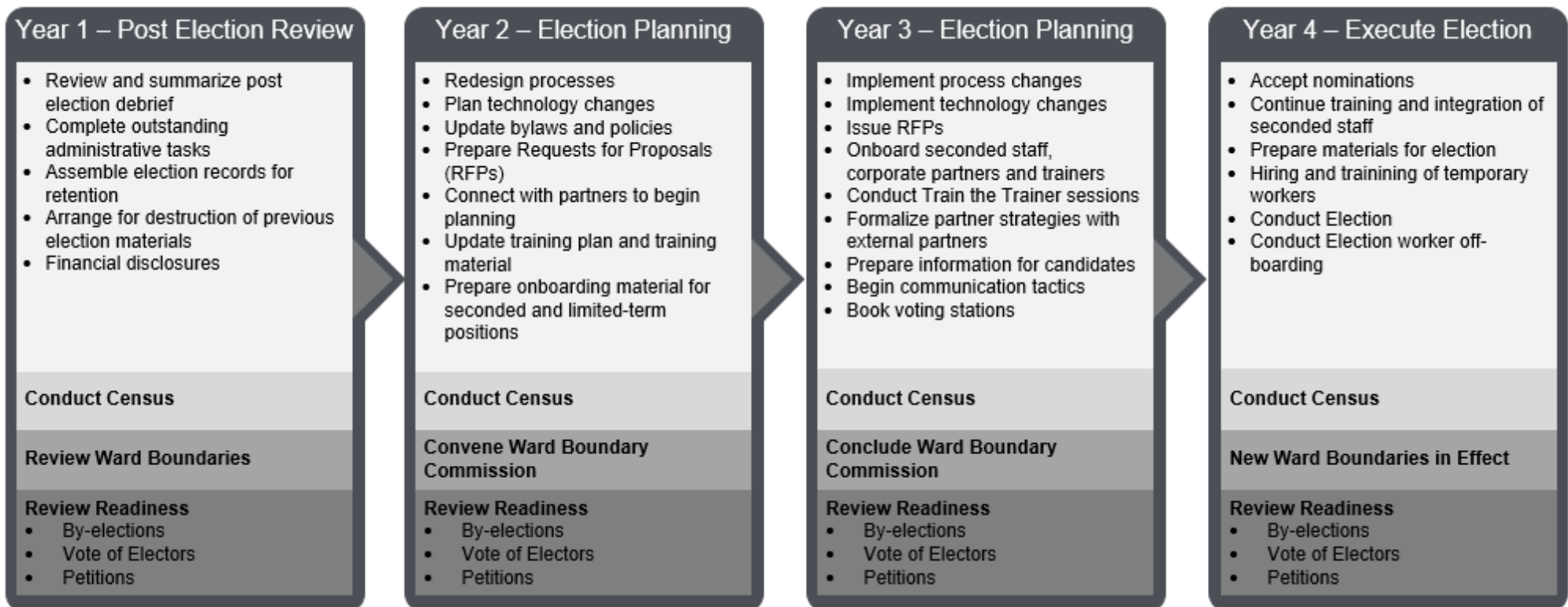
1. Defer the four-year election program report to Q1, 2019;
2. Rescind resolution C94-137 (Procedures for incapacitated voting) as provided in Attachment 3;
3. Rescind resolution C89-90 (Physically incapacitated elector voting) as provided in Attachment 4;
4. Rescind resolution NM2008-49 (Special Ballots at City of Calgary Elections) as provided in Attachment 5; and
5. Rescind Bylaw 22M98 (Attachment 2) and give three readings to proposed Bylaw 40M2018, to amend Bylaw 35M2018 (Elections Bylaw), as provided in Attachment 1.

At the 10 September 2018 Combined Meeting of Council, Council received for information report AC2018-0852, the City Auditor's Office 2017 Municipal Election Review. The attachment to AC2018-0852 included four recommendations from the Auditor's Office to improve the delivery of election events. The Returning Officer agreed with all recommendations and agreed to return to Council by September 2019 with a four-year program that addresses the City Auditor's recommendations.

At the 18 December 2017 Regular Meeting of Council, Administration was directed:

1. That on or before the end of Q3 2018, the Returning Officer provide Council with a comprehensive four-year election program that modernizes and enhances Calgary's election processes and meets the expectations of voters, media and candidates; and
2. Direct the Returning Officer to include the following in the above noted report:
 - a) Election eligibility requirements for voters and candidates; and
 - b) Enhancements of ID requirements without disenfranchising votes.

Elections Four-year Cycle



Amendments to the Local Authorities Election Act

In December 2018, amendments to the Local Authorities Election Act (LAEA) were enacted with changes to a number of areas including candidate nominations, candidate fundraising and third party advertising registration and disclosure requirements. Changes in candidate nominations and fundraising include:

- School boards are no longer able to set their own disclosure and surplus rules and candidates must follow the rules in the LAEA.
- The nomination period now begins January 1 of the year of the general election and ends at noon on Nomination Day (6 weeks before Election Day).
- The campaign period is January 1 to December 31 in the year of a General Election.
- Candidates cannot accept campaign contributions or incur campaign expenses until they have been nominated.
- Individuals who are already campaigning for the 2021 General Election cannot receive any additional contributions or incur campaign expenses until January 1, 2021.
- Candidates must disclose the names and addresses of donors whose contributions exceed \$50.
- Corporations, unincorporated organizations, trade unions and employee organizations are prohibited from making contributions.
- Only an individual ordinarily residing in Alberta may make a contribution to a candidate.
- Individuals contributing in any campaign period must not exceed \$4,000 in total to candidates for election as councillors and \$4,000 in total to candidates for election as school board trustees. An individual may make as many contributions to as many school board trustee and municipal candidates as they wish as long as the total combined amount of all those contributions does not exceed \$4,000 per school board trustee campaigns and \$4,000 per municipal campaigns.
- Campaign activities and advertising are prohibited inside the voting station and extends to the property surrounding a building used as a voting station.

Other changes in the legislation include the amendment of the term “incapacitated elector” to “persons with disabilities” or similar wording such as “elector who is unable to vote in the usual manner” depending on the context. Calgary requested this change through its LAEA engagement.

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Update on Foundational Research for Notice of Motion C2019-0073

EXECUTIVE SUMMARY

On 2019 January 14 Council approved Notice of Motion C2019-0073, Achieving Good Governance through Optimizing Committee Mandates. The Notice of Motion directs Administration to consult with Members of Council, to review relevant mayoral/council systems across North America and to examine options for revising the mandate of the Priorities and Finance Committee (PFC) to evolve it into an executive committee.

This report provides an update on the work to date in response to this motion including: stakeholder engagement with Members of Council and Administration; a review of the history of the PFC; jurisdictional research focusing on mayoral/council systems, structures of various government systems and committee structures; and a review of the roles and responsibilities of municipal government as laid out in Alberta's *Municipal Government Act* and Council's Procedure Bylaw.

The results of engagement with Members of Council highlighted three consistent themes: 1) there is no problem with the current mandate of the PFC (or its further improvement is not a current priority), 2) meetings (both of the PFC and of Council) could be made more efficient, and 3) there is a desire to be more strategic and focused on priorities. Other consistent comments received mentioned concerns regarding unintended consequences with any change to the current decision-making framework of Council and Committees and that Councillors have an appreciation for the relative equality between Council members. Readily available alternatives exist that may help improve governance without requiring any change to Committee mandates. Therefore, it is recommended that future work focuses on exploring these options versus those in the Notice of Motion as these address Council's main concerns with the least use of resources.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration to examine the options presented in Table 2 of Attachment 6 in place of those specified in motion C2019-0073; and
2. Defer the report back to the Priorities & Finance Committee from 2019 Q2 to 2019 July 02.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2011 January 04, report PFC2011-03, Governance Review, was brought to the Personnel and Accountability Committee that recommended striking a Legislative Governance Task Force to improve legislative governance at The City of Calgary. Legislative governance in this report primarily included the organizational framework for Council and Committees, and related policies.

On 2011 June 30, report LGT2011-06, Possible Changes to Standing Policy Committee (SPC) Meeting Management and Terms of Reference. Work for this report included engaging Members of Council, the Administrative Leadership Team, the City Manager and the City Clerk; reviewing committee structures of other Canadian municipalities; and a review of the history of

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The City's SPCs. Options and implications for changing Committee terms of reference and meeting management were proposed.

On 2011 September 15, Alderman Lowe sent a memo, LGT2011-14, proposed further changes to committee terms of reference.

On 2011 September 26, Mayor Nenshi wrote a memo to Council regarding Proposed Changes to SPC Terms of Reference and Proposed a new Priorities and Finance Committee. This resulted in Bylaw 60M2011 amending 44M2006.

On 2017 July 04, report PFC2017-0433, Review of Council's Procedure Bylaw, proposed a new Procedure Bylaw to introduce efficiencies to Council and Committee meeting procedures, increase clarity and flexibility around procedural rules, and to incorporate plain language to improve public understanding. This resulted in Bylaw 35M2017 replacing Bylaw 44M2006.

On 2019 January 14, Councillor Gondek brought forward Notice of Motion 2019-0073, Achieving Good Governance through Optimizing Committee Mandates. This Notice of Motion directed Administration to engage Members of Council, research relevant mayor/council systems across North America, and examine options for revising the mandate for the Standing Specialized Committee (SSC) of Priorities and Finance to evolve it into an executive committee of Council.

BACKGROUND

Governance may be defined as the structures and processes by which an organization is directed, controlled and held to account¹. Furthermore, "good governance" is achieved through on-going dialogues that attempt to capture all of the considerations involved in assuring that stakeholder interests are addressed and reflected in policy initiatives². Good governance supports transparency and accountability in public service³. These qualities affect a municipal corporation's reputation and, therefore, contribute to citizens' trust and to the perception of the value of the services received by citizens⁴.

The City of Calgary's Council works continuously to improve its governance, its reputation and its citizens' perception of value. An example of this is Council's direction to Administration in 2011 to strike a Legislative Governance Task Force (PAC2011-03). The work of this task force included a complete literature review, provided a follow up on the status of recommendations of previous legislative governance reviews, compared The City of Calgary practices to other municipalities, identified gaps and made recommendations. The recommendations from this work included: options to reduce SPC meeting time disparity, to improve chairing of committee and Council meetings, to improve the decision-making authority of SPCs, to allow Councillors to declare an interest and attend meetings of which they are not committee members, and to amend the rules under which an Alderman could serve as Chair.

¹ "A Guide to the Principles of Good Practice," Office of the Auditor General of British Columbia, accessed March 7, 2019, <http://www.bcauditor.com/book/export/html/406>.

² Creating a Culture of Board Excellence," Governance Pro, accessed March 7, 2019, <http://www.governancepro.com/news/>.

³ Office of the Auditor General, "A Guide to the Principles of Good Practice."

⁴ "Unlocking the Value of Reputation," Ipsos Global Reputation Centre, accessed March 13, 2019, <https://reputation.ipsos-mori.com/unlocking-the-value-of-reputation-full-report/>

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Subsequent to the work of this task force, Mayor Nenshi wrote a letter to Council regarding "Proposed Changes to SPC Terms of Reference and Proposed new Priorities and Finance Committee". This proposal combined the Personnel and Accountability Committee and the Finance and Corporate Services Committee, thus creating PFC. The new committee was structured to function as an executive committee with increased oversight on matters related to City revenues and expenditures. These changes were accepted at a Special Strategic Planning Meeting of Council on 2011 September 27. This work resulted in an amendment of Procedure Bylaw 44M2006 with Bylaw 60M2011. The evolution of the PFC and its mandate are described in Attachment 2.

In 2017, Bylaw 44M2006 was replaced with an updated bylaw, Bylaw 35M2017, which would: increase clarity and flexibility, introduce efficiencies to Council and Committee meetings, incorporate plain language and respond to changes of the *Municipal Government Act*. These changes were brought to council in PFC2017-0433, Review of Council's Procedure Bylaw.

Administration supports Council's efforts of good governance through various mechanisms. The City undertakes yearly financial audits and Control Environment reviews. It has implemented a Performance Management System that includes service efficiency and effectiveness reviews; the use of a consistent performance measurement system; an Integrated Risk Management approach; and accountability reporting related to progress on The City's four-year business plan and budget. These activities, which come through Committees and Council, improve transparency and promote accountability.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The work done to investigate Achieving Good Governance through Optimizing Committee Mandates as put forward in Council's approved Notice of Motion C2019-0073 included: engaging Members of Council and Administration, researching relevant mayoral/council systems in North America, and examining committee structures of Canadian municipalities and of other orders of government. The information presented in this report will inform the options and implications that will be brought forward in the final report.

Limitation of Scope

This report focuses on examining the mandate of PFC. A thorough and extensive review of all Council committee mandates of The City of Calgary would take more time and resources than available for this work and would require a reprioritization away from work already underway.

Jurisdictional Research

Mayoral/Council Systems

Larger municipalities in North America employ various forms of mayor-council or council-manager government systems. The mayor-council system functions more like the American government with separation between the executive (mayor) and the legislature (Council). The authority of the mayor in this system can range from strong, extensive executive power, to a more ceremonial role with a lack of administrative control. Within the council-manager system, the elected Council is the governing body which hires a manager to lead administration and carry out policies.

The research of the different forms of mayoral/council systems in North America show that Canadian municipalities, in general, and Calgary, specifically, employ the Council-Manager form

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of government. In this system, the Mayor has limited authority (ex-officio member of all committees, Chair of all Council meetings, ability to defer reports and authority to keep the sequence of speakers and to recognize people to speak). The more fulsome, albeit unlegislated, authority of the Mayor comes being the only municipal government official elected by the majority of city-wide voters, and from using his/her influence and powers of persuasion. Table 1 in Attachment 4 compares Mayoral authority in Canadian municipalities.

Council Committees

Council committees are struck to guide, direct and oversee work within a specified mandate. Committees prepare decisions for Council and provide advice on them. The work that The City of Calgary's Council has authority is specified in Alberta's *Municipal Government Act* (MGA) and is discussed in Attachment 3. Council's area of purview includes: water and waste water, garbage and recycling, land use planning and development, environmental impact and conservation, economic development, maintenance of roads, recreation and culture. The areas provincial government is responsible for include: regulating environmental standards for water; health care; some natural resources; road regulations; and education.

Table 2 of Attachment 4 shows various Canadian municipalities' Executive or quasi-Executive Committee structures and mandates. Most of the large Canadian municipalities have an executive-style committee having no decision-making authority. The authority of these Executive Committees is more determined by the method by which their members are appointed: specifically, whether the members are appointed by the Mayor directly, or if the Mayor appoints the Chairs of the city's standing committees, which in turn comprise the membership of the Executive Committee. When a mayor has the power to determine the composition of the Executive Committee, the committee is more aligned with Mayor. Therefore, the Executive Committees become a pseudo-cabinet.

In Calgary's municipal government, Council Committee chairs are selected by the members of the specific Standing Policy Committee or the Standing Specialized Committee. Therefore, the committee Chairs' views may or may not be in alignment. Furthermore, the authority of the committee Chairs is limited through the Procedure Bylaw, committee mandates and common practice.

Canadian Municipal, Provincial and Federal Government Structures

Calgary's municipal government structure differs from the Provincial and Federal government structures. These differences give the elected members of the municipal government fewer powers than Ministers within the other orders of government. Within the Provincial or Federal systems, the leader of the majority party appoints selected representatives to ministerial positions who are the leader of specific departments, or cabinets, of the government. These ministers wield decision making authority within their departments. Committee Chairs in Calgary's municipal government do not wield the decision-making authority that a cabinet minister does.

Engagement

Engagement with Members of Council undertaken for this work highlighted three consistent themes: 1) there is no problem with the current mandate of the PFC (or its further improvement is not a priority), 2) meetings (both of the PFC and of Council) could be made more efficient, and 3) there is a desire to be more strategic and focused on priorities. Other consistent

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comments received mentioned concern about the potential for unintended consequences with any change to the current decision-making framework of Council and Committees. The relative equality between Council members was seen as a strength of the current system, and something that stakeholders did not wish to see replaced with a “2 tier system”. The summary of the engagement can be found in Attachment 5, Feedback from Members of Council.

Conclusion

Comparing the feedback received to the gaps discovered in how the Procedure Bylaw and the PFC's mandate are being applied in practice (see Table 1 in Attachment 6) suggests that improvements in the areas identified by members of Council may be possible through changes to current practices. The options described in Table 2 of Attachment 6 could help Council improve meeting efficiencies and utilize a more strategic approach, without requiring any change to Committee mandates. It is therefore recommended that further work be directed to exploring these alternate options, instead of those laid out in the Notice of Motion. These options help to optimize the balance between opportunity for improvement and additional resource required. Attachment 7 outlines proposed next steps.

Stakeholder Engagement, Research and Communication

In researching this report Corporate Initiatives engaged stakeholders including members of Council, the City Manager, General Managers, Senior Executive Advisors (Sr. EA), Clerks, Issues Management and Integrated Risk Management. See Attachment 5 for a summary of the results of this engagement.

Strategic Alignment

Achieving good governance, which this Notice of Motion intends to support, aligns with Council's Directive of A Well-Run City. This directive puts emphasis on a modern and efficient municipal government that is focused on continuous improvement. The underpinning of this work is based on improving governance by assessing, affirming and amending structures and processes with a desire of transparency and accountability in decision making.

Social, Environmental, Economic (External)

None.

Financial Capacity

Current and Future Operating Budget:

None.

Current and Future Capital Budget:

None.

Risk Assessment

Risks are inherent in any project, and various tactics are used to manage them. The risks associated with this project include: stakeholders do not agree on the purpose or opportunities

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being sought through the motion, changes may disrupt the equality currently existing between the Members of Council, and more resources than required are expended when sufficient improvement can be achieved by minor adjustments to current practices or to the current Procedure Bylaw.

Different stakeholders had different perspectives about the problem or opportunity presented in the Notice of Motion. The lack of agreement on the problem may result in a lack of agreement on recommendations to solve the problem. Furthermore, the research suggests solutions that do not align with options suggested within the Notice of Motion. This report brings forward some alternate suggestions proposed during stakeholder engagement. Bringing forward these suggestions helps to manage this risk by modifying expectations for the final report.

In the current structure of Council and Council committees, each Member of Council has one equal vote at all Council meetings, Councillors may declare interest at any committee, attend and vote, and Council must appoint the members of SPCs, Audit Committee, IGA and the Councillor-at-large for PFC. This system is in place to promote fairness in influence and workload amongst Councillors. An unintended consequence of changing committee structures or adding an Executive Committee may result in a disruption that upsets the current balanced structure. The options put forward in Attachment 6 aim to minimize this risk.

Another risk inherent in this work, which has been brought up by various stakeholders, is the weighing of resources versus benefits. Consistent themes from the engagement include improving the efficiency and effectiveness of meetings, and a need to be more strategic and focus on priorities. Gains in these areas that positively affect governance could be achieved by relatively small changes within the current system and by changes in practice currently available within the Procedure Bylaw. The changes listed in Table 2 of Attachment 6 help offset this risk by minimizing the resources required to produce positive outcomes.

REASON(S) FOR RECOMMENDATION(S):

Engagement with Members of Council, a review of current Council practices and a review of the Procedure Bylaw has shown that efficiency and effectiveness gains and strategic improvements could be more easily achieved by alternative means.

ATTACHMENT(S)

1. Attachment 1 – Notice of Motion C2019-0073, Achieving Good Governance through Optimizing Committee Mandate
2. Attachment 2 – Priorities and Finance Committee History and Mandate
3. Attachment 3 – Role of Municipal Government
4. Attachment 4 – Jurisdictional Review
5. Attachment 5 – Feedback from Members of Council
6. Attachment 6 – Alternate Options
7. Attachment 7 – Next Steps



Report Number: C2019-0073

Meeting: Combined Meeting of Council

Meeting Date: 2019 January 14

NOTICE OF MOTION

RE: 1. Notice of Motion C2019-0073.docx

Sponsoring Councillor(s): Councillor Jyoti Gondek

WHEREAS the success of any organization, including government, is dependent upon a leadership team that is diverse and able to leverage the experiences and skills of its members as they relate to their collective mandate;

AND WHEREAS good governance is the key to inspiring trust and confidence with the public, based on principles of transparency and accountability where decision-making is both delegated and regulated with oversight;

AND WHEREAS Calgary City Council is committed to continuous improvement in good governance as the main governing and legislative body for The City of Calgary;

AND WHEREAS the City of Calgary Administration is a complex organization which requires multi-pronged oversight and clarity on Council's priorities to ensure corporate workflow is effectively managed, which in turn requires an engaged, nimble and fully utilized City Council;

AND WHEREAS unlike the partisan model of federal and provincial orders of government which operate with a cabinet and official opposition that enables review and challenge of leadership decisions as required, the municipal order of government in Canada has varying models where the party system and a resulting cabinet or executive committee model only occur in some jurisdictions;

AND WHEREAS in Alberta, while the non-partisan nature of municipal government is desirable for many reasons, it does not naturally lead to an executive committee model;

AND WHEREAS under the *Municipal Government Act* Section 182, each Councillor, including the Mayor as Chief Elected Officer, has one vote (a distributed model of decision-making or authority, where the Mayor does not have a more strongly weighted vote than Councillors, nor concentrated decision-making powers);

AND WHEREAS the Mayor as the Chief Elected Officer of Council has many representative duties which are important and time-demanding commitments;

AND WHEREAS the present Council process of delegating important projects and negotiations to the Mayor as Chief Elected Officer is resulting in a disproportionate amount of Council work becoming the sole burden of the Mayor, leading to members of the Mayor's Office administrative staff tackling projects that would benefit from leadership by Councillors;

AND WHEREAS Standing Policy and Standing Specialized Committee Chairs bring with them a wealth of expertise and experience from a variety of sectors that could potentially be better leveraged through an executive committee;

AND WHEREAS according to the Governance & Appointments of Boards, Commissions and Committees Policy (CP2016-03), Standing Specialized Committees are to recommend action to Council on a special set of Council issues, and Standing Policy Committees are responsible for policy formulation for Council and decision-making within existing Council policy;

AND WHEREAS an executive committee might eliminate the need for ad hoc specialized committees in the future, as well as improve methods of collaboration between Standing Policy and Standing Specialized Committee Chairs and their Administration counterparts, resulting in better communication and a shared understanding of Council direction;

AND WHEREAS the Standing Specialized Committee of Priorities and Finance (PFC) is already structured similar to an executive committee with each Standing Policy and Standing Specialized Committee Chair represented;

NOW THEREFORE BE IT RESOLVED that Council direct Corporate Initiatives, Law and the City Clerk's Office, **in consultation with Members of Council and review relevant mayoral/council systems across North America**, to examine options for revising the mandate for the Standing Specialized Committee of Priorities and Finance to evolve it into an executive committee of Council and report back to Council **through the Priorities and Finance Committee**, no later than the end of **Q2 2019**;

AND FURTHER BE IT RESOLVED that the options considered will include, **but are not limited to**:

1. any items that require project oversight or negotiations with other orders of government or partners in city-building shall have three appointed members of the Priorities and Finance Committee (PFC) as follows:

- Chair of PFC; and
- 2 Chairs of relevant Standing Policy or Standing Specialized committees,

and that the appointed members outlined above shall be the primary contact for all updates and ongoing processes related to these projects;

2. working groups of PFC be created as required to provide Administration with easier access to Council's leadership regarding specific policy questions or projects requiring Council oversight;

3. different models for decision-making authority at the PFC or Standing Policy/Standing Specialized Committee level;

4. Chairs of Standing Policy or Standing Specialized committees to attend Administrative Leadership Team (ALT) meetings as required to ensure that strategic priorities are set in a collaborative manner before being presented to committee and Council;

5. any other changes that might be made to the mandate of the PFC to improve alignment between Council's priorities and corporate workflow management, risk management and Council and Committee agenda management;

AND FURTHER BE IT RESOLVED that an audit of any shift in governance process take place no later than 15 months after implementation, as a review of the changes to determine if efficiencies have been achieved, and/or if further changes are required either at the PFC or Standing Policy/Standing Specialized Committee level.

Priorities and Finance Committee History and Mandate

Early Agenda Setting

Supported by Procedure Bylaws 1486 (passed May 6, 1913), 5720 (passed September 5, 1961) and 9199 (passed September 9, 1974) the Mayor is designated responsible for collecting and compiling the Agenda for Council meetings from the Board of Commissioners forwarding to the City Clerk for dissemination. Under the current Procedure Bylaw, section 37, the Mayor and the City Clerk set the Council agenda in advance.

Nominating & Agenda Committee (NAC)

The NAC was created in 1984 and ran through to 1999. 53M94, 13M2000

Mandate: The NAC is responsible for providing direction on the administration of the City of Calgary with a view to strengthening management and administrative practices, providing policy guidance to the City of Calgary on all matters of a financial nature (excluding annual budgetary approval for Business Units not reporting to the Committee) or administrative nature, as well as corporate strategic planning and policies that have long term impact on the corporation, and developing recommendations on issues relating to economic/business development.

Composition: Mayor (Chair) or Deputy Mayor (in Mayor's absence) Chairs of Standing Policy Committees or Vice-Chairs (in Chair's absence) Chair Audit Committee

Accountability, Priorities and Agenda Committee (APAC)

In 2003 APAC was formed to provide personnel and oversight functions, bimonthly agenda setting meetings and conduct regular accountability sessions with the then Executive Leadership Team (ELT). The disbanding of the Intergovernmental Affairs Committee was an additional component to the forming of APAC. To support the committee Administration developed reporting procedures that were to enhance accountability and communication between management levels.

Composition: Mayor or Deputy Mayor and the Chair of each SPC, with the Vice-chairs as alternates (Bylaw 30M2003)

Priorities and Accountability Committee (PAC)

Procedure Bylaw 44M2006, PAC has the following powers, duties and functions:

- (1) receiving reports on senior personnel matters from the City Manager;
- (2) authorizing non-standard formal presentations or recognitions at a Regular Meeting of Council;
- (3) approving the use of Council Chambers for Meetings, other than Meetings of Council;
- (4) receiving communications from the Mayor and City Clerk which cannot be disposed of through the administrative process;
- (5) recommending naming of City-owned facilities such as parks and arenas upon receipt of a report from the Naming Committee;

- (6) recommending appointments to Committees when vacancies occur throughout the year following Council's organizational Meeting;
- (7) providing performance evaluations and ongoing monitoring of the City Manager as required by the Municipal Government Act;
- (8) holding Accountability Sessions;
- (9) reviewing and making recommendations about corporate structure, corporate personnel issues and corporate policy;
- (10) preparing initial budget guidelines in consultation with Administration and referring the guidelines to the SPC on Finance and Corporate Services;
- (11) acting as a policy co-ordinator between the City Manager and the SPCs;
- (12) receiving updates on files from the Administrative Leadership Team and providing oversight with respect to implementation of Council policy;
- (13) providing interpretation of Council policy for Administration;
- (14) planning and ratifying agendas for strategic planning sessions of Council;
- (15) maintaining a process for the regular review and reporting of Council's legislative governance practices and proposed legislative amendments related to governance; and
- (16) providing recommendations to Council on Aldermanic Office Co-ordinating Committee ("AOCC") reports.

Composition: PAC consists of the Mayor or Deputy Mayor and the Chair of each SPC, with the Vice-Chairs as alternates. (Bylaw 44M2006)

Priorities and Finance Committee (PFC)

Mandate 2011:

PFC has the following powers, duties and functions:

- (1) recommending appointments to Committees when vacancies occur throughout the year following Council's organizational Meeting;
- (2) coordinating the mandate of SPCs in respect of Council's community sustainability strategy;
- (3) recommending the naming of City-owned facilities such as parks and arenas upon receipt of a report from the Naming Committee;

- (4) receiving communications from the Mayor and City Clerk that cannot be disposed of through the administrative process;
- (5) receiving reports on senior personnel matters from the City Manager;
- (6) providing quarterly performance evaluations and ongoing monitoring of the City Manager as required by the *Municipal Government Act*;
- (7) reviewing and making recommendations about corporate structure, corporate personnel issues, and corporate policy;
- (8) acting as a policy coordinator between the City Manager and the SPCs;
- (9) receiving updates on files from the Administrative Leadership Team, providing oversight with respect to implementation of Council policy, and providing interpretation of Council policy for Administration;
- (10) maintaining a process for regular review and reporting of Council's legislative governance practices and proposing legislative amendments related to governance;
- (11) providing recommendations to Council on Aldermanic Office Coordinating Committee ("AOCC") reports;
- (12) coordinating projects initiated by elected officials that require significant administrative resources;
- (13) coordinating the recruitment and appointment process for the City Manager, for recommendation to Council;
- (14) receiving Administration responses to Administrative Inquiries;
- (15) overseeing financial planning and reporting;
providing advice to the Mayor on Council Agendas.

Reference: Bylaw 44M2006, as amended (60M2011)

Current mandate:

The PFC has the following powers, duties and functions:

- A. overseeing the City's property assessment and taxation processes;
- B. overseeing financial planning and reporting;
- C. coordinating projects initiated by elected officials that require significant administrative resources;
- D. directing notices of motion by elected official to Council or Council Committees for consideration'
- E. coordinating cross-Departmental strategies, initiatives and projects;
i) acting as a policy coordinator between the City Manager and the SPCs;

- ii) receiving updates on urgent matters from the Administrative Leadership Team;
 - iii) providing oversight with respect to implementation and review of Council policy; and
 - iv) providing interpretation of Council policy for Administration;
- F. overseeing Council's community sustainability strategy;
- G. receiving communications from the Mayor and City Clerk that cannot be resolved through the administrative process;
- H. coordinating the recruitment and appointment process for the City Manager for recommendation to Council and providing quarterly performance evaluations and ongoing monitoring of the City Manager as required by the MGA, s. 205.1.
- I. recommending:
 - i) the establishment, governance and disbandment of City BCCs; and
 - ii) Councillor and Administration appointments to BCCs when vacancies occur throughout the year following Council's Organizational meeting;
- J. maintaining a process for regular review and reporting of Council's legislative governance practices and proposing legislative amendments related to governance;
- K. overseeing Council's accessibility, transparency and accountability to the public; and
- L. other duties or functions as assigned to PFC by Council.

Composition: PFC consists of the Mayor (Chair), the Chairs of the SPCs, the Chair of Audit Committee, and 1 Councillor-at-Large (Vice-Chair)

Reference: Bylaw 35M2017

Role of Municipal Government

In Alberta, municipal governments are governed by the Alberta *Municipal Government Act*, which states that the purposes of municipalities are:

- to provide good government
- to foster the well-being of the environment,
- to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality,
- to develop and maintain safe and viable communities, and
- to work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services¹.

The MGA has three main areas of focus:

- Planning and development,
- Governance and administration, and
- Assessment and taxation.²

The MGA assigns municipalities duties and responsibilities within each of these areas. Municipalities have many roles, responsibilities, services and programs that they must develop, administer and assess, including:

- Drinking water, stormwater, and wastewater,
- Garbage collection and recycling,
- Land use planning and development,
- Environmental impact and conservation,
- Economic development,
- Maintenance and upgrading of bridges, streets and potholes, and
- Recreation and culture.

Council's authority in these areas allows it to:

- Pass bylaws that may regulate or prohibit, deal with any development, provide for a system of licenses, establish and specify fees for livery, and provide for an appeal body.³
- Make new or revised policy, through its Standing Policy Committees, within committee mandates.⁴

¹ Province of Alberta, *Municipal Government Act*, (Alberta Queen's Printer, 2019), 39, <http://www.qp.alberta.ca/documents/Acts/m26.pdf>.

² "Understanding Alberta's Municipal Governments," AUMA, accessed March 16, 2019, https://www.auma.ca/sites/default/files/About_AUMA/government_resources/munis_101_larger_format_2015.pdf.

³ Province of Alberta, *Municipal Government Act*, (Alberta Queen's Printer, 2019), 42, <http://www.qp.alberta.ca/documents/Acts/m26.pdf>.

⁴ "Procedure Bylaw 35M2017," The City of Calgary, 33, accessed February 11, 2019, <https://mycity.calgary.ca/ourorg/mayorcouncil/councilresources.html>.

These impact communities directly and make them safe, livable and sustainable.⁵ Municipalities work closely with their provincial and federal counterparts to create a desirable quality of life.⁶

Provincial and federal powers, by contrast, are limited only by the constitution itself, and how powers are divided between provincial and federal governments. Section 92 of the constitution spells out the powers of the provinces and includes things like education, property and civil rights, health, local works and administration of justice. Although in 1867, these powers were considered relatively narrow compared to the federal powers contained in Section 91, today they have led to Canadian provinces enjoying much more autonomy than sub-state governments in other federations.

While, constitutionally-speaking, municipalities' policy-making capacity pales in comparison with that of Canada's federal and provincial governments, in practice, municipalities exercise a range of policy-making power, insofar as provincial legislation or political will permits. Those powers differ depending on the province, but historically the core functions that have been handed over to municipalities involve planning, regulating, protecting and providing infrastructure services for our built environment. This has changed over time, of course, and as issues and challenges have become increasingly complex, provinces have seen fit to pass on additional powers to municipalities. Nevertheless, while municipalities have considerable powers and responsibilities, the sphere in which municipalities have policy-making power is much more limited than either the provincial or the federal government.

⁵ Ibid.

⁶ Ibid.

Jurisdictional Review

Overview

This attachment provides an overview of literature related to differences in orders of government, forms of municipal government, authorities of Councillors and Mayors, and structures of Council committees.

Differences in Orders of Government

Provincial and Federal Governments

The provincial and federal government systems differ from municipal government structure by giving specific elected members of the governing party more power and authority. Certain Members of the Legislative Assembly (MLA) or Member of Parliament (MP) are appointed to head a specific government ministry (i.e. departments); the collection of portfolios, or ministries, make up the Cabinet¹. The Ministers, heads of specific portfolios, are the executive heads of their departments². Ministers are individually responsible for the powers Parliament has assigned to their portfolio, as well, Ministers have the authority necessary to discharge that responsibility³. Beyond approving Orders in Council, Cabinet ratifies policy matters and is the final authority on issues related to the day-to-day operation of government⁴. Ministers are individually responsible for their own actions.

Municipal Government

Municipal governments, specifically Calgary, have various Standing Policy Committees (SPC) chaired by a Councillor who is selected by the committee as a whole⁵. Committee meetings provide the opportunity for discussion and public input before making recommendations to Council⁶. Each Member of Council, including the Mayor, has an equal vote on matters before Council. Although the Council's Procedure Bylaw in Calgary gives committees the authority to make final decisions on items within their mandates, in practice Calgary Council's SPCs refer items to Council for final decision.

Forms of Municipal Government

As cities developed in North America during the late nineteenth century, the strong mayor system dominated⁷. Over time, though, local government structure has morphed and changed

¹ "How the Alberta Government Works," Alberta Government, accessed March 7, 2019, <https://www.alberta.ca/how-government-works.aspx>.

² Peter Aucoin, Jennifer Smith and Geoff Dinsdale, *Responsible Government: Clarifying Essentials, Dispelling Myths and Exploring Change* (Canadian Centre for Management Development, 2004), 26, <http://publications.gc.ca/collections/Collection/SC94-107-2004E.pdf>.

³ *Ibid.*, 27.

⁴ Alberta Government, "How the Alberta Government Works."

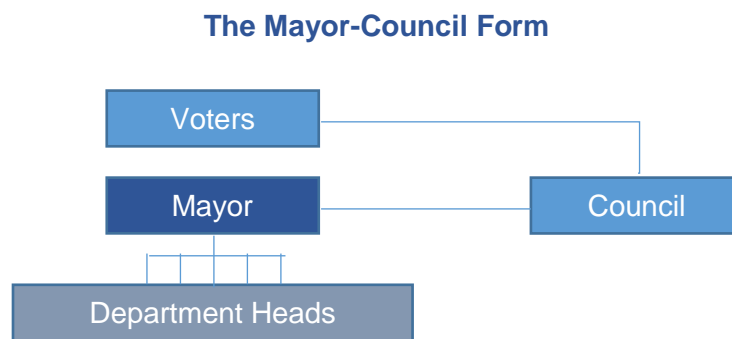
⁵ "Procedure Bylaw 35M2017," The City of Calgary, accessed February 11, 2019, <https://mycity.calgary.ca/ourorg/mayorcouncil/councilresources.html>.

⁶ *Ibid.*

⁷ Kate, Graham, "Leading Canada's Cities? A Study of Urban Mayors" (PhD. Diss., The University of Western Ontario, 2018), 26, <https://ir.lib.uwo.ca/cgi/viewcontent.cgi?article=7704&context=etd>.

to adapt to the needs and demands of ever larger cities⁸. The most common structure has gone from a mayor-council system to a council-manager one⁹.

The mayor-council system of local government (see diagram below¹⁰) can be further broken into strong-mayor or weak-mayor variants. In this structure, the city council is headed by a mayor, chief executive officer, who is responsible for the administration of local government services, including appointing department heads¹¹. The delineation between strong-mayor and weak-mayor in this structure, deals with the power that the mayor holds¹². In some versions the mayor has the management authority for all operations of the city while the council has limited authority; thus, the term “strong-mayor” exists¹³. In a weak-mayor system, council handles both policy and city operations, and the mayor’s role is mainly ceremonial¹⁴.



The council-manager system of municipal government began in the early 20th century to combat the corruption, graft, and nepotism occurring in US cities and promote transparency, responsiveness and professionalism¹⁵. The council-manager form consists of an elected governing body, including a mayor, which adopts legislation and sets policy¹⁶. The governing body, council, hires a city manager to carry out the policies and oversee the day to day

⁸ Ibid., 27.

⁹ “Key Roles in Council-Manager Government,” ICMA, accessed February 6, 2019, https://icma.org/sites/default/files/18-027%20Council%20Manager%20FOG%20Brochure_final%2010-16-17.pdf.

¹⁰ “Forms of Local Government,” ICMA, accessed February 6, 2019, <https://icma.org/documents/forms-local-government-structure>.

¹¹ Graham, “Leading Canada’s Cities,” 28.

¹² Ibid.

¹³ “Council-Manager Government in Arizona,” League of Arizona Cities and Towns, June 2018, 2, <http://www.azleague.org/ArchiveCenter/ViewFile/Item/199>.

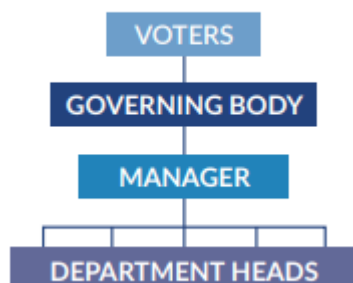
¹⁴ Ibid.

¹⁵ ICMA, “Key Roles.”

¹⁶ Ibid.

operations of local government¹⁷. The Council-Manager Form is depicted in the following diagram.¹⁸

The Council-Manager Form



This structure mirrors many corporations in which a board of directors hires a Chief Executive Officer, CEO, to run the company¹⁹. The CEO typically has broad executive authority to run the company; however, the board establishes the overall policy direction. The CEO has the responsibility of policy implementation.²⁰

The mayor in this type of system is an equal voting member of the city council and has no more formal authority than any other council member²¹. The mayor is the public face of the community who presides at meetings, assists the governing body in setting goals and advocates policy decisions²². The mayor and council together approve the budget and adopt laws and regulations, and set the tax rate²³. The mayor does not have the authority to veto legislative actions²⁴. This style of government encourages citizen input and diffuses power of special interest groups²⁵.

The most common municipal government system in Canada is the council-manager system²⁶. As stated previously, the “strong mayor / weak mayor” description applies to the mayor-council system of government; therefore, in the formal definition, the description does not apply in the Canadian context of the council-manager system²⁷. As stated by Graham, “Policy is made and power is exercised within a structured set of relationships”, and it is through relationships that

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ Ibid.

²¹ “Learn About the Council-Manager Form of Government,” The Balance Careers, accessed February 8, 2019, <https://www.thebalancecareers.com/council-manager-form-of-government-1669446>.

²² ICMA, “Key Roles.”

²³ Ibid.

²⁴ Ibid.

²⁵ Ibid.

²⁶ Graham, “Leading Canada’s Cities,” 32.

²⁷ Ibid.

Canadian mayors exert the “strength” of their office.²⁸ It is through skill, information and connections that Canadian mayors apply their “soft powers” in their municipalities.²⁹

Authorities of Councillors and the Mayor

To understand the power of the mayor, it is necessary to clarify the delineation between “authorities”, or the legal powers of mayors, versus the “influence”, the capacity of the mayor to shape, persuade or condition others³⁰. The *Municipal Government Act* (MGA) outlines the duties and functions of the Councillors and of mayors.

MGA: Duties of Councillors

Municipal Government Act in Alberta states that the general duties of Councillors include (section 153):

153(a) to consider the welfare and interests of the municipality as a whole and to bring to council’s attention anything that would promote the welfare or interests of the municipality;

(a.1) to promote an integrated and strategic approach to intermunicipal land use planning and service delivery with neighbouring municipalities;

(b) to participate generally in developing and evaluating the policies and programs of the municipality;

(c) to participate in council meetings and council committee meetings and meetings of other bodies to which they are appointed by the council;

(d) to obtain information about the operation or administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer;

(e) to keep in confidence matters discussed in private at a council or council committee meeting until discussed at a meeting held in public;

(e.1) to adhere to the code of conduct established by the council under section 146.1(1);

(f) to perform any other duty or function imposed on councillors by this or any other enactment or by the council.

MGA: Duties of the Mayor (Chief Elected Official)

Municipal Government Act in Alberta states the duties of the Chief Elected Official include:

154(1) A chief elected official, in addition to performing the duties of a councillor, must

(a) preside when in attendance at a council meeting unless a bylaw provides that another councillor or other person is to preside, and

(b) perform any other duty imposed on a chief elected official by this or any other enactment or bylaw.

²⁸ Ibid., 46.

²⁹ Ibid., 191.

³⁰ Ibid., 50.

(2) The chief elected official is a member of all council committees and all bodies to which council has the right to appoint members under this Act, unless the council provides otherwise.

The table outlines the mayoral authority as set out by provincial legislation.³¹

Table 1: Mayoral authority in provincial legislation, by city

	Vancouver, BC*	Calgary, AB*	Saskatoon, SK	Winnipeg, MB*	Toronto, ON*	Montreal, QC*	Saint John, NB	Halifax, NS*	Charlottetown, PE*	St. John's, NL*
Mayor presides over meetings (or has option to)	X	X	X	X	X		X	X	X	X
Mayor calls special meetings at own discretion	X	X	X	X	X	X	X	X	X	X
Mayor signs bylaws, contracts, cheques, etc.	X	X	X	X	X	X	X	X	X	X
Mayor makes specified appointments	X	X	X	X	X	X			X	
Mayor appoints deputies, committees and/or chairs	X			X	X	X			X	
Mayor "provides leadership" (or equivalent)	X				X		X			
Mayor "provides direction" (or equivalent)	X					X	X			
Mayor "communicates information" (or equivalent)	X				X	X	X	X		X
Mayor "makes recommendations"	X				X	X				X
Mayor "reflects the will of council"	X									
Mayor "prosecute and punishes all negligence"										X
Mayor oversees employees' conduct	X			X		X				X
Mayor suspends employees or officers	X			X		X				X
Mayor suspends Council decisions for limited period				X		X				

* Denotes cities with city-specific legislation

³¹ Graham, "Leading Canada's Cities," 75.

Mayoral Authority in the Procedure Bylaw

The City of Calgary's Procedure Bylaw gives the Mayor the authority to be the Chair over all meetings of Council, the Priorities and Finance Committee, and the Intergovernmental Affairs Committee; in addition, the Mayor is an ex-officio member of all Council committees³². The authority of the Mayor as the chair of Council meetings includes: setting agendas, deferring agenda items, keeping a sequence of speakers and recognizing people to speak³³.

The authorities of the mayor as outlined in the aforementioned legislation are mainly procedural in nature and do not discuss the more fulsome role of the mayor. As the only elected official voted in city-wide, the mayor represents all citizens, not just citizens from a specific ward. When the citizens of a municipality elect the mayor, they are endorsing the mandate and priorities the mayor set forward in his election platform³⁴.

A Canadian mayor who has limited legislative authority must use leadership skills to wield power³⁵. Leadership is a social process to mobilize resources, and a mayor uses influence and leadership to develop a collaborative advantage and to mobilize resources in his/her chosen direction³⁶. In Calgary, specifically, mayoral power is limited; therefore, the leadership skills and abilities, as well as the support from the majority of citizens, underlies the main source of the mayor's powers³⁷.

Committees of Council

Calgary's Council Committees

The City of Calgary's Council committees have the following roles as laid out in the Procedure Bylaw:

SPCs

B.1 The following actions/decisions of SPCs are binding on *The City* without the requirement of *Council* approval, provided the action or decision is within the SPC's mandated areas as listed in this bylaw:

- (a) to make final decisions at the Committee level within their mandate where City of Calgary policy exists;
- (b) to receive any periodic reporting directed by *Council* for information;
- (c) to create and be responsible for SPC sub-committees and approve their Terms of Reference; and
- (d) to incorporate the community sustainability strategy into its deliberations.

³² "Procedure Bylaw 35M2017," The City of Calgary, 33, accessed February 11, 2019, <https://mycity.calgary.ca/ourorg/mayorcouncil/councilresources.html>.

³³ *Ibid.*, 11.

³⁴ Graham, "Leading Canada's Cities," 85.

³⁵ *Ibid.*, 79.

³⁶ *Ibid.*, 53.

³⁷ *Ibid.*, 85.

B.2 SPCs are also tasked with making new or revised policy recommendations to *Council* within their mandated areas as listed in this bylaw.

The agendas of Council Committee meetings, per the Procedure Bylaw, are set by the Clerk unless it is a special meeting of the committee of which the Committee Chair and the Clerk set the agenda³⁸. However, in practice committee agendas are usually driven by Administration, and the committee Chair is consulted. The Mayor of Calgary does not have the power to appoint the chairs or members of the various Standing Policy Committees or Special Committees of Council. These positions, as laid out in Appendix A of the Procedure Bylaw, are appointed by all Council at its Organizational Meeting with the Chairs of each committee elected by the members during the first meeting after the appointment of members³⁹.

Executive Committees

Some Canadian municipalities have created Executive Committees (EC) which differ from Standing Policy Committees. An Executive Committee is established by bylaw and has perpetual existence and reports to the executive board or Council. ECs grant a small but trusted group of officers the authority to make any critical decision (usually reserved exclusively to the board) between board meetings⁴⁰. An EC commonly has almost all the power of the board, yet the EC's decisions may be subject to the board's ultimate approval. An EC is a board within the board.

Within Canadian municipalities, many similarities exist between the mandates of the Executive Committees and the mandates of a quasi-Executive Committees, committees structured to resemble an executive committee. The table below summarizes Canadian municipalities that have an Executive Committee or a quasi-Executive Committee. As shown, the Canadian municipal Executive Committees do not have decision making powers; the decision-making powers continue to reside with Council.

Although most of the existing Canadian municipal Executive Committees do not have the decision-making power of an EC in the "pure" sense, some have more power through the appointment of the members. The Mayors of Toronto and Winnipeg have the power to appoint the Chairs of the various Council committees which, informally, creates a group large enough to influence a vote.

³⁸ Ibid., 12.

³⁹ Ibid., 32.

⁴⁰ C. Alan Jennings, *Robert's Rules for Dummies*, 3rd Ed. (New Jersey: John Wiley & Sons, Inc., 2016)287.

Table 2: Canadian Municipalities and Their Executive or Quasi-Executive Committee

Municipality	Committee	Mandate	Composition	Powers
Calgary	Priorities and Finance Committee	Appointments to Committees; community sustainability strategy; naming of City-owned facilities; recommendations about corporate structure, corporate personnel issues, and corporate policy; Recommendations to Council on CCCO; Recruitment, appointment and evaluation of City Manager; Administration responses to Administration inquiries; overseeing financial planning and reporting.	Mayor; 6 Councillors* *(Chair SPC on CPS; Chair SPC on PUD; Chair SPC on T&T; Chair SPC on UCS; Chair of Audit Committee; 1 Councillor-at-Large)	No decision making powers.
Edmonton	Executive Committee	Deals with matters relating to Office of the City Manager; Financial Services; Utilities not within the purview of other Standing Committees; Corporate Services; Sustainable Development. Recommends budget adjustments. Approves contracts or agreements which exceed the delegated authority of the City Manager. Recommends to Council membership to related Boards, Commissions and Committees of Council. (ARB, Housing Corporation, Design Committee, Naming Committee, SDAB).	Mayor 4 Councillors	No decision making powers.
Ottawa	Finance & Economic Development Standing Committee	Provides direction on corporate and administrative practices, economic development issues, high-level fiscal and management policies, including the fiscal framework, Budgets budget reporting and overseeing the City's audit functions. Addresses all matters related to communications, accessibility, human resources, labour relations, bilingualism policies and French Language Services, purchasing, information technology, legal services, the Clerk's Office, and real estate matters.	Mayor 11 Councillors* *(Chairs of the other 7 Standing Committees, 3 Deputy Mayors and 1 member-at-large)	No decision making powers.
Winnipeg	Executive Policy Committee	Shall have jurisdiction in the following areas: audit matters; business liaison; capital region; corporate communication; economic development; financial management; formulation of policy; human resource policies; information technology; inter-governmental affairs;	Mayor 6 Councillors*	No decision making powers. Can make alternative

		labour contract negotiations; legal services and matters under litigation; Plan Winnipeg and alignment of department strategic plans; and property assessment. Acts as the Inter-governmental Affairs Committee and the Audit Committee.	*(One of whom is the Deputy Mayor; and one the Acting Deputy Mayor) NB: Mayor selects the chair of all Committees	recommendations for consideration.
Vancouver	City Finances and Services Standing Committee	Deals with: The City's revenues and their allocation. Financial planning, budgets, taxation, capital works, and municipal infrastructure. Grants. Economic development, including tourism, Pacific Rim initiatives, and industrial zoning. Civic administration and matters pertaining to the civic work force, including service expansions, computerization, worker health and safety, and equal employment opportunity.	Mayor All Members of Council	No decision making powers.
Vancouver	Policy and Strategic Priorities Standing Committee	Deals with: Neighbourhood planning and protection, local area planning programs, zoning issues, noise complaints, and continuing public health care initiatives. Environmental issues. Community issues, social policy development, housing initiatives, and children's policy. Cultural and ethnocultural issues, local arts initiatives, and heritage matters.	Mayor All Members of Council	No decision making powers.
Toronto	Executive Committee	The Executive Committee's mandate is to monitor and make recommendations on the priorities, plan. International and intergovernmental relations, and the financial integrity of the City.	Mayor Deputy Mayor, Chairs of All Standing Committees, Chair of Budget Committee, one member at large NB: Mayor selects the chair of all Committees	No decision making powers.

NB: This information was refreshed by researching current municipal Bylaws as the document, "Comparative Accountability: Structures in Canadian Municipal Governments" by Dr. Stan Drabek was written in 2003.

Feedback from Members of Council

Engagement with Members of Council undertaken for this work highlighted key points:

1. There is no problem with the current mandate of the PFC (or its further improvement is not a priority),
2. Meetings (both of the PFC and of Council) could be made more efficient, and
3. There is a desire to be more strategic and focused on priorities

Other consistent comments received mentioned concern about the potential for unintended consequences with any change to the current decision-making framework of Council and Committees. The relative equality between Council members was seen as a strength of the current system, and something that stakeholders did not wish to see replaced with a “2 tier system”. The table below provides a summary of the feedback.

Theme	Responses (*Indicates multiple responses)
Governance	<ul style="list-style-type: none"> • Need to be more strategic* • Increase efficiency and effectiveness of meetings* • Increase strategic alignment between Council and Administration • Focus resources on priorities and desired outcomes* • Better time management*
Working together	<ul style="list-style-type: none"> • Problem is the way we function not policy* • Opportunity for nuanced conversation is important • Develop and utilize councillors' skill sets* • Executive Committee means input from others will be lost • Don't want more/extra duties* • Don't want the same three people directing the work (re: #1 in the Notice of Motion)* • Increase communication

Roles & responsibilities	<ul style="list-style-type: none">• Need to change how we operate• PFC should have role in Council agenda setting• Involve others in agenda setting*• Strength that councillors can attend any meetings• Don't create 2 tiers of councillors*• Executive Committee takes power from Council• Weakens power of an already weak mayoral system – what is the role of the mayor
Compliance and Accountability	<ul style="list-style-type: none">• How do we move to a different level of operating• Can PFC be more empowered like GPT• More authority for Standing Policy Committees

Alternate Options

In concert with the stakeholder feedback received (and summarized in Attachment 5), research shows that a gap currently exists between committee mandates/Procedure Bylaw and practice. These gaps are presented in the table below.

Table 1: Gaps between Procedure Bylaw and Current Practice

Procedure Bylaw	Current Practice
SPCs are allowed to create and be responsible for working groups	New formal committees devoted to specific projects/areas of interest are formed by Council
<ul style="list-style-type: none"> • SPCs are allowed to make decisions within their mandates • PFC does not have decision making in their mandate • PFC has the authority to guide work and oversee resource decisions 	Most decisions are made at the Council level
PFC has authority to receive Notices of Motion and direct them to Council or Council Committees	Notices of Motion go directly to Council
SPCs may receive for information reports on behalf of Council	Council receives many Information Only reports
Bylaw less specific for Standing Specialized Committees (SSC) than SPCs	Differences of interpretation
SPC agendas are set by Clerks	<ul style="list-style-type: none"> • SPC agendas are set by Chair and General Managers. • The PFC agenda consists primarily of items directed to the Committee by Council and by Administration according to PFC's mandate.

The gaps highlighted above indicate that significant improvements to governance could potentially occur by smaller, less resource intensive changes to current practices without needing any change to the current mandate of PFC.

Suggestions for improving governance that could be explored, including addressing meeting efficiencies and improving strategic focus, are provided in Table 2.

Table 2: Alternate Options for Further Examination

Alternate Options for Further Examination
<ul style="list-style-type: none"> Utilize the roles/powers of the PFC allowed in the Procedure Bylaw <ul style="list-style-type: none"> Explore meeting management tactics as outlined in the Procedure Bylaw Create and be responsible for sub-committees and working groups of PFC, within its mandate, and approve their Terms of Reference
<ul style="list-style-type: none"> Clarify the PFC agenda setting process, including; how it's accomplished, who is involved and how alignment to stated priorities (as outlined in the One Calgary: 2019-2022 Service Plans and Budgets document) will be achieved.
<ul style="list-style-type: none"> Utilize additional meeting management and workflow management tactics, including: <ul style="list-style-type: none"> alignment of PFC, SPC and Council agendas use of timed agendas for PFC
<ul style="list-style-type: none"> Cultivate/recognize, informally, different areas of particular knowledge or expertise of Councillors (e.g. by compiling and referencing a self-determined skills matrix for both Council and Citizen Committee members, in addition to a workload matrix, to support decisions at the Organizational Council Meeting).
<ul style="list-style-type: none"> Make minor modifications to the Procedure Bylaw to leverage the PFC's current mandate more effectively: <ul style="list-style-type: none"> Review Notices of Motion from elected officials and direct them to Council or Committees for debate, ensuring each includes an estimated cost and explanation of alignment with stated priorities (as outlined in the One Calgary: Service Plans and Budgets 2019-2022 document) Accept any Committee's reports for information on behalf of Council (e.g. via a PFC consent agenda) Allow PFC to make final decisions at the Committee level within their mandate. (Note: this might apply also to SPCs)

Next Steps



CONCURRENT and RELATED WORK

1. Reviews of other SPCs and SSCs (PUD, GPT, CPC, Audit)
2. Update of the Procedure Bylaw
3. Formation of new Council Committees: e.g. 2026 Olympics & Paralympics Winter Games Assessment Committee, Event Centre Committee, Arts Common Advisory Committee, City Manager Recruitment and Selection Committee

**Law and Legislative Services Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0231**

Amendments to the Procedure Bylaw

EXECUTIVE SUMMARY

This report introduces proposed amendments to the Procedure Bylaw 35M2017, in response to Council's direction to increase Council's transparency and accountability, including closed meeting provisions, electronic voting, and agenda efficiencies. It also includes a proposed addition to recording the types of absences in the minutes.

ADMINISTRATION RECOMMENDATIONS:

That the Priorities and Finance Committee recommends that Council:

1. Give three readings to the proposed bylaw (Attachment 1) to amend the Procedure Bylaw 25M2017;
2. Direct Administration to record the reason of members' absences for Council and Council Committee meetings.

PREVIOUS COUNCIL DIRECTION / POLICY

This report considers direction from several different sources. They are outlined as follows, and are included in full in Attachment 2:

1. In response to two separate notices of motion (C2018-0405; C2019-1218), Administration presented "Transparency Practices – Reporting and Closed Meetings" C2018-1376.
2. On 2018 July 04 Council adopted the recommendations of C2018-0788 – Remote Participation in Council and Committees.
3. On 2018 May 05 Council considered Notice of Motion C2018-0692 "Participation at Council Meetings."
4. On 2017 July 31 Council Directed Administration, through PFC2017-0433 to amend the Procedure Bylaw, and to bring forward a Procedure Bylaw review on the items listed in "Opportunity for Future Improvements."

BACKGROUND

The intended outcomes of the proposed amendments to the Procedure Bylaw 35M2017, and associated reporting practices is to continue to thoughtfully amend procedures for improved Council efficiency, transparency, and accountability.

Reviews of the applicable legislation, scans of the practices of other municipalities, and discussions with Administration have informed the recommendations.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Along with the Proposed text of a Bylaw to amend Bylaw 35M2017 (Attachment 1) for ease of reference, a comparison table of proposed amendments is included as Attachment 3.

Electronic Voting

The desired outcome of electronic voting is increased transparency, this includes transparency during meetings, in the minutes, and through The City of Calgary's Open Data system. Other

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municipalities indicate that electronic voting does take longer than voice votes, but compared to roll calls or recorded votes, the timing will be similar. The City of Calgary's Open Data team has been engaged, and are prepared to publish results to the Open Data Catalogue.

Electronic voting will be administered through the existing meeting management software (currently eSCRIBE). To use electronic voting, every voting participant in the meeting will need to be actively using eSCRIBE, either web-based or through the app.

If electronic voting is unavailable, voting will revert to voice votes, unless a roll call is required or recorded vote is requested.

Electronic Voting will be operational after the October 2019 Organizational Meeting of Council. This will allow time for all Council and Council Committee members to access the software and become comfortable using it. The City Clerk's Office will facilitate practice sessions.

Results of each vote (i.e., how each participant voted, and if the motion was carried or defeated) will be displayed in the gallery, and on the live stream, immediately after the vote is closed. An example of the vote display is included in Attachment 4.

Public Hearings

A Municipal scan of best practices is included in Attachment 5. There was consensus of the desire to provide better customer service to speakers, while acknowledging the basic challenge of time – items running longer or shorter than expected, making it extremely difficult to provide accurate speaking times.

Notable practices from other municipalities include paneling speakers, online sign-up, and live-stream or live-tweets informing the public of the current item being discussed (or current panel number presenting). The City of Calgary has paneled speakers recently for the discussion on cannabis and secondary suites. While the current Procedure Bylaw does not preclude Council from paneling speakers, it is included in the amendments for clarity and direction. City Clerk's Office will continue to work with Administration to identify which items may warrant a paneling process. The recommended administration process is as follows:

1. City Clerk's Office will work with Administration to identify those items that have the likelihood of a high public interest.
2. These items will be brought forward to the Chair, and in consultation with the City Clerk, will determine if paneling should be established.
3. City Clerk's Office will facilitate the registration and paneling of speakers.
4. Panels will be created, and each speaker in the panel will be permitted to speak for five minutes, and Council/Committee will not ask questions until the entire panel has made their submissions, at which time each Member will have five minutes to ask questions of the entire panel.

The proposed amendment for the Procedure Bylaw is as follows:

To facilitate efficiency of a public hearing, the Chair, in consultation with the City Clerk, may panel speakers. Each speaker in the panel will be permitted to speak for five minutes, and

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Council will not ask questions until the entire panel has made their submissions, at which time each Member will have five minutes to ask questions of the entire panel.”.

Remote Participation

Remote participation, permissible by the *Municipal Government Act (MGA)*, was first used in Council on July 30, 2018 based on Council’s approved process. A recommended amendment to the Procedure Bylaw has been included to enshrine the process for remote participation, outlined in Appendix E of Attachment 1 of this report. Minor revisions to the process have been made since the original approval (C2018-0788) to allow for the prospect of electronic voting (if approved), and to update the list of applicable meeting types (e.g., to allow for newly formed council committees). Remote Participation is available to Council members at Council and Council Committee meetings.

Closed Meetings

Unless noted otherwise, all roles and responsibilities, and procedures in the Procedure Bylaw apply to all meetings – meetings held in public, and closed meetings. Several amendments have been proposed to provide more clarity around the roles and responsibilities of Members and Administration in meetings. Specific considerations of items that are discussed in closed meetings (i.e., how items are approved for discussion) and the authorization to attend meetings are also included in the amendments. Another notable best practice that could be considered is restricting the use of cell phones by all attendees in closed meetings.

1. Review-By or Release-By dates

Stemming from the approved recommendations from “Transparency Practices – Reporting and Closed Meetings” PFC2018-1376, all confidential items now include either a review-by date or a release-by date. If reports will be confidential indefinitely, they will be identified with “Do Not Release.” The release date identifies when either the *FOIP* exceptions to disclosure ceases to apply after a prescribed period of time, or a date/trigger when the disclosure is no longer harmful; for example, a date of an event or a date an agreement is signed.

The process for review and release of confidential items is as follows

- i) Date – specific to a month and a year (not a quarter) is included in the report
- ii) On a quarterly basis, the City Clerk’s Office will post the titles of all confidential items from the past quarter on a public website (see example in Attachment 6).
- iii) On a quarterly basis, the City Clerk’s Office will forward the items that have a past review or release by date to the respective department.
- iii) The department will have 30 days to respond to the request to either provide release-by date instructions, or re-establish a review-by date.
- iv) The released items will be published to the public website.

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2. Authorizing participants

Direction from C2018-1376 requested investigation of “a process for Council members to invite personal advisors to a closed meeting contingent on Council approval and with prior notification.”

The MGA outlines in section 197(6) the following:

(6) Where a council or council committee closes all or part of a meeting to the public, the council or council committee may allow one or more other persons to attend, as it considers appropriate, and the minutes of the meeting must record the names of those persons and the reasons for allowing them to attend.

The proposed amendment to the Procedure Bylaw is as follows:

82 (2) *Council or a Council Committee, prior to going into a closed meeting, may by resolution, authorize members of Administration, or other persons, to attend specific items that will be discussed at the closed meeting.*

As required in the legislation, report writers will include a list of the proposed attendees for each item in the closed meeting template and this list is the basis of the motion. If an item of urgent business is added to the Closed Meeting, a list of proposed attendees must also be included – for approval by Council or Council Committee.

3. Responses to specific direction about closed meeting procedures are as follows:

- “To allow a member to challenge the motion to hold the Closed Meeting on an item and allow for debate.”

Response: A specific provision is not necessary. In order to go into a Closed Meeting, Council must adopt a motion to do so. As this is a Main Motion, debate is allowed in accordance with the provisions of section 107 through 109. These are the general provisions as to the number of times Members may speak to the main motion, question administration and the length of the debate.

- “A public release process that allows a Council member to challenge during the closed session the requirement of the discussion to be confidential”

Response: When the meeting has resumed in public, any member may challenge the requirement for the discussion to remain confidential during the debate on the main motion. Once the Closed Meeting is concluded if the item is not released in the rise and report, a motion must be made to keep the item and/or the discussion confidential, pursuant to the applicable section of *FOIP*. A member may always vote against such a motion.

Agenda Efficiencies

There are several proposed amendments to the order of business (agendas) that support meeting efficiency. The proposed order of business for all meeting types is included in the Comparison Table (Attachment 3). Most changes are in re-ordering agenda items, and ensuring there is consistency across meeting types. Two additional recommendations that require more context are as follows:

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1. Adding a sub-section under consent agenda for “Deferral and Procedural requests.”

Items included in this category will include:

- i) Deferrals – requests for report deferrals for time.
- ii) Procedural items – including changes to the council calendar, and other non-contentious procedural items (e.g., changes to recess times or length).

Deferrals and Procedural requests will not require reports. The motion for approval will be contained in the title. For example, a title for deferring a report directed to Priorities and Finance Committee would be as follows: “PFC2019-### due Q1 2019 moved to ‘type of meeting’ on May 1, 2019.” Any deferral requests need to specify a specific month the report will return (and not a quarter).

2. Reports for Information Only

Reports for Information Only will be included on all Committee agendas. These reports will automatically be placed on the consent agenda, and will remain at Committee. If Committee wants the reports for Information Only to go to Council, the report will need to be pulled off the consent agenda, and a motion will need to be approved to forward the report to Council. Any report for Information Only going directly to Council will automatically be placed on the consent agenda.

Record-Keeping Improvements

Stemming from Notice of Motion C2018-0692, “Participation at Council Meetings,” Administration has worked with our software vendor to include the ability to record categories for absences in the minutes. An example of minutes, which includes identifying an absence as “Council Business” or “Personal” is attached as Attachment 7. This will also allow the Clerk to clearly identify a Remote participant in the minutes.

Stakeholder Engagement, Research and Communication

The recommendations were formed through feedback from Council, consultation with Law, Legislative Services, and conversations with other municipalities.

Strategic Alignment

This report aligns with Council’s priority of a Well-Run City: “Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others” (One Calgary 2019-2022).

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Social, Environmental, Economic (External)

Financial Capacity

Current and Future Operating Budget:

There are no current or future operating budget requirements.

Current and Future Capital Budget:

There are no current or future capital budget requirements.

Risk Assessment

With the release of confidential items publicly, there is increased risk that confidential information is released inadvertently. To mitigate this risk, all items with a review date will be sent to the originating department for approval prior to release. Items with release dates will also be sent to the responsible department for notice of release, and any release instructions. The approval of items for release can include consultations with Access, Privacy, and Policy (formerly known as the FOIP Office) for advice.

REASONS FOR RECOMMENDATIONS:

Amending the Procedure Bylaw is proposed to introduce efficiencies to Council and Council Committee meetings, and to continue refining procedures to increase transparency and accountability.

ATTACHMENTS

1. Proposed Text of a Bylaw to amend Bylaw 35M2017, the Procedure Bylaw
2. Previous Council Direction/Policy
3. Comparison Table of Proposed Amendments
4. Electronic Voting
5. Public Hearing Municipal Scan
6. Confidential Release Website
7. Recording Types of Absences

Proposed Text for a Bylaw to amend Bylaw 35M2017, the Procedure Bylaw

1. Bylaw 35M2017, the Procedure Bylaw, as amended, is hereby further amended.
2. In section 24:
 - (a) the word “and” at the end of subsection 24(e) is deleted; and
 - (b) the following is added after subsection 24(f) as subsection 24(g):
 - “(g) at a *Closed Meeting*, ensure that only the matters that are approved to be discussed at the *Closed Meeting* are discussed.”
3. The following is added after section 29 as section 29.1:

“Remote Participation

29.1 A *Member* may participate in *Council* or *Council Committee* meetings remotely, in accordance with the procedures set out in Appendix E.”
4. The following is added after subsection 31(3) as subsection 31(4):

“(4) To facilitate the efficiency of *Council Committee* meetings, a *Council Committee* in consultation with the *City Clerk*, may direct that multiple speakers make their submissions in a single panel.”
5. Subsection 36(2) is deleted and replaced with the following:

“(2) The *City Clerk* must attend all meetings of *Council* and *Council Committees* in keeping with the *City Clerk*’s duties as set out in the *City Clerk Bylaw*, and is the parliamentary advisor for meetings of *Council* and *Council Committees* for the purpose of providing procedural advice to the *Chair*. The *City Clerk* must:

 - (a) inform the *Chair* when *Council*’s or a *Council Committee*’s discussion goes beyond the subject matter of the report or item before it discussions are no longer on the approved topic; and
 - (b) maintain any confidential items, reports or documents.”
6. Section 48 is deleted and replaced with the following:

“48. *Council – Regular meetings*

 - Call to order;
 - Opening remarks;
 - Recognitions;
 - Question period;
 - Confirmation of agenda;
 - Confirmation of minutes;

- Consent agenda;
 - Deferrals and Procedural requests;
- Postponed reports (*includes related/supplemental reports*);
- Items from Officers, Administration and Committees;
 - Officer of Council reports,
 - Administration reports, and
 - Committee reports;
- Items directly to *Council*;
 - Notice(s) of Motion
 - Bylaw tabulations, and
 - Miscellaneous business,
- Urgent business;
- Confidential items;
 - Consent agenda,
 - Items from Officers, Administration and Committees, and
 - Urgent business;
- Administrative Inquiries; and
- Adjournment.”

7. Section 49 is deleted and replaced with the following:

“49. *Council - Combined meetings*

- Call to order;
- Opening remarks;
- Recognitions;
- Question period;
- Confirmation of agenda;
- Confirmation of minutes;
- Consent agenda (*Omnibus Motion*);
 - Deferrals and Procedural requests;

Begin Public Hearing Portion

- Planning matters for public hearing;
 - Calgary Planning Commission Reports, and
 - Other reports and postponements for public hearing (including non-statutory);
- Planning matters not requiring public hearing;
 - Calgary Planning Commission reports,
 - Other reports and postponements not requiring public hearing, and
 - Bylaw tabulations (related to planning matters);

Begin Regular Portion

- Postponed reports (*includes related/supplemental reports*);
- Items from Officers, Administration and Committees;
 - Consent agenda items selected for debate,
 - Officer of Council reports,
 - Administration reports, and
 - Committee reports;
- Items directly to *Council*;

- Notice(s) of Motion
- Bylaw tabulations, and
- Miscellaneous business;
- Urgent business;
- Confidential items;
 - Consent agenda items selected for debate,
 - Items from Officers, Administration and Committees, and
 - Urgent business;
- Administrative Inquiries; and
- Adjournment.”

8. Section 50 is deleted and replaced with the following:

“50. *Council – Public Hearing meetings*

- Call to order;
- Opening remarks;
- Question Period
- Confirmation of agenda;
- Consent agenda (*Omnibus Motion*)
 - Deferrals and Procedural requests;
- Planning matters for public hearing;
 - Calgary Planning Commission reports, and
 - Other reports and postponements for public hearing (including non-statutory);
- Planning matters not requiring public hearing;
 - Calgary Planning Commission reports,
 - Other reports and postponements not requiring public hearing, and
 - Bylaw tabulations (related to planning matters);
- Postponed reports (*includes related/supplemental reports*);
- Items directly to *Council*;
 - Notice(s) of Motion
- Urgent business; and
- Adjournment.”

9. Section 51 is deleted and replaced with the following:

“51. *Council – Special meetings*

- Call to order;
- Opening remarks;
- Confirmation of agenda;
- Items from Officers, Administration and Committees;
- Confidential items;
- Adjournment.”

10. Section 52 is deleted and replaced with the following:

“52. *Council Committee – Regular meetings*

- Call to order;
- Opening remarks;
- Confirmation of agenda;
- Confirmation of minutes;
- Consent agenda;
 - Deferrals and Procedural requests;
- Postponed reports (*includes related/supplemental reports*);
- Items from Officers, Administration and Committees;
- Items directly to Committee;
 - Referred reports, and
 - Notice(s) of motion;
- Urgent business;
- Confidential items
 - Items from Officers, Administration and Committees, and
 - Urgent business; and
- Adjournment.”

11. Section 53 is deleted.

12. Section 60 is deleted and replaced with the following:

- “60. (1) *Administration* must respond to questions asked during *question period* verbally at the meeting.
- (2) Despite subsection (1), where *Administration* is unable to respond to a question during *question period*, the question will be treated as an *Administrative Inquiry* and will follow the process set out in section 75.”

13. Subsection 62(2) is deleted.

14. Section 67 is deleted and replaced with the following:

- “67. (1) Recognitions may be added to the agenda of a *Regular* or *Combined* meeting of *Council* by the *City Clerk*, in accordance with Policy CP2018-02.
- (2) Recognitions may be scheduled for a specific time of the day, regarding of their placement within the order of business, subject to *Council's* approval of the agenda. The time which the recognition is scheduled must be noted on the agenda and, at the appointed time, any matter under discussion must be temporarily laid on the table (tabled) and be resumed upon conclusion of the scheduled recognition.”

15. Section 69(3) is deleted and replaced with the following:

- “(3) A *Council consent agenda* may also include:
- (a) reports where all the report recommendations were approved by

Committee, regardless of whether the approval at Committee was unanimous;

- (b) confidential reports where all recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous. The *omnibus motion* for a *consent agenda* containing confidential reports may be adopted prior to moving into a *closed meeting*;
- (c) deferral requests; and
- (d) procedural requests.

(4) For the purposes of subsection (3):

- (a) a deferral request is a request from *Administration* for an item, that *Council* has previously directed be brought to a *Council* meeting by a specific date, to be deferred to a later date. For a deferral request:
 - (i) a written report is not required; and
 - (ii) the request for deferral must be included in the item title, and must specify the meeting and date in which the item will be brought before *Council*;and
- (b) a procedural request is a request to address a non-contentious procedural issue, such as a change to a recess time or length, and includes a change to the *Council* calendar. For a procedural request:
 - (i) a written report is not required; and
 - (ii) the nature of the request must be included in the item title.”

16. Subsection 77(c) is deleted and replaced with the following:

“(c) questions of clarification from *Members* to *Administration*. At *Council* meetings, questions of clarification are limited to three minutes for each *Member*, not including responses from *Administration*. There is no limit for questions of clarification at *Council Committee* meetings.”

17. Section 82 is deleted and replaced with the following:

- “82. (1) Before holding a *Closed Meeting*, *Council* or a *Council Committee* must, in a meeting held in public, adopt a motion to go into a *Closed Meeting*, and the motion must include:
- (a) the title of each item to be discussed; and
 - (b) the listing of specific sections under Part 1, Division 2 of the *FOIP*

Act which provides the legislative authority to discuss the matters in a Closed Meeting.

- (2) *Council* or a *Council Committee*, prior to going into a *closed meeting*, may by resolution authorize members of *Administration*, or other persons, to attend specific items that will be discussed at the *closed meeting*. The proposed participants must be submitted to the *City Clerk* prior to the meeting.
- (3) For all confidential items, *Administration* must recommend a date by which the item should be:
 - (a) released publicly; or
 - (b) reviewed for consideration of public release.
- (4) For confidential items which *Council* has directed be released by a specific date, the *City Clerk* shall:
 - (a) post the title of the item and the release date on *The City's* website; and
 - (b) post the item to *The City's* website on the date *Council* specified.
- (5) For confidential items which *Council* has directed be reviewed by a specific date:
 - (a) the *City Clerk* shall:
 - (i) post the title of the item and the review date on *The City's* website; and
 - (ii) forward the item to the General Manager of the responsible department no later than 30 days prior to the date specified by *Council*;
 - (b) the General Manager of the responsible department shall either:
 - (i) direct that the item be posted to *The City's* website on the date specified by *Council*; or
 - (ii) set a new date for the item to be reviewed.
- (6) For confidential items which a General Manager has set a new review date pursuant to subsection (5)(b)(ii):
 - (a) the *City Clerk* shall post the revised review date on *The City's* website; and
 - (b) the procedure set out in subsection (5) will be followed for the revised review date.

- (7) Where *Council* has directed that a confidential item be released or reviewed by a specific date, *Council* may subsequently change that date and such a change does not require a reconsideration.”
18. The following is added after subsection 86(4) as subsection 86(5):
- “(5) To facilitate the efficiency of a public hearing, the *Chair*, in consultation with the *City Clerk*, may direct that multiple speakers make their submissions in a single panel. Each speaker in the panel will be permitted to speak for five minutes, and *Council* will not ask questions until the entire panel has made their submissions, at which time each Member will have five minutes to ask questions of the entire panel.”
19. Section 106 is deleted and replaced with the following:
- “Reports for Information Only**
106. (1) If the recommendation in a report is to "receive for information":
- (a) the report must be placed on the *Consent Agenda* of the appropriate *Council Committee*;
 - (b) no motion or resolution is necessary to address the report; and
 - (c) the report must not be forwarded to *Council*.
- (2) Despite subsection (1)(c), a *Council Committee* may, on a motion, direct that the report be forwarded to *Council*. Such report must be placed on the *Consent Agenda* of *Council*.”
20. Section 119 is deleted and replaced with the following:
- “Voting Style**
119. (1) Voting at *Council* and *Committee* meetings shall be by *Recorded Vote*, using an electronic voting system.
- (2) When all votes have been placed, the tally shall be displayed in the meeting room; however, a vote is not final until the *Chair* announces the result of the vote.
- (3) If the electronic voting system is not available, voting shall be by voice.
- (4) Despite subsection (3), if three or more *Members* indicate their opposition to a motion during a voice vote, a *Roll Call Vote* must be taken.
- (5) At any time prior to commencing a vote by voice, a *Member* may request a *Roll Call Vote* or a *Recorded Vote*.”
21. In **APPENDIX B – ROLE OF COUNCIL COMMITTEES**, section B.4 is deleted and

replaced with the following:

- “B.4 The mandate of the Gas, Power and Telecommunications Committee is to monitor and participate as necessary in regulatory proceedings only to protect the interests of the City of Calgary. To provide oversight in the fields of telecommunication regulation and City Rights-of-Way agreements and bylaws.”
22. (1) **APPENDIX E – DEFINITIONS** is re-designated as **APPENDIX F – DEFINITIONS** and the section numbers in that appendix are renumbered accordingly.
- (2) The following is added after Appendix D as Appendix E:

“APPENDIX E – REMOTE PARTICIPATION AT MEETINGS

- E.1. A “*Remote Member*” is defined as a *Member of Council* who intends to attend a *Council* or *Council Committee* meeting remotely.
- E.2. Remote participation is available when a *Member of Council* is unable to attend a *Council* or *Committee* meeting because the *Member*:
- (a) will be absent on *Council* business at the direction of *Council*;
 - (b) is unable to attend the meeting for personal reasons or personal reasons of their family.
- E.3. Remote participation will only be used in the following meetings:
- (a) *Regular*, *Strategic*, and *Public Hearing Council* meetings; and
 - (b) *Council Committee* meetings where the *City Clerk’s Office* provides legislative services. These are:
 - (i) Standing Policy Committees:
 - 1. Community and Protective Services;
 - 2. Planning and Urban Development;
 - 3. Transportation and Transit; and
 - 4. Utilities and Corporate Services.
 - (ii) Audit Committee;
 - (iii) Priorities and Finance Committee;
 - (iv) Intergovernmental Affairs Committee;
 - (v) Gas, Power and Telecommunications Committee;
 - (vi) Calgary Planning Commission; and

(vii) any additional committees where Council are members.

E.4 Remote participation will be available in *Public Hearing Council* meetings, but Remote Members are not able to vote.

E.5 Remote participation will only be used in the following locations:

- (a) Council Chamber;
- (b) Calgary Power Reception Hall;
- (c) Legal Traditions Boardroom;
- (d) Electric Light Committee Meeting Room; and
- (e) other locations as determined by the *City Clerk*.

E.6 A Remote Member is deemed to be present at the meeting, but does not count towards *Quorum*. *Quorum* must be met with those *Members of Council* physically present in the meeting location.

E.7 The Remote Member retains all other rights and privileges as stated in the Procedure Bylaw, (e.g., to vote, except in a *Public Hearing* as indicated above).

E.8 The time a Remote Member joins and leaves the meeting will be noted in the minutes.

E.9 Speaking:

- (a) The speaking queue for the Remote Member may be determined as either first or last in queue.
- (b) If the Remote Member wants to be moved in the speaking queue, he/she can email the *Chair* or the *City Clerk*.

E.10 Voting:

- (a) Voting will follow the procedure outlined in the Procedure Bylaw.
- (b) The *Clerk* may administer the vote on behalf of the Remote Member, if necessary."

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

PREVIOUS COUNCIL DIRECTION / POLICY

This report considers direction from several different sources. They are outlined as follows:

1. In response to two separate notices of motion (C2018-0405; C2019-1218), Administration presented Transparency Practices – Reporting and Closed Meetings C2018-1376. On 2018 December 17 Council approved the recommendations in this report, and further directed Administration to do the following:
 - a. To investigate amendments to the Procedure Bylaw 35M2017, as amended, for the closed meeting section as follows:
 - i. To allow a member to challenge the motion to hold the Closed Meeting on an item and allow for debate.
 - ii. A public release process that allows a Council member to challenge during the closed session the requirement of the discussion to be confidential.
 - iii. A process for Council members to invite personal advisors to a closed meeting contingent on Council approval and with prior notification.
 - b. Direct Administration to develop and define Closed Meeting roles and responsibilities of
 - i. Administration and the City Clerk; and
 - ii. The Chair and other participants.
2. On 2018 July 04 Council adopted the recommendations of C2018-0788 – Remote Participation in Council and Committees as follows:
 - a. Adopt the remote participation process outlined in Attachment 2, as amended, for immediate use by Members of Council; and
 - b. Direct Administration to include this process in upcoming amendments to Procedure Bylaw 35M2017 and return to Council with those amendments no later than Q42018.
3. On 2018 May 05 Council considered Notice of Motion C2018-0692 “Participation at Council Meetings”, and directed Administration to investigate the following:
 - a. Electronic voting as a means to assist in providing the results of votes to the City's Open Data catalogue;
 - b. Participation-focused improvements for meeting attendance, including but not limited to remote participation, or electronic voting, etc.
 - c. Record-keeping focused improvements to include:
 - i. Recording categories for absences consistent with other provincial or municipal practices, including categories such as being excused on Council business or absences for personal reasons etc.

continued on next page

4. On 2017 July 31 Council Directed Administration, through PFC2017-0433 to amend the Procedure Bylaw, and 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.

"Opportunity for Future Improvement"

- Following adoption of a City Charter, and Bill 20 and companion regulation enactment, the Procedure Bylaw should be re-examined for continue compliance with the MGA, particularly with respect to sections 2 and 19 of Bill 20.
- Should a definition of Strategic Council meetings be adopted, inclusion as a defined term in the Procedure Bylaw could be considered at that time.
- Further options for diverting 'For Information Only' reports from Council meetings could be considered.
- Amendments to establish electronic voting methods could be proposed.
- A review of the advantages and disadvantages of setting an earlier time to adjourn meetings at the end of the evening (currently set at 9:30pm) could be considered.

Current Section	Heading	Current Text	Proposed Revisions	Direction & Notes
24	Part 4 - Roles and Conduct A - Chair Role of the Chair	<p>The <i>Chair</i> must:</p> <p>(a) maintain order and decorum in a manner which promotes fairness and forward progress;</p> <p>(b) keep a sequence of speakers and recognize <i>Members</i>, <i>Administration</i>, advisors or citizens to speak at the appropriate segments of the agenda;</p> <p>(c) make rulings on Points of Order or Questions of Privilege;</p> <p>(d) ensure that <i>Members</i> understand the motion before them;</p> <p>(e) ensure that <i>Members</i> are at their designated seats and ready to vote, and must subsequently call the vote; and</p> <p>(f) perform such other leadership functions as may be required for the efficient and effective conduct of the meeting.</p>	<p>the word "and" at the end of subsection 24(f) is deleted; and</p> <p>the following is added after subsection 24(f) as subsection 24(g):</p> <p>"(g) at a <i>Closed Meeting</i>, ensure that only the matters that are approved to be discussed at the <i>Closed Meeting</i> are discussed.</p>	<p>Direction - Transparency Practices - Reporting and Closed Meetings C2018-0692</p> <p>Outcome - Clearly outline the role of the Chair in a closed meeting</p>
29	B-Members of Council and Council Committees		<p>The following is added after section 29 as section 29.1</p> <p>"Remote Participation</p> <p>29.1 A <i>Member</i> may participate in <i>Council</i> or <i>Council Committee</i> meetings remotely, in accordance with the procedures set out in Appendix E."</p>	<p>Direction - Remote Participation C2018-0788</p> <p>Outcome - Enshrine remote participation in the procedure bylaw.</p>
PFC2019-0231 Attachment 3 56: UNRESTRICTED	D-Administration	<p>Participation - Officers of Council</p> <p>36. (1) The <i>City Manager</i> and the <i>City Solicitor and General Counsel</i> must attend all meetings of <i>Council</i>.</p> <p>(2) The <i>City Clerk</i> must attend all meetings of <i>Council</i> and <i>Council Committees</i> in keeping with the <i>City Clerk's</i> duties as set out in the <i>City Clerk Bylaw</i>, and is the parliamentary advisor for meetings of <i>Council</i> and <i>Council Committees</i> for the purpose of providing procedural advice to the <i>Chair</i>.</p>	<p>Section 36 (2) is deleted and replaced with the following:</p> <p>(2) The <i>City Clerk</i> must attend all meetings of <i>Council</i> and <i>Council Committees</i> in keeping with the <i>City Clerk's</i> duties as set out in the <i>City Clerk bylaw</i>, and is the parliamentary advisor for meetings of <i>Council</i> and <i>Council Committees</i> for the purpose of providing procedural advice to the <i>Chair</i>. The <i>City Clerk</i> must:</p> <p>(a) inform the <i>Chair</i> when <i>Council's</i> or a <i>Council Committee's</i> discussion goes beyond the subject matter of the report or item before it discussions are no longer on the approved topic; and</p> <p>(b) maintain any confidential items, reports or documents."</p>	<p>Direction - Transparency Practices - Reporting and Closed Meetings C2018-0692</p> <p>Outcome - More clearly define the role of the City Clerk - including specifics for closed meeting/confidential items.</p>

		<p>48. Council - Regular meetings</p> <ul style="list-style-type: none">- Call to order;- Opening remarks;- Question period;- Confirmation of agenda;- Confirmation of minutes;- Presentations/recognitions (<i>note time if firmly scheduled</i>);- Consent agenda;- Postponed reports (<i>includes related/supplemental reports</i>);- Items from Officers, Administration and Committees;-- Officer of Council reports,--Administration reports, and--Committee reports;- Items directly to Council;--Bylaw tabulations, and--Miscellaneous business,- Urgent business;- Confidential items;--Consent agenda--Items from Officers, Administration and Committees, and--Urgent business;- Administrative Inquiries; and- Adjournment	<p>Section 48 is deleted and replaced with the following:</p> <p>“48. Council – Regular meetings</p> <ul style="list-style-type: none">• Call to order;• Opening remarks;• Recognitions;• Question period;• Confirmation of agenda;• Confirmation of minutes;• Consent agenda;o Deferrals and Procedural requests;• Postponed reports (includes related/supplemental reports);• Items from Officers, Administration and Committees;o Officer of Council reports,o Administration reports, ando Committee reports;• Items directly to Council;o Notice(s) of Motiono Bylaw tabulations, ando Miscellaneous business,• Urgent business;	<p>Direction - Align with new Recognitions Policy; meeting efficiency; consistency; clean-up</p> <p>Outcomes - Moved Presentations up in the order, immediately following opening remarks (and edited to remove recognition); Added Notice of Motion to "Items directly to Council";</p> <p>Deferral and Procedural requests added as a sub-section under Consent Agenda - they will be included as an agenda title only (no report required).</p>
48	B - Order of Business		<ul style="list-style-type: none">• Confidential items;o Items from Officers, Administration and Committees, ando Consent agenda,o Urgent business;• Administrative Inquiries; and• Adjournment	

49	B- Order of Business	<p>49. <i>Council - Combined meetings (Regular)</i></p> <ul style="list-style-type: none">• Call to order;• Opening remarks;• Question period;• Confirmation of agenda;• Confirmation of minutes;• Presentations/recognitions (note time if scheduled);• Consent agenda (Omnibus Motion); <p>Begin Public Hearing Portion</p> <ul style="list-style-type: none">• Planning matters for public hearing;o Calgary Planning Commission Reports, ando Other reports and postponements for public hearing (including non-statutory);• Planning matters not requiring public hearing;o Calgary Planning Commission reports,o Other reports and postponements not requiring public hearing, ando Bylaw tabulations (related to planning matters);	<p>Section 49 is deleted and replaced with the following:</p> <p>49. <i>Council - Combined meetings</i></p> <ul style="list-style-type: none">• Call to order;• Opening remarks;• Recognitions;• Question period;• Confirmation of agenda;• Confirmation of minutes;• Consent agenda (<i>Omnibus Motion</i>);o Deferrals and Procedural requests; <p>Begin Public Hearing Portion</p> <ul style="list-style-type: none">• Planning matters for public hearing;o Calgary Planning Commission Reports, ando Other reports and postponements for public hearing (including non-statutory);• Planning matters not requiring public hearing;o Calgary Planning Commission reports,o Other reports and postponements not requiring public hearing, ando Bylaw tabulations (related to planning matters);	<p>Direction - Align with new Recognitions Policy; meeting efficiency; consistency; clean-up Outcomes - Moved Presentations up in the order, immediately following opening remarks (and edited to remove recognition); Added Deferral and Procedural requests under Consent Agenda; Added Notice of Motion to "Items directly to Council"</p>
PFC2019-0231 Attachment 3 SC: UNRESTRICTED		<p>Begin Regular Portion</p> <ul style="list-style-type: none">• Postponed reports (includes related/supplemental reports);• Items from Officers, Administration and Committees;o Consent agenda items selected for debate,o Officer of Council reports,o Administration reports, ando Committee reports;• Items directly to Council;o Notice(s) of Motiono Bylaw tabulations, ando Miscellaneous business;• Urgent business;• Confidential items;o Consent agenda items selected for debate,o Items from Officers, Administration and Committees, ando Urgent business;• Administrative Inquiries; and• Adjournment	<p><i>Begin Regular Portion</i></p> <ul style="list-style-type: none">• Postponed reports (<i>includes related/supplemental reports</i>) ;• Items from Officers, Administration and Committees;o Consent agenda items selected for debate,o Officer of Council reports,o Administration reports, ando Committee reports;• Items directly to Council;o Notice(s) of Motiono Bylaw tabulations, ando Miscellaneous business;• Urgent business;• Confidential items;o Consent agenda items selected for debate,o Items from Officers, Administration and Committees, ando Urgent business;• Administrative Inquiries; and• Adjournment."	

50	Order of Business	<p>50. Council – Public Hearing meetings (Regular)</p> <ul style="list-style-type: none"> • Call to order; • Opening remarks; • Confirmation of agenda; • Consent agenda; • Planning matters for public hearing; o Calgary Planning Commission reports, and o Other reports and postponements for public hearing (including non-statutory); • Planning matters not requiring public hearing; o Calgary Planning Commission reports, o Other reports and postponements not requiring public hearing, and o Bylaw tabulations (related to planning matters); • Urgent business; and • Adjournment. 	<p>Section 50 is deleted and replaced with the following: “50. Council – Public Hearing meetings</p> <ul style="list-style-type: none"> • Call to order; • Opening remarks; • Question Period • Confirmation of agenda; o Deferral and Procedural requests; • Consent agenda (including Council calendar); • Planning matters for public hearing; o Calgary Planning Commission reports, and o Other reports and postponements for public hearing (including non-statutory); • Planning matters not requiring public hearing; o Calgary Planning Commission reports, o Other reports and postponements not requiring public hearing, and o Bylaw tabulations (related to planning matters); • Items directly to Council; o Notice(s) of Motion • Urgent business; and • Adjournment.” 	<p>Direction - Meeting efficiency; consistency; clean-up Outcomes - Added Deferral and Procedural requests under Consent Agenda; Added Notice of Motion to "Items directly to Council "Added "Question Period" following opening remarks; Added "Items directly to Council; " and "Notice(s) of Motion" prior to Urgent business.</p>
51	Order of Business	<p>51. Council – Special meetings</p> <ul style="list-style-type: none"> • Call to order; • Opening remarks; • Confirmation of agenda; • Unfinished business (if called for that purpose); • Postponed reports (includes related/supplemental reports); • Items from Officers, Administration and Committees; • Confidential items; and • Adjournment. 	<p>Section 51 is deleted and replaced with the following:</p> <ul style="list-style-type: none"> • Call to order; • Opening remarks; • Confirmation of agenda; • Items from Officers, Administration and Committees; • Confidential items; • Adjournment. 	<p>Direction - consistency, accuracy. A simpler order of business for Special Meetings. There is a higher test for adding additional items that were not advertised to a special meeting agenda, as the purpose of special meetings is to consider specific time sensitive items outside of regularly scheduled meetings</p>

52	Order of Business	<p>52. Council Committee – Regular meetings</p> <ul style="list-style-type: none"> • Call to order; • Opening remarks; • Confirmation of agenda; • Confirmation of minutes; • Consent agenda (SPCs only); • Postponed reports (includes related/supplemental reports); • Items from Officers, Administration and Committees; • Items directly to Committee; o Referred reports, and o Notice(s) of motion; • Urgent business; • Confidential items o Items from Officers, Administration and Committees, and o Urgent business; and • Adjournment 	<p>Section 52 is deleted and replaced with the following:</p> <p>52. Council Committee – Regular meetings</p> <ul style="list-style-type: none"> • Call to order; • Opening remarks; • Confirmation of agenda; • Confirmation of minutes; • Consent agenda; • Postponed reports/Deferred and Procedural items (includes related/supplemental reports); • Items from Officers, Administration and Committees; • Items directly to Committee; o Referred reports, and o Notice(s) of motion; • Urgent business; • Confidential items o Items from Officers, Administration and Committees, and o Urgent business; and • Adjournment 	<p>Direction - Meeting efficiency; consistency; clean-up</p> <p>Outcomes - Added Deferral and Procedural requests under Consent Agenda;</p> <p>Removed the "SPCs only" caveat from Consent Agenda</p>
53	Order of Business	<p>53. Council Committee – Special meetings</p> <ul style="list-style-type: none"> • Call to order; • Opening remarks; • Confirmation of agenda; • Unfinished business (if called for that purpose); • Postponed reports (includes related/supplemental reports); • Items from Officers, Administration and Committees; • Confidential items; and • Adjournment. 	<p>Section 53 is deleted</p>	<p>Direction - accuracy</p> <p>Delete, as this meeting type is not used.</p>

60	Question Period	60. Administration must respond to questions asked during question period verbally at the meeting	Section 60 is deleted and replaced with the following: “60. (1) Administration must respond to questions asked during question period verbally at the meeting. (2) Despite subsection (1), where Administration is unable to respond to a question during question period, the question will be treated as an Administrative Inquiry and will follow the process set out in section 75.”	Direction - clarity Outcomes - To increase clarity about what happens when questions cannot be answered during Question Period
62	Question Period	62. (1) Question period is limited to: (a) a maximum of three questions per meeting; and (b) a maximum of 15 minutes per meeting. Where a question has been asked prior to the expiry of the fifteen minutes, that matter may be concluded. (2) Despite section 62 (1) (b), where a question has been asked prior to the expiry of the fifteen minutes, that matter may be concluded.	Subsection 62(2) is deleted	Direction - accuracy Outcome - 62(2) is a repeat of 62(1)(b), remove duplication

67	Recognitions and Presentations Made During Council meetings	<p>67. (1) Annually occurring recognitions and presentations may be added to the agenda of a Regular or Combined meeting of Council by the City Clerk.</p> <p>(2) Recognitions and presentations which are not annual may be added to the agenda of a Regular or Combined meeting of Council, if approved through PFC.</p> <p>(3) Presentations and recognitions may be firmly scheduled for a specific time of the day, regardless of their placement within the order of business, if approved through PFC. The time which the presentation or recognition was scheduled for must be noted on the agenda, and at the appointed time, any matter under discussion must be temporarily laid on the table (tabled), and be resumed upon conclusion of the scheduled item.</p>	<p>Section 67 is deleted and replaced with the following:</p> <p>“67. (1) Recognitions may be added to the agenda of a Regular or Combined meeting of Council by the City Clerk, in accordance with Policy CP2018-02.</p> <p>(2) Recognitions may be scheduled for a specific time of the day, regardless of their placement within the order of business, subject to Council’s approval of the agenda. The time which the recognition is scheduled must be noted on the agenda and, at the appointed time, any matter under discussion must be temporarily laid on the table (tabled) and be resumed upon conclusion of the scheduled recognition.</p>	<p>Direction - To align the Procedure Bylaw with the Recognitions Policy (CP2018-02). The term "presentations" has been removed for clarity - there is no discernable difference between a recognition and a presentation in this instance.</p>
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69	Consent Agenda	<p>69. (1) A Council consent agenda must not include proposed bylaws. [MGA, s. 187(1)]</p> <p>(2) A Council consent agenda must include reports from Administration and reports directly to Council, whose only recommendation is that “Council receive for information”.</p> <p>(3) A Council consent agenda may also include:</p> <p>(a) reports where all the report recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous; or</p> <p>(b) confidential reports where all recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous. The omnibus motion for a consent agenda containing confidential reports may be adopted prior to moving into a closed meeting.</p>	<p>Section 69 is deleted and replaced with the following: “69. (1) A Council consent agenda must not include proposed bylaws. [MGA, s. 187(1)]</p> <p>(2) A Council consent agenda must include reports from Administration and reports directly to Council, whose only recommendation is that “Council receive for information.”</p> <p>(3) A Council consent agenda may also include:</p> <p>(a) reports where all the report recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous;</p> <p>(b) confidential reports where all recommendations were approved by Committee, regardless of whether the approval at Committee was unanimous. The omnibus motion for a consent agenda containing confidential reports may be adopted prior to moving into a closed meeting;</p>	<p>Direction - Agenda Efficiencies Outcomes - Improve meeting efficiency by adding clarity around the consent agenda, and how deferral reports are processed. Adding procedural items allows the Clerk a dedicated space for notice, and approval of non-contentious procedural items, including changes to the Council Calendar.</p>
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			<p>(c) deferral requests; and</p> <p>(d) procedural requests.</p> <p>(4) For the purposes of subsection (3):</p> <p>(a) a deferral request is a request from Administration for an item, that Council has previously directed be brought to a Council meeting by a specific date, to be deferred to a later date. For a deferral request:</p> <p>(i) a written report is not required; and</p> <p>(ii) the request for deferral must be included in the item title, and must specific the month in which the item will be brought before Council;</p> <p>and</p> <p>(b) a procedural request is a request to address a non-contentious procedural issue, such as a change to a recess time or length, and includes a change to the Council calendar. For a procedural request:</p> <p>(i) a written report is not required; and</p> <p>(ii) the nature of the request must be included in the item title.</p>	
77	Flow of Agenda Items	77(c) questions of clarification from <i>Members</i> to <i>Administration</i> (three minutes per <i>Member</i> , not including responses from <i>Administration</i>).	<p>Subsection 77(c) is deleted and replaced with the following:</p> <p>“(c) questions of clarification from Members to Administration. At Council meetings, questions of clarification are limited to three minutes for each Member, not including responses from Administration. There is no limit for questions of clarification at Council Committee meetings.”</p>	<p>Direction - Council feedback,</p> <p>Outcome - Allow more questions at committee - for more thorough discussion to happen at the Committee level.</p>

82	Closed Meetings	82. Before holding a closed meeting, Council or a Council Committee must adopt a motion in a public meeting, and the motion must include: (a) the title or general subject of the item(s) to be discussed; and (b) a listing of the specific sections under Part 1, Division 2 of the FOIP Act, which provides the legislative authority to discuss the matters in a closed meeting.	“(a) the title of each item to be discussed; and”	Direction - Transparency Practices - Reporting and Closed Meetings C2018-0692 Outcome - For increased clarity to align with the MGA- each specific item must be approved.
82	Closed Meetings		Section 82 is deleted and replaced with the following: “82. (1) Before holding a Closed Meeting, Council or a Council Committee must, in a meeting held in public, adopt a motion to go into a Closed Meeting, and the motion must include: (a) the title of each item to be discussed; and (b) the listing of specific sections under Part 1, Division 2 of the FOIP Act which provides the legislative authority to discuss the matters in a Closed Meeting. (2) Council or a Council Committee, prior to going into a closed meeting, may by resolution authorize members of Administration, or other persons, to attend specific items that will be discussed at the closed meeting. (a) proposed participants are to be submitted to the City Clerk prior to the meeting. (3) For all confidential items, Administration must recommend a date by which the item should be:	Direction - Transparency Practices - Reporting and Closed Meetings C2018-0692 Outcomes - This change ensures compliance with the MGA, and supports increasing transparency of Council. A list of attendees (administration or external) must be provided to the clerks at the same time as the report, using the "Closed Meeting Template." Outlines the review and release date process for confidential items.

			<p>(a) released publicly; or</p> <p>(b) reviewed for consideration of public release.</p> <p>(4) For confidential items which Council has directed be released by a specific date, the City Clerk shall:</p> <p>(a) post the title of the item and the release date on The City’s website; and</p> <p>(b) post the item to The City’s website on the date Council specified.</p> <p>(5) For confidential items which Council has directed be reviewed by a specific date:</p> <p>(a) the City Clerk shall post the title of the item and the review date on The City’s website; and</p> <p>(b) forward the item to the General Manager of the responsible department no later than 30 days prior to the date specified by Council;</p> <p>(c) the General Manager of the responsible department shall either:</p> <p>(i) direct that the item be posted to The City’s website on the date specified by Council; or</p> <p>(ii) set a new date for the item to be reviewed.</p>	
			<p>6) For confidential items which a General Manager has set a new review date pursuant to subsection (5)(b)(ii):</p> <p>(a) the City Clerk shall post the revised review date on The City’s website; and</p> <p>(b) the procedure set out in subsection (5) will be followed for the revised review date.</p> <p>(7) Where Council has directed that a confidential item be released or reviewed by a specific date, Council may subsequently change that date and such a change does not require a reconsideration.”</p>	

86	Public Hearing Procedures		<p>The following is added after subsection 86(4) as subsection 86(5):</p> <p>“(5) To facilitate the efficiency of a public hearing, the Chair, in consultation with the City Clerk, may direct that multiple speakers make their submissions in a single panel.</p> <p>(a) Each speaker in the panel will be permitted to speak for five minutes, and Council will not ask questions until the entire panel has made their submissions, at which time each Member will have five minutes to ask questions of the entire panel.”</p>	<p>Direction - Opportunities for Future Improvement from PFC2017-0433 "investigating methods and strategies to streamline public hearing processes", meeting efficiency</p> <p>Outcome- Enshrining the process in the bylaw for improved clarity and direction. Generally, panels will be created with approximately 5 speakers.</p>
106	Reports for Information Only	106. If the recommendation in a report is to "receive for information", no vote is necessary unless a Member moves a main motion in its place.	<p>Section 106 is deleted and replaced with the following:</p> <p>“Reports for Information Only</p> <p>106. (1) If the recommendation in a report is to "receive for information":</p> <p>(a) the report must be placed on the Consent Agenda of the appropriate Council Committee;</p> <p>(b) no motion or resolution is necessary to address the report; and</p> <p>(c) the report must not be forwarded to Council.</p> <p>(2) Despite subsection (1)(c), a Council Committee may, on a motion, direct that the report be forwarded to Council. Such report must be placed on the Consent Agenda of Council.”</p>	<p>Direction - Opportunities for Future Improvement from PFC2017-0433 "further options for diverting 'For Information Only' reports from Council meetings could be considered.</p> <p>Outcome - more structure and clarity about placing reports For Information Only on the consent agenda, and that these reports must stay at Committee unless they are pulled from the consent agenda, and on a motion, are directed to be forwarded to Council.</p>

119	Voting Style	<p>119. (1) Voting at Council and Council Committee meetings shall be by voice.</p> <p>(2) If three or more Members indicate their opposition to a motion during a voice vote, a roll call vote must be taken.</p> <p>(3) Despite subsection (2), a Member may request a roll call vote at any time prior to commencing the vote.</p> <p>(4) Despite subsection (2), at Council meetings only, a member may request a recorded vote at any time prior to commencing the vote. Recorded votes are not permitted at Council Committees.</p>	<p>Section 119 is deleted and replaced with the following:</p> <p>“Voting Style</p> <p>119. (1) Voting at Council and Committee meetings shall be by Recorded Vote, using an electronic voting system.</p> <p>(2) When all votes have been placed, the tally shall be displayed in the meeting room; however, a vote is not final until the Chair announces the result of the vote.</p> <p>(3) If the electronic voting system is not available, voting shall be by voice.</p> <p>(4) Despite subsection (3), if three or more Members indicate their opposition to a motion during a voice vote, a Roll Call Vote must be taken.</p> <p>(5) At any time prior to commencing a vote by voice, a Member may request a Roll Call Vote or a Recorded Vote.”</p>	<p>Direction - Opportunities for Future Improvement from PFC2017-0433 "amendments to establish electronic voting could be proposed"; Notice of Motion C2018-0692 "Electronic Voting as a means to assist in providing the results of votes to the City's Open Data catalogue."</p> <p>Outcome - Electronic Voting would be operational after the October 2019 organizational meeting. This will allow time to ensure all Council and Committee members have access to the software, and are comfortable using it.</p>
B.4	APPENDIX B - ROLE OF COUNCIL COMMITTEES	<p>B.4 The mandate of the Gas, Power, and Telecommunications Committee is to monitor and participate as necessary in regulatory proceedings only to protect the interests of <i>The City</i> in its role of municipal government.</p>	<p>Item B.4 is deleted and replaced with the following:</p> <p>"B.4 The mandate of the Gas, Power, and Telecommunications Committee is to monitor and participate as necessary in regulatory proceedings only to protect the interests of the City of Calgary. To provide oversight in the fields of telecommunications regulation and City Rights-of-Way agreements and bylaws."</p>	<p>Update the Mandate of the Gas, Power & Telecommunications Committee</p>
	APPENDIX E - REMOTE PARTICIPATION		<p>The following is added after Appendix D as Appendix E "APPENDIX E - REMOTE PARTICIPATION AT MEETINGS"</p>	

Electronic Voting in eSCRIBE

Casting the Vote

When a vote is opened by the Clerk, all device screens of meeting participants (in the app or via the web) will be presented with a vote, regardless of what item the participant is viewing. The vote will pop-up on the screen, and each participant will select and submit their vote:



The screenshot shows a 'Vote' dialog box with a blue header. Below the header, the text '9.2.1.1. Development in Proximity to the Railway Corridor, RMC2017-1214' is displayed. There are two buttons: 'YES' and 'NO'. At the bottom, there is a 'SUBMIT VOTE' button.

Public Display

Once all votes have been entered, the Clerk will close the vote, and display the results it on the screen. The results will also display on all participant devices. The vote will not be final until declared by the Chair.



The screenshot shows the 'Vote' dialog box with a green header. Below the header, the text 'MOTION CARRIED - (3 - 1)' is displayed. There are three sections: 'Yes' with 3 votes, 'No' with 1 vote, and 'Absent' with 0 votes. The participants are listed below each section: Admin11 eSCRIBE, Heather Varey, Participant1 eSCRIBE for Yes; Participant2 eSCRIBE for No; and None for Absent.

Minutes

The vote result will display in the minutes as follows:

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Mock Item - MOC2019-0049

Do you like tea?


For: (4): Cllr A, Cllr B, Cllr C, Cllr D


Against: (2): Cllr E, Cllr F

MOTION CARRIED

Public Hearing Municipal Scan

City	Practices
Winnipeg	Members of the public who wish to speak to an item at a hearing fill out a short "Representation Form." They indicate if they are registering in support of the application, or in opposition to it, or for information only. By filling out this form, the member of the public will also receive notice of the hearing body's decision/recommendation on the matter and information on how to appeal (if applicable). Generally, the applicant (and/or designate) is heard first, followed by those in support of the application. Next, those registered in opposition are heard, followed by those registered for information. Finally, the applicant may return if he/she so desires, and speak in rebuttal.
Edmonton	In Edmonton, generally everyone who shows up for Non-Statutory Public Hearings are paneled. The items are usually made time specific, which makes it easier for a speaker to plan to attend. Speakers register in support or in opposition. An online speaker registration form is available up until midnight the night before the meeting. Speakers can register in person on the day of the meeting, up until the item is being discussed. Those who register online are sent a automated email with instructions regarding length of presentations, questions, and handouts.
Toronto	Only committees hear from public presenters; presenters are not heard at full meetings of City Council. Public presentations (called Public Deputation sessions) are scheduled in advance, and speakers must register in advance using an Oral Deputations Registration Form. The usual public deputation speaking time is five minutes. However, when the list of speakers is long, the committee can choose to reduce the speaking time. Direction to the public is to prepare speaking notes for approximately three minutes.
Vancouver	Speakers must register. Speakers are encouraged to register early to speak earlier. Speakers are assigned a speaker number that shows their position to speak about an agenda item. Numbers are assigned in the order the requests to speak are received. Speakers can sign up until the start of the meeting. Council can ask speakers questions after they present, which can take anywhere from 0 to 55 minutes per speaker (5-minute question period x 11 elected officials = 55 minutes). For public hearings only, speakers have 8 minutes if they speak on behalf of three or more people or groups. Each person or group representative needs to attend. Council will hear all registered speakers. If many people sign up, speakers may have to attend more than one meeting before it's their turn. Presentations received after the start of the meeting will not be accepted. @VanCityClerk twitter feed tracks the speaker numbers "Track your turn".





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Confidential Information Release

As outlined in the [Municipal Government Act \(MGA\)](#) Council and Council Committees can discuss matters in a closed meeting when the matter falls within one of the exceptions to disclosure outlined in the [Freedom of Information and Protection of Privacy Act \(FOIP\)](#). Once the information discussed is no longer restricted the information can be released. The website contains the information that is released, or has the potential to be released, from closed meetings, beginning on January 1, 2019.

On a quarterly basis, this page will be update with a list of those items that were discussed in closed meetings from the previous quarter. For example, a list of items discussed from January 1, 2019 – March 31, 2019 will be published in the beginning of April. Also on a quarterly basis, those items which are no longer required to be kept confidential, will be published.

Please note, some items discussed in closed meetings will never be released through this confidential information release process. For example, reports that contain personal details of a specific named individual will remain confidential.

Have questions? [Check out the Frequently Asked Questions \(FAQ\) section.](#)

Combined Meeting of Council

To view the full listing of all Council and Council Committee agenda and minutes, [click here](#).

Meeting Date	Title	Status
3/4/2019	12.1 Provincial Advocacy Strategy, IGA2019-0208	Review by 6/30/2017
3/4/2019	12.5 Legal briefing - Planning Matter (Verbal) - C2019-0251	Release by 6/30/2017
3/4/2019	12.6 Work Plan Update (Verbal) - ECA2019-0263	Remain Confidential
3/4/2019	12.7 Consideration of Long-Term Unfunded Projects (Verbal), VR2019-0013	Remain Confidential
3/4/2019	12.8 Proposed Approval of Expropriation (Stoney 2) Ward 05 (9707 Barlow TR NE), UCS2019-0228	Remain Confidential

Special Meeting of Council

To view the full listing of all Council and Council Committee agenda and minutes, [click here](#).

Meeting Date	Title	Status
3/4/2019	12.1 Provincial Advocacy Strategy, IGA2019-0208	Review by 6/30/2017
3/4/2019	12.5 Legal briefing - Planning Matter (Verbal) - C2019-0251	Release by 6/30/2017
3/4/2019	12.6 Work Plan Update (Verbal) - ECA2019-0263	Remain Confidential
3/4/2019	12.7 Consideration of Long-Term Unfunded Projects (Verbal), VR2019-0013	Remain Confidential
3/4/2019	12.8 Proposed Approval of Expropriation (Stoney 2) Ward 05 (9707 Barlow TR NE), UCS2019-0228	Remain Confidential

Frequently asked questions

+

Why do some reports remain confidential indefinitely?

+

Why did the review date change on a item?

+

Where can I find the minutes where a specific confidential report was discussed?

+

Where can I learn more about the Freedom of Information and Protection of Privacy (FOIP) Act, and how it applies to The City of Calgary?

PFC2019-0231 Attachment 6
ISC: UNRESTRICTED



MINUTES

MOCK MEETING OF COUNCIL

**February 5, 2019, 12:00 PM
ANNIE GALE BOARDROOM**

PRESENT:	Cllr. A	
	Cllr. B	
	Cllr. D	
	Cllr. E	
	Cllr. F	
	Cllr. G	Remote Participant
	Cllr. I	
ABSENT:	Cllr. J	
	Cllr. C	Council Business
	Cllr. H	Personal

This meeting was conducted in accordance with the Procedure Bylaw 35M2017.

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
6. PRESENTATION(S) AND RECOGNITION(S)
7. CONSENT AGENDA
8. POSTPONED REPORTS
(includes related/supplemental reports)

**Chief Financial Officer's Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0160**

Policy Review Project

EXECUTIVE SUMMARY

The Policy Review Project is intended to improve customer experience, make City of Calgary operations more efficient and develop a method that can be applied to other areas, supporting Administration's future efforts in the pursuit of these benefits in-house. This report outlines the proposed scope and method that will be used for this review to improve value of City services by identifying and resolving policy (or other) issues that act as barriers to outcomes for citizens and customers.

To achieve these goals, it is necessary to first understand citizen and customer perceptions of service delivery, where dissatisfaction exists and determine why. Specific focus will be paid to the connections between customer experience and policy(s) to examine where these impede positive citizen/customer outcomes. This approach will help identify potential high-value topics for review and evaluate which policies are best addressed.

The Zero-Based Review (ZBR) program has a reliable and proven method that can be adapted to achieve the Policy Review Project objectives. A ZBR comprises five stages, with the true 'review' portion covering the first three: 'Understand', 'Discover' and 'Develop'. **Understand** customers and what they value. **Discover** how value to customer can be improved. **Develop** detailed business cases for the most promising opportunities. This report explains how a similar three stages will be undertaken for the Policy Review Project. As for a ZBR, Administration will implement the 'Understand' phase using internal resources, taking the time to collect data and explore opportunities to set the stage for the 'Discover' and 'Develop' phases. In addition to identifying subject matter, 'Understand' will also clearly define the role of an external consultant to ensure the best use of that resource later in the project.

The project will conclude 2020 June when a report will be presented to the Priorities and Finance Committee describing the policy and other barriers that were identified and solutions to improve customer experience. The project will also consider the case for a future program and its application to policies and service lines in a more encompassing manner after this project concludes.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. Receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

In 2011 March (PAC2011-06), Council adopted Terms of Reference for the Council Innovation Fund (CIF). These outlined criteria that would guide Council on withdrawals and outlined eligible projects contributing to Council's goals with potential City-wide application, are innovative and propose a new or different way of doing The City's work.

On 2018 November 6, Councillor Demong presented an application to the CIF requesting a withdrawal of \$525,000 to fund the Policy Review pilot project (PFC2018-1300). The goal is to fund a pilot project to review policies to ensure they enhance process and outcomes for customers.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0160**

Policy Review Project

BACKGROUND

The Policy Review Project presents an opportunity to improve customer/citizen experience and make City of Calgary operations more efficient. By identifying barriers to service delivery, the project will examine challenges, trace these back to initiating policy, determine where impediments exist and consider how these might be addressed. With 61 services provided by The City of Calgary, early focus is on selecting appropriate subject matter with a clear problem related to policy and where citizens and customers would benefit through service enhancement.

The project will utilize a proven continuous improvement methodology as the foundation upon which to approach this work. The ZBR program helps The City balance changing citizen needs and priorities with the resources available. Well suited to guide this policy review, the ZBR program exists to:

1. Increase the value Calgarians get from their tax dollars by improving the efficiency, effectiveness and sustainability of services; and
2. Build the organization's capacity for continuous service improvement.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Policy Review Project will adapt the ZBR methodology as the project looks to encompass both service efficiency improvements and policy evaluation. Initial stages of this approach focus on stakeholder engagement and identifying potential data points. To date, every department has been engaged and an inventory of several policy-related initiatives has been created. Across the organization consideration is being given to the role of policy in guiding service through the 2019-2022 business cycle. Where projects are aligned, teams have established regular touch-points to ensure complementary efforts take place. At this early stage, it appears work on the Administration Policy Library, Climate Resilience Strategy, Council Policy Program and Social Wellbeing Policy represent similar but distinct efforts in the consideration of policy influence on service delivery. Data on customer perception will be explored through 3-1-1, Customer Service & Communications' research library, Analytics Calgary and citizen/business engagement activities. Additionally, external sources of data will be explored through the Chamber of Commerce, Calgary Economic Development, the business community and other potential groups.

To understand the existing policy landscape, a review of The City's Council and Administration policy libraries has taken place. According to information available online, there are 130 Council and 99 Administration policies but this count does not include issues of overlap or documents referenced within these as additional 'policies'. This suggests a potential challenge facing the project through the inconsistent use of language related to documents directing/articulating the parameters for service delivery. Policy is sometimes used synonymously with terms such as 'plans', 'strategy', 'bylaw', 'procedures' which carry different guiding, authoritative and legislative weight.

In terms of next steps, the Policy Review Project will continue to canvas the organization for relevant and complementary projects to ensure efforts are aligned appropriately and all potential sources of data are identified. Data collection and stakeholder engagement will continue over the next several weeks to help reveal customer/citizen perceptions. Once complete, the 'Understand' stage will provide a more robust view of challenges and opportunities facing the project. This work will uncover service delivery problems, potential root causes and help identify

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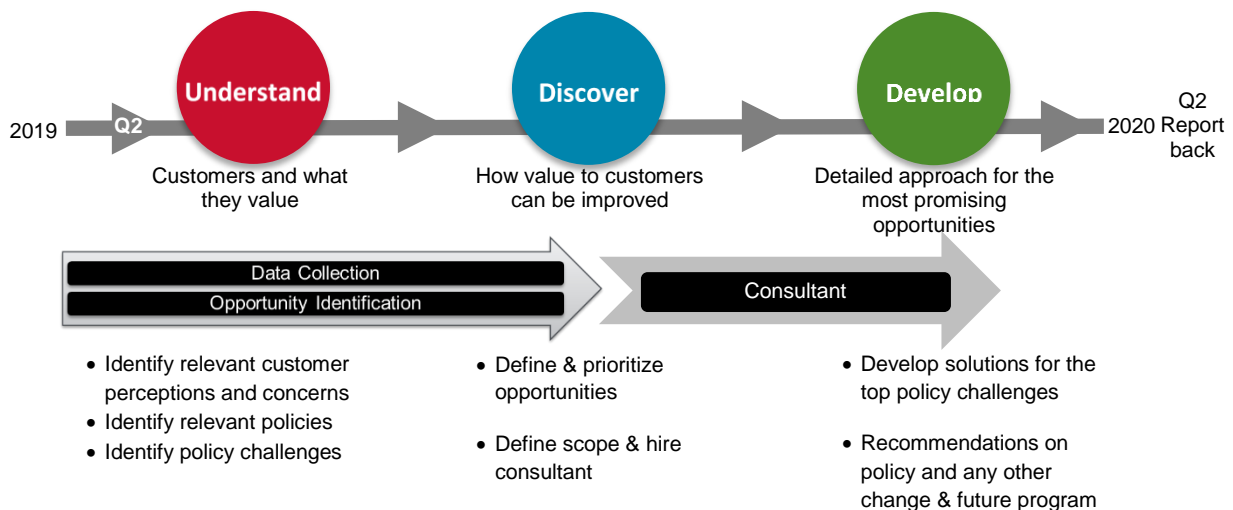
ISC: UNRESTRICTED
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Policy Review Project

potential high-value review subject matter for the next stage of the process (Discover). In the coming months the project scope will be further refined and the precise role of an external consultant will be articulated – anticipated onboarding Fall 2019.

The ZBR uses a five-step process. Between now and the proposed end date of 2020 June, the effort will reside within the first three: 'Understand'; 'Discover'; and 'Develop'. Figure 1 outlines the phases and overall approach adapted to this project.

Figure 1: Policy Review Project Approach



Stakeholder Engagement, Research and Communication

Stakeholder engagement and research is a critical part of the method and will help identify opportunities for later stages of the project. Citizen and customer perceptions offer insight into The City's performance and identify where service delivery is not meeting expectations. Customers will be directly engaged to collect their opinions of service delivery; an in-depth review of existing customer data will take place; and groups who have understanding of customer frustrations will be engaged to develop a robust view of relevant perceptions.

As noted earlier, several City initiatives are underway conducting parallel policy reviews with different intended outcomes. Corporate Initiatives will align work of the Policy Review Project as appropriate, ensuring efforts are coordinated and collaborative. As part of the project, ongoing communications and engagement will ensure efficient and effective use of resources by the various teams and overlapping stakeholders. A Steering Committee will also be struck to help with project governance, connections across the organization and decision-making.

Strategic Alignment

The Policy Review Project supports several of the Citizen Priorities articulated in *One Calgary* and is best aligned to *A Prosperous City*, *A Healthy and Green City*, and *A Well-Run City*. The project will reflect these priorities by emphasizing:

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Policy Review Project

- customer experience to ensure City policies allow businesses and Calgarians to prosper;
- alignment with the City's Climate Resilience Strategy; and
- policy improvements that are customer-oriented and modernized where required.

Social, Environmental, Economic (External)

This project provides an opportunity to evaluate policy from a service-based perspective using the lens of the citizen/customer. If successful, the organization can improve service delivery for the benefit of the community through implementation of a framework for a wider future program. This would ensure existing policy is evaluated, and future policy crafted, from an integrated, customer-focused view to support a balance between costs and service value added. This project therefore supports the achievement of a wide range of social, environmental and economic goals.

Financial Capacity

Current and Future Operating Budget:

There are no implications on the operating budget as a result of this report.

Current and Future Capital Budget:

There are no implications on the capital budget as a result of this report.

Risk Assessment

Preliminary work has surfaced three main risks facing the project:

- **Cost risk** – escalation of project costs and scope creep. Early engagement with stakeholders suggest appropriate consultant expertise might be difficult to procure. A small pool of consultants with relevant experience may charge higher fees and negatively impact budgets. Due to the small talent pool, the project may be required to procure a consultant without the specific required skills which could lead to scope creep.
- **Schedule risk** – activities may take longer than expected. As above, the available pool of experienced consultants may impact timely procurement and project budget. Also, the subject matter may not lend itself to ease of analysis due to the complex relationship amongst policy, service delivery and the resulting customer/ citizen experience.
- **Performance risk** – failure to produce results consistent with project specifications. The project may face obstacles due to a gap between policy intention and its implementation. It may be that policies are drafted in a manner inconsistent with a customer-centric view. However, there are a variety of non-policy elements (i.e., bylaws, procedures, front-line training, etc.) that may have greater influence on the customer/citizen experience. If that is the case, the number of variables to be addressed may negatively impact achieving the desired results.

Early risk-management strategies have been identified and more robust mitigation efforts will be articulated in the next phases of project implementation.

By not undertaking this project, however, The City of Calgary would risk missing an opportunity to examine where and how citizen/customer expectations are not being met. Regular reviews

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and analysis of operations ensures the best use of resources and identification of improvement opportunities. This project presents an innovative way of examining service delivery that, if not undertaken, risks The City becoming stale in practice or missing unrecognized challenges.

REASON(S) FOR RECOMMENDATION(S):

This report fulfills the commitment to provide Council with an interim update on the progress made since the approval of the original policy proposal and outlines the next steps in implementation of the Policy Review Project.

ATTACHMENT(S)

None.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0401**

Amendment of Council Policies: Multi-Year Business Planning and Budgeting Policy CFO004, Budgeting Reporting Policies CFO006 and Transparency and Accountability Policy CC039

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval of amendments to three existing Council policies, The Multi-Year Business Planning and Budgeting Policy CFO004, Budget Reporting Policies CFO006 and Transparency and Accountability Policy CC039. These policies set out the guidance for multi-year business planning and budgeting and reporting of budget variances, adjustments and spending and need to be updated to bring them into alignment with current Council direction and practice.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council approve

1. Multi-Year Business Planning and Budgeting Policy CFO004, as revised, contained in Attachment 1;
2. Budget Reporting Policies CFO006, as revised, contained in Attachment 3; and
3. Transparency and Accountability Policy CC039, as revised, contained in Attachment 5.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 November 30, Council approved The City's first service-based business plans and budgets One Calgary 2019-2022 Service Plans and Budgets. (C2018-1158)

On 2016 September 20, Council authorized Administration to make expenditures related to cash flow timing changes and update Council Policy CFO006 to reflect new levels of approval for capital budget cash flow timing changes (PFC2016-0713).

On 2014 September 15, Council approved the Leadership Strategic Plan and direction to move to service-based business plans and budgets. (C2014-0703)

On 2013 April 22, Council approved a four-year approach to business planning and budgeting (PFC2013-0338) to align The City's business plan and budget process to the four-year election terms.

On 2007 December 5, Council approved the revised Multi-Year Business Planning and Budgeting Policy CFO004 to include a three-year approach to approving the capital budget (FCS2007-46).

On 2006 February 8, Council approved Budget Reporting Policy Change (FCS2006-08) and the existing policy on budget adjustments and over-expenditures from FB98-44 was superseded. The approved changes were reflected in Budget Reporting Policies CFO006.

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Amendment of Council Policies: Multi-Year Business Planning and Budgeting Policy CFO004, Budgeting Reporting Policies CFO006 and Transparency and Accountability Policy CC039

On 2005 January 18, Council approved Recommended Approach to Multi-Year Budgeting (C2005-04) and it was reflected in Council Policy Multi-Year Business Planning and Budgeting Policy CFO004.

BACKGROUND

Multi-Year Business Planning and Budgeting Policy CFO004

This Council policy applies to all City multi-year business plans and budgets. It provides criteria specifying:

- The multi-year planning and budgeting approach;
- The annual and mid-cycle adjustment processes to adjust the plans, measures and budgets; and
- Mid-year and year-end accountability reports to inform Council about the performance of the Corporation in relation to approved business plans and budgets.

The policy was last updated in 2012 and there have been some changes in Council direction since that time that are not currently reflected in the policy.

Budget Reporting Policies CFO006

This Council policy provides criteria specifying:

- limits within which Administration can authorize expenditures that exceed the adopted capital and operating budgets, budget transfers and changes to the organizational structure with net zero budget impact;
- procedures for Council to verify expenditures authorized by Administration; and
- reporting requirements for projected year-end unfavourable variances and emergency expenditures.

According to Section 248(1) of the MGA (Municipal Government Act), a municipality may only make an expenditure that is:

- a) included in an operating budget, interim operating budget or capital budget or otherwise authorized by the council,
- b) for an emergency, or
- c) legally required to be paid.

Through this policy Council provides the spending authority intended to allow the flexibility to enable Administration to respond immediately to unanticipated occurrences through relatively minor budget changes.

Multi-Year Business Planning and Budgeting Policy CFO004 and Budget Reporting Policies CFO006 share the same authorization threshold for budget adjustment and have a cross-referenced area regarding carryforward of unfavourable departmental variances.

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Transparency and Accountability Policy (CC039)

The City of Calgary is committed to conducting business in an open and transparent manner and creating a culture wherein Council and City of Calgary employees are aware of and understand the principles of transparency and accountability. This policy reflects Council and The City's ongoing effort to support open, transparent and accountable local government.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The main changes recommended in this report are:

Multi-Year Business Planning and Budgeting Policy CFO004

The revised Council Policy CFO004 is presented in Attachment 1. The revisions to CFO004 are to bring the policy into alignment with current Council direction and practice. A summary of changes is provided in Attachment 2. These changes fall into three broad categories:

1. Update the policy to reflect Council's decision in 2013 (PFC2013-0338) to move from a three-year plan and budget to a four-year plan and budget and to include a review of Council priorities and check-in with the public at the mid-cycle adjustment;
2. Revise the policy to align to the service-based approach as the means by which business plans and budgets are approved and performance reported; and
3. To expand the scope of budget adjustments to include service reviews that identify opportunities to improve service performance.

All these changes are to update the wording of the policy to reflect past decisions of Council and do not introduce new policy direction. The changes identified, are therefore considered housekeeping in nature.

Budget Reporting Policies CFO006

The revised Council Policy CFO006 is presented in Attachment 3. The revisions to CFO006 were made based on reviewing the current policy and context under which it was developed, assessing current conditions and researching best practices. The revisions to CFO006, also summarized in Attachment 4, include:

1. Reflecting a new environment of Service Plans and Budgets. The revisions maintain the authority of the general managers within the current organizational structure while recognizing the approval of the service plans and budgets.
2. Separate sections for operating and capital budget to better reflect the inherent difference between operating and capital and reduce confusion in budget reporting requirements and processes.
3. Increasing the current Administration authorization limit of net departmental over-expenditures, budget adjustments and transfers to \$400,000 from \$200,000. The

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**Amendment of Council Policies: Multi-Year Business Planning and Budgeting Policy
CFO004, Budgeting Reporting Policies CFO006 and Transparency and Accountability
Policy CC039**

existing threshold of \$200,000 was established in 1998 (FB98-44) and maintained when CFO006 was approved by Council in 2006. Since the 2006 approval, the total size of The City's budget has more than doubled. The threshold needs to be reconsidered to maintain a similar level of authority and provide enough flexibility for Administration to manage budget within a certain level of net budget impact. A threshold based on percentage of budget was also reviewed to reflect the different scale of departments budgets, but a dollar value limit is recommended due mainly to the simplicity.

4. Adding new thresholds for operating budget adjustments based on the gross amount of expenditures at \$2 million per service per calendar year. The current policy focuses on net departmental budgets, which entails some risks that:
 - A significant expenditure budget adjustment would not require Council approval if it is offset by the other account categories (net budget impact is zero).

The proposed authorization limit of \$2 million for the gross amount has been set based on the materiality of its potential business implications. For past net zero adjustments, the adjustments exceeding \$2 million tend to be related to substantial business activities, such as service demand changes, significant process changes, and new revenues, while others below the amount are mostly related to the transfers between departments or due to organizational changes.

5. Clarifying that capital budget adjustments are based on approved budget identifiers (can have multiple budget identifiers/investments within each service) as opposed to operating budget adjustments which are based on the total service budget.
6. The revised policy provides additional guidance on capital budget relinquishments. It clarifies authorization levels and thresholds that are separate from budget transfers and over expenditures.

Transparency and Accountability Policy CC039

Changes are also required to Policy CC039 to remove references to accountability reporting frequency and content as currently there is duplication and inconsistencies between this policy and CFO004. The proposed revised policy is in attachment 5. The change recommended refers the reader to CFO004. CFO004 was amended in 2012 to change the frequency of accountability reporting from quarterly to Mid-Year and Year-End (refer to section 5.6 A, of the revised policy in Attachment 2).

Within CC039, the following bullet is included (twice on page 3).

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Policy CC039**

- “Quarterly and annual reports to Council and citizens on department business plans and budgets”

It has been changed to read:

- “Accountability reports to Council and citizens on business plans and budgets in accordance with the Multi-Year Business Planning and Budgeting Policy (CFO004).

This change will ensure that the policies remain aligned and do not contradict one another.

Stakeholder Engagement, Research and Communication

The summary of proposed changes to CFO006 was presented to selected portfolio finance staff, who were provided with the opportunity to discuss its implications. The proposed revisions were also presented to Infrastructure Calgary. City Clerk’s Office and Law Department were consulted regarding its compliance with the Council policy framework and the MGA.

The proposed changes to CFO004 are consistent with previous Council direction that included engagement both internally and externally. A wide range of stakeholders were consulted in 2013 when the term of the multi-year plans and budgets was changed from three years to four years. In addition, a wide variety of both internal and external stakeholders were consulted in the development of the service list and in the development of the 2019-2022 plans and budgets (One Calgary).

City Clerks was consulted and concurs with the proposed changes outlined Policy CC039 with a cross reference to CFO004.

Strategic Alignment

The recommendation enables business plan and budget policies that are consistent with the Leadership Strategic Plan and service-based business planning and budgeting, which is in alignment with the Citizen Priority of Well-Run City.

Social, Environmental, Economic (External)

The updates to these policies will help the organization to better deliver on Citizen Priorities by having a more citizen-centric view of the services that The City provides and by providing the foundations for managing the service plans and budgets that are approved by Council.

Financial Capacity

Current and future operating budget:

The policies recommended in this report may impact the processes and procedures of managing operating budgets, however, there are no specific operating budget implications arising from implementing the recommended policies in this report.

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Policy CC039**

Current and future capital budget:

The policies recommended in this report may impact the processes and procedures of managing capital budgets, however, there are no specific capital budget implications arising from implementing the recommended policies in this report.

Risk Assessment

The One Calgary 2019-2022 business plans and budgets were approved by lines of service however The City still maintains a departmental based organizational structure. The proposed policies follow a departmental approach in terms of approvals while including additional updates to reflect the new service based environment. The risk of not updating CFO006 is that there will not be clear guidance on how to update budget processes to accommodate both structures.

The risk of not updating CFO004 is that the policy remains out of sync with current Council practice and direction which could lead to confusion.

REASON(S) FOR RECOMMENDATION(S):

The Multi-Year Business Planning and Budgeting Policy CFO004 and Budget Reporting Policies CFO006 need to be updated and clarified given the changes including the growth in total budget size and the change to four-year, service-based business plans and budgets. The change to CC039 will ensure that the policies remain aligned and do not contradict one another.

ATTACHMENT(S)

1. Attachment 1 - Multi-Year Business Planning and Budgeting Policy CFO004 (Revised)
2. Attachment 2 - Summary of proposed revisions to Multi-Year Business Planning and Budgeting Policy CFO004
3. Attachment 3 - Budget Reporting Policies CFO006 (Revised)
4. Attachment 4 - Summary of proposed revisions to Budget Reporting Policies CFO006
5. Attachment 5 - Transparency and Accountability Policy CC039 (Revised)



Council Policy

Policy Title: Multi-Year Business Planning and Budgeting Policy for The City of Calgary
Policy Number: CFO004
Report Number: C2005-04, FCS2007-46
Adopted by/Date: City Council
Effective Date: 2005 January 31
Last Amended: 2019 April 2
Policy Owner: Chief Financial Officer

1. POLICY STATEMENT

1.1 Multi-Year Planning and Budgeting Approach

Integrating planning and budgeting began with Council's approval on 2004 March 16 of a multi-year approach to planning and budgeting, covering the years 2006-08. The benefits expected from this approach, as identified by Council, included:

- providing a longer-term funding plan so that longer-term goals could be identified and achieved;
- providing citizens with more certainty about the direction of City services, finances, and tax levels;
- making more strategic use of Council's time in reviewing budgets and the Administration's time in preparing them; and
- instilling discipline to control spending plan changes.

1.2 Budget Adoption

Council annually adopts an operating budget and a capital budget after budget adjustments are made. Balanced operating budgets are prepared for each calendar year, but it is possible to approve more than one year of budgets at the same time.

1.3 Business Plan and Budget Adjustment

There are defined mechanisms to adjust the business plans, performance measures and targets, and operating and capital budgets after they are approved.

In this section “adjustment” is not synonymous with opening up the plans or budgets for a full-scale review. The intent is to adhere to the four-year business plans and the budgets that support them, and to provide the opportunity to fine-tune them only when circumstances warrant.

1.4 Carry Forwards

The practice of carrying forward favourable or unfavourable departmental operating budget variances supports the view that Council has approved a spending plan covering more than an annual period, so that spending can be managed in the context of more than one year. But the practice must be used sparingly, and for closely defined circumstances only.

1.5 Fiscal Stability Reserve

There is a need for contingency plans for handling unexpected events (e.g., natural disaster) or circumstances (e.g., drop in investment income) with significant financial impacts, which could arise during the period of the budget.

For the capital budget, changing circumstances would mean changes to the financing sources Council approves for the capital envelope. For the operating budget, the “Fiscal Stability Reserve” will be used.

1.6 Budget Projections

Ensure the connection between capital project approvals and their operating budget impacts is consistent with the careful planning and improved forecasts of costs and revenues that goes into multi-year planning and budgeting.

1.7 Linking Plans, Budgets and Measures

Business plans, budgets and performance measures must all be integrated and linked, and Council must be informed of their status and progress through regular reporting and adjustments.

The City’s integrated planning, budgeting and management process provides a number of benefits. First, the multi-year budget supports the business plans by ensuring that all efforts outlined in the plans are funded for the full four years. Thus, the plans are realistic and achievable. As well, the business plans support the budgets by providing Council and the public with commitments about what they can expect in public services based on the funding provided in the budget.

Second, the integrated multi-year process ensures alignment among planning, budgeting, and managing, so that budget guidelines provide the funding envelope within which business plans are developed, business plans include performance measures for accountability, and performance reporting demonstrates what has been achieved in relation to the business plans.

2. PURPOSE

The purpose of this policy is to stipulate the approach to multi-year budgeting and business planning.

3. APPLICABILITY

This Council policy applies to all City Administration, as well as the Calgary Police Service and any civic partners whose budget requests are included in the corporate business plan and budget document.

4. LEGISLATIVE AUTHORITY

4.1 Pursuant to Section 283.1 (2) of the MGA, a municipality must prepare a written plan respecting its anticipated financial operations over a period of at least the next 3 financial years.

4.2 Pursuant to Section 283.1 (3) of the MGA, a municipality must prepare a written plan respecting its anticipated capital property additions over a period of at least the next 5 financial years.

4.3 Pursuant to Section 283.1 (5) of the MGA, Council may elect to include more than 3 financial years in a financial plan or more than 5 financial years in a capital plan.

4.4 Pursuant to Section 283.1 (6) of the MGA, Council must annually review and update its financial plan and capital plan.

5. PROCEDURE

5.1 Multi-Year Planning and Budgeting Approach

Operating and Capital Budgets, Business Plans:

- i) The Administration prepares long-term forecasts as background information to Council's preparation of guidelines for four-year business plans and operating and capital budgets.
- ii) Council prepares a statement of its priorities for a four-year period and provides budget guidelines to the Administration that frame the preparation of four-year business plans and corresponding budgets.
- iii) The Administration prepares business plans that reflect Council's priorities and guidelines, and which are achievable within the limits of the approved budget guidelines.
- iv) Council approves those business plans, including measures of performance.
- v) Based on the approved business plans, the Administration prepares detailed proposed four-year operating and capital budgets for Council approval.
- vi) The budget includes four years of property tax rates, utility rates and user fees, as well as changes to those rates and fees.
- vii) The capital budget continues to include a five-year plan.

5.2 Business Plan and Budget Adjustment

Adjustments to the Plans and Budgets:

- A. Include an annual adjustment process in the Council calendar for late in the fiscal year (November/December) to adjust the plans, measures and budgets for the following year(s); and
- B. Limit the scope of business plan and budget adjustments to respond to the following circumstances only:
 - i) external factors such as provincial or federal budgets, or changes imposed on pension plan contributions or WCB payments (for example);
 - ii) adjustments to the operating impacts related to capital project adjustments;
 - iii) unforeseen changes to economic forecasts affecting costs, service demand volumes, or revenue projections;
 - iv) Council-directed changes to priorities, or results shown in performance reporting that cause:
 - Requests to carry over operating variances, and/or
 - Business plan amendments that require budget changes;

- v) mid-cycle reviews that identify a change in circumstances based on socio-economic conditions, Council priorities, or feedback from citizen engagement;
 - vi) service reviews that identify opportunities to improve service performance, including financial performance.
- C. Proposed changes to future years' business plans and operating budgets should only be brought forward and approved once per year, during the annual adjustment review, so that all requests can be considered together; and
- D. Capital budget adjustments are more time-sensitive due to the construction season, and should not be restricted to once per year. Therefore, capital budget adjustments may be brought forward with the Mid-year and Year-end Reports on business plans and budgets, as well as during the annual adjustment process, with Council approval required for any adjustment exceeding the limits set in the Budget Reporting Policies (CFO006).

5.3 Carry Forwards

- A. There will be no corporate unfavourable variance in any year of the multi-year plan.
- B. Any favourable corporate variance will be transferred to the Fiscal Stability Reserve (See Fiscal Stability Reserve Policy CFO002) at year end.
- C. The only favourable variances that will be considered for carryover from years 1, 2 and 3 within the four-year budget would relate to significant one-time projects included in the business plans that cannot be completed before the end of the calendar year. Council must be informed of the reasons for the variance, and Council approval must be sought for a carryover, as part of the adoption of an amended budget.
- D. Unfavourable departmental variances in the operating budget must be carried over from years 1, 2 and 3, and a plan must be submitted to Council for approval as to how such negative variance will be mitigated in the following year(s) (see Budget Reporting Policies CFO006 for further clarification on the circumstances when carrying forward unfavourable variances is NOT required).

5.4 Fiscal Stability Reserve

See the Fiscal Stability Reserve Policy CFO002

5.5 Budget Projections

- A. Prepare four-year budget projections annually, that include both a base amount and three growth-related components, each shown separately:
- operating costs related to serving an increasing population and service area;
 - verifiable operating costs related to approved and anticipated capital programs; and
 - operating costs related to donated assets.

5.6 Linking Plans, Budgets and Measures

- A. Provide Mid-year and Year-end reports to the Priorities and Finance Committee as the means by which Council is informed about the performance of the Corporation in relation to approved business plans (including Council Priorities and performance targets) and budgets.
- B. Continue the monthly monitoring and reporting of financial performance through the Executive Information Reports, including year-end projections by department.

6. AMENDMENT(S)

Date of Council Decision	Report/By-Law	Description
2008 January 14	FCS2007-46	To include a three-year approach to approving the capital budget.
2010		Revision-number change from FCS005 to CFO004
2012 April 09	PFC2012-34	The key revisions made relate to the change in accountability reporting frequency from quarterly to twice per year.
2019 April		To reflect the four-year approach adopted in PFC2013-0338 and to

		allow for business plans and budgets that are service based.
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7. **REVIEWS(S)**

Date of Policy Owner's Review	Description
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The City of Calgary
Summary of Changes to CFO004 Multi-Year Business Planning and Budgeting Policy
April 2019

CHANGES

Section	Summary of changes	Reference – Current policy	Reference – Revised policy
Format	Adopting the new format for Council Policy as required by City Clerks' Office	-	-
Throughout all sections	Where applicable, removed references to business plans and budgets being "departmental" or "by department" and replaced with "service" to bring the policy into alignment with the service-based approach (C2014-0703), (C2019-1158).	Throughout the policy	Throughout the policy
Throughout all sections	Changed out-dated references of "three year" budget cycle to "four year" to reflect the Council approved a four-year approach to business planning and budgeting. (PFC2013-0338)	Throughout the policy	Throughout the policy
Business Plan and Budget Adjustments	Added specific wording to recognize that the mid-cycle adjustment also includes a check-in with Council and citizens. It also adds clarity that an adjustment can be made to respond to a service review that improves service performance. (PFC2013-0338)	Approach/Procedure – Adjustments to the Plans and Budgets	5.2 B – added iv & v
Business Plan and Budget Adjustments	Removed reference to a specific dollar value (\$200,000) for adjustments requiring Council approval and added reference to policy CFO006 where these limits are set.	Approach/Procedure – Adjustments to the Plans and Budgets (D)	5.2 D
Legislative Authority	Added reference to MGA section 283.1 stating obligations for budgets.	-	Legislative Authority

Council Policy

Policy Title: Budget Reporting Policies
Policy Number: CFO006
Report Number: FCS2006-08
Adopted by/Date: Council/2006 February 27
Effective Date: 2016 November 01
Last Amended: 2019 April 2
Policy Owner: Chief Financial Officer's Department

1. POLICY STATEMENT

- 1.1. This Council policy sets forth procedures on reporting of budget variances, adjustments and spending.
- 1.2. This Council policy is being reviewed, clarified and updated in light of changes to The City's organizational structure and related process changes, and in an effort to improve accountability and transparency in budget reporting.

2. PURPOSE

- 2.1. This Council policy provides criteria specifying:
 - 2.1.1. limits within which Administration can authorize expenditures that exceed the adopted capital and operating budgets, budget transfers and changes to the organizational structure with net zero budget impact. Any changes beyond these limits will require Council approval;
 - 2.1.2. procedures for Council to verify expenditures authorized by Administration; and
 - 2.1.3. reporting requirements for projected year-end unfavourable variances and emergency expenditures.
- 2.2. This Council policy supports the following goals:
 - 2.2.1. Council being appropriately informed of budget adjustments and transfers which may entail service level changes.
 - 2.2.2. Clearly reflecting the difference in budget reporting requirements and processes between operating and capital budgets; and

2.2.3. Consistency with organizational and policy changes implemented since the previous versions of Budget Reporting Policies (CFO006) were approved so as to clearly outline Administration's authority and reporting responsibilities.

3. **APPLICABILITY**

3.1. This Council policy applies to all departments, business units and services.

4. **LEGISLATIVE AUTHORITY**

4.1. Pursuant to Section 248 (1) of the MGA, a municipality may only make an expenditure that is:

4.1.1. included in an operating budget, interim operating budget or capital budget or otherwise authorized by the council;

4.1.2. for an emergency; or

4.1.3. legally required to be paid.

4.2. Pursuant to Section 248 (2) of the MGA, Council must establish procedures to authorize and verify expenditures that are not included in a budget.

4.3. Pursuant to Section 235 of the MGA:

4.3.1. money obtained by a municipality under a borrowing must be used for the purpose for which it is borrowed.

4.3.2. money obtained by a municipality under a borrowing for the purpose of financing a capital property may be used for an operating purpose if the amount spent is available when it is needed for the capital property.

4.4. Pursuant to Section 254 of the MCA, no municipality may acquire, remove or start the construction or improvement of a capital property that is to be financed in whole or in part through a borrowing unless the borrowing bylaw that authorizes the borrowing is passed.

5. **PROCEDURE**

5.1. Operating Budget

5.1.1. Authorization to make over-expenditures - The City Manager and General Managers can each authorize net annual over-expenditures up to \$400,000 per department (total for services fully contained within that department and departmental contribution to cross department joint services) if a funding source is available.

5.1.2. Authorization to make Budget Adjustments - The City Manager and General Managers can each authorize net budget adjustments totaling up to \$400,000 per department (total for services fully contained within that department and departmental contribution to cross department joint services) if a funding source is available, there is minimal service impact and the gross adjustment amount does not exceed \$2 million per service per calendar year (refer to Schedule A: Process Chart for Operating Budget Adjustments).

5.1.3. Projected Year-end Unfavourable Variances - Projected year-end net departmental unfavourable variances exceeding \$400,000 (total for services contained within that department and departmental contribution to cross department joint services) that have not been previously approved will be reported to Council for approval within one month of identification.

5.1.4. Budget Transfers - For situations where there would be net zero corporate operating budget impact, Administration can:

- a. in relation to reorganization, transfer approved operating budgets from one segment of the organization (including its related service plan actions and performance measures) to another, provided the corporate budget impact is zero and there is no change in the service provided; and
- b. transfer funds from corporate contingencies to program budgets where the net corporate budget impact is zero, based on finalized cost agreements.

Such transfers will be reported to Council for information as part of the mid-year or year-end budget revision reports.

5.1.5. Unbudgeted Emergency

- a. The City Manager and General Managers can each authorize unbudgeted expenditures relating to emergencies. A report will be presented to Council for information on the unbudgeted expenditure as part of the mid-year or year-end budget revision reports.
- b. Unfavourable budget variances due to significant, unforeseeable, uncontrollable events with impacts that are independent from future years' budgets will be reported to Council annually with funding recommendations for approval, but any related net departmental unfavourable variance will not be carried over to the next year. (see Multi Year Business Planning and Budgeting Policy CFO004 for the Council policy on carry forwards of unfavourable variances under normal circumstances)

5.2. Capital Budget.

5.2.1. Authorization to make expenditures – Administration is authorized to make expenditures that exceed the adopted capital budget for a budget identifier (i.e. the level approved by Council) provided:

- a. scope of the capital investment has not changed as approved within the multi-year business plan and budget;
- b. the amount will not cause the investment to exceed the total budget contained in the Council approved multi-year business plan and budget; and
- c. the authority is exercised in the accordance with the following limitations:
 - i. the Director of Finance or Corporate Budget Office Manager can each authorize expenditures exceeding the adopted budget by up to \$100,000 per approved budget identifier per calendar year;
 - ii. the Director of a business unit can authorize expenditures exceeding the adopted budget by up to \$1 million per approved budget identifier per calendar year;
 - iii. the General Manager of a department can authorize expenditures exceeding the adopted budget by up to the greater of \$5 million or 10% of the total amount remaining in the approved budget identifier, up to a maximum of \$15 million; and
 - iv. The City Manager, Chief Financial Officer, and Deputy City Manager can together authorize expenditures exceeding the adopted budget up to the total amount remaining in the approved budget identifier.

5.2.2. Budget Transfers - In situations where there would be net zero corporate capital budget impact, The City Manager and General Managers can each:

- a. in relation to reorganization, transfer approved capital budgets from one segment of the organization to another where there is no net corporate capital budget impact and there is no change in the investment provided;
- b. transfer funds from approved capital budgets to capital budget savings where the net corporate capital budget impact is zero;

- c. transfer funds from capital budget savings to previously approved capital budgets where the capital budget impact is up to \$400,000. Transfers to a new capital budget or where the capital budget impact is greater than \$400,000, will require Council's approval

Transfers of debt financing cannot occur unless the existing borrowing bylaw includes the capital to which the funding is transferred.

- 5.2.3. Relinquishments – In situations where the capital budget can't be transferred to capital budget savings, the Director of Finance or Corporate Budget Office Manager can each authorize capital budget relinquishments of up to \$100,000 and The City Manager and General Managers can each authorize relinquishments of up to \$400,000 if an investment is ongoing or the remaining capital budget if the investment is complete.
- 5.2.4. Authorization to make over-expenditures – The City Manager and General Managers can each authorize up to \$400,000 in capital expenditures that exceed the total estimated budget contained in the Council approved multi-year business plan and budget, for an approved budget identifier, due to either scope changes or revised cost estimates, if they determine a funding source is available.
- 5.2.5. Unbudgeted Emergency - The City Manager and General Managers can each authorize unbudgeted expenditures relating to emergencies. A report will be presented to Council for information on the unbudgeted expenditure as part of the mid-year or year-end budget revision reports, and such unbudgeted expenditures will not impact the future year capital budget.

5.3. Any amounts greater than the Administration authorization limits requires Council's approval through the mid-year or year-end budget revision reports or through a separate Council report.

5.4. Administrative procedures will be updated to implement and document the authorizations and processes set forth in this policy made.

6. **SCHEDULE**

6.1. Schedule A: Process Chart for Operating Budget Adjustments

7. **AMENDMENT(S)**

Date of Council Decision	Report/By-Law	Description
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2010	-	Policy number change from FCS008 to CFO006 due to department reorganization.
2016 September 26	PFC2016-0714	Council policy amended to reflect new levels of approval for capital budget cash flow timing changes.
2019 April		Council policy amended to align with Service Plans and Budgets, revise approval thresholds and create separate sections on operating and capital budgets

8. **REVIEWS(S)**

Date of Policy Owner's Review	Description
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Schedule A

Process Chart for Operating Budget Adjustments

For services fully contained within a department and cross departmental joint services

STEP 1.

Is the budget adjustment more than \$2 million (gross expenditures) per service per calendar year?

STEP 2.

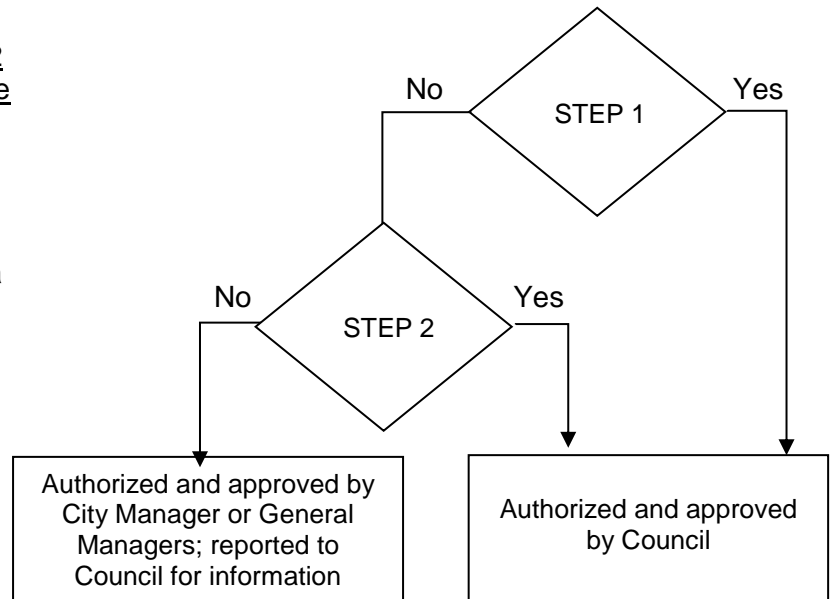
Does the budget adjustment result in a net departmental impact greater than \$400,000 per calendar year?

STEP 3.

Authorization

STEP 4.

Reporting



The City of Calgary
Summary of Changes to CFO006 Budget Reporting Policy
April 2019

MAIN CHANGES

Section	Summary of changes	Reference – Current policy	Reference – Revised policy
Format	Adopting a new format for Council Policy as required by City Clerks' Office	-	-
Introduction	Removed the background section and realigned/revised content under the policy statement, purpose and applicability sections.	Background, Purpose	1, 2, 3
Operating and Capital	Separate sections for operating and capital budget to better reflect the inherent difference between operating and capital and reduce confusion in budget reporting requirements and processes.	-	Operating: 5.1 Capital: 5.2
Operating and Capital	Increasing the current Administration approval limit for net departmental over-expenditures, budget adjustments and transfers to <u>\$400,000</u> from <u>\$200,000</u> .	Policy 1, 2, 4, 5	5.1.1, 5.1.2, 5.1.4, 5.2.2, 5.2.4
Operating and Capital	Clarifying wording around General Manager and City Manager approvals (e.g. changing "City Manager and General Managers can" to "City Manager and General Managers each can")	Throughout the policy	Throughout the policy
Operating	Adding a new \$2 million gross expenditure threshold for operating budget adjustments.	Policy 2	5.1.2
Operating	Reflecting a new environment of Service Plans and Budgets.	Policy 1, 2, 4	5.1.1, 5.1.2, 5.1.3, 5.1.4
Operating	Changing the threshold for budget transfer from " <u>minimal</u> net corporate impact" to " <u>net zero</u> corporate operating budget impact"	Policy 5, 5.a	5.1.5, 5.1.5.a
Operating	Adding a reference to CFO004 (Multi Year Business Planning and Budgeting Policy) to provide additional context on the carry forward of unfavourable departmental variances.	Policy 6	5.1.6.b
Capital	Replace "authorize cash flow timing changes" wording with "authorization to make expenditures".	Policy 3	5.2.1
Capital	Remove Corporate Budget Officer and add <u>Director of Finance</u> for authorization of expenditures exceeding the adopted budget up to \$100,000 per project per calendar.	Policy 3.a	5.2.1.c

Section	Summary of changes	Reference – Current policy	Reference – Revised policy
Capital	Provide additional detail on capital budget transfers (e.g. reorganizations and transfers to and from capital savings).	Policy 5	5.2.2
Capital	Adding a policy on relinquishments (Authorization level and thresholds)	-	5.2.3



THE CITY OF
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COUNCIL POLICY

Policy Title: Transparency and Accountability Policy

Policy Number: CC039

Report Number: LGT2011-09

Approved by: Council

Effective Date: 2011 October 3

Business Unit: City Clerk's Office

BACKGROUND

The City of Calgary is committed to conducting business in an open and transparent manner and creating a culture wherein Council and City of Calgary employees are aware of and understand the principles of transparency and accountability articulated through this policy, and will support and contribute to the spirit and intent of the policy. This policy reflects Council and The City's ongoing effort to support open, transparent and accountable local government.

This policy is also aligned with and supports the governance system targets regarding access in imagineCALGARY: "Target 1 by 2016, 80 per cent of Calgarians report that they feel government activity is open, honest, inclusive and responsive."

PURPOSE

- To provide policies and overarching guidance for The City's activities, programs and services as outlined herein and augment existing City of Calgary policies, procedures and practices; and
- Define the manner in which City Council and The City of Calgary will ensure that it is transparent and accountable to the public for its actions.

APPLICABILITY

- This policy applies to City Council, and all City of Calgary employees.

SCOPE

- The principles of transparency and accountability apply to the political process and decision-making, to the administrative management of The City of Calgary and in The City's interactions with the citizens of Calgary.

Definitions

For the purposes of this policy, The City of Calgary adopts the following definitions:

Transparency:

The principle that The City of Calgary ensures the decision-making process is open and clear and actively encourages and fosters public participation in its decision-making processes to enhance public trust.

Accountability:

The principle that The City of Calgary ensures access to clear and understandable information and is responsible to the public for decisions and actions.

POLICY

The City of Calgary acknowledges its responsibility to operate in a transparent and accountable manner and shall provide good governance by committing to the following:

- Ensuring transparency and accountability of municipal operations and decision making;
- Taking responsibility for decisions and actions;
- Encouraging public access and participation to ensure that decision making is responsive to the needs of citizens and receptive to their opinions;
- Responding to the needs and opinions of citizens;
- Delivering high quality services to citizens; and
- Ensuring responsible/appropriate/prudent stewardship and efficient use of public resources.

Transparency and Accountability and Openness

Transparency, accountability, and openness are essential elements of good government that enhance public trust. They are achieved through adopting policies and establishing processes that are open and accountable, which will guide The City of Calgary throughout the course of carrying out its duties and responsibilities.

The City of Calgary will promote and enable transparent, accountable and open municipal government guided by the following.

The City of Calgary shall:

- Conduct its business openly, honestly, and with integrity.
- Ensure decision-making is open, clear, transparent and accountable.
- Ensure the business of Council is open and easily available to the public through a variety of media.
- Make information accessible so that it is consistent with legislative requirements under the *Municipal Government Act* and the *Freedom of Information and Protection of Privacy Act*.
- Use transparency and accountability mechanisms, including public engagement that helps to ensure that Council decisions reflect citizen needs and priorities.
- Encourage and enable a culture of proactive disclosure throughout the corporation. Make use of best practices and routinely release Council records and non-confidential information to the public, while also protecting privacy.

- Manage financial resources and all City assets in an efficient and effective manner.
- Foster a safe environment that allows all stakeholders of this policy to participate freely, without fear of reprisal or retribution, supported through the Whistleblower Policy and program.

Transparency and Accountability Mechanisms and Practices

Transparency is the foundation of accountability. The City of Calgary ensures transparency and accountability by way of various policies, procedures and practices that have been divided into the following categories:

Financial Accountability, Oversight and Reporting

An ongoing commitment to accountability and transparency in financial management is one of The City of Calgary's most strongly held values. Top quality financial reporting is essential if The City is to be fully accountable to citizens and other parties with an interest in government finances. The City will ensure sound financial oversight, governance of financial assets, and demonstrate effective stewardship of public funds through the following practices:

- Comprehensive annual financial statements
- Implementing, reviewing and maintaining a suite of Council Policies that ensure sound financial governance and accountability
- Implementing, reviewing and maintaining a suite of financial Administration Policies that ensure sound financial governance and accountability
- Accountability reports to Council and citizens on business plans and budgets in accordance with in the Multi-Year Business Planning and Budgeting Policy (CFO004)
- The annual report to Calgarians

Reporting of Council Expenses

City Council is committed to transparency and accountability by reporting Ward expenses related to salaries of assistants, communications, business expenses, travel, courses and seminars.

- In accordance with Council direction, the Office of the Aldermen shall post updated Ward Expense Reports on a quarterly basis on The City's website.
- Publishing the Mayor's Office expenses on a quarterly basis on The City's website.

Performance Measurement and Reporting

The City of Calgary is accountable to citizens and enhances transparency throughout the corporation by implementing various results-orientated tools to measure progress on the achievement of performance measures, service standards, goals and Council's priorities. The City of Calgary is dedicated to producing performance information that measures how The City is doing in all areas over which it has responsibility, from financial reporting to service delivery, including:

- Accountability reports to Council and citizens on business plans and budgets in accordance with the Multi-Year Business Planning and Budgeting Policy (CFO004);
- Use of benchmarking, performance measures and best practices information to improve service effectiveness and efficiency and communicate to citizens the cost and value of services they receive for their tax dollars;
- Developing strategies and processes to measure and report on the Corporation's response to service requests from citizens through the 3-1-1 Customer Service Request (CSR) system; and
- Providing The City's annual report to Calgarians.

Open Government: Committee and Council Meetings

The City of Calgary is accountable and transparent to taxpayers by providing governance in an open manner. The following are policies, procedures and practices that reflect The City of Calgary's ongoing effort to improve the ease-of-access and transparency of the legislative process to ensure citizens are aware of how decisions are made and carried out:

- The conduct of Council and Committee meetings shall be governed by The City of Calgary Procedure Bylaw 35M2017 - which complies with the relevant provisions of the *Municipal Government Act*.
- The Procedure Bylaw 35M2017 ensures that all meetings are open to the public, as required under the *Municipal Government Act* Section 197 (1) except where it is appropriate and permitted to consider a matter in a closed meeting as per subsection (2) or (2.1).
- Under 197, subsection 2 of the *Municipal Government Act*, Councils and Council Committees may close all or part of their meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*.
- A municipal planning commission, subdivision authority, development authority or subdivision and development appeal board established under Part 17 may deliberate and make its decisions in meetings closed to the public under 197 subsection 2.1 of the *Municipal Government Act*.
- Citizens shall be provided with a range of opportunities to participate in Committee meetings and Council Public Hearings.
- In accordance with Council's "Recordings of Legislative Meetings Policy," video recordings of Regular Council and Standing Policy Committee meetings shall be made available to the public on the Internet for a period of three (3) years from the date of the meeting.

Access to Council Records and Decisions

One of City Council's priorities is to make it easier for citizens to get the information they need. The following policies and practices will enhance citizens' access to Council records and decisions.

- All Council, Standing Policy Committee, and Special Committee agendas shall be posted online on The City of Calgary's website for the public to access once

published and are available for citizens to access at any time by searching the Council record.

- All reports and other documents considered by Council and Committee shall be made available to the public at the meeting at which they are being considered, except where a report or document is held confidential under the FOIP Act.
- All reports and other documents not falling into the confidential category under the FOIP Act shall be released to the public.
- All Committee and Council minutes shall be made available to the public once confirmed by Council, except any specific portions that are held confidential under the FOIP Act.
- Agenda cover pages for in-camera meetings shall be made public containing as much information as possible on the items for discussion without revealing confidential or personal information.
- All Policies adopted by Council shall be posted in the Council Policy Library on The City of Calgary's website and be made available to the public.

Public Engagement

The City of Calgary recognizes the value that citizens contribute to planning, delivering and evaluating City programs and services. The City of Calgary will engage the public throughout its decision making process. This process will be open, visible and transparent, while balancing the need for the decision making process to be efficient and effective by adhering to the following:

- Wherever possible, The City shall engage citizens and provide opportunities for citizens to participate in and provide feedback on City programs and services and clarify their priorities about how tax dollars should be spent.

Responsibilities

City Council and City employees are responsible for:

- Building public trust and adhering to the parameters of this policy and for ensuring accountability for their actions and transparency of municipal operations.
- Promoting and maintaining a culture of transparency and accountability at The City of Calgary.

PROCEDURE

Successful implementation requires the commitment of City Council and the leadership of The City Manager and senior management to ensure the policies and practices are adhered to throughout the corporation and in all interactions with the citizens of Calgary.

Alignment with City of Calgary Policies, Priorities and Plans

- imagineCALGARY
- Council's Fiscal Plan for Calgary 2012-2014
- Code of Conduct for City Employees
- Whistle Blower Policy
- Access Impact Assessment Policy
- Privacy Impact Assessment Policy

- Integrated Risk Management Policy
- Suite of Council Policies that ensure sound financial governance and accountability
- Suite of Financial Administration Policies that ensure sound financial governance and accountability

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.
2019 April 2		Changed to refer to the Multi-Year Business Plan and Budget Policy (CFO004) for Accountability Reporting.

**Deputy City Manager's Office Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0381**

Proposed Approach to Council Innovation Fund Update

EXECUTIVE SUMMARY

The Council Innovation Fund (CIF) has been in place since 2011 to encourage innovative and pilot projects that have the potential to support or contribute to the goals of Council and that have city-wide application. This report provides an update on the financial status of the CIF, proposes changes to the CIF's Terms of Reference and introduces a new fund dedicated to community-driven projects called the Council Community Fund (CCF).

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

1. Approve the proposed amendments to the Terms of Reference for the Council Innovation Fund;
2. Approve a new Council Community Fund with corresponding Terms of Reference; and
3. Transfer half the balance from the Council Innovation Fund to the Council Community Fund.

PREVIOUS COUNCIL DIRECTION / POLICY

At the Priorities and Finance Committee on 05 March 2019, PFC2019-0247 was referred back to Administration to:

1. Tighten criteria for Council Innovation Projects;
2. Explore the creation of a new fund or portion of the innovation to fund community-based projects; and
3. To define the meaning of innovation.

As part of the 2019-2022 One Calgary Operating and Capital Budget Plan discussions on 2018 November 30, Council unanimously approved the following motion:

Direct Administration, in conjunction with the Mayor's Office and Members of Council, to return in Q1 2019 to the Priorities and Finance Committee with revised Terms of Reference for the Fund (Council Innovation Fund), including but not limited to:

- a. A better definition for what Fund should be used for;
- b. A revised application process; and
- c. Consideration of using a portion of the Fund for Community-driven projects throughout The City.

On 2018 June 25, Council directed Administration to engage with Council around the possibility of developing a fund to support community-driven projects and report back through the Priorities and Finance Committee with an update no later than Q1 2019.

BACKGROUND

The Council Innovation Fund was established as part of the 2011 Operating and Capital Budgets and Business Plans discussions, authorizing up to \$5 million from the Fiscal Stability Reserve (FSR) for innovation and pilot projects subject to the approval of Council. As part of the 2012-2014 Business Plan and Budget discussions, Council approved an additional \$1 million be added to the balance of the Fund to be funded from the FSR. During the 2015-2018 Action Plan

**Deputy City Manager's Office Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0381**

Proposed Approach to Council Innovation Fund Update

Business Plans and Budgets discussions, \$1.894 million of unspent money was transferred from the Office of Economic Development and Policy Coordination to the Council Innovation Fund. Most recently, \$5 million was allocated to the Council Innovation Fund during the 2019-2022 One Calgary Operating and Capital Budget Plan discussions in 2018 from the FSR.

Since the creation of the CIF, 40 projects have been approved totaling over \$8 million in allocated funds. Over the years, the CIF has been used consistently and by various members of Council. A full listing of approved projects can be found in Attachment 1.

In June 2018, a CIF application was put forward by Councillor Davison for the Springbank Hill Community Park PFC2018-0717. At Council, the application generated debate among Council members on whether this application met the CIF's criteria. Through an amendment to the report's Recommendations, the Springbank Hill Community Park was approved using funds directly from the FSR, but further work was directed around the Council Innovation Fund.

At the Priorities and Finance Committee in March, Administration proposed expanding the Council Innovation Fund's Terms of Reference to include community-based projects. The Committee expressed the desire to see a dedicated fund established for community-based projects and further refinements to the CIF's Terms of Reference. As a result, the report was referred back to Administration for additional work.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

To meet direction given to Administration, the Council Innovation Fund's Terms of Reference include the following changes:

- Enhanced purpose statement;
- A definition for Innovation;
- Revised qualifying criteria;
- The administrator of the Council Innovation Fund will transition from the Mayor's Office to the Chief Financial Office department;
- A funding limit of \$500 thousand per application; and
- Fund replenishment and reporting terms have been added.

The full Terms of Reference for the CIF is outlined in Attachment 2.

When considering Council's direction to explore a fund for community-driven projects, the following options were considered:

- Amend the terms of the Council Innovation Fund to include similar types of projects to the recently approved Springbank Hill Park, and increase the amount set aside in the Innovation Fund;
- Establish a new fund for projects similar to the Springbank Hill project, with a separate terms of reference and funding mechanism; and
- Amend the terms of other funds or programs already in place.

The proposed Council Community Fund has specifically been designed to support community-based projects that will enhance and enrich our communities. Similar to the CIF, CCF applications would require a Council sponsor and would be subject to Council approval. As a unique incentive for CCF applicants, preference there will be given to projects that have demonstrated fund raising efforts. The full Terms of Reference for the CCF is outlined in Attachment 3.

Deputy City Manager's Office Report to
Priorities and Finance Committee
2019 April 02

ISC: UNRESTRICTED
PFC2019-0381

Proposed Approach to Council Innovation Fund Update

Stakeholder Engagement, Research and Communication

Based on discussions at Council on 2018 November 30 and 2018 June 25, it was clear there was strong support and value in adding a funding mechanism for community-driven projects.

To engage the Mayor's Office and Council, email correspondence was circulated to solicit thoughts, comments and suggestions on the Council Innovation Fund and how best to approach funding for community-driven projects like the Springbank Hill Community Park. An open invitation to meet was also extended.

Strategic Alignment

The proposed Council Innovation Fund update and the creation of the Council Community Fund supports the 2019-2022 Council Directives for One Calgary, specifically related to A Well-Run City.

Social, Environmental, Economic (External)

Not Applicable

Financial Capacity

Current and Future Operating Budget:

In November 2018, Council approved the transfer of \$5 million to the Council Innovation Fund. At present date, the balance of the Fund is \$5,427,028.

Current and Future Capital Budget:

There is no impact on the capital budget.

Risk Assessment

To reduce ambiguity, the proposed CIF's Terms of Reference has been tightened up but would remain flexible enough to support a wide variety of projects and Council would still retain the approval authority over withdrawals from the CIF. Given the success of the CIF thus far, the risk associated with approving the proposed Terms of Reference is low.

The City has no funding mechanism for community-based projects. It is anticipated, there will be increased interest, generating a number of applications from the outset, which may deplete the fund at an accelerated pace. Adding a funding mechanism for community-based projects as proposed, would reduce funds in the CIF. In the current economic climate, it is unlikely that there'll be funds to replenish the CIF and proposed CCF in the short to medium-term.

Additionally, establishing a separate fund would generate greater administration.

To ensure both funds are used responsibly and equitably, a \$500 thousand limit per application has been proposed. With only two approved CIF applications exceeding \$500 thousand to date, the cap should not negatively impact future applications.

Deputy City Manager's Office Report to
Priorities and Finance Committee
2019 April 02

ISC: UNRESTRICTED
PFC2019-0381

Proposed Approach to Council Innovation Fund Update

REASON(S) FOR RECOMMENDATION(S):

The proposed approach to the Council Innovation Fund fulfils Council direction given on 2018 November 30 and 2018 June 25. This also satisfies subsequent Committee direction given on 05 March 2019.

ATTACHMENT(S)

1. Council Innovation Fund Financial Status Update
2. Proposed Terms of Reference for the Council Innovation Fund
3. Proposed Terms of Reference for the Council Community Fund

				Budget			
				Budget 2011	5,000,000		
				Budget 2012	1,000,000		
				Budget 2015	1,894,000		
					<u>\$ 7,894,000</u>	A	
Requests/Commitments	Sponsor	Approval Date	Budget Allocated	Actual Expenses	Savings on Completed Projects	Future Commitments	
Engagement Process	Ald. Lowe	2010 Dec 2	\$ 905,874	\$ 905,874	\$ -		
Mission Road - Main Street	Ald. Carra	2011 Feb 14	300,000	285,250	14,750		
Cut Red Tape (Phase I)	Mayor Nenshi	2011 Apr 11	110,000	110,000	-		
International Ave Pilot Project	Ald. Chabot	2011 Apr 18	41,135	41,135	-		
Airport Express Bus	Mayor Nenshi	2011 May 16	336,000	336,000	-		
Bow to Bluff Corridor: Community Spaces	Ald. Farrell	2011 May 16	150,000	150,000	-		
Rectangular Rapid Flash Beacon (RRFB)	Ald. Demong/Pootmans	2011 June 20	200,000	186,241	13,759		
Calgary's Community Addictions Strategy	Ald. Colley-Urquhart	2011 July 25	150,000	83,252	66,748		
Initiative to Reduce Poverty in Calgary	Mayor Nenshi	2011 July 25	200,000	200,000	-		
1st Street SW Underpass	Ald. Mar	2011 Sept 19	100,000	93,823	6,177		
Calgary Food System Assessment & Action	Ald. Carra	2011 Nov 14	45,000	41,274	3,726		
Cut Red Tape (Phase II)/Analytics Calgary Innovation Program	Mayor Nenshi	2011 Dec 5	125,000	86,613	38,387		
Social Innovation Calgary "Community Innovation Hub" (CIH) Project	Ald. MacLeod/Demong	2012 Mar 19	75,000	75,000	-		
Supporting Partnerships for Urban Reinvestment (SPUR)	Ald. Pincott	2012 May 7	232,000	202,000	30,000		
Cut Red Tape (Phase III)/Analytics Calgary Innovation Program	Mayor Nenshi	2012 June 25	150,000	127,264	22,736		
S-Park Pilot	Ald. Mar	2012 July 30	20,000	12,959	7,041		
Roads On-Line Service Requests	Ald. Demong	2012 July 30	185,000	98,543	86,457		
Soul of Your Community Project	Ald. Mar	2012 Nov 19	225,000	182,347	42,653		
Bio-Energy Pilot Project	Ald. Carra	2012 Nov 19	170,000	170,000	-		
School Site Review	Ald. Lowe/Stevenson	2013 Jan 22	150,000	149,137	863		
Calgary Energy Efficiency Innovation Lab	Ald. Pincott & Ald. MacLeod	2013 Mar 18	120,000	113,318	6,682		
Off-Leash Ambassador Pilot Program	Ald. Macleod & Ald. Hodges	2013 May 27	75,000	74,922	78		
Neighbourhood Pace Car	Ald. Dale Hodges	2013 July 29	5,700	5,700	-		
Calgary Poverty Reduction Initiative-Transition Funding for Implementation	Mayor Nenshi	2013 July 29	117,841	-	117,841		
Affordable Housing Energy Efficiency Retrofit Demonstration Project	Ald. MacLeod	2013 July 29	124,000	120,565	3,435		
Citywide Approach to Retail/Commercial Planning and Development	Ald. Lowe	2013 July 22	375,000	358,354	16,646		
Interactive Park Mowing and Roads Map	Cllr. Demong & Cllr. Pincott	2014 April 22	300,000	258,198	41,802		
The Heart of the New East - Incubation Project	Cllr. Chabot	2015 May 11	98,500	98,500	-		
Medical Response Unit Pilot	Cllr. Colley-Urquhart	2015 May 11	175,000	145,444	29,556		
17th Avenue SW Pocket Plaza	Cllr. Woolley	2017 Apr 04	300,000	299,758	242		
Community Representation Framework Project	Cllr. Carra	2016 Nov 15	250,000	250,000	-		
Census Online Data Capture	Mayor Nenshi	2014 May 26	250,000	224,036		25,964	
Legislative Governance Task Force Work Plan Implementation Project	Mayor Nenshi	2015 March 17	350,000	298,799		51,201	
WALK21 Community Microgrants	Cllr. Farrell, Carra, and Pincott	2017 Mar 21	172,500	157,500		15,000	
Improving Budget Transparency	Cllr. Demong	2018 June 18	150,000	65,975		84,025	
Gender Equity and Diversity Baseline Assessment	Cllr. Carra	2018 July 30	170,000	25,145		144,855	
Calgary Community Court: Pilot Readiness	Cllr. Sutherland	2018 July 30	250,000	-		250,000	
On Demand Transit Service Pilot	Cllr. Gondek and Keating	2018 Nov 09	338,000	-		338,000	
One Calgary Policy Review	Cllr. Demong	2018 Nov 09	525,000	-		525,000	
Total as at 2018 December 31			\$ 8,016,550	\$ 6,032,927	\$ 549,578	\$ 1,434,045	
				B		C	
Total Budget				A	7,894,000		
Actual Expenses				B	(6,032,927)		
Future Commitments				C	(1,434,045)		
2019 One Calgary					<u>5,000,000</u>		
2019 Total Budget					<u>5,427,028</u>		

TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

Purpose of the Fund

The Council Innovation Fund (CIF) provides non-repayable financial support for **innovation** projects that aim to improve quality of life in Calgary.

Innovation Definition

For the purposes of the CIF, **innovation** is defined as:

The translation of ideas into new or improved services, products, processes, or social interactions, that create value for the community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) Startup project grant.
- b) Pilot project grant.

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **innovation** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CIF grant.

3. Process for Funding Applications

This process will be followed for all applications.

- a) Applications for CIF grant may be prepared by a variety of organizations and must be sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all applications.
- c) The applicant must complete and submit a CIF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, and include detailed documentation.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CIF grant to The City of Calgary.

4. Reporting and Fund Replenishment

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CIF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CIF grants and the overall status of the CIF.
- c) A CIF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CIF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CIF.

TERMS OF REFERENCE FOR THE COUNCIL COMMUNITY FUND

Purpose of the Council Community Fund

The Council Community Fund (CCF) provides non-repayable financial support for **community-based** projects that improve quality of life in Calgary.

Community-based Definition

For the purposes of the CCF, **community-based** is defined as:

A service, program, process, social interactions or similar initiative that is organized locally, takes place locally, and benefits the local community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) New project grant (up to \$500,000).
- b) Project completion grant (up to \$500,000).

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **community-based** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) is viable and sustainable in the long term,
- d) is fiscally sound,
- e) will be managed well, and
- f) has not previously received a CCF grant.

Funding applications that demonstrate local community fundraising and leveraging of other funding sources and support will receive additional consideration.

3. Process for Funding Applications

All applications will follow this process.

- a) Applications for CCF grant may be prepared by registered charities or non-profit organizations in good standing and must be sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all Council sponsored applications.
- c) The applicant must complete and submit a CCF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, include detailed documentation, and obtain Council sponsorship.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to the PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CCF grant to The City of Calgary.

4. Reporting and Fund Replenishment

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CCF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CCF grants and the overall status of the CCF.
- c) A CCF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CCF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CCF.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2019 April 02**

**ISC: UNRESTRICTED
PFC2019-0407**

Status of Outstanding Motions and Directions

EXECUTIVE SUMMARY

Outstanding items for the Priorities and Finance Committee as of 2019 March 26.

ADMINISTRATION RECOMMENDATION:

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

PREVIOUS COUNCIL DIRECTION / POLICY

On 2012 April 3, 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)

Financial Capacity

Current and Future Operating Budget:

There are no operating impacts as a result of this report.

Current and Future Capital Budget:

There are no capital impacts as a result of this report.

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 specific directions or motions 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.

Chief Financial Officer's Report to
Priorities and Finance Committee
2019 April 02

ISC: UNRESTRICTED
PFC2019-0407

Status of Outstanding Motions and Directions

ATTACHMENT(S)

1. Attachment 1 – Status of Outstanding Items for the Priorities and Finance Committee.

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
ACHIEVING GOOD GOVERNANCE THROUGH OPTIMIZING COMMITTEE MANDATES	2019 January 14	C2019-0073	NOW THEREFORE BE IT RESOLVED that Council direct Corporate Initiatives, Law and the City Clerk's Office, in consultation with Members of Council and review relevant mayoral/council systems across North America , to examine options for revising the mandate for the Standing Specialized Committee of Priorities and Finance to evolve it into an executive committee of Council and report back to Council through the Priorities and Finance Committee , no later than the end of Q2 2019 ;	2019 Q2
PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018	2018 May 28	PFC2018-0554	That with respect to PFC2018-0554, the following Motion arising be adopted: That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018.	2018 Q4
SOCIAL PROCUREMENT: STATE OF PRACTICE AND RECOMMENDATIONS	2019 December 17	C2018-1379	Direct Administration to return to the Priorities and Finance Committee no later than Q1 2019 with a: a. Terms of Reference for the Sustainable , Ethical, Environment Procurement Policy (SSEEPP) Advisory Task Force; b. Scoping Report for the three pilot projects; and c. Workplan.	2019 Q1 Deferred to May 14

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
One Calgary 2019-2022 Service Plans and Budgets	2018 November 14	C2018-1158	4. Meet with the Chamber of Commerce, Commercial Real Estate Advisory Committee of Calgary, Economic Development and other interested stakeholders by the end of April 2019 to share ideas and options generated through the tax shift work undertaken in point 3 above. Following this engagement, bring a joint Administration/business community presentation to Priorities & Finance Committee on May 14, 2019.	2019 May 14
BUSINESS TAX CONSOLIDATION – 2018 ANNUAL STATUS REPORT	2018 May 28	PFC2018-0190	That with respect to Report PFC2018-0190, the following be adopted: That Council: 1. Direct Administration to bring: (a) A 2019 status update report to the Priorities and Finance Committee in 2019 May; and (b) A final report on Business Tax Consolidation (BTC) to the Priorities and Finance Committee in 2019 July.	2019 May 2019 July

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
HISTORIC GRAND LODGE OF THE FREEMASONS	2018 July 30	C2018-0959	<p>That with respect to Notice of Motion C2018-0959, the following Motion Arising be adopted:</p> <p>That Council direct Administration to prepare a report, and return to Council through the Priorities and Finance Committee no later than 2019 Q2, that provides an overview of the legislation governing property tax exemptions and tax cancellations in Alberta, Administration's current process for administering property tax exemptions, the property tax base exempt from taxation and previous Council direction regarding property tax cancellations.</p>	2019 Q2
CORPORATE AFFORDABLE HOUSING STRATEGY Q2 2018 UPDATE	2018 June 05	PFC2018-0584	<p>That with respect to Report PFC2018-0584, the following be approved, as amended:</p> <p>That the Priorities and Finance Committee recommend that Council:</p> <ol style="list-style-type: none"> 1. Direct that Administration return to Council, through the Priorities and Finance Committee, with an update on this work, no later than Q2 2019; and <p>Invite the Community Housing Affordability Collective to provide an update on their work to the Priorities and Finance Committee no later than Q2 2019.</p>	2019 Q2

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
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
RELATED PARTY DISCLOSURE REPORT	2018 December 04	PFC2018-1391	Direct Administration to review the existing Disclosure Policy for Members of Council (CC044) to include the disclosure requirement in 2019 and send any recommendations for amendment to Council through the Priorities and Finance Committee no later than the end of September 2019.	2019 September
INDEPENDENT REVIEW OF NON-RESIDENTIAL ASSESSMENT AND APPEAL SYSTEM	2018 October 30	PFC2018-1222	That the Priorities and Finance Committee recommend that Council direct the City Manager to assign a lead to monitor and report back on the implementation of the consultant's recommendations as well as their impact on the non-residential assessment and complaint system, no later than 2019 Q3.	2019 Q3
COMPASSIONATE PROPERTY TAX PENALTY RELIEF	2018 June 05	PFC2018-0325	That the Priorities and Finance Committee recommends that Council: Direct Administration to report back through Priorities and Finance Committee on the results of the proposed program, including cost and number of participants, no later than 2019 Q4.	2019 Q4

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
NEW COMMUNITY GROWTH STRATEGY	2018 February 22	PFC2018-0200	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.	2019 Q4
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
CIF APPLICATION: ON DEMAND TRANSIT	2018 November 06	PFC2018-1291	That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q2 2020.	2020 Q2
CIF APPLICATION: ONE CALGARY POLICY REVIEW	2018 November 06	PFC2018-1300	That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q3 2020.	2020 Q3

REFERRED REPORT

Establishment of Working Group, With Respect to Report C2019-0352, Downtown Tax Shift Response (Recommendation 10, Only), PFC2019-0451

BACKGROUND:

Excerpt from the Minutes of the Strategic Meeting of Council, held 2019 April 01:

"Moved by Mayor Nenshi
Seconded by Councillor Davison

That with respect to Report C2019-0352, Downtown Tax Shift Response, Recommendation 10, as follows, be referred to the 2019 April 02 Regular Meeting of the Priorities and Finance Committee:

- "10. Establish a working group of the Priorities and Finance Committee to steward the work and report back to Council with updates on an as needed basis."

MOTION CARRIED"

ATTACHMENTS TO THIS BACKGROUND DOCUMENT:

1. None