

City Manager's Office Report to  
Priorities and Finance Committee  
2019 December 03

ISC: UNRESTRICTED  
PFC2019-1525

## **Four Year Formal Council Policy Review – 2016-2019 Outcomes**

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### **EXECUTIVE SUMMARY**

This report fulfills the requirement that Administration report on outcomes of the four year Formal Council Policy Review (“formal review”).

#### **ADMINISTRATION RECOMMENDATIONS:**

That the Priorities and Finance Committee (“PFC”) recommend that Council:

1. Receive the *Four Year Formal Council Policy Review – 2016-2019 Outcomes* report for the Corporate Record;
2. Approve the proposed rescindments listed in Attachment 3 (*Proposed Council Policy Rescindments*); and
3. Direct Administration to delay the launch of the next four-year Formal Council Policy Review cycle until Administration reports on the outcomes of the One Calgary Policy Review pilot project in Q3 2020.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

At the 2015 December 07 Combined Meeting of Council, Council rescinded the Council policy on the *Council Policy Library* (PAC001), and adopted a Council policy on the *Council Policy Program* (CC046).

At the 2017 January 16 Combined Meeting of Council, Council approved the Legislative Governance Task Force (“LGTF”) recommendation to receive the *Formal Council Policy Review – 2016 Outcomes* (LGT2016-0919) report for information.

At the 2018 November 19 Regular Meeting of Council, Council approved the *Council Innovation Fund Application: One Calgary Policy Review* (PFC2018-1300).

### **BACKGROUND**

The Municipal Government Act, RSA 2000 c. M-26 (“MGA”) provides that Council is responsible for developing and evaluating the policies and programs of the municipality and Councillors have a duty to participate generally in developing and evaluating the policies and programs of the municipality. Administration is responsible for administering and managing the Council Policy Program at The City of Calgary.

Administration initiated a formal review with the Office of the Mayor, Office of the Councillors, City Auditor, and Administration (“Policy Owners”) in 2016 January to review existing Council policies. An *Anticipated Council Policy Work Timeline* was created in 2016 (“Year One”) based on the work that the Policy Owners identified.

Policy Owners, in collaboration with the City Clerk’s Office, completed the formal review between Q1 2016 and Q4 2019, achieving the following outcomes:

- i. Reviewed a total of 155 Council policies;

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- ii. Identified 48 Council policies in 2016 which remain relevant, current, and accurate and do not require revisions in the 2016-2019 formal review cycle, as outlined in Attachment 1;
- iii. Performed 36 substantive amendments to Council policies, as outlined in Attachment 1;
- iv. Performed 11 minor revisions to Council policies, as outlined in Attachment 1;
- v. Created 19 new Council policies, as outlined in Attachment 2;
- vi. Rescinded 37 Council policies, as outlined in Attachment 1, plus an additional 4 proposed rescindments outlined in Attachment 3; and
- vii. Provided rationale to the City Clerk's Office for 45 Council policies that were identified in the *Anticipated Council Policy Work Timeline* in 2016 but will not be completed before the conclusion of the 2016-2019 formal review cycle, as outlined in Attachment 1.

As of Q4 2019, there are 133 active Council policies.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The Council Policy Program policy requires all policy owners to review existing policies in the first year of the four-year formal review cycle, and requires Administration to report on this work. However, delaying the start of the next four-year formal review cycle will allow for greater alignment to the One Calgary Policy Review pilot project at which time reporting will be re-aligned throughout the remainder of the cycle. This alignment supports a method for reviewing Council and Administration policies through a coordinated lens, supported by both City Clerk's Office and the project team. The One Calgary Policy Review pilot project is expected to conclude 2020 June.

### **Stakeholder Engagement, Research and Communication**

Throughout the formal review cycle the City Clerk's Office supported Policy Owners across the Corporation by providing awareness, resources, advice and feedback through workshops, a new webpage on myCity, resource materials, policy reviews and departmental working group meetings with Policy Owners.

### **Strategic Alignment**

The formal review aligns with One Calgary's citizen priority: A Well-Run City. Further, aligning the formal review and the One Calgary Policy Review process is expected to increase collaboration across The City, including policy alignment with service delivery to achieve Council directives; and improve services to deliver value to citizens.

### **Social, Environmental, Economic (External)**

Conducting a formal review of Council policies promotes awareness, accountability, transparency, and good governance at The City.

The One Calgary Policy Review supports The City's Citizen Priorities by aligning service lines; identifying barriers to service deliveries; and creating a framework for a comprehensive corporate program with a customer-centric view.

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### **Financial Capacity**

#### ***Current and Future Operating Budget:***

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

#### ***Current and Future Capital Budget:***

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

### **Risk Assessment**

A standardized process and regular review of Council policies ensures their relevancy and alignment with Council directives and best practices. Outdated or inaccurate Council policies pose a financial and reputational risk to The City.

A delayed launch of the next formal review cycle will allow time to examine where and how to improve customer expectations and align service delivery through the One Calgary Policy Review. This delay is not expected to significantly impact the work which will carry forward from the first review cycle.

### **REASONS FOR RECOMMENDATIONS:**

Receiving this report and attachments ensures that Council is informed on proposals and developments related to Council policies;

Rescinding the proposed Council policies ensures existing Council policies remain relevant and effective; and

Delaying the launch of the next Formal Council Policy Review cycle until the outcomes of the One Calgary Policy Review are understood will help align methods and approaches to developing and updating Administration and Council policies.

### **ATTACHMENTS**

1. 2016-2019 Formal Council Policy Review Outcomes
2. 2016-2019 New Council Policies
3. Proposed Council Policy Rescindments