

Summary of Engagement Results

Robust stakeholder engagement was undertaken in order to explore further the options. The most common themes for each option was presented in Attachment 2; however, a more fulsome presentation of the responses is presented in the tables below. Although some of the tables contain one-off ideas, the ideas may be used for future changes to improve governance and increase meeting efficiency. (*Indicates multiple responses)

Table 1: Comments on “Utilize the roles/powers of the PFC allowed in the Procedure Bylaw – Subcommittees”

Members’ of Council Comments	Administration Comments
<ul style="list-style-type: none"> • Should not be the norm • Must be clear on working groups purpose and make them time bound* • Subcommittees could leverage Counsellors skill sets • Worried about time and stress on administration • Just do the work, don’t need a committee* • Already have to debate again at Council after Committee so don’t need more committees* • Would allow Councillors not on PFC to take a role in major policy projects 	<ul style="list-style-type: none"> • Would not mind a subcommittee for a specific topic* • Membership of a subcommittee might cause problems (bias, equality of Councillors) • Can formulate ideas that can be brought to Committee for debate and decision • Could have an informal group for Administration to clarify direction* • Need to be transparent* • Would cause extra work for Administration* • Subcommittee might “bake” an idea that is not accepted – this causes churn • Subcommittees should have authority or it is just another layer

Table 2: Comments on “Clarify the PFC agenda setting process”

Members’ of Council Comments	Administration Comments
<ul style="list-style-type: none"> • Would like a more proactive, three month look at what is upcoming to PFC • Concerned about the reframing of Committee’s focus 	<ul style="list-style-type: none"> • Never clear on PFC’s mandate, never understood the priorities* • Council needs to tell us the priorities* • PFC agenda loads (number of reports on agenda) should be more balanced across all PFC meetings* • Agenda should be anchored against the business plans and budgets* • Need to have a strategy to assign reports to come to certain meeting dates • Could be a way of filtering what is important to go to Council • Some items go to PFC to get in front of the Mayor • PFC could use a suggested order of business

	<ul style="list-style-type: none"> • Could use the Strategic Meetings of Council to determine the quarter focus of PFC agendas • Would like to see a list of topics of items that should go to PFC • Should PFC be separated into two committees: priorities one and a finance one
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Table 3: Comments on “Utilize meeting management and workflow management tactics – alignment of committee and Council agendas”

Members’ of Council Comments	Administration Comments
<ul style="list-style-type: none"> • This is a very minor issue • There is a misalignment • We should be focused on delivering One Calgary – all Committees and Council* • PFC and SPCs should be monitoring if our large policies are being met • Committees should be organized by service lines not departments • Nothing wrong with committees as they are now 	<ul style="list-style-type: none"> • SPCs and Council need to have a bigger view of what’s happening in the organization* • All Committees and Council should be focused on delivering One Calgary* • Could better align agendas by having Committee and Council chairs meeting once per month for 30 minutes to discuss upcoming agendas* • Utilize an all-corporate report calendar so they can be grouped by topics and aligned between Council and Committees • Align PFC agendas with the agendas of the Strategic Meetings of Council • Agendas are built in isolation and Councillors need a line of sight

Table 4: Comments on “Utilize meeting management and workflow management tactics - Timed agendas”

Members’ of Council Comments	Administration Comments
<ul style="list-style-type: none"> • Timed agendas are very helpful • Would help Administration to have a better understanding of the importance of an item • Would help Councillors with meeting discipline • Too many “for information” reports • Clerks could help keep Councillors on point by saying “this is not before us” • Up to the chair to work with Administration and manage the meetings • Timed agendas won’t work unless you cut debate or questions off 	<ul style="list-style-type: none"> • Time limits have to come from the chair* • All Committees should have a timed agenda • Up to the chair to work with Administration and manage the meetings • Start adhering to the Procedure Bylaw* • Timed agendas are very helpful • Very hard to commit to as don’t know how long a Committee will discuss an issue • Could put a limit on slide decks/presentations • Would help Administration to have a better understanding of the importance of an item

Members' of Council Comments	Administration Comments
<ul style="list-style-type: none"> • Clerks could time Councillors and keep them on track • Chair should not only keep people in time but also draw out the quiet voices • No timed agenda at Committee, but have one for Council • The problem is people not process* • The chair of PFC should be elected the same way other Committee chairs are elected* 	<ul style="list-style-type: none"> • Item may not get the discussion it deserves • Would decrease Administrations time sitting in Chambers awaiting their turn • Could have presentation template for better standardization and timing • Should have a non-voting speaker chair committee and Council meetings*

Table 5: Comments on “Cultivate/recognize areas of Councillors’ expertise”

Members' of Council Comments	Administration Comments
<ul style="list-style-type: none"> • Edmonton model creates tiers* • We have Councillors who have self-selected due to their experience/skills* • Could do a skills matrix for boards and Committees and match that with a skills/interest matrix for Councillors • Committee chairs should have expertise in that area • Portfolio is a great idea, but it needs to be structurally meaningful and not overbearing* • Don't want to wedge people into a focus • Should be required for Councillors to take an Institute of Corporate Directors program • Need education for good governance not rely on personal preferences* • If a Councillor takes courses/attends conferences, there should be a requirement to come back and formally share information with peers • Currently have funding in office budgets to do that • Assigned Councillor could deal with provincial counterparts and leverage relationships 	<ul style="list-style-type: none"> • Creates single point of contact* • We have Councillors who have self-selected due to their experience/skills, this happens organically* • May cause Councillor to be too operational* • Expert Councillors should not be sole decision makers* • Would need really clear Terms of Reference* • Excellent idea to match board/Committee selection to skills/interest matrix • Could be used as growth/development • Need to maintain balance and equity • Good idea as long as it's coordinated • Councillors are driven by many different reasons • Good to have a champion not an expert • Creates conflict • Would be ok if this was formalized as a governance structure • Could have ward Councillors who are generalists and city-at-large Councillors who have specific area expertise • Causes friction with staff because Councillor may come across as the expert instead of the decision maker and does not allow staff to retain the role of expert advisor

Table 6: Comments on “Minor modifications to the Procedure Bylaw – Notices of Motions”

Members’ of Council Comments	Administration Comments
<ul style="list-style-type: none"> • Consider financial impact* • All about alignment: cost, other things going on in organization, policy, previous direction of Council* • Criteria can’t squash a motion but should be used to ensure Councillor has his/her eyes wide opens when brings one forward • Have Council consult Administration for accuracy* • PFC can refine a motion but cannot kill a motion* • Criteria should not be applied* • Vet the language – could stop friendly amendments • May make things go smoother 	<ul style="list-style-type: none"> • Criteria for Notices of Motions give a sober second view before a motion hits the Council floor* • Slower process • Using criteria might help a Councillor write a motion* • Does Administration have the capacity* • City Manager needs to say if we can do it or not* • Would help realize the alignment with other work and improve the quality of the motion* • Consider financial impact* • Motions should be aligned with priorities (i.e. One Calgary strategies and priorities)* • Have Council consult Administration for accuracy* • Identify resources and/or funding sources for the work* • Is the work already being done* • Double check previous direction* • Use a scooping statement to ensure needs are met • It is a political statement – have politicians review politician’s motions • Ensure motions are within our legislative authority • No motions should be allowed three months before an election • All council needs to approve motions as over the long term one or two Councillors viewpoints may sway thoughts/directions • Councillor should be responsible for making alignment with strategy as it helps to create accountability for their directives/documents • Number of FTE hours instead of cost estimate as a cost estimate would require a lot of work • Motions wreck work plans – confuses Administration on what to focus on • What is the value add of this motion • What are the trade-offs of doing the work required for a motion • Could limit consultant fees

Table 7: Comments on “Minor modifications to the Procedure Bylaw – Consent Agenda”

Members’ of Council Comments	Administration Comments
<ul style="list-style-type: none"> • Would like PFC to have a consent agenda* • Consent agenda is ok as anyone can pull and item and debate it anyway* • If it is pulled at Council, should go back to committee. • Would like to see PFC operate as an Executive Committee as it would streamline important things • If it is approved at Committee, it should not be debated at Council 	<ul style="list-style-type: none"> • Would like PFC to have a consent agenda* • For Information reports should come as a monthly briefing binder for Council • PFC should have a consent agenda even for regularly presented items that are “for approval” like the Circumstance report • Items approved on consent agenda should not go to Council