City Clerk's Office Report to
Legislative Governance Task Force
2016 December 13

ISC: UNRESTRICTED
LGT2016-0919
Page 1 of 5

FORMAL COUNCIL POLICY REVIEW – 2016 OUTCOMES

EXECUTIVE SUMMARY

The Council policy on the *Council Policy Program* (CC046) was adopted by Council on 2015 December 07 to overcome existing policy implementation gaps and establish consistent procedures for developing, amending, approving, publishing, maintaining, reviewing and rescinding Council policies at The City of Calgary. Council's adoption of the Council policy on the *Council Policy Program* instituted a formal Council policy review ("formal review") every four years to determine the relevance and alignment of existing Council policies with Council's objectives, priorities and resolutions. In accordance with the provisions of this Council policy, the City Clerk's Office 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 a total of 150 existing Council policies. This report responds to the requirement that the City Clerk's Office report on outcomes in the first year of the formal review.

CITY CLERK'S RECOMMENDATION(S)

That the Legislative Governance Task Force recommend that Council receive this report for information.

RECOMMENDATION OF THE LEGISLATIVE GOVERNANCE TASK FORCE, DATED 2016 DECEMBER 13:

That Council receive report LGT2016-0919 for information.

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At the 2015 December 07 Combined Meeting of Council, Council rescinded the Council policy on the *Council Policy Library* (PAC001), and adopted a Council policy on the *Council Policy Program (*CC046).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 2014 May 26 Regular Meeting of Council, Council approved the Legislative Governance Task Force (LGTF) 2014 – 2017 Work Plan, which included revisions to the policy review process, and revisions to the on-line Council Policy Library structure.

At the 2004 February 10 Meeting of the Accountability, Priorities and Agenda Committee (APAC), APAC approved the "Policy on the Council Policy Manual" as the course of action to document and maintain the on-line Council Policy Manual.

BACKGROUND

In accordance with the *Municipal Government Act,* RSA 2000 c. M-26 ("*MGA*"), Council is responsible for developing and evaluating the policies and programs of the municipality. Further, Section 153(b) of the *MGA* provides that Councillors have a duty to participate generally in developing and evaluating the policies and programs of the municipality. From 2004 to 2016 January, 150 Council policies originating from various Policy Owners have been developed and published in an on-line Council Policy Library. The Council Policy Library is a repository of Council policies adopted by City Council, and serves as a reference for Council, Administration and the public on matters related to The City's governance, and provision of services and programs. The City Clerk's Office manages the Council Policy Program, and supports Council and Policy Owners in the Council policy framework.

City Clerk's Office Report to
Legislative Governance Task Force
2016 December 13

ISC: UNRESTRICTED
LGT2016-0919
Page 2 of 5

FORMAL COUNCIL POLICY REVIEW – 2016 OUTCOMES

The last formal Council policy review occurred in 2010, and was carried out under the provisions of the now rescinded Council policy on the *Council Policy Library*. While some individual existing Council policies have undergone reviews since 2010, a comprehensive review of all existing Council policies has not occurred at The City in the past six years.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

To ensure efficiency, effectiveness and transparency, based on engagement with stakeholders and evaluation of the outcomes from the 2010 formal review, the City Clerk's Office developed a new Council policy review process which was adopted by Council on 2015 December 07. The Council policy on the *Council Policy Program* provides that Council policies must undergo a formal review every 4 years. To be effective, the formal review process has been designed to follow a planned process, establish realistic timelines for completion of work and be carried out as a partnership between the City Clerk's Office, Policy Owners and Council. The formal review process and timeline is detailed in Attachment 1.

While a formal review process was established, the Council policy on the *Council Policy Program* also offers the necessary flexibility for Council to identify a municipal issue, objective or priority and direct a review and amendment or rescindment of any existing Council policy. In addition, any Standing Policy Committee and the Priorities and Finance Committee may recommend to Council that an amendment or rescindment of an existing Council policy is required.

The City Clerk's Office in collaboration with Policy Owners completed the formal review between 2016 January and 2016 December, achieving the following outcomes:

(i) Policy Owners reviewed a total of 150 existing Council policies in 2016, representing 100% review completion. At the time of authoring this report, Policy Owners:

a. brought forward to Council proposals to amend and rescind a total of 19 existing Council policies, and completed 2 minor revisions (no substantive change to policy content) on existing Council policies. This Council policy work is detailed in Attachment 2.

b. identified 81 Council policies as requiring revision (minor revision, amendment or rescindment) which could not be completed in 2016 due to competing priorities and resource constrains. For these 81 Council policies, Policy Owners established an anticipated timeline for completion of work prior to the next formal Council policy review, to be initiated in 2020, and reported the timeline to the City Clerk's Office. The anticipated timeline was established by Policy Owners taking into account existing priorities, workload, resources, risk, and time commitment to carry out Council policy revisions. Where Administration identified a proposed rescindment in 2017-2019, the identified Council policy may be either: (1) replaced with a new Council policy to align with best and current practices; (2)

City Clerk's Office Report to
Legislative Governance Task Force
2016 December 13

ISC: UNRESTRICTED
LGT2016-0919
Page 3 of 5

FORMAL COUNCIL POLICY REVIEW – 2016 OUTCOMES

amalgamated with another existing Council policy; or (3) rescinded. The anticipated timeline for this Council policy work is detailed in Attachment 3.

    c. identified 48 Council policies which remain relevant, current and accurate today and do not require revisions in this review cycle. These Council policies are detailed in Attachment 4.

Detailed below is a summary of the Council policy work completed in 2016 and the Council policy work anticipated for 2017 – 2019:

2016 – 2019 Formal Council Policy Review Outcomes	Number of Council Policies	Total
Council Policy Work Completed in 2016		
Minor revision (no substantive content change)	2	
Amendment	6	**69**
Rescindment	13	
No revision required this cycle	48	
Council Policy Work Anticipated (2017 – 2019)		
Minor revision (no substantive content change)	13	
Amendment	44	**81**
Rescindment	24	
Total Number of Council Policies Reviewed		**150**

Given that a formal review allows the City Clerk's Office and Policy Owners to conduct an in depth analysis of Council policies individually and in relation to other Council policies at The City, the following additional outcomes were achieved during the formal review:

- Policy Ownership changed on 11 Council policies to align with previous Corporate re-organizations between 2010 and 2016,

- Policy Owner name changes were identified on approximately 40 Council policies to align with Corporate re-organizations between 2010 and 2016,

- overlap and linkages between Council policies were observed by Policy Owners, facilitating the identification of how the amendment/rescindment of one Council policy impacts another. Policy Owners documented these linkages on the 2017 – 2019 anticipated Council policy work timeline submitted to the City Clerk's Office,

City Clerk's Office Report to
Legislative Governance Task Force
2016 December 13

ISC: UNRESTRICTED
LGT2016-0919
Page 4 of 5

FORMAL COUNCIL POLICY REVIEW – 2016 OUTCOMES

- a new Council policy numbering system was developed and implemented in 2016 in order to be better positioned to respond to any future Corporate re-organizations in an efficient manner, and

- given that the Council policy on the *Council Policy Program* brought into force a new Council Policy Template, in 2016, 7 new Council policies were developed and presented to Council for adoption in the new Council Policy Template. As Council policies are an official record of a Council decision, promote good governance and guide the delivery of programs and services at The City, it is essential that they are easily accessible, readable, and referenced. The new Council Policy Template was also developed to provide a consistent organization of Council policy content to provide greater guidance to Policy Owners and Council.

Stakeholder Engagement, Research and Communication
In 2016 January, the City Clerk's Office initiated the formal review by delivering five Council Policy Program workshops for Policy Owners to provide awareness and guidance. Further, in 2016 the City Clerk's Office designed and launched a new Council Policy Program webpage on myCity to provide guidance to Policy Owners. To facilitate a consistent and efficient approach to bringing forward Council policy proposals to Council, Council policy resource materials on developing, amending, approving, reviewing and rescinding Council policies were created and published on the myCity webpage. Further, a *Guide to the Council Policy Template* was developed and made available for Policy Owners. Throughout 2016, the City Clerk's Office engaged and collaborated with all Policy Owners to assist with their individual reviews, and provided support and guidance on best practices.

Strategic Alignment
This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (*Action* Plan 2015-2018). Further, this report aligns with Strategy W8: "Increase collaboration across the organization, including alignment with service delivery to achieve City priorities"; specifically:
- continue to improve corporate wide-initiatives that help shift The City's cultural mindset, engage employees, and contribute to customer service improvements;
- work with business units to collect and improve access to City data and information, championing Open Data and Intellectual Property Policies; and
- Promote and foster business relationships throughout the corporation that improve services and deliver value to customers.

Social, Environmental, Economic (External)
Conducting a formal review of Council policies promotes awareness, accountability, transparency and good governance at The City.

Financial Capacity
  Current and Future Operating Budget:
There are no current and future operational budget impacts as a result of this report.

FORMAL COUNCIL POLICY REVIEW – 2016 OUTCOMES

Current and Future Capital Budget:
There are no current and future capital budget impacts as a result of this report.

Risk Assessment
Once Council policies are adopted by Council, it is imperative that they are reviewed to ensure their relevance and alignment with Council's objectives, priorities and resolutions, as well as alignment with best practices. Outdated or inaccurate Council policies pose a financial and reputational risk to The City. This risk is mitigated when Policy Owners conduct a formal review to assess the relevance, currency and accuracy of Council policies. The risk is further mitigated by Policy Owners establishing a process and timeline for how, and when, they will accomplish the required revisions in a timely and effective manner.

REASON(S) FOR RECOMMENDATION(S):
In accordance with the Council policy on the *Council Policy Program*, the City Clerk's Office is required to report to Council on the outcomes in the first year of the formal Council policy review.

ATTACHMENT(S)
1. Formal Council Policy Review of Existing Council Policies
2. 2016 – First Year of the Formal Council Policy Review
3. 2017 – 2019 Anticipated Council Policy Work Timeline
4. Council Policies – No Revisions Required This Cycle