



Report Number: C2019-0073

Meeting: Combined Meeting of Council

Meeting Date: 2019 January 14

NOTICE OF MOTION

RE: Achieving Good Governance through Optimizing Committee Mandates**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;

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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 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 no later than 2019 April 30;

AND FURTHER BE IT RESOLVED that the options considered will include:

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.

References

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