

Detailed Approach and Engagement

Boards, Commissions and Committees (“BCCs”) Not Considered for Disbandment

The City Clerk’s Office assessed 86 current Boards, Commissions and Committees (“BCCs”) to which Council appoints one or more members; of those, 65 are out of scope for potential disbandment for the reasons detailed below.

Eight BCCs are Standing Committees and Committees of Council:

- Audit Committee (*Audit Committee Bylaw 48M2012*)
- Council Services Committee (*Procedure Bylaw 35M2017*)
- Community Development Committee (*Procedure Bylaw 35M2017*)
- Executive Committee (*Procedure Bylaw 35M2017*)
- Green Line Board (*Green Line Board Bylaw 21M2020*)
- Infrastructure and Planning Committee (*Procedure Bylaw 35M2017*)
- Intergovernmental Affairs Committee (*Procedure Bylaw 35M2017*)
- Nominations Committee (*Governance and Appointments of Boards, Commissions and Committees, CP2016-03*)

Eleven BCCs are established in partnership with another entity, which would require a collaborative review and decision process respecting prospective disbandment:

- Annexation Negotiation Committee - Foothills County
- Annexation Negotiation Committee - Rocky View County
- Bow River Basin Council
- Calgary International Airport Development Appeal Body
- Calgary Metropolitan Region Board and 3 sub-committees
- City of Chestermere and City of Calgary Intermunicipal Committee
- Foothills County and City of Calgary Intermunicipal Committee
- Rocky View County and City of Calgary Intermunicipal Committee

Twenty-six BCCs are independent organizations, including:

- Seven wholly-owned and minority-owned subsidiaries are established under the *Business Corporations Act*. Authority over these entities is exercised by Shareholder resolution:
 - Attainable Homes Calgary Corporation
 - Calgary Arts Development Authority
 - Calgary Economic Development Ltd.
 - Calgary Film Centre Ltd.
 - Calgary Housing Company
 - Calgary Municipal Land Corporation
 - Opportunity Calgary Investment Fund Ltd.
- Seven Civic Partners are organizations which partner with The City to deliver outcomes to Calgarians:
 - Calgary Convention Centre Authority
 - Calgary Public Library Board
 - Calgary Sports & Major Events Committee

- Heritage Calgary
- Platform Calgary
- Silvera for Seniors
- Tourism Calgary
- Twelve BCCs are established by other entities and the City of Calgary is a Member Organization or is invited to appoint or nominate some members, including:
 - Alberta Municipalities
 - Calgary Airport Authority
 - Calgary Climate Innovation Fund Executive Advisory Committee
 - Calgary Stampede Board
 - Family and Community Support Services Association of Alberta
 - Federation of Canadian Municipalities
 - Inter-City Forum on Social Policy
 - Lindsay Park Sports Society
 - McMahon Stadium Society
 - Parks Foundation Calgary
 - Saddledome Foundation
 - WinSport

Nineteen BCCs are established and/or required by legislation:

- Fifteen Business Improvement Areas [De-establishment governed by *Business Improvement Area Regulation 93/216* (Alberta)]
- The Calgary Assessment Review Board (Required under *Municipal Government Act*, RSA 2000, c. M-26, s 454)
- The Calgary Police Commission (Required under *Police Act*, RSA 2000, c. P-17)
- The Emergency Management Committee (Required under *Emergency Management Act*, RSA 2000 c. E-6.8)
- The Calgary Subdivision and Development Appeal Board (Required under *Municipal Government Act*, RSA 2000, c. M-26, s 627)

One Administration Committee, established by the Chief Administrative Officer (City Manager):

- Pension Governance Committee

Boards, Commissions and Committees Considered for Disbandment

The following 21 BCCs have been included for Council's consideration for disbandment:

- Advisory Committee on Accessibility
- Anti-Racism Action Committee
- Arts Commons Advisory Committee
- Beltline Community Investment Fund Committee
- BiodiverCity Advisory Committee
- Business Advisory Committee
- Calgary Aboriginal Urban Affairs Committee
- Calgary General Hospital Legacy Fund Review Committee
- Calgary Planning Commission

- Calgary Transit Access Eligibility Appeal Board
- Calgary Transit Public Safety Citizen Oversight Committee
- Climate Advisory Committee
- Combative Sports Commission
- East Paskapoo Slopes Joint Advisory Committee
- Event Centre Committee
- Friends of HMCS Calgary Committee
- Licence and Community Standards Appeal Board
- Mall Programming Fund Management Committee
- Multisport Fieldhouse Committee
- Social Wellbeing Advisory Committee
- Urban Design Review Panel

The City Clerk's Office has gathered information from the terms of reference or bylaws governing each in-scope BCC, has engaged Administrative Liaisons and Board Chair/Co-Chairs for their feedback, and gathered all responses in Confidential Attachment 1, with a brief summary of key information intended to assist Council.

Engagement

The City Clerk's Office contacted other Canadian municipalities regarding best practices for review and disbandment of Council-established BCCs. Of the cities contacted, only the City of Edmonton reported that periodic review of its advisory committees occurs and that guidelines for the review process are contained in Council policy. Criteria used by the City of Edmonton to evaluate advisory committees include:

- Relevancy and alignment of the committee's mandate and purpose to Council priorities;
- Whether there is mandate overlap with Administration, another city, administrative or external agency or a civil society structure;
- Whether the Council Committee structure best serves, or is necessary for, the mandate and work of the committee, or whether they would be better established as an Advisory Committee to Administration or another structure;
- Whether the work and activities of the Committee align with its mandate (scope creep);
- Stakeholder/community feedback on the Committee (e.g., does the Committee seek the input of the communities they represent);
- Whether the Committee regularly provides advice to Council; and
- Value analysis, including required financial and human resources.

The City Clerk's Office proceeded to survey the Administrative Liaisons and Chairs of in-scope BCCs to gather information about the purpose, work and relevance of the BCCs. The following questions were included in the surveys:

1. How does the work of the Committee align with the committee's mandate?
2. What tangible impacts has the work of the Committee had on the wellbeing of people that live, work and play in Calgary?
3. How does the current work of the Committee align with Council's priorities? (Council's Strategic Direction 2023-2026 is available here: <https://www.calgary.ca/council/about-calgary-city-council.html>)

4. Does the work of the Committee overlap with the work of another City of Calgary committee or body? If so, please provide the name(s) of the committee or body and the nature of the overlap.
5. How much time, expressed in Full Time Equivalent (FTE) employee positions, is dedicate to supporting the Committee?
6. How many formal reports has the Committee presented to Council or a Council Committee in the last year? If the Committee does not report to Council, indicate the body to which it reports, and the number of reports submitted last year.
7. In recent years, has the Committee had issues meeting quorum?
8. On average, how many meetings does the Committee hold per year?
9. How many hours per year does each Public Member contribute to fulfilling their duties on the Committee? (an average or range is acceptable)
10. Does the Committee have sufficient administrative support to deliver on its mandate? If not, please explain.
11. Has the Committee had problems finding qualified candidates to recommend for appointment in recent years?
12. What are the main priorities of the Committee for the upcoming year?
13. Please explain why you think the Committee should or should not be considered for disbandment.

The report and Attachment 1 are intended to present an objective summary of the in-scope BCCs current state.