

SUMMARY OF POLICY IMPLEMENTATION GAPS, PROPOSED CHANGES AND RATIONALE

Implementation Gap #1: Inconsistent Council Policy Approval Process		
Current Council Policy	Proposed Change	Rationale
All proposed policy drafts or revisions will be forwarded to the ALT, and then to the appropriate Standing Policy Committee and/or PAC [PFC] for review and then to Council for final consideration and direction.	6.2 Council Policy Approval Process 6.2.1 Proposed Council policies or proposed amendments to existing Council policies: - Must be forwarded to the City Clerk's Office for review; - May be forwarded to the Administrative Leadership Team for information if the Council policy is developed by the Office of the Mayor, Office of the Councillors or the City Auditor; - Must be forwarded to the Administrative Leadership Team for endorsement in the case of corporate and/or city wide significance, and for information in all other cases, if the Council policy is developed by a City of Calgary Business Unit; and - Must be forwarded to the appropriate Standing Policy Committee, Priorities and Finance Committee or the Legislative Governance Task Force prior to being submitted to Council. 6.2.2 Council is the final decision-making authority with respect to Council policies, and adopts or rejects recommendations for proposed new or amended Council policies.	The proposed change overcomes the current implementation gap by defining the approval path for Council policies within the current Council Committee structure, and formalizes the role of the City Clerk's Office at the start of the approval process. Formalizing the City Clerk's role at the beginning of the approval process creates opportunities for best practice discussions and facilitates compliance with the Council Policy Program. In addition, an approval process must recognize the inherent variations in the content of Council policies at The City and be responsive. To achieve this, the proposed change provides that new and amended Council policies originating from the Office of the Mayor, Office of the Councillors and the City Auditor "may be" rather than "will be" forwarded to the Administrative Leadership Team (ALT). With respect to Council policies developed by a City of Calgary Business Unit, they must be forwarded for either endorsement or for information depending on the Council policy content. This approach maintains ALT's role in the public policy development process, while promoting ALT's focus on Council policies of corporate and/or city-wide significance. The same approval process is proposed for rescinding Council policies.

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Implementation Gap #2: Inconsistent Format and Style of Council Policies												
Current Council Policy	Proposed Change	Rationale										
4. Each policy statement shall include: a) a brief background description of the issue b) the purpose of the policy c) the policy statement d) reference to a procedural section or other criteria, or a procedures section, if necessary e) cross reference notation as to appropriate provisions or sections in the Municipal Government Act, Procedure Bylaw, other bylaws, etc f) amendments or reference history	6.1 Developing or Amending a Council Policy 6.1.4 Proposed Council policies or proposed amendments to existing Council policies must be prepared using the Council Policy Template (Schedule A). Council policies must be presented in the following format: <u>POLICY STATEMENT (Mandatory)</u> <u>PURPOSE (Mandatory)</u> <u>DEFINITIONS (Optional)</u> <u>APPLICABILITY (Mandatory)</u> <u>LEGISLATIVE AUTHORITY (Optional)</u> <u>PROCEDURE (Mandatory)</u> <u>SCHEDULE(S) (Optional)</u> <u>AMENDMENT(S) (Mandatory)</u> <table><tr><th>Date of Council Decision</th><th>Report / Bylaw</th><th>Description</th></tr><tr><td></td><td></td><td></td></tr></table> <u>REVIEW(S) (Mandatory)</u> <table><tr><th>Date of Policy Owner's Review</th><th>Description</th></tr><tr><td></td><td></td></tr></table>	Date of Council Decision	Report / Bylaw	Description				Date of Policy Owner's Review	Description			Council policies are an official record of a Council decision, promote good governance and guide the delivery of programs and services at The City. Accordingly, it is essential that they are easily referenced. To accomplish this, a new Council Policy Template is introduced that provides a consistent organization of Council policy content. The brief background description of the issue has been removed from the template, given that it often mirrors the background provided in the Report to Committee/Council. While not all Council policies will contain each section of the Council Policy Template, all Council policies will be prepared in a consistent format. The Council Policy Template is now provided in Schedule A rather than outlined in the body of the Council policy in order to provide more clarity and guidance to Policy Owners. To further support Policy Owners in any phase of the Council policy framework, the City Clerk's Office created a comprehensive set of resource tools.
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Implementation Gap #3: Lack of Clarity Around Council Policy Review		
Current Council Policy	Proposed Changes	Rationale
(a) Council or SPC may review the Council Policy Library, at any time, to determine which, if any policies need to be reviewed or rescinded.	6.5 Maintenance of Council Policies 6.5.1 It is the responsibility of Policy Owners to maintain their Council policies, periodically reviewing them and providing Council with recommendations to amend or rescind existing Council policies, as required.	Outdated or inaccurate Council policies pose a financial and reputational risk to The City. Maintenance of Council policies is essential and informal reviews of Council policies must be undertaken to confirm relevance and accuracy of information. Assigning the review function to Council and SPCs unnecessarily narrows the responsibility for determining which Council policies are in need of review. Policy Owners are well positioned to know when revisions and/or amending or rescinding is necessary stemming from Council resolutions, legislative and regulatory changes, as well as changes in internal factors (i.e. Departmental re-organization). The proposed change allows for a more proactive approach to internal and external changes impacting Council policies.

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(b) PAC [PFC] shall formally review the policies in the Council Policy Library once every 3 years (once per term) to determine which, if any, policies need to be reviewed.	6.6 Formal Council Policy Review 6.6.1 Council policies must undergo a formal Council policy review every 4 years to determine relevance and alignment with Council's objectives, priorities and resolutions. 6.6.2 The City Clerk's Office will initiate the formal Council policy review every 4 years, as follows: - Policy Owners must review all of their existing Council policies in the first year of the formal Council policy review, and bring forward to Council proposals to amend or rescind Council policies, as required; - For those Council policies requiring amending or rescinding, but which cannot be carried out in the first year of the formal Council policy review, Policy Owners must establish a timeline for completion prior to the next formal Council policy review; - Policy Owners must report the timeline for completion to the City Clerk's Office in the first year of the formal Council policy review; and - The City Clerk's Office will report on the outcomes of the formal Council policy review, through the Legislative Governance Task Force, in the first and fourth year of the formal Council policy review.	Once Council policies are adopted, it is imperative that they are reviewed regularly to ensure their relevance and alignment with Council's objectives, priorities and resolutions. While maintenance of Council policies has been provided in the proposed Council policy outlined above, a formal Council policy review allows for an in depth analysis of Council policies individually and in relation to other Council policies at The City of Calgary. To be effective, a formal Council policy review must be planned, have appropriate timelines and must be a partnership between the City Clerk's Office and Policy Owners. The proposed changes recognize the following: - Policy Owners, in consultation with the City Clerk's Office, should drive the timeline for the development of policy proposals for Council's consideration as they have knowledge of issues, Departmental priorities, scope of review, stakeholders, operational realities and resources necessary to conduct the Council policy work; and - For accountability and transparency, regular reporting to Council on the Council Policy Program must occur.
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