

## **Office of the Councillors: Governance Review and Proposal**

### **RECOMMENDATIONS:**

That the Coordinating Committee of the Councillors Office (CCCO) recommend that Council:

- 1) Rescind the *Governance Structure Office of the Councillors Policy* (PAC004);
- 2) Give three readings to Bylaw 38M2021, amending the City Clerk Bylaw (73M94), to provide authority to the City Clerk for the purposes of accountability for the Office of the Councillors and for any Council policies or guidelines referencing the authority of CCCO;
- 3) Direct the City Clerk's Office to review the mandate of the CCCO, returning to PFC through the CCCO no later than July 2021 with a framework for Council governance over the accountability and transparency processes for matters related to the Office of the Councillors; and,
- 4) Direct the Report and Attachments remain confidential under Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* until Council rises and reports.

### **HIGHLIGHTS**

- Transferring authority for the Office of the Councillors (excluding Ward Office staff) from the existing structure to the City Clerk's Office is proposed to enhance accountability and transparency, strengthen governance, and better align with Administration structure, processes and policies. Similarly, reviewing the terms of reference for the CCCO will ensure the appropriate governance structures are in place to provide input and oversight for issues pertaining to Members of Council.
- What does this mean to Calgarians? Improving governance structures will help ensure appropriate oversight, while also enhancing transparency and clarifying accountability.
- Why does it matter? Effective governance and oversight are essential for the continued maintenance of the public's trust in Council and municipal institutions.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

### **DISCUSSION**

The Office of the Councillors has traditionally provided administrative, financial and logistical support to Members of Council in a manner separate and unique from Administration. In accordance with Council policy, the Chair of the CCCO provides direction to the Manager, Office of the Councillors, who oversees a team of contracted support staff.

On 2020 February 24, Council adopted a Notice of Motion aimed at closing the governance gap in the Office of the Councillors and determining ways to enhance or replace processes or responsibilities presently residing with the CCCO. In 2021 January, CCCO received an update on comparative governance structures in similar municipalities, which demonstrated that the functions currently performed by the Office of the Councillors are generally performed by staff in the Office of the City Clerk. Following this governance review, CCCO requested that Administration develop a proposal to better align reporting and governance structures and to transfer responsibility to the City Clerk's Office.

In 2021 April, CCCO endorsed the proposal and recommended that Council implement the following:

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### **1) Transfer authority for the Office of the Councillors:**

It is proposed that the staff, budget, and functions currently performed by the Office of the Councillors (not including Ward Office staff) become the responsibility and authority of the City Clerk. The alignment would see the staff join the Governance and Protocol Services Division, reporting to a Deputy City Clerk (see attachment 2). This transfer can be undertaken by rescinding the *Governance Structure Office of the Councillors Policy* (Attachment 3) and amending the *City Clerk Bylaw* (Attachment 4) to clarify that the Office of the Councillors staff are subject to the supervision of, and accountable to, the City Clerk.

This proposal is expected to allow the Office of the Councillors to leverage Administration expertise and resources, avoid duplication of policy and processes, and provide strategic alignment to other Council support functions already performed by the City Clerk's Office.

### **2) Change the governance model for CCCO:**

It is proposed that the City Clerk's Office review the mandate of the CCCO and propose a framework for Council governance over the accountability and transparency processes for issues affecting the Office of the Councillors, including policy, procedure, and other administrative issues. This would require a review of the CCCO mandate and Terms of Reference. Working with the City Clerk, CCCO would aim to bring a proposed governance structure to Council for approval in 2021 July. .

While several Council policies (or guidelines, in the case of the Ward Community Event Fund) may reference the CCCO or the Chair as the approving or oversight authority, by amending the City Clerk Bylaw clear authority will be established with the City Clerk (or designate). Further work will be undertaken over the coming months to assess all related Council policies and ensure they remain relevant, consistent, and appropriately reflect the new governance structure.

## **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- Public Engagement was undertaken
- Public Communication or Engagement was not required
- Public/Stakeholders were informed
- Stakeholder dialogue/relations were undertaken

Key stakeholders in Administration have been consulted on this proposal. The necessary system and other changes to implement the proposal have been considered.

Existing staff in the Office of the Councillors have also been consulted and will continue to play a central role in shaping the implementation of the proposal as further refinement of job duties and policy work continues.

## **IMPLICATIONS**

### **Social**

N/A

### **Environmental**

N/A

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**Economic**

N/A

**Service and Financial Implications**

**Existing operating funding - base**

N/A

The Office of the Councillors contributes to the Mayor and Council service line. There is considerable alignment with the Council and Committee Support service line, which is supported by the City Clerk's Office. While any budget associated with the Office of the Councillors will be transferred to the City Clerk's Office, no further adjustment to the service line will be undertaken at this time.

Following the transfer of resources upon Council approval, work will be undertaken to ensure the staff and resource complement continues to provide the necessary support to Members of Council and their staff.

**RISK**

There are few risks in proceeding with the proposals outlined in this this report. There is a small risk that some Council policy and authority gaps will exist until a full review of all polices can occur. However, by amending the City Clerk' Bylaw any authority gaps should be eliminated.

**ATTACHMENTS**

1. Previous Council Direction, Background
2. Proposed organizational structure, Office of the Councillors and City Clerk's Office
3. Governance Structure Office of the Councillors Policy
4. Proposed Bylaw 38M2021, amending the City Clerk Bylaw.

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform