



Type	Description and Role		Examples	Rationale
Advisory Committees	Committees are less structured and often limited to an advisory capacity.	<ul style="list-style-type: none"> • Follow Provincial or Municipal Board, Commissions and Committees policies to select members (Councillors, community, experts, Administration representatives). • Terms of reference defines roles & responsibilities. • Requires administrative staff. 	City of Calgary Social Wellbeing Advisory Committee, City of Toronto Advisory Committee, City of Calgary Housing and Affordability Task Force	Recommended. Provides broadest range of outcomes. Is within municipal jurisdiction. Cost-effective. Enables Council to retain strategic decision-making responsibilities. Engages broad range of lived experiences and professional expertise across the housing continuum.
Government Boards and Commissions	Boards and Commissions are semi-independent bodies with public, corporate and Council members that report to a Minister or Municipal Council.		Police Commission, Airport Authorities, Alberta Affordable Housing Review Panel, National Housing Council	Not recommended. Not as effective in fostering collaboration and input from a broad range of perspectives.
Regulatory, Adjudicative, Quasi-judicial Agencies	Arms-length, independent organizations, appointed by a provincial or federal body to: <ul style="list-style-type: none"> • License, make rules or oversee a sector. • Make independent, quasi-judicial decisions. • Occasionally perform both regulatory and adjudicative functions. • Protect public economic, social, human rights. 	<ul style="list-style-type: none"> • Appointed/recruited executive staff. • Requires significant paid subject matter expert and administrative staff. 	Toronto Ombudsmen, Auditor Generals, Privacy Commissioners, Law Enforcement Review Board, Civilian Review and Complaint Commission	Not recommended. This model is best suited for a provincial housing advocate to address individual complaints or resolution, or for the independent decision on binding actions.
Public Interest/Trust Agencies	Ministerial appointed arms-length agencies to: <ul style="list-style-type: none"> • Administer financial and/or assets in the public interest. • Investigate time-limited issues of public importance. 	<ul style="list-style-type: none"> • Appointed/recruited executive staff. • Requires significant paid subject matter expert and administrative staff. 	Commissions of Inquiry, Alberta Investment Management Corporation	Not recommended. Better suited to ensuring fair and appropriate management of public resources, or investigations into events eroding public safety or trust. High cost.
Corporate Enterprise Agencies	Crown corporations or wholly-owned subsidiaries: <ul style="list-style-type: none"> • Provide or sell goods or services to the public in a commercial manner. 	<ul style="list-style-type: none"> • Overseen by a Board of Directors. • Appointed/recruited executive staff. • Requires significant paid subject matter expert and administrative staff. 	Alberta Social Housing Corporation, BC Housing, Calgary Housing Company, Attainable Homes Calgary, Enmax	Not recommended. Not designed for collaboration on the development of recommendations, performance measurement or advocacy. High operating cost.
Service Delivery Agencies	External organization that receives public funding to provide and/or direct government regulated services.	<ul style="list-style-type: none"> • Overseen by a Board of Directors. • Appointed/recruited executive staff. • Requires significant paid subject matter expert and administrative staff. 	Alberta Health Services Board, post-secondary institutions	Not recommended. Focused on delivery of a service to a customer. High operating costs.