

## **BOARDS, COMMISSIONS AND COMMITTEES – PROJECT IMPLEMENTATION AND APPOINTMENT PROCESS REVIEW**

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### **EXECUTIVE SUMMARY**

The Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03) was adopted by Council on 2016 April 25 to establish guidelines respecting governance and appointments. Council's adoption of this Council policy instituted new processes for recruitment, application and appointments to Boards, Commissions and Committees (BCCs). This report responds to Council's direction that the City Clerk's Office return to Council with a review of the 2016 appointment process, and an update on the progress and timelines of the next phases of the Legislative Governance Review Project.

In 2016, Council approved a recognition event for outgoing BCC Public Members who served on various BCCs. This report also responds to Council's direction that the City Clerk's Office return to Council with a review of the 2016 recognition event and provide recommendations to Council regarding the future of this event.

### **CITY CLERK'S RECOMMENDATION(S)**

That the Priorities and Finance Committee recommend that Council:

1. Adopt proposed amendments to the Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03) (Attachments 1 and 2);
2. Extend the term of the current Members of the Nominations Committee, including the Vice-Chairmanship, until 2017 July 31;
3. Approve the updated Implementation Phases for the Legislative Governance Review Project for 2017;
4. Approve a 2017 Boards, Commissions and Committees Recognition Event for outgoing Public Members who served on various Boards, Commissions and Committees for at least one year, and approve a budget of up to \$5,000 funded from the Boards, Commissions and Committees Legislative Governance Review Project; and
5. Direct that Attachment 5 remain confidential pursuant to Section 24(1)(a) of the *Freedom of Information and Protection of Privacy Act*.

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

At the 2016 November 07 Combined Meeting of Council, Council adopted the following motion:

"The City Clerk's Office in consultation with Law, and Administration, work with applicable BCCs to bring forward amendments to their governance documents, formed under the jurisdiction of the City of Calgary, to reflect the 6-year term limit for members specified in the new *Governance and Appointments of Boards, Commissions and Committees* policy (CP2016-03). If no governance documents exist, then the 6-year term limit applies from the policy effective date (2016 April 25)".

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At the 2016 September 12 Combined Meeting of Council, Council adopted a motion approving the following:

- a. a 2016 Boards, Commissions and Committees Member Recognition Event for outgoing citizen members who have served on various Boards, Commissions and Committees for at least one year;
- b. a budget of up to \$5,000, funded from the Boards, Commissions and Committees Review Project be allocated; and
- c. the City Clerk to report back to Council through the Legislative Governance Task Force with recommendations on the recognition process and event by Q1 2017.

At the 2016 April 25 Regular Meeting of Council, Council adopted a Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03), and adopted the following motion: “[a]pprove Attachment 6, Implementation Phases – Legislative Governance Review Project, and return to Council Q1 2017 with a review of the 2016 appointment process, and an update on the progress and timelines of the next phases of the project”.

At the 2015 March 30 Regular Meeting of Council, Council approved PFC2015-0308 Application to the City of Calgary Innovation Fund in which Legislative Governance Task Force (LGTF) acquired funding to support a limited-term project manager to support specified activities outlined in the LGTF Work Plan 2014-2017.

### **BACKGROUND**

Through the Legislative Governance Review Project, the City Clerk's Office proposed improvements to the BCC recruitment and advertisement process at The City of Calgary, resulting in the adoption of a new Council policy on *Governance and Appointments of Boards, Commissions and Committees* (“Council policy”). With the adoption of the new Council policy, effective 2016 April 25, the following three significant changes were implemented:

- June campaign replaced the late August/early September campaign;
- a prescribed application form, containing four questions, replaced the traditional cover letter and resume; and
- applicants were permitted to identify two BCC choices for appointment through two separate application forms, discontinuing the practice of identifying three preferences within a single application (cover letter and resume).

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

The City Clerk's Office completed a comprehensive review of the 2016 appointment process, carried out an assessment of the next phases of the Legislative Governance Review Project and reviewed the 2016 recognition event for outgoing BCC Public Members. The findings and recommendations stemming from this review are detailed below and in the corresponding report attachments.

#### *Review of 2016 Appointment Process*

In 2015, the City Clerk's Office introduced new recruitment and advertising methods:

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- targeted social media messaging focused on the individual BCC mandates;
- street signs were placed strategically throughout all quadrants of the City;
- a Shaw TV City Matters video featuring the Mayor was aired; and
- an advertisement was placed in the Metro newspaper.

The 2015 recruitment and advertising campaign set a record for the number of applicants to BCCs. In 2016, the City Clerk's Office undertook the same methods and mediums used in 2015 with the following additional strategies to further promote City-wide exposure:

- City-produced videos featuring the Mayor, Deputy City Clerk and a Public Member of the Calgary Parking Authority;
- Student outreach;
- Outreach through the Calgary Neighbourhoods Business Unit;
- Professional and Community Associations ads;
- Radio interview with the Deputy City Clerk; and
- On-line classified and job placement boards.

In 2016, the City Clerk's Office completed a recruitment campaign to fill 92 vacancies, consisting of 23 non-binding nominations and 69 Public Members on 25 BCCs. During the 2016 campaign, 374 applicants submitted an application to serve on a BCC, representing a 10 per cent decrease over 2015. There are multiple potential factors which may have contributed to the reduction in the number of applicants, including the change in timing (June versus late August/early September), a new application form, and a new application method. As this was the first recruitment and appointment campaign pursuant to the new Council policy, the City Clerk's Office will continue to study and assess the impacts of the Council policy.

The 2016 appointment process review was carried out through a variety of means: (1) documenting the City Clerk's Office's successes and challenges in implementing the administrative tasks as prescribed by the new Council policy; (2) interacting with prospective and real applicants during the recruitment period; (3) engaging with BCC Chairs, Resources and Administration; and (4) participating in and observing of the 2016 Nominations Committee and Organizational Meeting of Council. Following this review, the City Clerk's Office identified three areas, listed below, where proposed amendments to the Council policy are being recommended to improve efficiency in the appointment process:

- Application process,
- Reserve List, and
- Nominations Committee.

The proposed amendments related to the above, along with minor amendments intended to bring greater clarity and bridge implementation gaps, are outlined in the Council policy in Attachment 1, with a rationale for each proposed amendment provided in Attachment 2.

### *Term Limit and Maximum*

In adopting the Council policy, Council implemented a new term limit for Public Members appointed by Council to BCCs. Specifically, Council directed that "[a] Public Member may serve

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up to a maximum of six consecutive years on a [City] BCC, unless otherwise outlined in a [City] BCC's Governance Document(s)". As the Council policy was silent on the matter of when this specific provision came into force, the Nominations Committee requested that clarity be brought to the effective date through an amendment. The proposed amendment, along with rationale, is provided in Attachments 1 and 2 at subsection 5.10.3.

At the 2016 November 07 Combined Meeting of Council, the City Clerk's Office was directed to work, in consultation with the Law Department, with applicable BCCs to bring forward amendments to their governance documents to align with the new six year term limit provided in the Council policy. A comprehensive review of all BCCs with Council's Public Member appointments has now been completed, and identified those BCCs over which Council has jurisdiction and where no superseding legislative provisions exists (Attachment 3). Consultations with affected City BCCs occurred on 2017 March 10 and drafting of proposed amendments to governance documents is currently underway. During the March engagement, a number of City BCCs advised that they are currently in the process of updating and revising their existing governance document(s) to address a variety of matters. Accordingly, the amendment of City BCC's governance documents will be a staged process to capture all necessary and desirable amendments in an efficient manner. The City Clerk's Office will co-ordinate this process with the applicable City BCCs and the Law Department and return to the Priorities and Finance Committee in 2017 April, where possible.

### *Implementation Phases – Legislative Governance Review Project*

The first phase of the Legislative Governance Review Project was completed in 2016, and the City Clerk's Office has progressed into the second phase (2017). The second phase is largely focused on the formalizing and instituting practices around the 2016 recommendations from the Legislative Governance Review Project. The update on the second phase of the Legislative Governance Review Project implementation is detailed in Attachment 4.

### *Public Member Recognition Event*

A recognition event for outgoing Public Members was held on 2016 December 19. The recognition event consisted of two parts: (1) a breakfast reception attended by the Mayor, Members of Council, and Members of the Administrative Leadership Team where Public Members were personally recognized for their contributions to The City, and (2) a formal recognition of the outgoing Public Members in Council Chamber during a Regular Meeting of Council. A total of 54 outgoing Public Members, representing 20 BCCs, were invited to attend the recognition event. The event was attended by 12 outgoing Public Members, representing 6 BCCs. The total cost of the recognition event was approximately \$3,000.

While the attendance at the recognition event was lower than anticipated, the feedback provided to the City Clerk's Office regarding the recognition event was overall positive. The one area for improvement consistently identified by attendees was the timing of the event (both date and time). In light of the positive feedback, it is recommended that the event be held in 2017, with adjustments to the 2016 process to improve attendance as follows:

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- replace the breakfast reception with a lunch reception to improve Public Member attendance, and to avoid potential scheduling conflict with the Administrative Leadership Team meetings; and
- hold the recognition event during an earlier Council Meeting in December to avoid potential conflict with holiday events.

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

BCC Chairs, Resource Staff and Administrative Resources were engaged throughout the implementation of the 2016 appointment process. On 2016 May 30 and 31, the City Clerk's Office held two information sessions for the BCCs with vacancies to be filled at the 2016 Organizational Meeting of Council to provide an overview of the new Council policy, recruitment and advertisement timelines, and offer guidance and assistance in the implementation of the various new provisions which included the new application format, BCC short list, the skills matrix, Nominations Committee's role and responsibility.

On 2017 January 17, the City Clerk's Office facilitated an information and engagement session with BCC Chairs, Resource Staff and Administrative Resources of the eight BCCs that provided recommendations to the Nominations Committee. The BCC's feedback and recommendations are detailed in Attachment 5.

### **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*).

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

Public Members provide their expertise and guidance to Council on important civic issues. Volunteering on one of the City's Boards, Commissions and Committees provides Public Members with the opportunity to:

- provide a meaningful contribution to the community;
- share their knowledge, skills and abilities as well as develop skills and gain experience;
- meet new people and get connected in the community; and
- learn more about how The City of Calgary works.

### **Financial Capacity**

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

There are no current operating budget impacts as the City Clerk's Office continues to fund resources to administer the Council policy and implementation phases through the BCC Legislative Governance Review Project budget allocated from the Innovation Fund. In 2016 October, a limited term part-time resource was hired to assist with the Council policy's implementation. The City Clerk's Office is currently in the process of implementing a new legislative meeting management solution which is anticipated to have a BCC component in place in 2018. An approved budget exists for the replacement legislative meeting management software, and at this time, there is no anticipated impact on the 2017 operating budget.

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With respect to the Public Member Recognition Event, the event can be funded in 2017 from the BCC Legislative Governance Review Project budget allocated from the Innovation Fund. However, a source of funding will be required to stage this event in future years.

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

There are no current and future capital budget impacts.

### **Risk Assessment**

There is a potential risk that the new legislative management system will not have the required functionality to complete the work directed in the Implementation Phases – Legislative Governance Review Project. Should this situation arise, the City Clerk's Office will return to Council with options and a potential request for funding will be forwarded to the 2019-2022 Budget deliberations.

### **REASON(S) FOR RECOMMENDATION(S):**

In adopting the Council policy on *Governance and Appointments of Boards, Commissions and Committees*, Council directed the City Clerk to return to Council with a review of the 2016 appointment process, and an update on the progress and timelines of the next phases of the project. Further, Council directed the City Clerk to report back to Council with a recommendation on a future recognition event process and to work with applicable BCCs to bring forward amendments to their Governance Document(s).

### **ATTACHMENT(S)**

1. Proposed amended Council policy
2. Proposed amendments and rationale
3. Amendments required to align with Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03) on term limit maximum
4. Implementation Phases – Legislative Governance Review Project
5. Feedback and Recommendations