



CITY OF CALGARY
BCC REMUNERATION & EXPENSE
POLICY RESEARCH
DECEMBER 2023

**CITY OF CALGARY
BCC REMUNERATION POLICY RESEARCH
SAGE ANALYTICS INC.**

December 12, 2023

Tanya Woo

Leader, Municipal Boards & Governance

City Clerk's Office | Council & Governance Services

City of Calgary

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Re: BCC Remuneration & Expense Policy Research

Dear Ms. Woo,

The SAGE Analytics Inc. team has conducted objective, third-party policy research for the City of Calgary BCC remuneration and expense practices.

Details of our internal and external research findings are provided for your consideration, and we trust that this research will be helpful to inform policy development. We appreciated engaging with you, your team, and many of your BCC members throughout this project. A shared enthusiasm and passion for the City of Calgary was noted among these diverse groups.

Thank you for the opportunity to serve the City of Calgary. We remain available to present the research findings to administration and/or Council, and to respond to any questions that you may have.

Sincerely,



Shari-Anne Doolaege, MPA, Q.Med, Q.Arb., CLGM
President, SAGE Analytics Inc.

This policy research is intended for the confidential, internal, exclusive use of City of Calgary officials. SAGE Analytics Inc. takes no responsibility for any third-party use of the contents of this report.

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1. EXECUTIVE SUMMARY

Council directed administration to return to Executive Committee by Q1 2024 with an equitable remuneration and expense policy applying to all Council-established BCCs that have Public Members appointed by Council.

Administration engaged SAGE Analytics Inc. (SAGE) to conduct independent internal and external research to inform BCC policy development. SAGE is a governance consulting firm with related expertise in municipal governance, policy development, tribunals, and community engagement.

Research findings, policy considerations, and recommendations are contained within this SAGE policy research report. This objective research is intended to provide an informative, peaceful policy development path for decision makers.

Internal research included a subset of 10 BCCs from the ~86 total BCCs for the City of Calgary. This sample of 10 BCCs included advisory, adjudicative, and regulatory bodies. Three of the 10 BCCs provided remuneration to public members.

The external research included a jurisdictional scan of eight comparator organizations, as well as a few additional communities where specific BCC competitors were found.

Calgary BCC **advisory** bodies did not receive remuneration for full and half-day rates. Expense reimbursements were minimal and often unclear. Unpaid advisory board members were common in external research. Benchmark data showed a \$200 daily remuneration rate from Calgary's closest comparator, the City of Edmonton.

Calgary BCC **adjudicative** bodies did receive remuneration. Expense reimbursements were generous in comparison to other Calgary BCCs as this was the only group to receive a \$50/month/member equipment allowance to participate in electronic hearings. Calgary met or exceeded the benchmark remuneration rates, and benchmark expense reimbursement practices.

Calgary BCC **regulatory** bodies varied in the remuneration policy. Members in one commission received remuneration and expense reimbursement, while public members in another commission did not receive remuneration. This was consistent with some external comparators, though it did not match the benchmark comparator where members were paid \$200 per day.

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Overall, the City of Calgary BCC remuneration and expense practices are not equitable between the sample of Calgary BCCs.

Survey responses from the internal research showed that 20% of members felt that the current remuneration practice was acceptable where some BCCs provided remuneration to public members, and some BCCs did not. The majority of respondents (41%) felt that the current remuneration practice was not acceptable, and the remaining respondents were unsure or felt it did not apply to their BCC.

Sentiments varied from public members where 85% of adjudicative members would *not* volunteer time for the BCC without pay. In contrast, 88% of advisory/regulatory members would volunteer on their BCC without pay.

The time commitment was a challenge for many public members. The BCC roles often a heavier workload than they expected, and 20% of public members reported using some vacation time to serve on a BCC. Sixty-six percent (66%) of public members felt appreciated for their BCC work.

Two BCCs involved public members serving in a mix of operational roles. This was not consistent with best practices or benchmark data.

Some of Council's strategic initiatives rely heavily on volunteer public members, particularly for the socially focused advisory bodies. Best practices and benchmark data had a stronger administrative presence to ensure consistent resources were available to achieve corporate strategies.

Policy development considerations include a spectrum of options, and range from: **Maintaining** the status quo (no change); **Matching** the benchmark (consistent with Edmonton); and **Transforming** the BCC remuneration process. The later option, transformative process could achieve equity in remuneration and expenses among Calgary BCCs and may have the highest budget impact.

Respectfully submitted,

Shari-Anne Doolaege

Shari-Anne Doolaege, MPA, Q. Med, Q.Arb., CLGM
President, Sage Analytics Inc.

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2. BACKGROUND AND PROJECT OVERVIEW

2.1 Council Directive

The BCC Remuneration and Expense Policy project was initiated by City Council through a directive to administration on January 24, 2023:

<https://pub-calgary.escribemeetings.com/FileStream.ashx?DocumentId=232920>

9.3 COMMITTEE REPORTS

9.3.1 Notice of Motion - Establishment of a Remuneration and Expense Policy for Council - Established Boards, Commissions, and Committees, EC2022-1371

Moved by Councillor Penner Seconded by Councillor Mian

That with respect to Notice of Motion EC2022-1371, the following be adopted:

NOW THEREFORE BE IT RESOLVED THAT COUNCIL

1. Direct Administration to return to Executive Committee by Q1 2024 with an equitable remuneration and expense policy applying to all Council-established BCCs that have Public Members appointed by Council where The City is responsible for the payment of remuneration and expense which incorporates:
 - A consideration of the unique mandates, terms of reference and legislated requirements that apply to tribunals and other BCCs; and
 - Best practices identified through a scan of remuneration and expense policies and practices for volunteer Public Members in comparable jurisdictions and organizations; and
 - Input from Boards, Commissions, and Committees on the draft policy, before it is presented to Council;

And further be it resolved,

That Council directs Administration to return to Council through Executive Committee no later than Q2 2023 with a list of BCCs to be considered for disbandment.

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2.2 Project Timeline

- **May 2, 2023:** SAGE proposal submitted.
- **May 26, 2023:** Contract signed.
- **June 2023:** Internal research, document review, interviews, survey developed.
 - **June 30, 2023:** Survey paused to complete City Privacy Impact Assessment (PIA).
 - **September 15, 2023:** Surveys revised and deployed.
 - **October 3, 2023:** Survey completion deadline extended by one week – to October 10, 2023, due to low response rate.
- **July-August 2023:** External research / Jurisdictional scan.
- **October-November 2023:** Data analysis.
- **November-December 2023:** Report writing.
- **December 12, 2023:** Report submission.

2.3 Risk Assessment - PIA

A detailed privacy impact assessment (PIA) was completed by the City of Calgary Access and Privacy Office during this project. The September 8, 2023 PIA report states, “The PIA enables The City to exercise due diligence in identifying potential risks to the privacy of individuals and mitigate those identified risks by implementing preventive and corrective measures.”

The City Privacy team provided guidance to SAGE to identify, manage, and mitigate privacy risk for City employees and public members participating in this project. Specific considerations include:

- EDIB-focused questions were not part of the original survey questions but were subsequently incorporated at the request of The City’s Diversity Data Strategy Project (DDSP).
- A FOIP statement was added to the surveys. A FOIP statement was not included during the interviews as these were already completed. Interview participation was voluntary.

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2.4 SAGE Team

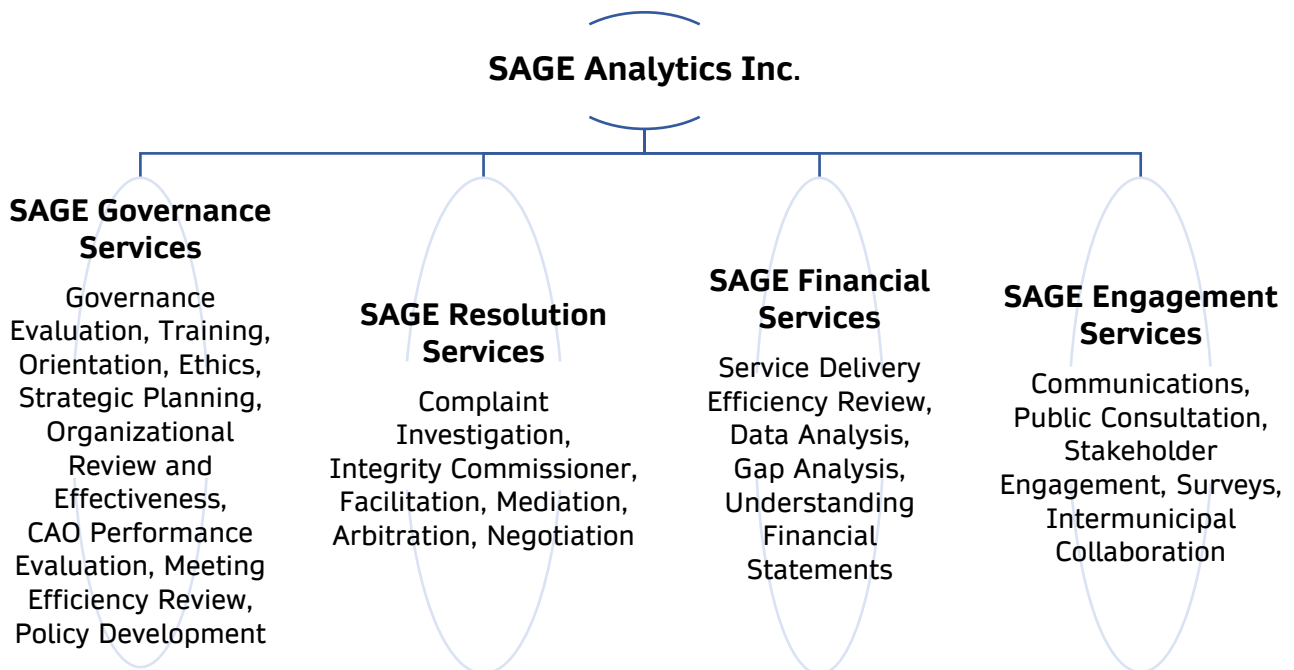
SAGE Analytics Inc. (SAGE) is a woman-owned, Alberta-based municipal consulting firm. SAGE has a diverse ~20-member team of associates.

The following SAGE team members participated in this project due to their general BCC knowledge and expertise:

1. **Shari-Anne Doolaeye**, MPA, Q.Med, Q.Arb, CLGM, SAGE President
2. **Christopher Cambridge**, MEng, PEng(R), SAGE Governance Associate
3. **Cameron Fani**, MPA, BCom, SAGE Engagement Services Associate
4. **Ted Gillespie**, SAGE Governance Associate, Operations Lead
5. **Vesna Higham**, BA, LL.B., SAGE Governance Associate
6. **Kanwal Lali**, CPA, CMA, B.Sc., SAGE Finance Associate
7. **Caroline McAuley**, RD, MBA, ICD.D, SAGE Governance Associate
8. **Judy Tran**, BCom, CPA, CMA, SAGE Finance Associate
9. **Hélène Wirzba**, MD, PhD, CE, SAGE Evaluation Associate

2.4.1. SAGE Corporate Structure

SAGE maintains an associate model where team members are engaged on a per-project basis to align with the required subject matter expertise.



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3. INTERNAL RESEARCH AND ANALYSIS

3.1 Research Sample Size

The City of Calgary has ~86 Boards, Commissions, and Committees (BCCs). Details are available at: <https://www.calgary.ca/council/meetings/boards-commissions-and-committees.html>

Several BCCs include public members who are recruited and appointed to serve the city based on their area of interest or expertise. A representative research sample of 10 BCCs were selected by city administration to participate in this research. This included a cross-section of Advisory, Adjudicative, and Regulatory bodies, as shown below:

1. Advisory Bodies

1. Anti-Racism Action Committee
2. Beltline Community Investment Fund Committee
3. Calgary Aboriginal Urban Affairs Committee
4. Calgary Transit Access Eligibility Appeal Board
5. Social Wellbeing Advisory Committee
6. Urban Design Review Panel

2. Adjudicative Bodies

7. Assessment Review Board
8. Subdivision and Development Appeal Board

3. Regulatory Bodies

9. Calgary Planning Commission
10. Combative Sports Commission

3.2 Process

SAGE conducted research through document review, interviews, and surveys for each of the 10 BCCs included in the research.

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3.2.1. Document Review

SAGE reviewed several guiding documents for the 10 BCCs, such as terms of reference or bylaw to establish the BCC and determine compensation.

Some BCCs used a skills matrix for recruitment. Each BCC is unique and requires public members to have specific skills and qualities. Adjudicative bodies require specific training and ongoing professional development. In contrast, socially-focused advisory board primarily require lived experience.

3.2.2. Interviews

Interviews were conducted with each BCC leadership (chair, vice-chair or equivalent) and administrative support. These interviews were voluntary, though encouraged. Participation was strong in.

These interviews provided SAGE with insights on the reality of each BCC. Interview questions focused on the following areas.

1. **Remuneration and Expenses:** Describe the current policies and practices for your BCC.
2. **Mandate:** What are your guiding documents, mandate, bylaw?
3. **Membership:** Describe your BCC membership.
4. **Recruitment:** Does the remuneration and expense allowance impact member recruitment and involvement?
5. **External Research:** What jurisdiction/s are most comparable with your BCC?
6. **Other:** Is there anything we should be aware of during this project?

Some interviewees provided additional comments to describe the various context of their operating environment. Interviews were encouraged, though voluntary. The interview response rate was nearly 100%. Participants showed enthusiasm for the project and seemed to appreciate the opportunity to 'give voice' to their BCC. Some themes from anonymized interview comments are included in the internal research analysis of this report.

3.2.3. Surveys

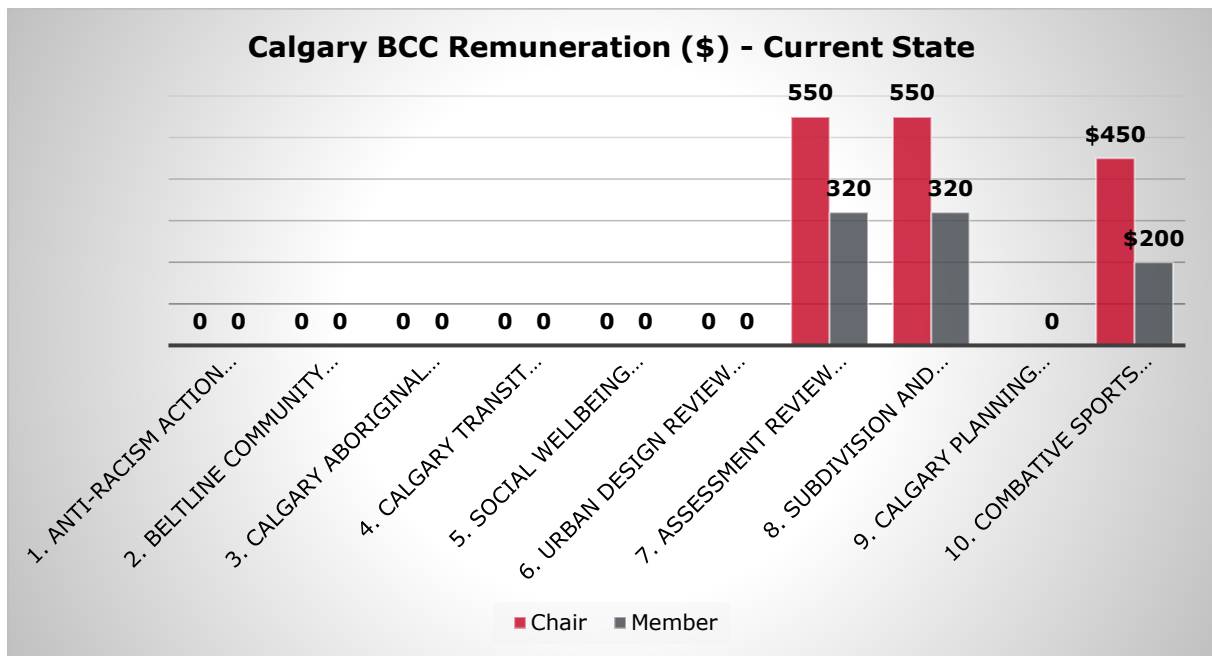
Surveys were developed and deployed to the public members for each of the 10 BCCs participating in this research.

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3.3 Current State – Calgary BCC Compensation

3.3.1. Remuneration

The bar graph below shows the current state of remuneration between the 10 Calgary BCCs included in this internal research. Rates are based on a full-day remuneration comparison.



The current state data shows:

- **Advisory** bodies (1-6): Public members do not receive remuneration. Equity is achieved within this group as all are paid equally \$0.00.
- **Adjudicative** bodies (7-8): Equity is achieved between the ARB and SDAB public member remuneration.
- **Regulatory** bodies (9-10): Public members are paid in the Combative Sports Commission, and not on the Calgary Planning Commission. Equity is not achieved within this group.
- **The totality** of the data shows that equity is not achieved in the City of Calgary BCC public member remuneration. Some BCCs provide remuneration, and some do not.

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3.3.2. Expenses

Internal research showed that expense policies were not equitable among Calgary BCCs. Additionally, the expense policies were not transparent and fully shared with all members.

An equipment allowance is provided only to the adjudicative boards (ARB, SDAB). Public members receive \$50/month to compensate for the use of their personal equipment and internet connection to attend electronic hearings. Other BCCs similarly held meetings by electronic means though these public members were not compensated for the use of their personal equipment and internet connection.

Free parking or reimbursement was typically provided to all BCCs during onsite meetings. Transit reimbursement was not consistent. Some members were not aware that they could be reimbursed for their transit expenses.

Conference expense reimbursement was provided for the adjudicative Subdivision and Development Appeal Board and the regulatory Combative Sports Commission, as well as per diem rates paid during attendance.

Training was provided for adjudicative and regulatory board members. Limited in-house training and orientation was provided for advisory boards.

Meals were sometimes provided during in-person meetings. Adjudicative boards were not provided meals. All members had access to standard coffee, tea, and water while on site. Meals expense was not applicable during remote electronic meetings.

Childcare stipends were available to some advisory boards upon request. Some members were not aware of this expense compensation option.

Public members have shown generosity by incurring costs and using their personal resources to fulfill their BCC roles. Without related expense reimbursement, public members are indirectly subsidizing the City in the advancement of BCC mandates.

The current state of BCC expense reimbursement shows an inequitable 'mixed bag' of practices with no consistent guiding policy such as the [expense reimbursement procedures](#) in place for City employees.

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3.4 Survey Data and Analysis

The following 19 subsections show the survey response details provided from public members in the 10 participating BCCs.

Data collectors are grouped as follows:

1. Advisory Bodies and Regulatory Bodies
2. Adjudicative Bodies

SAGE 'rolled up' the data for the Advisory Bodies and Regulatory Bodies due to the limited survey responses within some of these collector groups.

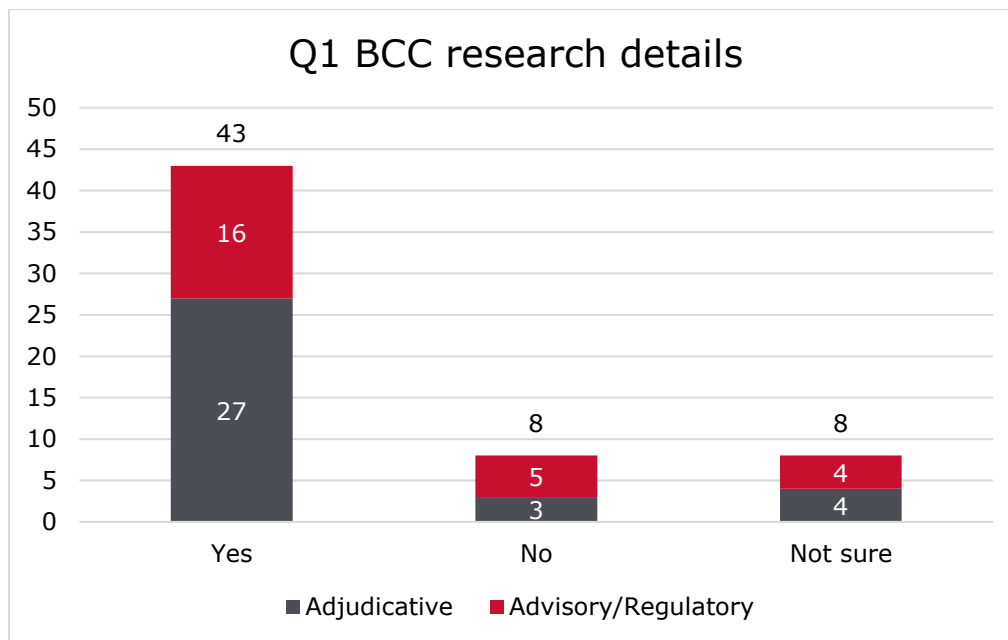
Survey sections include BCC Involvement, Demographic Information, and Comments.

The survey question wording is provided for context and ease of reference, as shown below in **Q1**. A detailed survey template sample is provided in an appendix.

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3.4.1. Q1. BCC research details

Q1: Are the internal research details for your BCC correct?



Most participants (73%) agreed that the details are correct when presented with information on their BCC guiding documents, membership, time commitment, and remuneration. A notable number disagreed or were unsure (26%).

The adjudicative boards primarily commented on remuneration for cancellations and the remuneration rate, and the advisory/regulatory boards primarily commented that the actual time commitment was higher than stated.

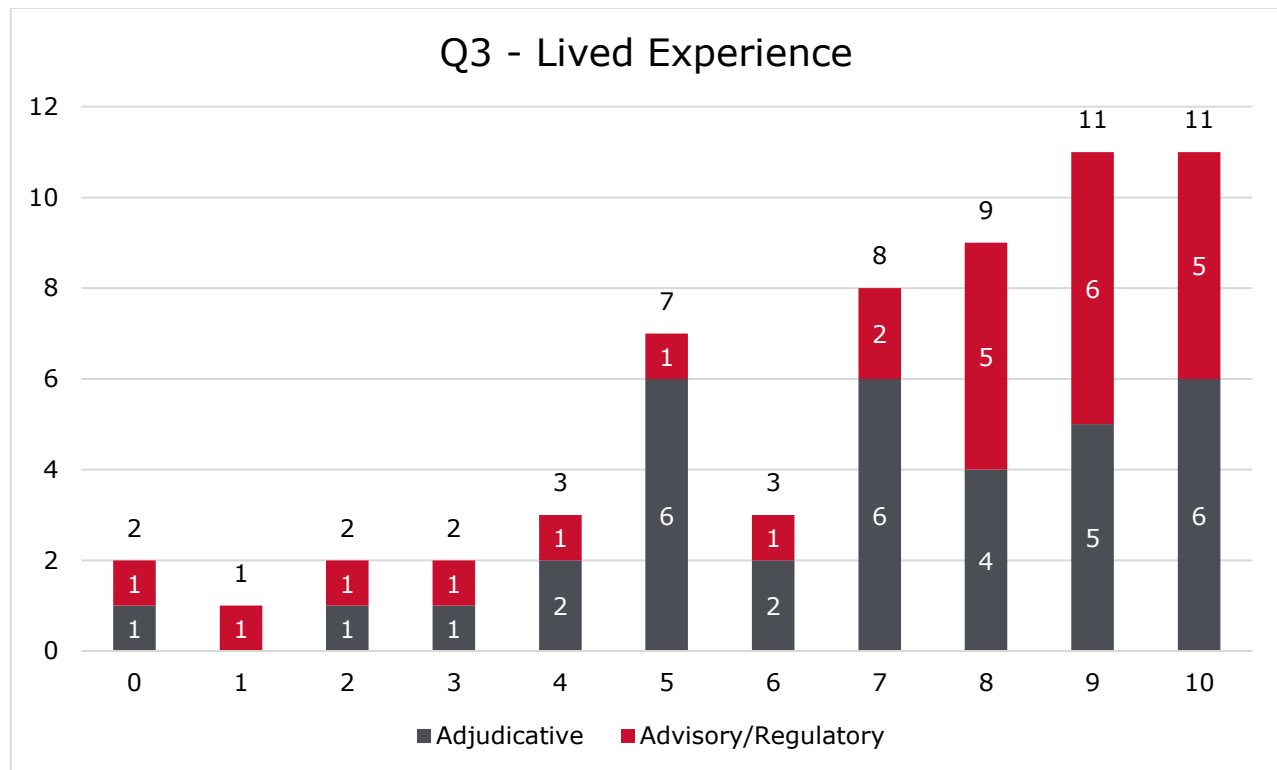
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BCC Involvement

3.4.3. Q3. Lived experience

Lived Experience and Professional Competency:

Q3-Q4: Several BCC recruitments involve both lived experience and professional or technical competency. Use the sliding scales below to show how important each of these aspects are for you to fulfill your BCC appointment responsibilities.

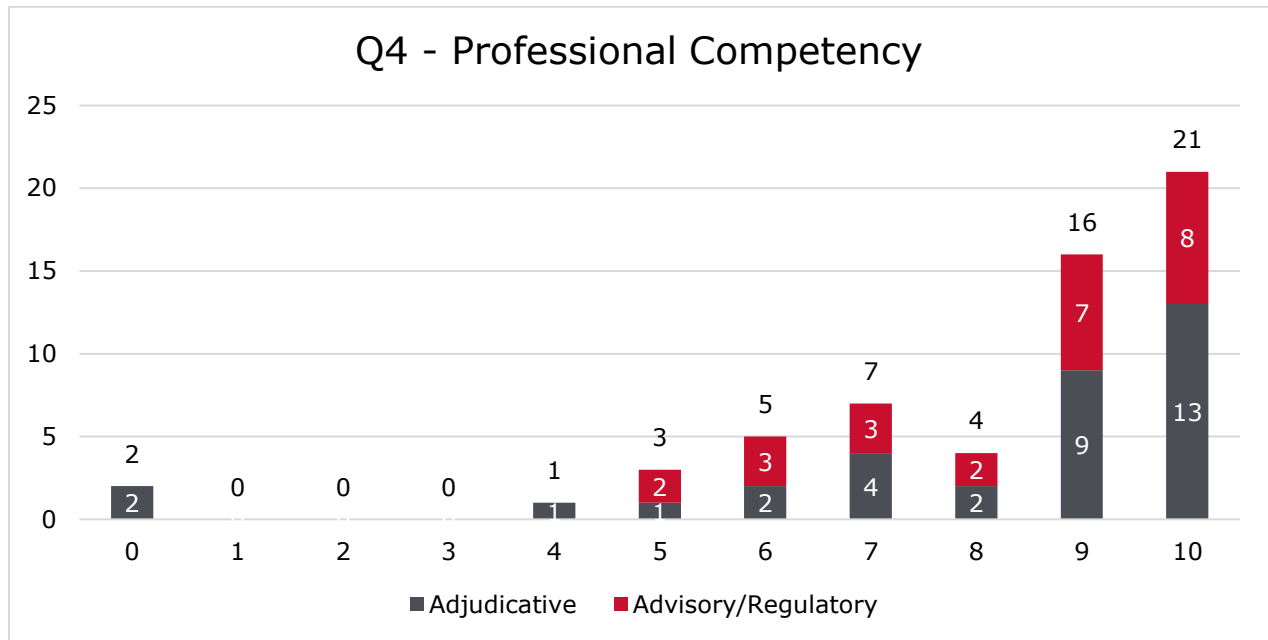


Recruitment for certain BCCs was more weighted on an individual’s lived experience, rather than their professional education.

The majority (83%) of BCC members consider lived experience highly important in fulfilling duties, rating it 5 or higher.

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3.4.4. Q4. Professional competency

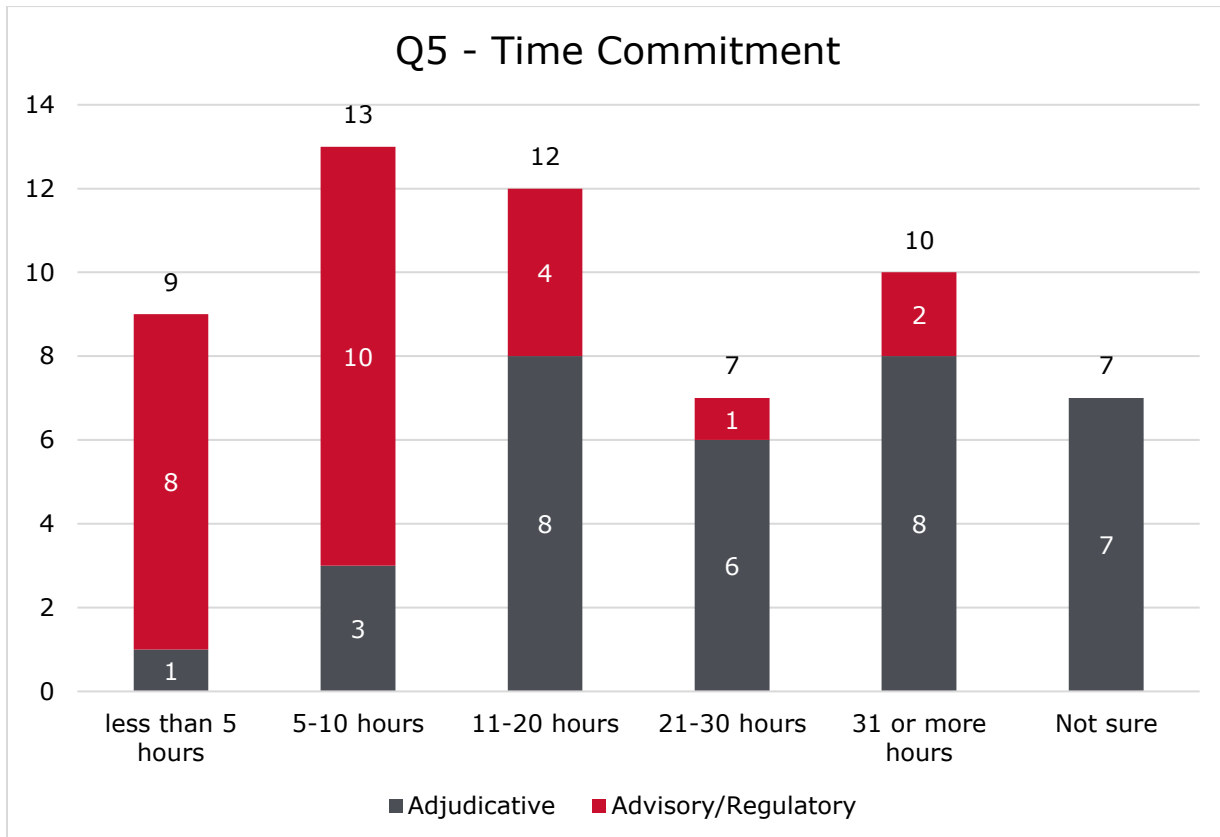


The majority (96%) of BCC members consider professional competence highly important in fulfilling duties, rating it 5 or higher. There is a higher degree of agreement on professional competency than lived experience, as even more responses are clustered at the high end of the scale.

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3.4.5. Q5. Time commitment

Q5: How much time do you dedicate to this BCC in an average month (including meetings, meeting prep, and all activities)?



Time commitment demands surfaced as a theme through the research. Actual time spent by BCC public members was often more than expected.

A detailed Time Commitment Table was developed by SAGE and is provided in s. 3.5.2 of this report.

Various comments describing the data and time commitment details are provided below, grouped by social/civic advisory boards, adjudicative boards, and regulatory boards.

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Social Advisory Boards

These boards meet on a monthly basis, 10 to 12 times a year for meetings approximately two hours in length, with additional hours for work and preparation. Generally, the time commitment for members is 4-5 hours per month and with chairs spending and additional 2-4 hours (6-8 hours total). Meetings occur after work hours at or after 4:30pm.

Civic Advisory Boards

The Beltline Community Investment Fund Committee is a new committee and will determine time requirements after the first year. The Chair may call a meeting at least four times a year.

The Calgary Transit Access Eligibility Appeal Board meets monthly. Members spend 1-3 hours per month for preparation and 3 hours for the hearing for a total of 4 hours per month. Chairs spend an additional hour (5 hours total) to discuss matters with administration. Meetings occur in the evening, hearings occur during typical work hours.

The Urban Review Design Panel meets every two weeks and spend 4.5 - 12 hours per meeting, for a total of approximately 12 hours per month. The chairs spend approximately one hour extra per meeting and spend time on reports to administration and council.

Adjudicative Boards

Assessment Review Board members attend hearings generally April through November. Time commitment for hearings involves time for preparation, attending the hearing, and decision-making. There are additional time requirements for training.

Members are required to work during daytime hours. Chairs and Vice chairs have significant higher time commitment than members as their responsibilities involve more management duties. The Chair's time commitment is full-time from March to December, and part-time December to March. The number of hearings is decreasing from prior years.

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The Subdivision and Development Appeal Board meets weekly, members spend approximately 12 hours per month. The Chair spends 70-80 hours per month, and Vice-Chairs spend 30-40 hours per month. Meetings occur during daytime hours.

Adjudicative members generally report higher levels of time commitment than advisory boards. Overall, the time commitment is reflective of the time expectations as described on the overview descriptions of the BCC as posted on the City's website.

Regulatory Boards

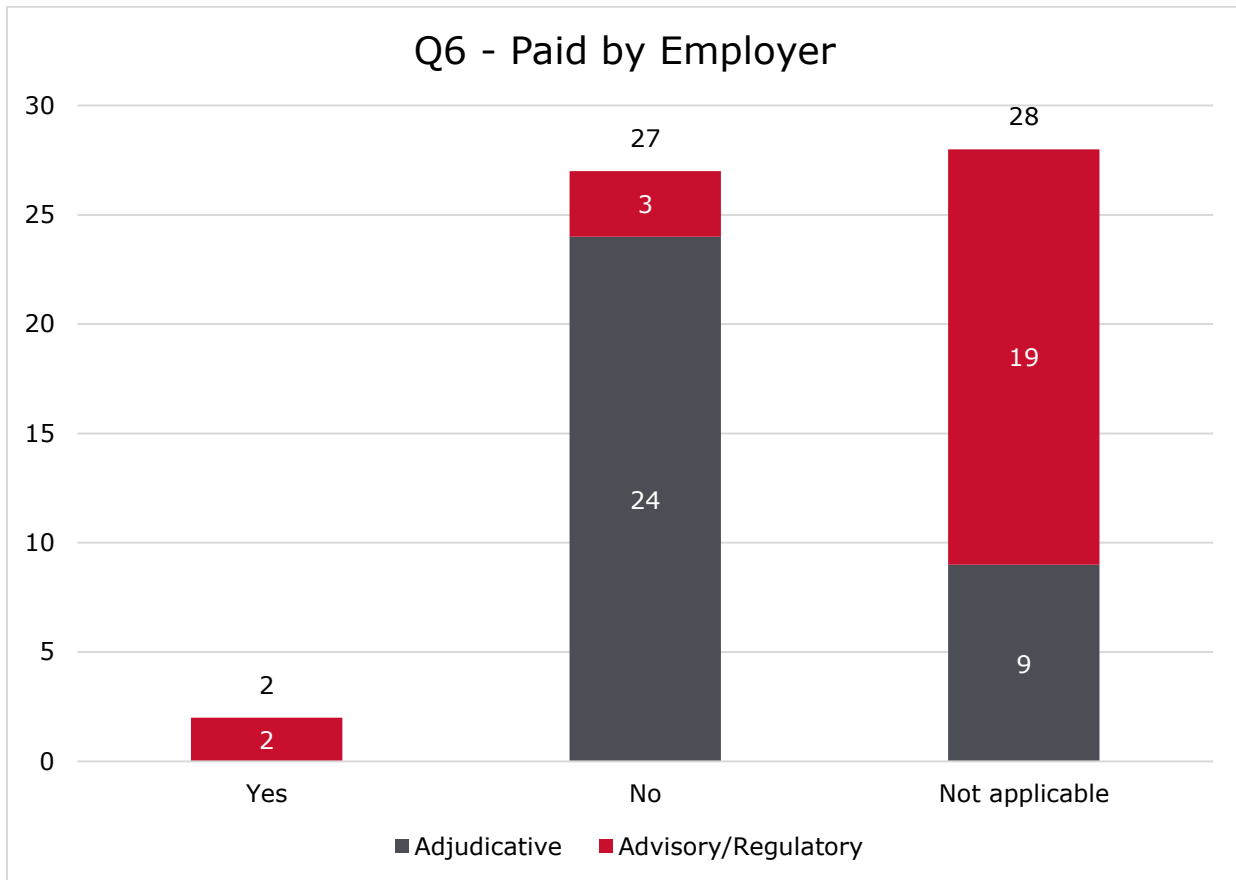
The Calgary Planning Commission meets two times per week. Meeting preparation is approximately 3 hours and meetings average 4 hours but may be longer depending on the agenda (total 7 hours). Meetings occur during daytime hours.

The Combative Sports Committee meets at least 5 times a year. Members spend 2-5 hours per week, 15 hours per week during combative events. Chairs spend 10-20 hours per week and 30-50 hours during combative events.

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3.4.6. Q6. Paid by employer

Q6: My participation on this BCC is part of my regular employment with the City of Calgary, or another employer.



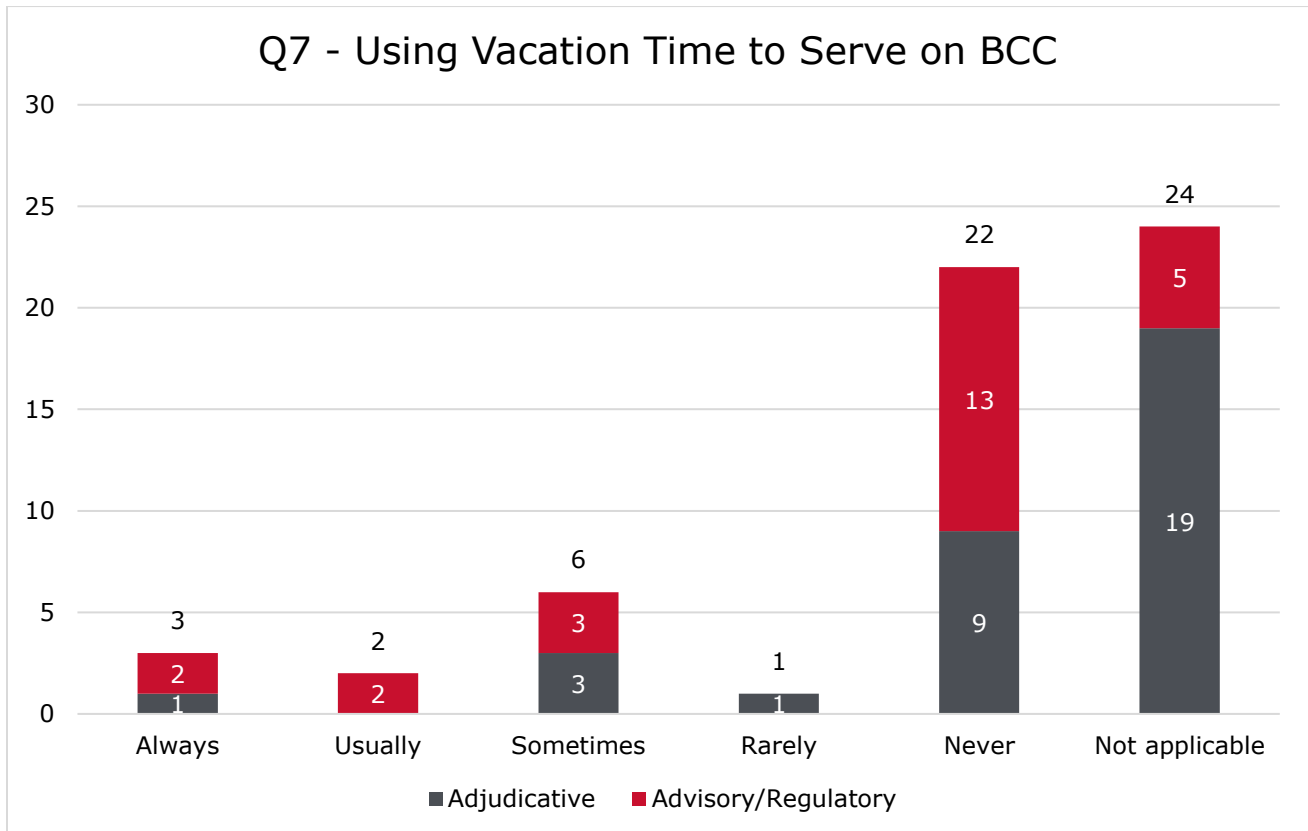
Only two public members serve on BCCs as part of their regular employment. The remaining members were not compensated to serve on the BCC through their regular employment, or regular employment was not applicable for them, such as retired members.

This question was not applicable to the majority of advisory/regulatory board members.

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3.4.7. Q7. Use of vacation time

Q7: I am not employed by the City of Calgary, and I use some vacation time from my employment to participate on this BCC.



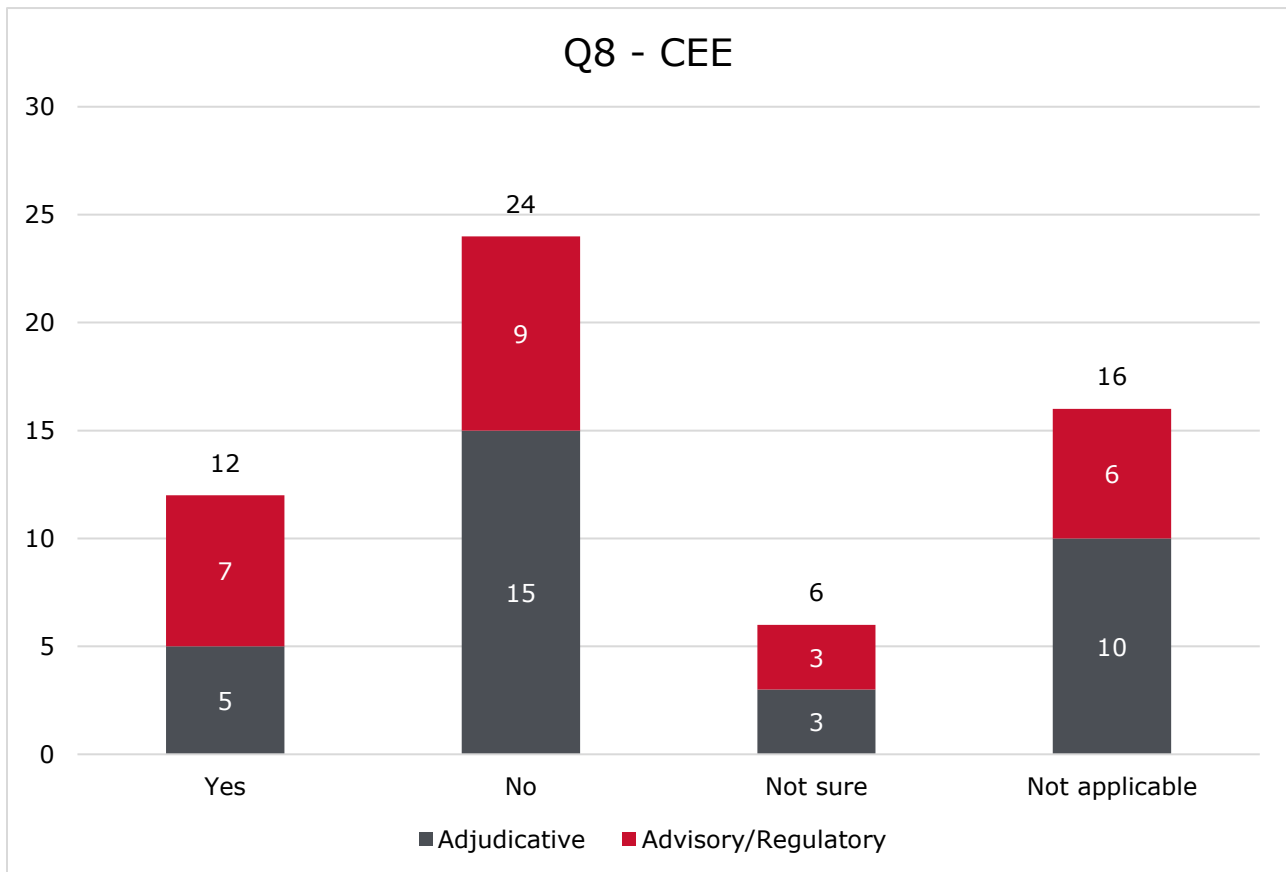
The majority of public members do not use vacation time to participate in their BCC roles. However, 20% of members used some vacation time to serve on the BCC.

The question was not applicable to the majority of adjudicative members. These members may be retired.

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3.4.8. Q8. Professional development credits

Q8: My BCC involvement qualifies for professional development credits or continuing education and engagement (CEE) for a professional organization that I belong to.



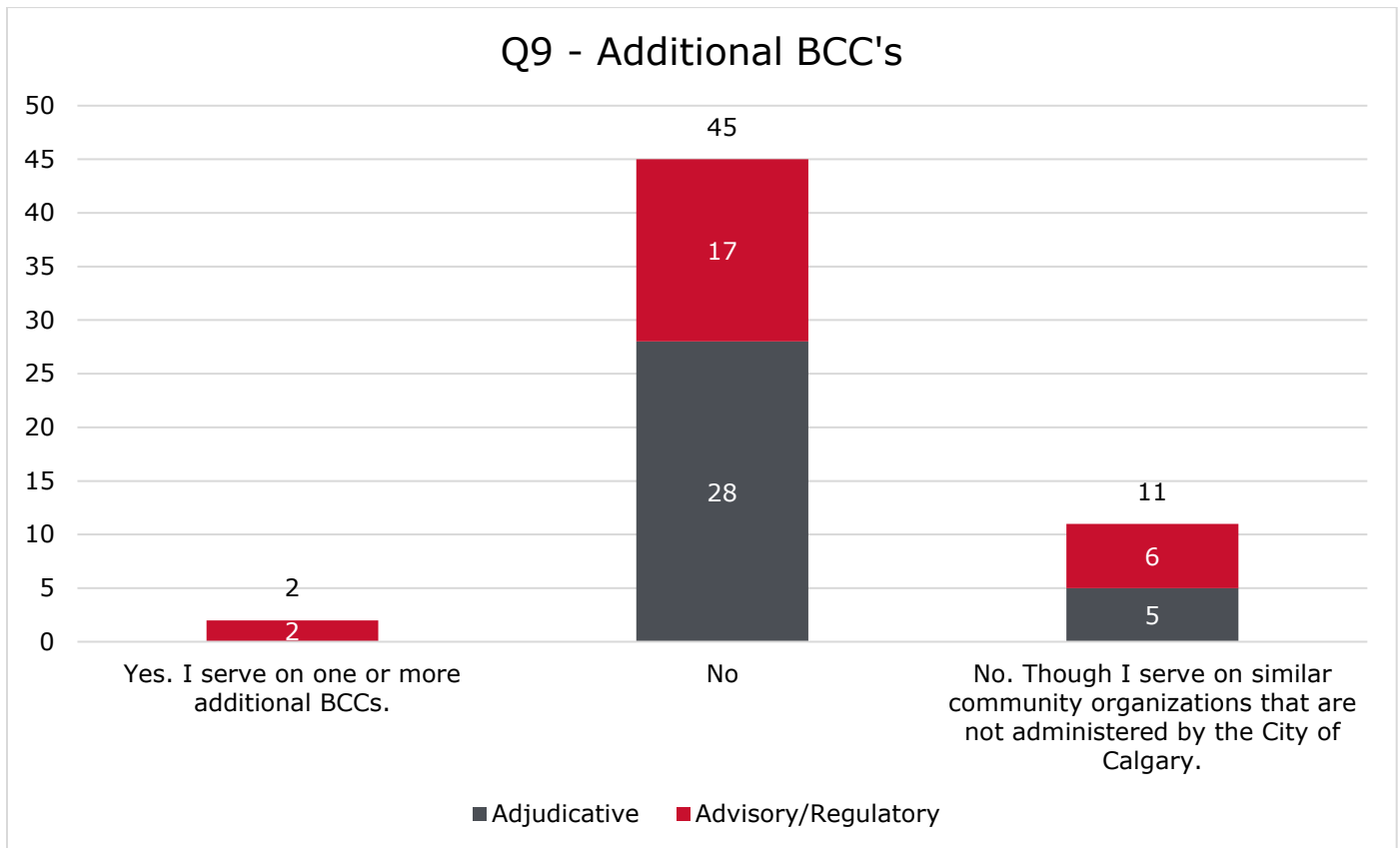
BCC involvement does not qualify for CEE for most members (41%) and was not applicable for 27% of members.

CEE credits were applicable to 20% of public members as part of their ongoing professional development requirements for their profession.

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3.4.9. Q9. Additional BCCs

Q9: Do you serve on other BCCs or sub-committees for the City of Calgary?

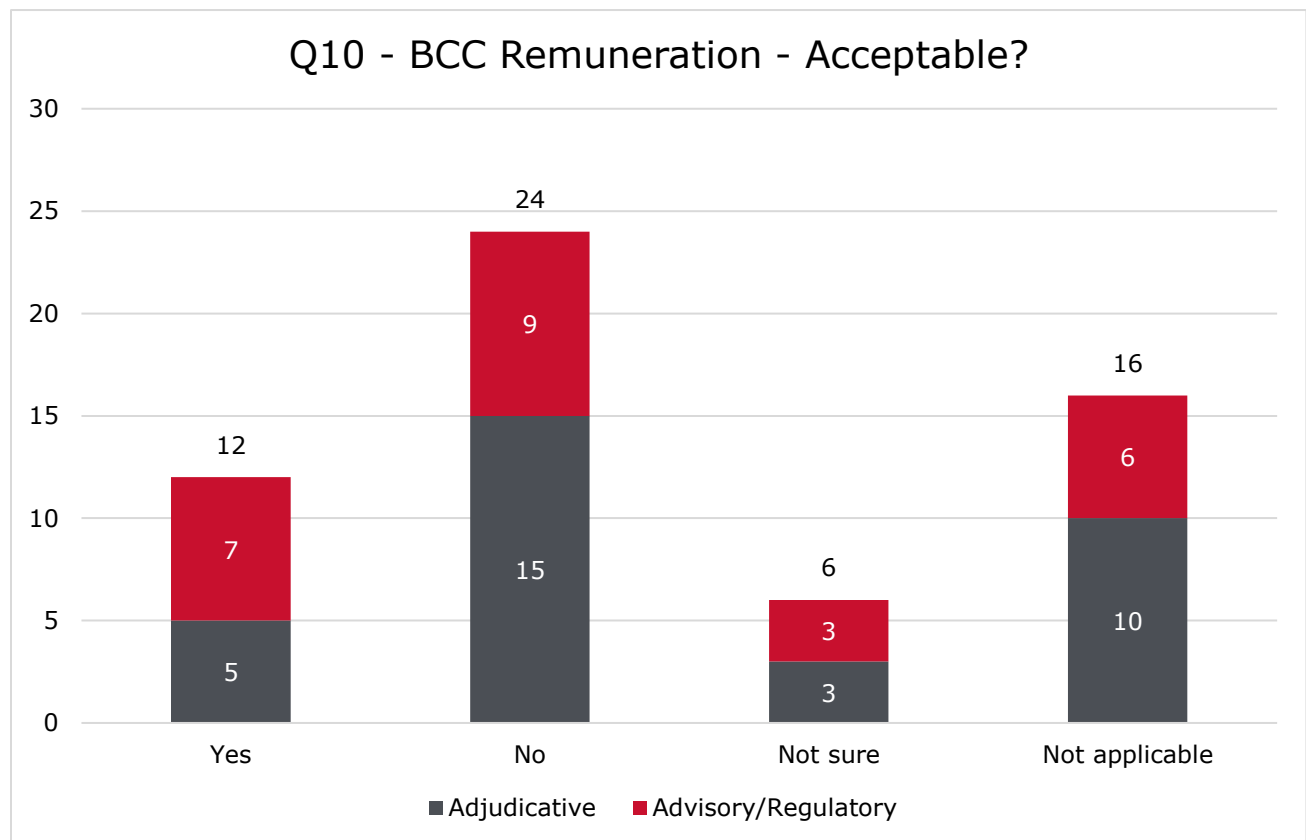


The majority (76%) of members do not concurrently serve on other BCC's.
A few (18%) serve on other community organizations.

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3.4.10. Q10. BCC Remuneration

Q10: Some City of Calgary BCCs provide remuneration to their public members and some BCCs have volunteer public members. In your opinion, is this current remuneration practice acceptable?



The majority (41%) of members do not agree it is acceptable to remunerate some BCC members, while others are not remunerated.

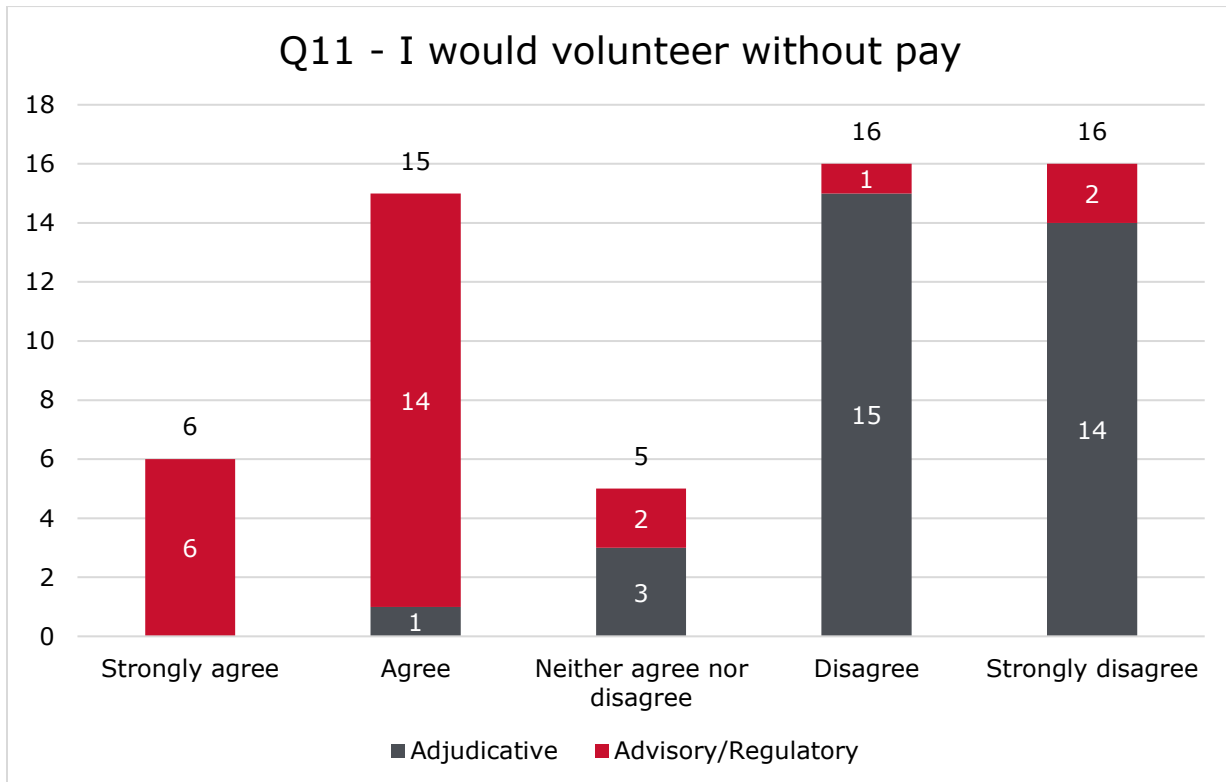
Some members (38%) were either 'not sure' or felt that the remuneration policy question was 'not applicable' to their BCC.

20% of members find the current remuneration practice acceptable.

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3.4.11. Q11. Volunteer

Q11: I would volunteer (or continue to volunteer) my time to fulfill my BCC responsibilities without pay. Rate your level of agreement.



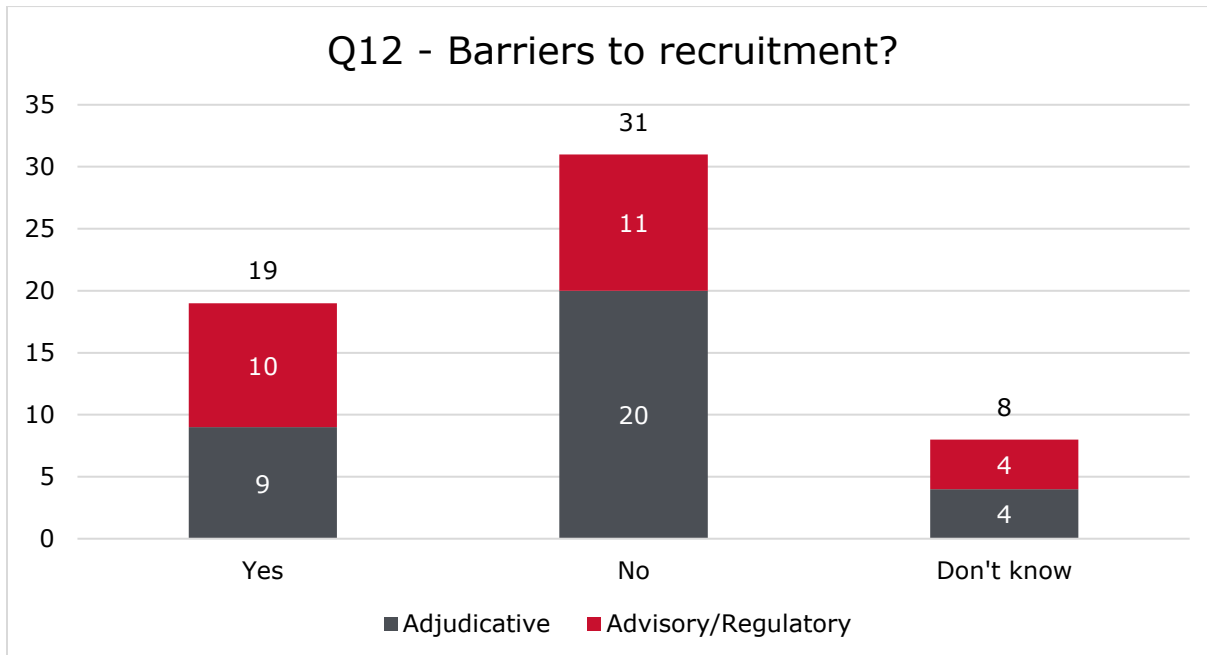
The majority of adjudicative members (85%) would not volunteer without pay. Prior survey comments show a high level of time commitment involved and some dissatisfaction with current remuneration levels.

The majority of advisory/regulatory members (88%) would volunteer to serve on their BCC without pay.

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3.4.12. Q12. Recruitment barriers

Q12: In your opinion, are there any barriers to BCC recruitment or ongoing public member participation?



52% of members felt there are no barriers to recruitment or ongoing public member participation. The majority of respondents holding this sentiment are from the adjudicative boards (20/31).

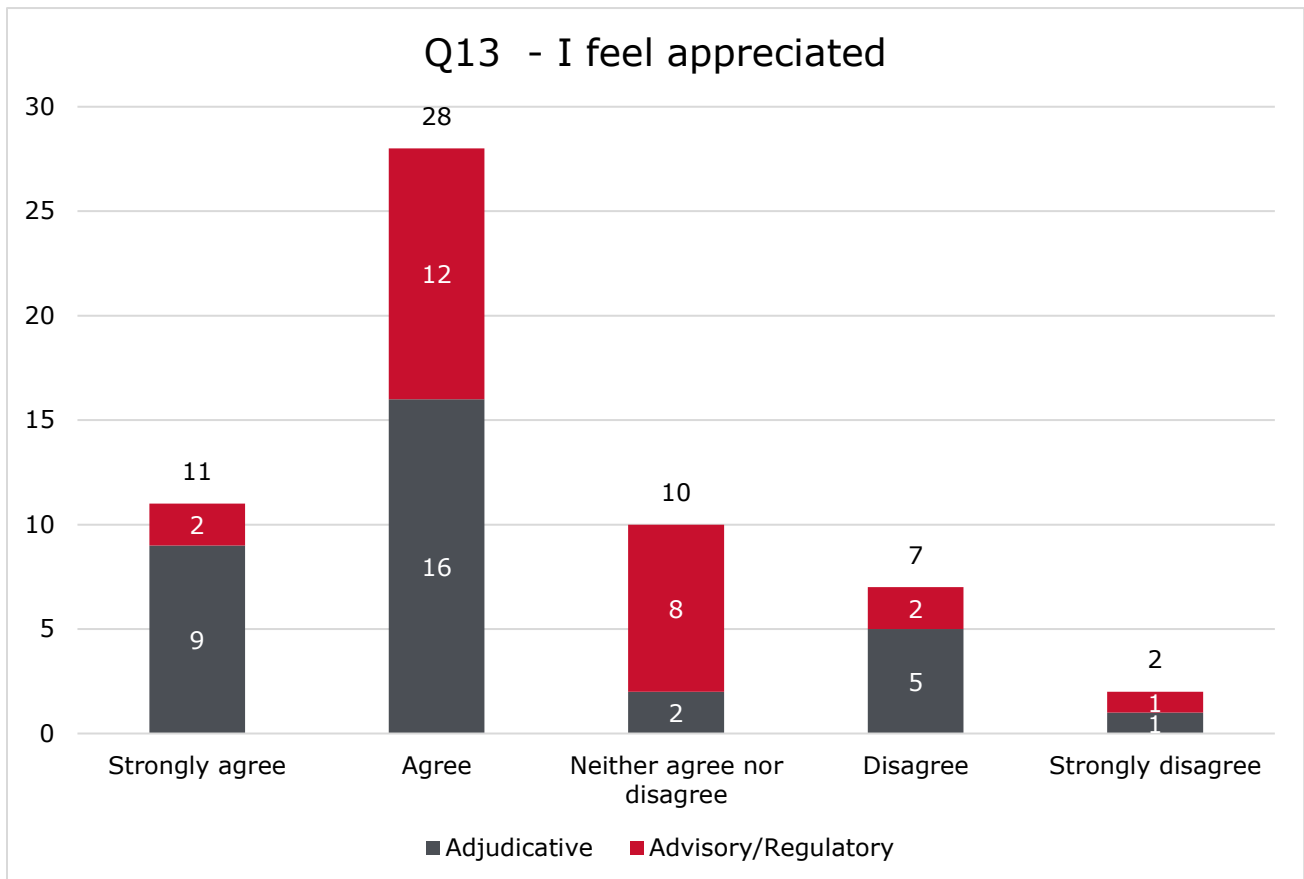
32% of members felt there were barriers to BCC recruitment and retention.

Additional details on recruitment challenges were shared during the interview stage of this project and provided in s. 3.6 of this report.

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3.4.13. Q13. Appreciation

Q13: I feel appreciated for the work I do in my BCC role. Rate your level of agreement.



The majority of BCC public members (66%) feel appreciated for their work.

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Demographic Information

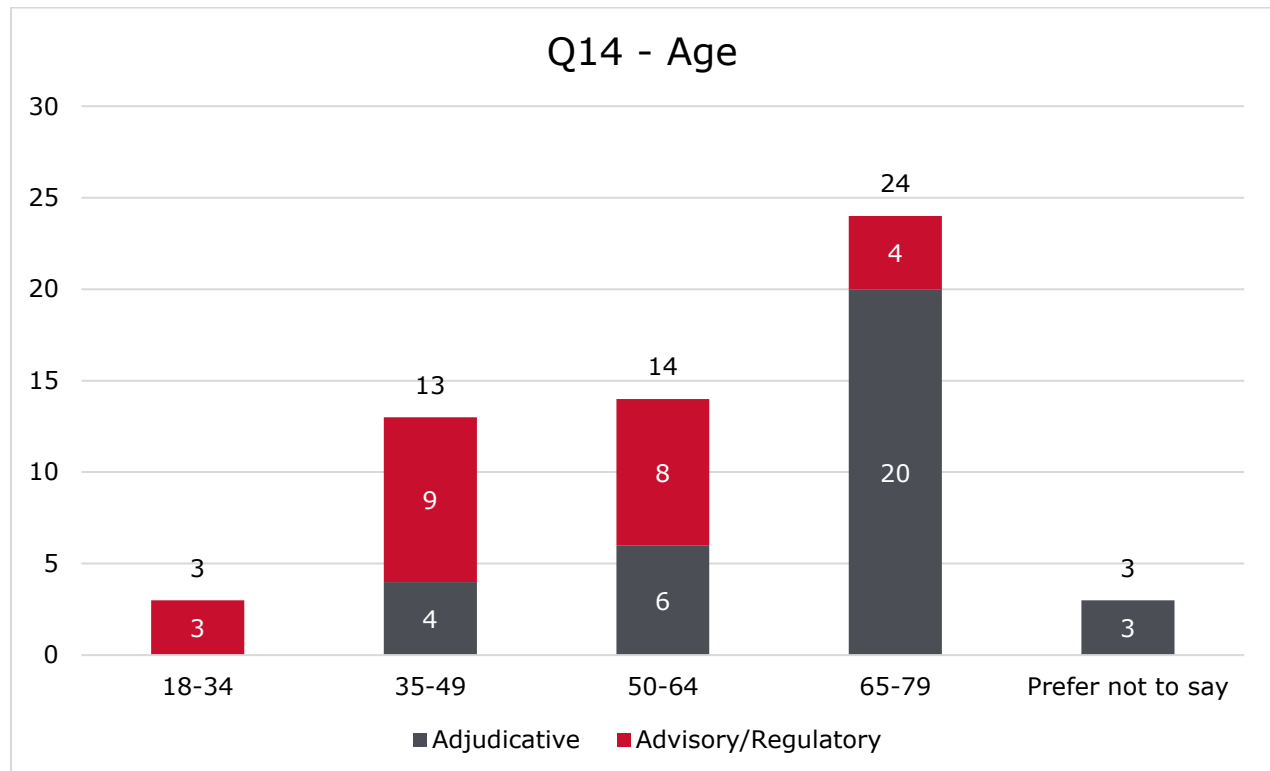
*SAGE Note: Collection and analysis of demographic information was added to the project scope during the project, in consultation with the project manager and privacy team. All responses were voluntary, and members could select 'prefer not to say' as a response option.

Member responses to these questions will allow SAGE to analyze board member composition and the intersectionality of factors.

Tell us about yourself.

3.4.14. Q14. Age

Q14: What is your current age?



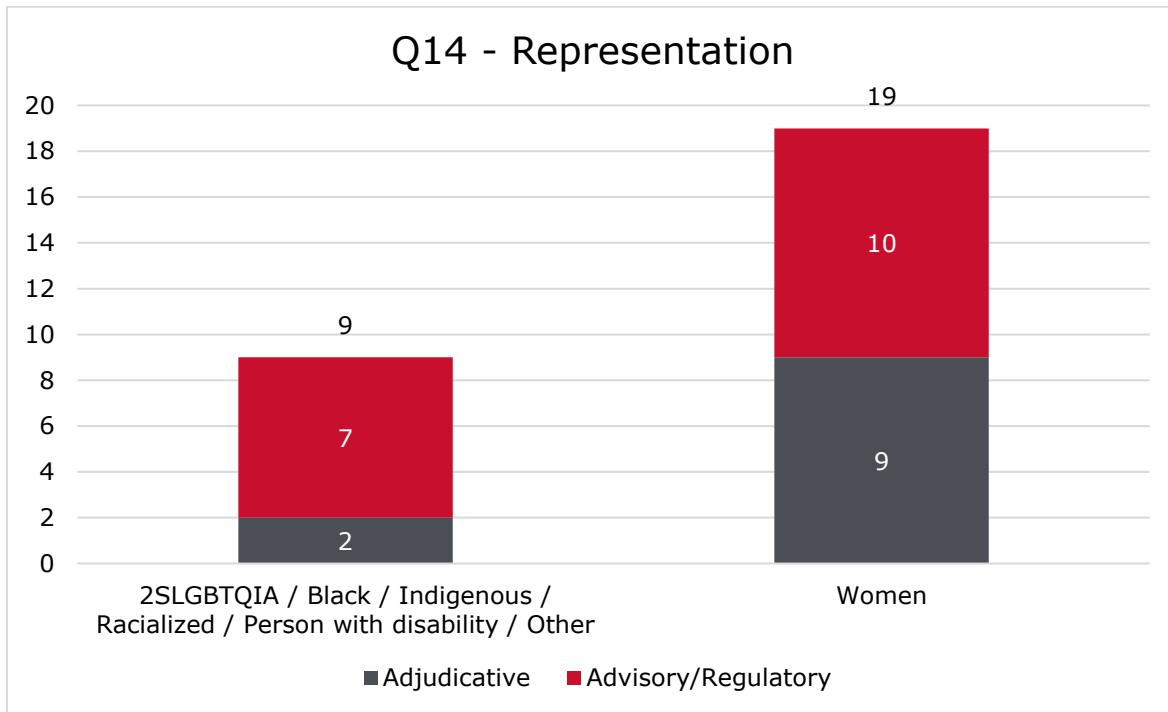
64% of respondents were age 50 or older.

5% were between 18-34 years old.

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3.4.15. Q15. Representation

Q15: Do you identify as a member of any of the following communities or populations whose voices have been traditionally underrepresented? Select all that apply.



This data shows that 19/59 (32%) respondents were women, and 9/59 (15%) were from traditionally underrepresented populations.

The intersectionality of diverse groups was not analyzed due to the small sample size in the survey responses.

This data set indicates that Calgary BCC public member positions have a low percentage of traditionally underrepresented populations. The internal research shows limited diversity on Calgary BCCs.

This data set may have limited reliability due to the low survey response rate; however, the adjudicative data is the most reliable due to the 62% participation rate from that BCC group.

The data set is based on a sample of 10/~86 total BCCs. It is unclear if the results of this data set could be extrapolated to the remaining ~76 BCCs.

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*SAGE Note: A lack of board member diversity is a systemic and societal issue. A lack of diversity is known to limit corporate thinking, such as displayed in the following cartoon by marketoonist.com:

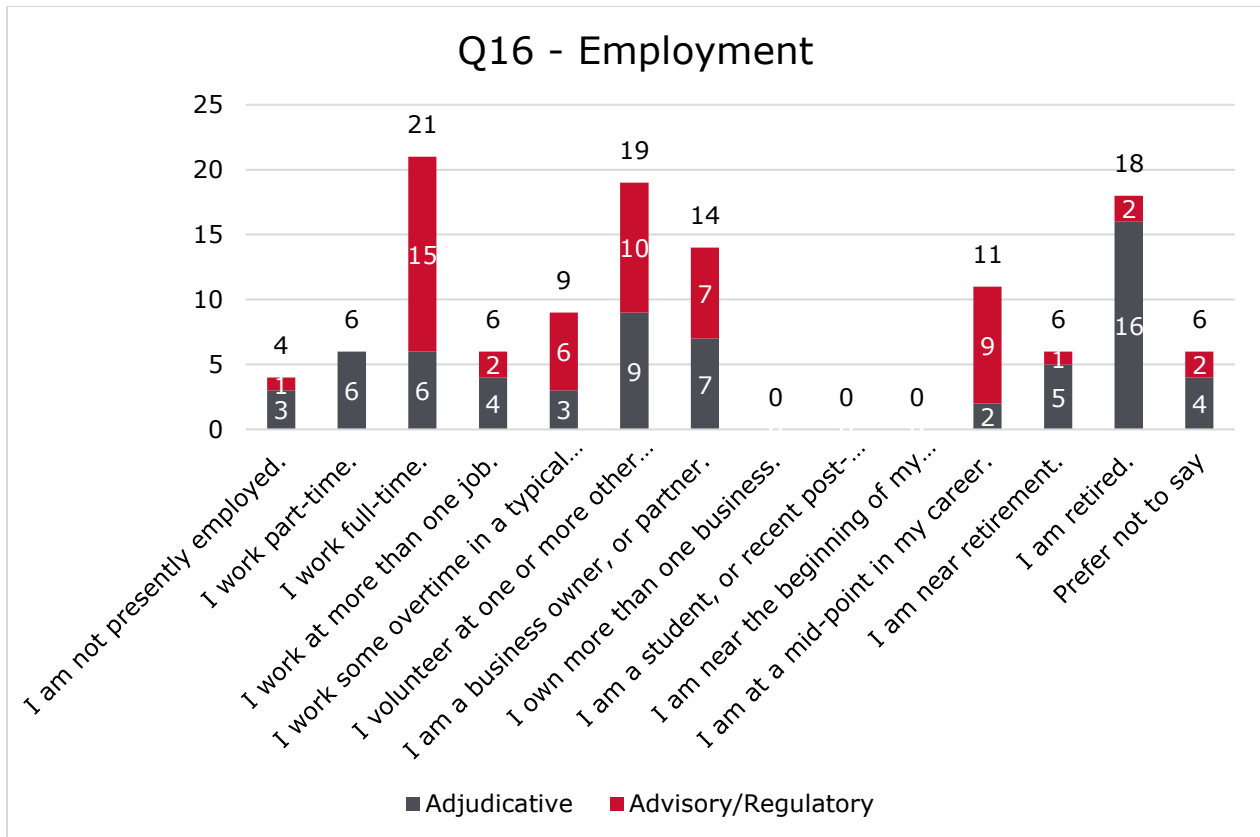


© marketoonist.com

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3.4.16. Q16. Employment

Q16: Describe your professional involvement **in addition to** your BCC appointment. Select all that apply.



The data shows that 21 public members work full time in addition to their BCC responsibilities.

19 members volunteer at other organizations.

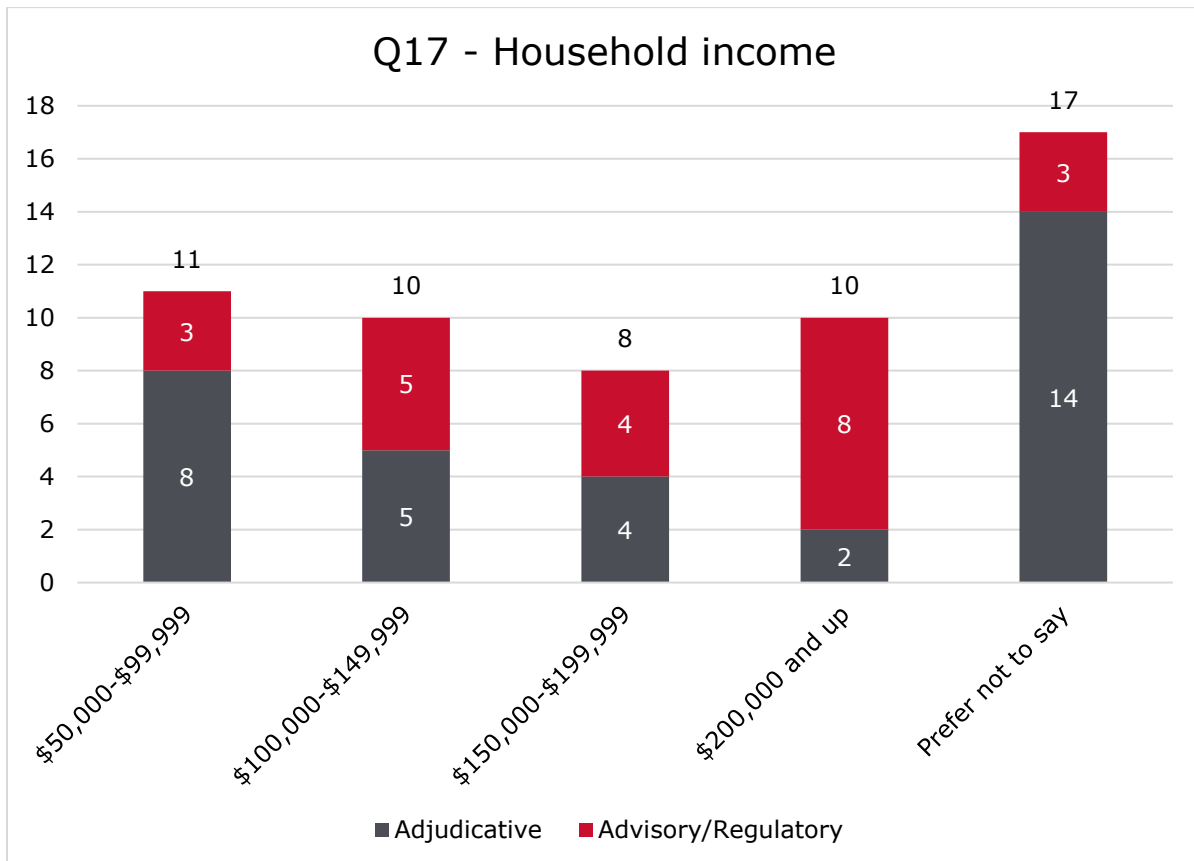
18 are retired, including 16 adjudicative board members.

No members represented the student population, or at the beginning of their career.

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3.4.17. Q17. Household income

Q17: What is your approximate average household income?

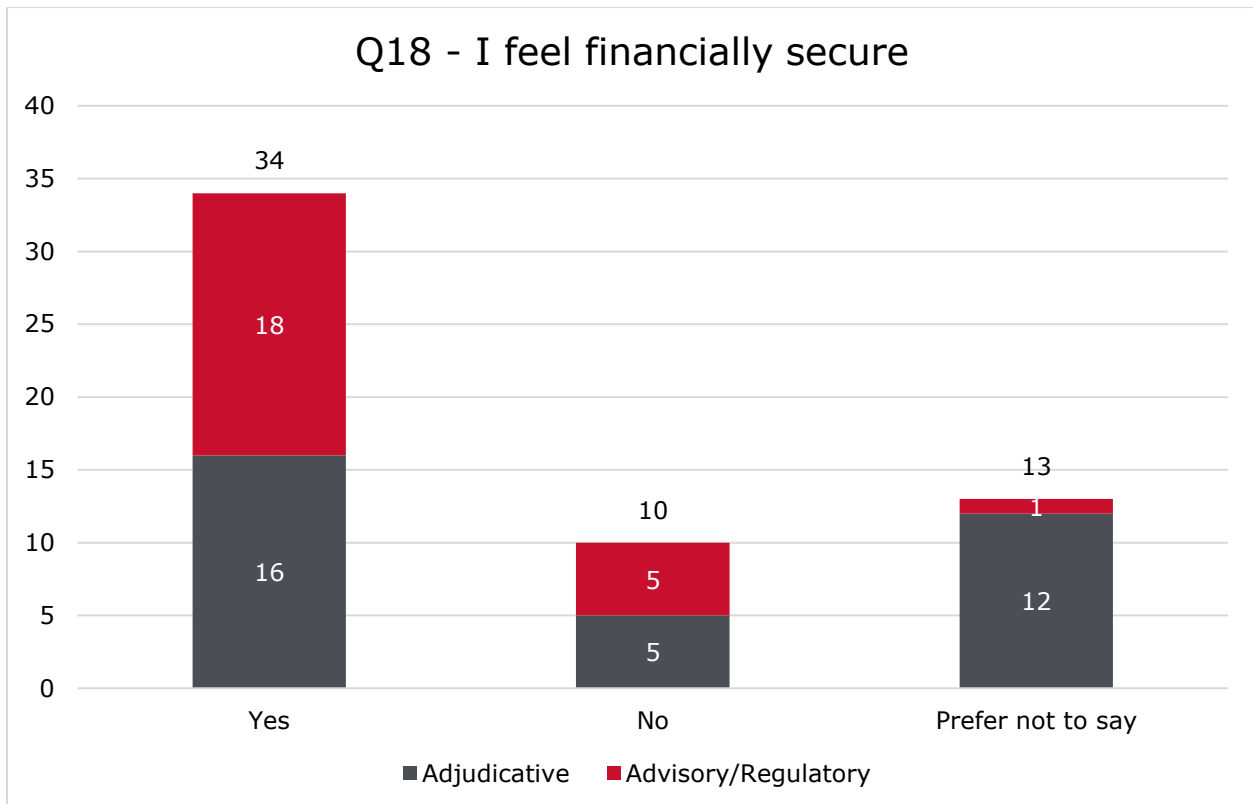


Responses showed a wide range of household income, and several respondents 'preferred not to say.'

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3.4.18. Q18. Financially secure

Q18: I feel financially secure.



The majority of respondents (58%) felt financially secure.

17% did not feel financially secure.

13 respondents 'preferred not to say.'

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3.5 Internal Research – Additional Considerations

3.5.1. Survey Response Rate

The survey was open from September 15, 2023 to October 10, 2023.

The survey data provides general information for policy decision makers. It is not scientific nor statistically valid.

The response rate is 45% (59 responses out of 132). Survey response rates are shown below, for each collector group. Color coding is used for ease of reference in the more detailed table on the next page.

Survey Collector Group	Rate of Participation in survey	Percentage of Responses in Survey
Social Advisory Boards		
Anti-Racism Action Committee	14%	8%
Calgary Aboriginal Urban Affairs Committee		
Social Wellbeing Advisory Committee		
Civic Advisory Boards		
Beltline Community Investment Fund Committee	50%	25%
Calgary Transit Access Eligibility Appeal Board		
Urban Design Review Panel		
Adjudicative Boards		
Assessment Review Board	62%	58%
Subdivision and Development Appeal Board		
Regulatory Boards		
Calgary Planning Commission	45%	8%
Combative Sports Commission		
Total		100%

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The table below shows the actual number of survey responses from public members for each BCC compared with the potential number of responses. The 'Total Responses per Collector Group' data was used to determine the survey response rate percentages in the preceding page.

	Actual Number of Survey Responses per BCC	Potential Number of Public Member Responses	Survey Participation Rate	Survey Response % per BCC	Total Responses per Collector Group
Anti-Racism Action Committee	2	9	22%	3%	5
Beltline Community Investment Fund Committee	5	11	45%	8%	15
Calgary Aboriginal Urban Affairs Committee	1	13	8%	2%	
Calgary Transit Access Eligibility Appeal Board	4	7	57%	7%	
Social Wellbeing Advisory Committee	2	14	14%	3%	
Urban Design Review Panel	6	12	50%	10%	
Assessment Review Board	25	33	76%	42%	34
Subdivision and Development Appeal Board	9	22	41%	15%	
Calgary Planning Commission	3	6	50%	5%	5
Combative Sports Commission	2	5	40%	3%	
Totals	59	132	45%	100%	59

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Some BCCs include city staff and/or Council members who serve concurrently with public members. The survey was designed to capture responses from all BCC members – both public members and city officials. Upon deployment, only public members were invited to participate in the survey. Components of certain questions, such as 'Q6 Paid by employer' captures data that was 'not applicable' to typical public members.

Focussing on public members only, and excluding city staff and Council members, this survey had a total of 132 eligible participants.

Due to the high number of responses from the two adjudicative boards, the total survey responses are therefore presented as comprising two groups: adjudicative and advisory/regulatory in order to interpret the data more precisely.

The adjudicative boards had a participation rate of 62% and represent 58% of the survey responses, and the experiences and demographics of these members dominate the overall results of the survey.

In reviewing the composition of the adjudicative boards, the following circumstances may explain the trends in the survey results.

- The nature of the work attracts more retired professionals due to the irregular schedule and higher time commitment level to attend hearings and training sessions.
- The higher number of retirees is reflected in the higher number of members in the 65-79 age category for adjudicative members compared to the higher number of younger members on the advisory/regulatory boards.

The social advisory boards had the lowest level of participation (14%) and represent 8% of the survey results. The results of the survey may not accurately represent these boards.

The civic and regulatory boards had good participation rates (50% and 45%), however as smaller boards, they represent a smaller portion of the total survey results.

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The September 2023 timing of the survey may have impacted response rates because it immediately preceded Council's BCC (re)appointments in the Fall of 2023. If a public member was not seeking reappointment, they may have chosen not to 'volunteer' more of their time to share input through this process.

SAGE engaged with the leadership for each of the 10 participating BCCs through the interview process. In June 2023, SAGE also met with a couple of the social-focused advisory committees to introduce the project and to invite their participation through the project survey. This project appeared to be met with enthusiasm 'across the board.' Members seemed encouraged by Council's leadership and interest to provide monetary recognition for their time and input. Based on the enthusiasm observed, it was a bit surprising to see a relatively low survey response rate from some participating BCCs.

This survey process is not the only way for public member voices to be heard. Participants could also be engaging directly with their local officials.

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3.5.2. Calgary BCCs Time Commitment Table

Advisory Bodies

	Meeting Frequency	Meeting days and time	Time Requirement - Members	Time Requirement - Chair	Location
Anti-Racism Action Committee	Monthly	2nd Tuesday, 4:30pm	- 10-12 monthly meetings (2 hours monthly) - 10-12 working group meetings plus action items (2 hours monthly) - Attendance at community events and activities (6 hours annually)	- 10-12 monthly meetings (2 hours monthly) - 10-12 working group meetings (1 hour monthly) - 12-24 monthly meetings – meet formally once a month, additional meetings and follow up as required (2-4 hours monthly) - 4 leadership meetings yearly – meet with City of Calgary leadership on a quarterly basis (1 hour quarterly) - Attendance at community events and activities (12 hours annually)	Hybrid
Beltline Community Investment Fund Committee	The Committee will meet at least four times a year at the call of the Chair.		For Members and the Chair: o This is a new committee; time requirement contributions will be determined during the course of the first year.		Hybrid possible
Calgary Aboriginal Urban Affairs Committee	Monthly	2nd Tuesday at 5:00 p.m. – 7:00 p.m.	Not Available	Not Available	Hybrid
Calgary Transit Access Eligibility Appeal Board	Monthly	3rd Tuesday, typically, 5-8pm	o 1 – 3 hours per month to review documentation prior to each hearing o 3 hours per month to attend the appeal hearing	o Same as above with the addition of 1 extra hour per month to meet with Administration if required and/or assist with recruitment for new members	Hybrid
Social Wellbeing Advisory Committee	Monthly, 10 meetings per year, September to June.	3rd Wednesday of each month from 5-7pm (excluding July and August).	o 10 hours/year on agenda preparation (e.g., reviewing provided materials to prepare for meetings). o 20 hours/year in meetings (e.g., 10 – two-hour monthly meetings).	o 5 – 10 hours/year for email correspondence and agenda preparation.	Hybrid
Urban Design Review Panel	Every 2 weeks	Alternate Wednesdays at 12:30 pm The Panel may be split by the Chair into sub-panels, with each sub-panel meeting on alternate weeks. o Additional meetings may be convened when necessary during periods of high file volume or to hold discussion sessions on topics of interest or concern.	o 25-32 meetings per year; 145 hours per year. o 13 - 16 meetings per sub-panel, 73 hours per year per sub-panel For Members: o 4.5 - 12 hours per meeting	For the Chair and/or Vice-Chair: o 5 - 13 hours per meeting o Preparation and presentation of Annual Report to Council o Participation in shortlisting and recommendation of new members	Hybrid

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Adjudicative Bodies

	Meeting Frequency	Meeting days and time	Time Requirement - Members	Time Requirement - Chair	Location
Assessment Review Board		Monday to Thursday; beginning in late April until late October or early November <ul style="list-style-type: none"> • Morning Session begin at 9:00 am • Afternoon Session begin at 1:30 pm 			Hybrid
Subdivision and Development Appeal Board	Weekly, generally every Thursday at 8:30 a.m. Occasionally, meetings are held on Tuesdays at 8:30 AM in addition to the Thursday meetings.		<ul style="list-style-type: none"> o Approximately 12 hours per month (varies) with a total of approximately 150 hours per year. 	<ul style="list-style-type: none"> o Chair: approximately 70 - 80 hours per month (varies) with a total of 800 – 1000 hours per year. o Vice-Chair: approximately 30 – 40 hours per month (varies) with a total of 350 – 500 hours per year 	Hybrid

Regulatory Bodies

	Meeting Frequency	Meeting days and time	Time Requirement - Members	Time Requirement - Chair	Location
Calgary Planning Commission	2 times per month	Two meetings per month, on Thursdays. Official CPC meeting commences at 1:00 PM and runs on average for four hours. Meeting length is subject to the agenda size and complexity.	Official CPC meeting commences at 1:00 PM and runs on average for four hours. Meeting length is subject to the agenda size and complexity. Prior to the official meeting, a pre-meeting is held at 12:15 PM – 12:50 PM to discuss administrative business. Attendance at both, meetings is expected. Members must be available to attend CPC meetings during or after regular business hours as some meetings may run into the evening. The CPC Agenda package will be available six days in advance of the CPC meeting for review. For an average meeting length, members should expect to spend approximately three hours reading and reviewing reports in advance of CPC meetings.		Hybrid
Combative Sports Commission	The Commission shall meet at the call of the Chair and not less than five (5) times per year.		<ul style="list-style-type: none"> o 2-5 hours/week (15+ hours on the week of a combative sports event) 	10-20 hours/week (30-50 hours on the week of a combative sports event)	Hybrid

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4. EXTERNAL RESEARCH / JURISDICTIONAL SCAN

Eight organizations were identified as part of the project scope, selected by city administration, with research pointing to some limited data from other areas, including Halifax, Portland, Medicine Hat, and Grande Prairie.

Participating Organizations:

1. City of Edmonton (pop. 1.1M, 2022)
2. Province of Alberta (pop. 4.6M, 2023)
3. Province of Ontario (pop. 15.11M, 2022)
4. City of Ottawa (pop. 1.017M, 2021)
5. City of Mississauga (pop. 771,891, 2022)
6. City of Winnipeg (pop. 749,607, 2021)
7. City of Regina (pop. 242,685, 2022)
8. City of Vancouver (pop. 662,248, 2021)

*Population figures are estimated during non-census years.

In addition to the above list, the jurisdictional scan led to limited comparator data in additional municipalities:

9. Halifax Regional Municipality
10. Portland, Oregon (beltline)
11. City of Grande Prairie (combative sports)
12. City of Medicine Hat (combative sports, planning commission)
13. City of Lethbridge (combative sports)
14. Province of British Columbia (assessment review)
15. City of Toronto (aboriginal affairs advisory)

The external analysis compares the city's committees with similar committees from these external organizations. There was not always a perfect BCC match. Some BCCs had more comparator organizations than others.

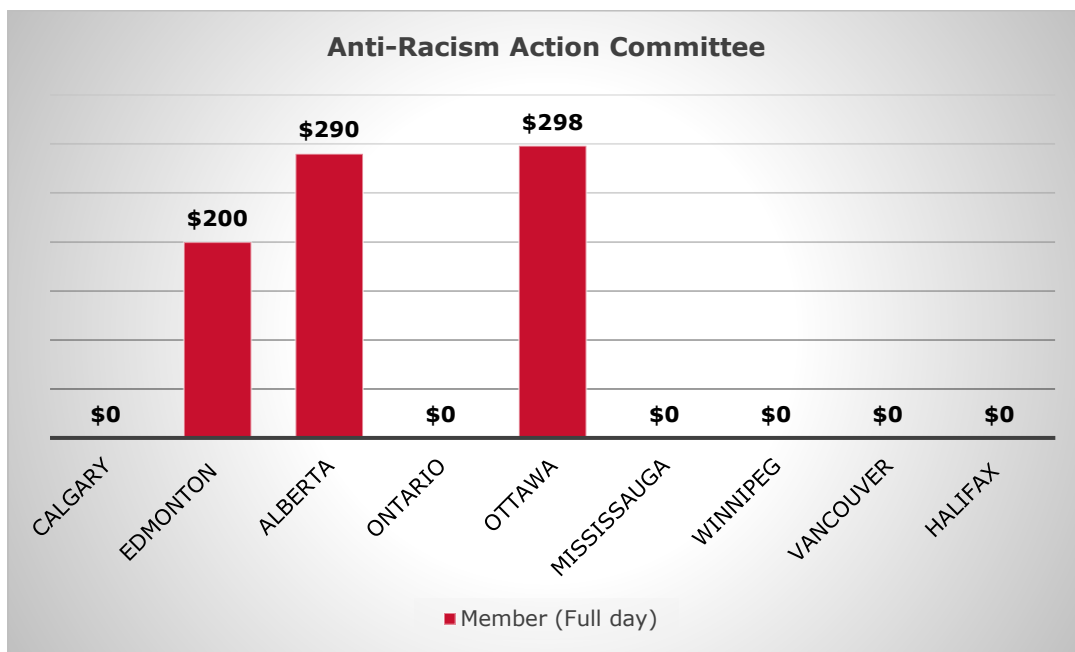
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The **public member daily rate** for was used as a common unit of comparison across the jurisdictional scan. Data is organized in bar graphs and tables for each BCC to show how the City of Calgary lines up with comparator organizations.

4.1 Advisory Bodies

The comparator strategy uses the public member full day remuneration rate as this is the best 'common denominator' data point for comparison across BCCs and jurisdictions.

4.1.1. Anti-Racism Action Committee



Calgary did not provide remuneration for the Anti-Racism Action Committee public members. This was common among the comparator jurisdictions. Three of eight (3/8) comparators provided remuneration.

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Anti-Racism Action Committee compared with:

Edmonton	Anti-Racism Advisory Committee
Alberta	Premier's Council on Missing Murdered and indigenous women
Ontario	Anti-Racism Directorate
Ottawa	Anti-Racism Advisory Table
Mississauga	Combating Racism, Discrimination and Hatred Advisory Committee
Winnipeg	Human Rights Committee
Regina	No comparable committee
Vancouver	Racial and Ethno-Cultural Equity Advisory Committee
Halifax	African Descent Advisory Committee

Anti-Racism Action Committee Comparison										
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax
	Anti-Racism Action Committee	Anti-Racism Advisory Committee	Premier's council on Missing Murdered and indigenous women	Anti-Racism Directorate	Anti-Racism Advisory Table	Combating Racism, Discrimination and Hatred Advisory Committee	Human Rights Committee	No comparable committee	Racial and Ethno-Cultural Equity Advisory Committee	African Descent Advisory Committee
Honorarium										
Chair (Full)	Nil.	\$250	\$383	Nil.	\$200	Nil.	Nil.		Nil.	Nil.
Chair (Half)	Nil.	\$125	\$219	Nil.	N/A	Nil.	Nil.		Nil.	Nil.
Member (Full)	Nil.	\$200	\$290	Nil.	\$298	Nil.	Nil.		Nil.	Nil.
Member (Half)	Nil.	\$100	\$164	Nil.	N/A	Nil.	Nil.		Nil.	Nil.
Expenses										
Parking	Yes	Yes	No info.	Nil.	Yes	No info.	Nil.		Yes	Nil.
Transit	Nil.	Yes	No info.	Nil.	Yes	No info.	Nil.		Yes	Nil.
Mileage	Nil.	Yes	No info.	Nil.	Yes	Yes	Nil.		Yes	Nil.
Caregiving	Nil.	Yes	No info.	Nil.	Yes	No info.	Nil.		Yes	Nil.

Notes:

- Vancouver: Expenses reimbursed are unspecified.

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4.1.2. Beltline Community Investment Fund Committee

Beltline Community Investment Fund Committee Comparison											
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax	Portland
	Beltline Community Investment Fund Committee	No comparable committee	No comparable committee	No comparable committee	No comparable committee	No comparable committee	Downtown BIZB	No comparable committee	No comparable committee	No comparable committee	Development Review Advisory Committee
Honorarium											
Chair (Full)	Nil.						Nil.				Nil.
Chair (Half)	Nil.						Nil.				Nil.
Member (Full)	Nil.						Nil.				Nil.
Member (Half)	Nil.						Nil.				Nil.
Member (Yearly)	N/A						N/A				
Expenses											
Parking	Nil.						No info.				Yes
Transit	Nil.						No info.				Yes
Mileage	Nil.						No info.				Yes
Caregiving	Nil.						No info.				Yes

Calgary did not provide remuneration for the Beltline Community Investment Fund Committee public members. This was common among all the comparator jurisdictions.

Comparative analysis of the Beltline Community Investment Fund Committee faced limitations due to a lack of peer committees for comparison.

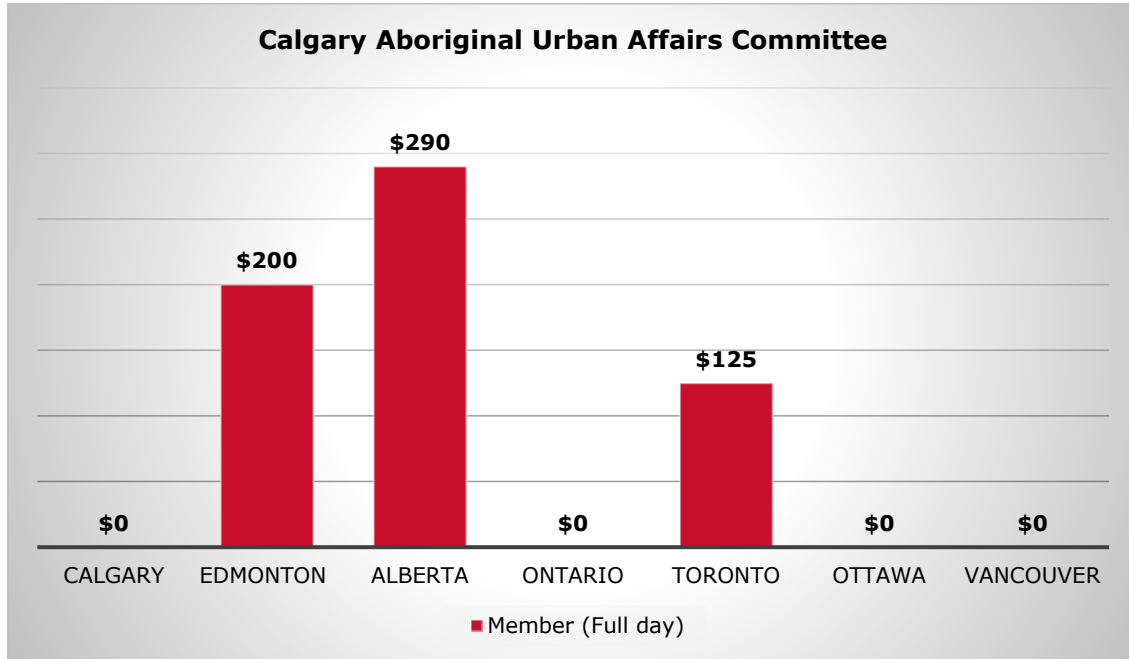
Some comparators were proposed following the internal interviews, but they were not ideal for comparison after follow-up.

- For example, a peer committee in Portland, Oregon, was identified. However, in alignment with Federal legislation (Volunteer Protection Act), the municipality caps compensation to \$500 per year for all volunteers, including those who serve on committees. It is unclear how this compensation is provided.
- The Vancouver Park Board (VPB) was also suggested as a potential peer. However, as the VPB is elected by the public, making it unique in Canada, those serving on the board are compensated as elected officials would, under bylaw¹.

¹ As of writing, Commissioners receive \$18,743.38 per year. And the Board Chair earns a slightly higher amount of \$23,428.65 per year. See Park Board Remuneration By-Law No.11484.

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4.1.3. Calgary Aboriginal Urban Affairs Committee



Calgary did not provide remuneration for the Calgary Aboriginal Urban Affairs Committee public members. This was common among the comparator jurisdictions. Three of six (3/6) comparators provided remuneration.

Calgary Aboriginal Urban Affairs Committee compared with:

Edmonton	Woman's Advocacy Voice of Edmonton Committee
Alberta	Indigenous Wisdom Advisory Panel
Ontario	No comparable committee
Toronto	Toronto Aboriginal Affairs Committee
Ottawa	Aboriginal Working Committee
Mississauga	No comparable committee
Winnipeg	No comparable committee
Regina	No comparable committee
Vancouver	Urban Indigenous Peoples' Advisory Committee
Halifax	No comparable committee

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Calgary Aboriginal Urban Affairs Committee Comparison

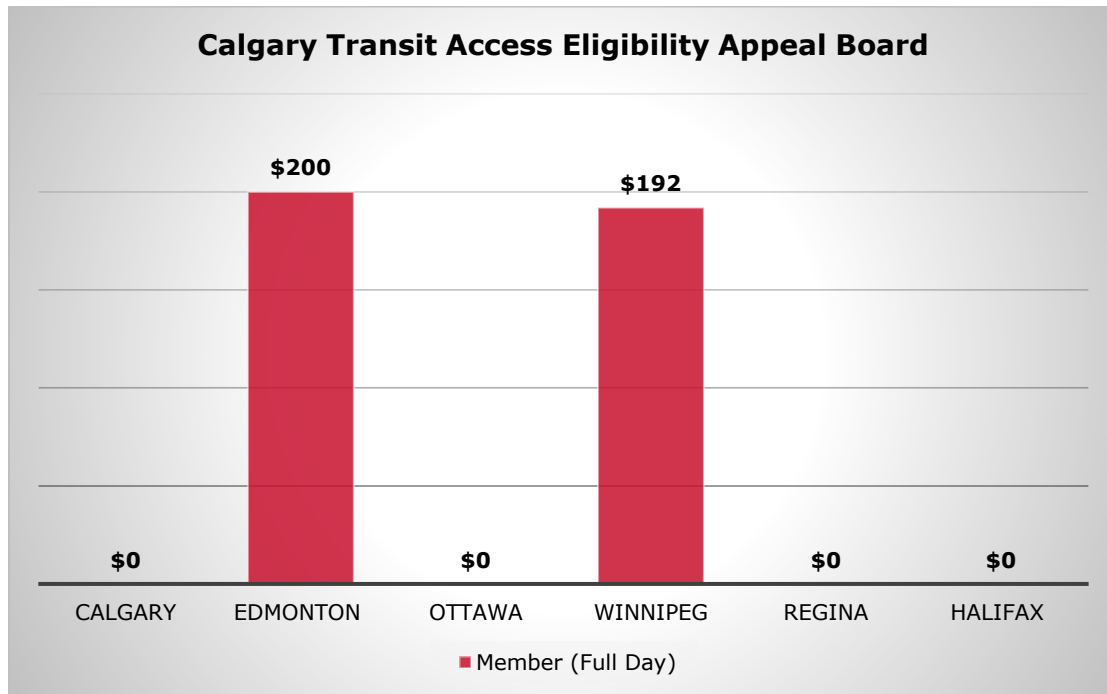
	Calgary	Edmonton	Alberta	Ontario	Toronto	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax
	Calgary Aboriginal Urban Affairs Committee	Woman's Advocacy Voice of Edmonton Committee	Indigenous Wisdom Advisory Panel	No comparable committee	Toronto Aboriginal Affairs Committee	Aboriginal Working Committee	No comparable committee	No comparable committee	No comparable committee	Urban Indigenous Peoples' Advisory Committee	No comparable committee
Honorarium											
Chair (Full)	Nil.	\$250	\$383		N/A	Nil.				Nil.	
Chair (Half)	Nil.	\$125	\$219		N/A	Nil.				Nil.	
Member (Full)	Nil.	\$200	\$290		\$125	Nil.				Nil.	
Member (Half)	Nil.	\$100	\$164		N/A	Nil.				Nil.	
Expenses											
Parking	Nil.	Yes	Yes		No info.	Yes				Yes	
Transit	Nil.	Yes	Yes		No info.	Yes				Yes	
Mileage	Nil.	Yes	Yes		No info.	Yes				No info.	
Caregiving	Nil.	Yes	No info.		No info.	Yes				No info.	

Notes:

- Toronto: The City of Toronto has a similar committee and it was added to the comparison.

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4.1.4. Calgary Transit Access Eligibility Appeal Board



Calgary did not provide remuneration for the Calgary Transit Access Eligibility Appeal Board public members. This was common among the comparator jurisdictions. Two of five (2/5) comparators provided remuneration.

Calgary Transit Access Eligibility Appeal Board compared with:

Edmonton	Edmonton Transit Service Advisory Board
Alberta	No comparable committee
Ontario	No comparable committee
Ottawa	Para Transpo Eligibility Appeals Panel
Mississauga	No comparable committee
Winnipeg	Transit advisory committee
Regina	Accessibility Access Eligibility appeal board
Vancouver	No comparable committee
Halifax	Active Transportation Advisory Committee

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Calgary Transit Access Eligibility Appeal Board Comparison

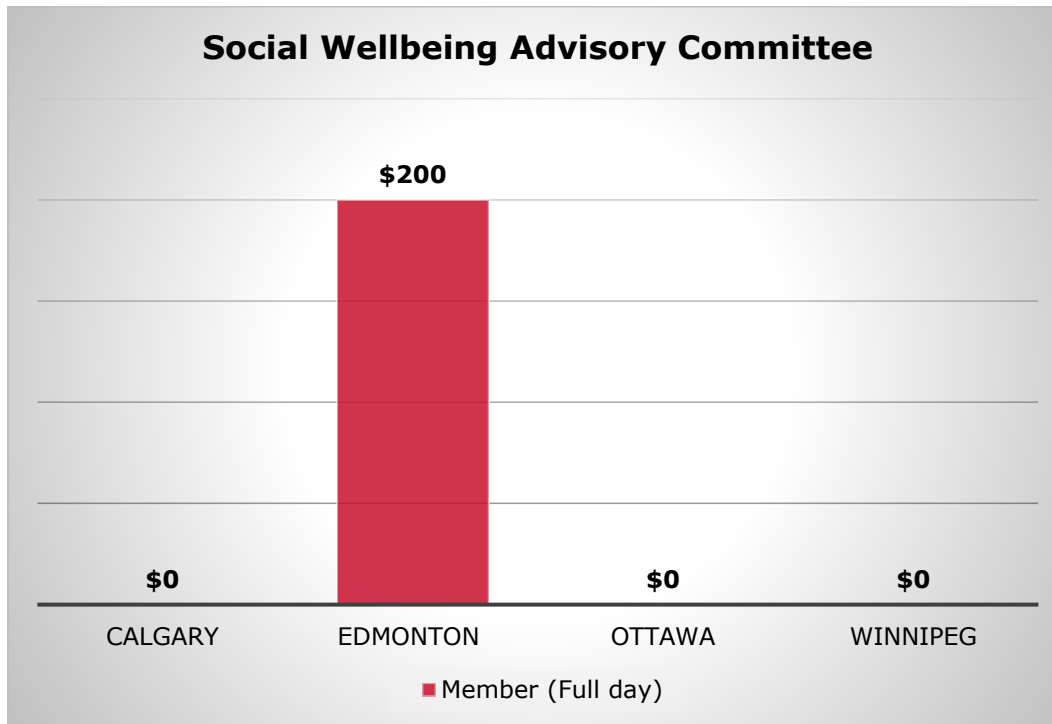
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax
	Calgary Transit Access Eligibility Appeal Board	Edmonton Transit Service Advisory Board	No comparable committee	No comparable committee	Para Transpo Eligibility Appeals Panel	No comparable committee	Transit Advisory Committee	Accessibility Access Eligibility appeal board	No comparable committee	Active Transportation Advisory Committee
Honorarium										
Chair (Full)	Nil.	\$250			Nil.		\$336	Nil.		Nil.
Chair (Half)	Nil.	\$125			Nil.		\$190	Nil.		Nil.
Member (Full)	Nil.	\$200			Nil.		\$192	Nil.		Nil.
Member (Half)	Nil.	\$100			Nil.		\$109	Nil.		Nil.
Expenses										
Parking	Nil.	Yes			Yes		Nil.	Nil.		Yes
Transit	Nil.	Yes			Yes		Nil.	Nil.		Yes
Mileage	Nil.	Yes			Yes		Nil.	Nil.		Yes
Caregiving	Nil.	Yes			Yes		Nil.	Nil.		Yes

Notes:

- Calgary: While not captured in the table or graph, honoraria for departing members is \$50. This appears to be unique among the comparators.

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4.1.5. Social Wellbeing Advisory Committee



Calgary did not provide remuneration for the Social Wellbeing Advisory Committee public members. This was common among the comparator jurisdictions. One of three (1/3) comparators provided remuneration.

Social Wellbeing Advisory Committee compared with:

Edmonton	Social Wellbeing Advisory Committee
Alberta	No comparable committee
Ontario	No comparable committee
Ottawa	Community Safety and Wellbeing Advisory Committee
Mississauga	No comparable committee
Winnipeg	Human Rights Committee of Council
Regina	No comparable committee
Vancouver	No comparable committee
Halifax	No comparable committee

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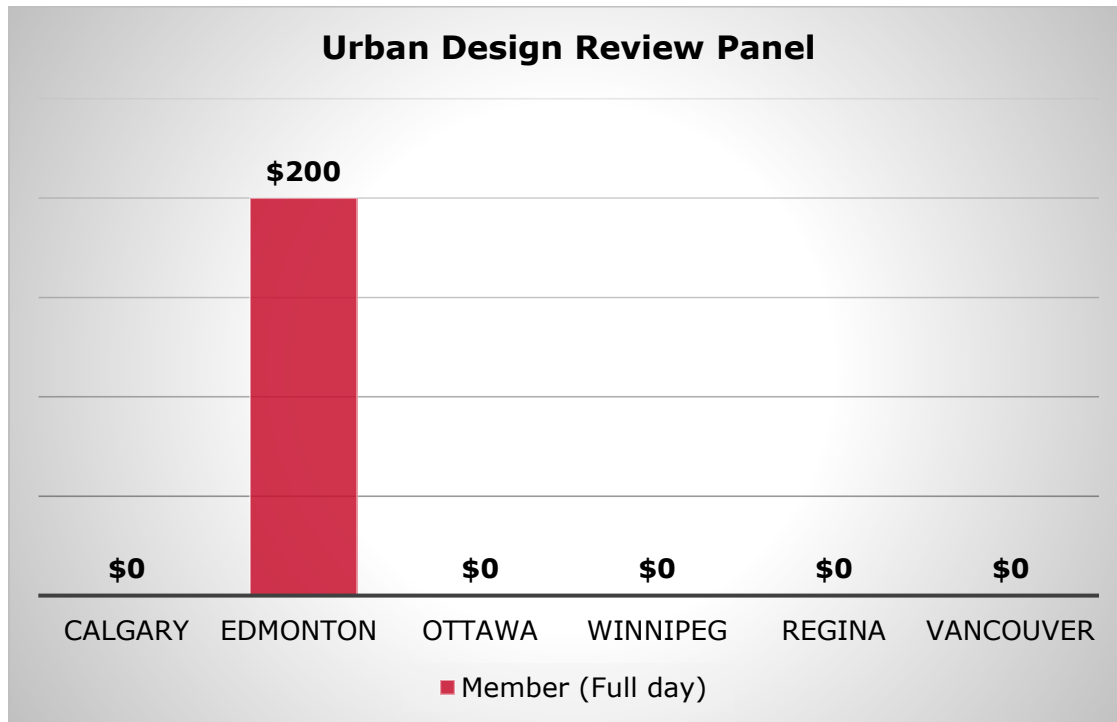
Social Wellbeing Advisory Committee Comparison										
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax
	Social Wellbeing Advisory Committee	Social Wellbeing Advisory Committee	No comparable committee	No comparable committee	Community Safety and Wellbeing Advisory Committee	No comparable committee	Human Rights Committee of Council	No comparable committee	No comparable committee	No comparable committee
Honorarium										
Chair (Full)	Nil.	\$250			Nil.		Nil.			
Chair (Half)	Nil.	\$125			Nil.		Nil.			
Member (Full)	Nil.	\$200			Nil.		Nil.			
Member (Half)	Nil.	\$100			Nil.		Nil.			
Expenses										
Parking	Yes	Yes			Yes		No info.			
Transit	Nil.	Yes			Yes		No info.			
Mileage	Nil.	Yes			Yes		No info.			
Caregiving	Nil.	Yes			Yes		No info.			

Notes:

- Calgary: An administration report referenced a \$20 meeting per diem; however, public members reported no remuneration.

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4.1.6. Urban Design Review Panel



Calgary did not provide remuneration for the Urban Design Review Panel public members. This was common among the comparator jurisdictions. One of five (1/5) comparators provided remuneration.

Urban Design Review Panel compared with:

Edmonton	Edmonton Design Committee
Alberta	No comparable committee
Ontario	No comparable committee
Ottawa	Urban Design Review Panel
Mississauga	No comparable committee
Winnipeg	Urban Design advisory committee
Regina	City Centre Core Development Advisory Committee
Vancouver	Urban Design Panel
Halifax	Design Review Committee

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Urban Design Review Panel Comparison										
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax
	Urban Design Review Panel	Edmonton Design Committee	No comparable committee	No comparable committee	Urban Design Review Panel	No comparable committee	Urban Design advisory committee	City Centre Core Development Advisory Committee	Urban Design Panel	Design Review Committee
Honorarium										
Chair (Full)	Nil.	\$250			Nil.		Nil.	Nil.	Nil.	Nil.
Chair (Half)	Nil.	\$125			Nil.		Nil.	Nil.	Nil.	Nil.
Member (Full)	Nil.	\$200			Nil.		Nil.	Nil.	Nil.	Nil.
Member (Half)	Nil.	\$100			Nil.		Nil.	Nil.	Nil.	Nil.
Expenses										
Parking	Yes	Yes			Yes		No info.	No info.	No info.	No info.
Transit	Nil.	Yes			Yes		No info.	No info.	No info.	No info.
Mileage	Nil.	Yes			Yes		No info.	No info.	No info.	No info.
Caregiving	Nil.	Yes			Yes		No info.	No info.	No info.	No info.

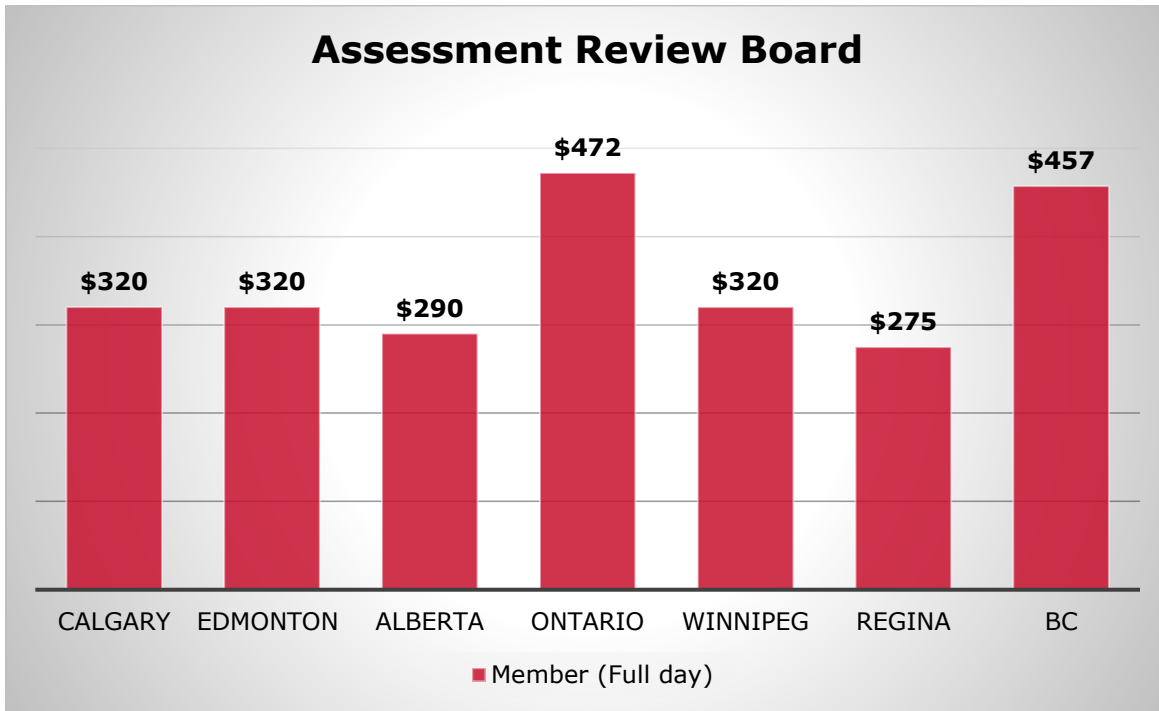
Notes:

- Halifax: Related bylaw states that each member may receive an honorarium and be reimbursed for necessary expenses. However, these amounts and expense categories are not specified.
- Calgary: An administration report referenced a \$62 meeting per diem; however, members reported no remuneration.

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4.2 Adjudicative Bodies

4.2.1. Assessment Review Board



Calgary provided competitive remuneration for the Assessment Review Board (ARB) public members. This was common among the comparator jurisdictions.

This adjudicative board research has the most data and detailed analysis.

Assessment Review Board compared with:

Edmonton	Assessment Review Board
Alberta	Land and Property Rights Tribunal
Ontario	Ontario Assessment Review Board
Ottawa	No comparable committee
Mississauga	No comparable committee
Winnipeg	Board of Revision
Regina	Board of Revision
Vancouver	Property Assessment Review Panel
Halifax	Nova Scotia Assessment Appeal Tribunal (NSAAT)

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Assessment Review Board Comparison										
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Nova Scotia
	Assessment Review Board	Assessment Review Board	Land and Property Rights Tribunal	Ontario Assessment Review Board	No comparable committee	No comparable committee	Board of Revision	Board of Revision	Property Assessment Review Panel	Nova Scotia Assessment Appeal Tribunal (NSAAT)
Honorarium										
Chair (Full)	\$550	\$425	\$383	\$744			\$480	\$375	\$645	See note
Chair (Half)	N/A	\$230	\$219	N/A			\$240	N/A	\$323	""
Member (Full)	\$320	\$320	\$290	\$472			\$320	\$275	\$457	""
Member (Half)	\$170	\$170	\$164	N/A			\$160	N/A	\$228.5	""
Chair (Hourly)	N/A	N/A	N/A	N/A			\$60	N/A	N/A	""
Member (Hourly)	N/A	N/A	N/A	N/A			\$40	N/A	N/A	""
Expenses										
Parking	Nil.	Yes	Yes	Yes			Nil.	Nil.	Yes	""
Transit	Nil.	Yes	Yes	Yes			Nil.	Nil.	Yes	""
Mileage	Nil.	Nil.	Yes	Yes			Nil.	Nil.	Yes	""
Caregiving	Nil.	Nil.	No info.	Yes			Nil.	Nil.	Yes	""

The Calgary ARB has the following remuneration rates:

Position	Full Day	Half Day
Chair	550	N/A
Vice Chair	475	260
Member - Presiding Officer	425	230
Member - Regular	320	170

A full day is defined as time up to 8 hours, and a half day is time up to 4 hours. Presiding officer and decision writers receive \$425 per day. Side panel members and decision reviewers received \$320 per day. All members receive \$320 per day for training sessions.

These rates are the same for SDAB members as there is equity in remuneration among the adjudicative bodies.

There are differences in duties and organizational structure when comparing remuneration between jurisdictions. Although the adjudicative function of a property assessment appeal board is similar, there can be differences in the roles and responsibilities of board members and the allocation of work between the administration and public appointees.

The structure of the Calgary ARB consists of one chair, two vice-chairs, and three presiding officers. The chair and vice chairs also serve as presiding officers. This structure was reported to be similar to the appeal boards in BC.

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The Calgary ARB chair performs the scheduling of complaints, works with City administration on governance, reviews board decisions, establishes policies and procedures, conduct performance evaluations, instructs legal counsel, and manages training. It is full time from March to December, and part time from December and March. The role requires leadership and competency on the duties listed with a background in quasi-judicial boards, real estate, property management/development/appraisal and law. The position profile describes the compensation can be between \$100,000-\$130,000 per year at the per diem rate.

The Calgary ARB chairs noted that the remuneration competes with the potential employment earnings of members in their fields. As the members are highly experienced professionals the current rates are not competitive with typical compensation rates. It is challenging to attract members while competing against the labour market.

This role is similar to the chair role in BC; however, this is a provincial role and is paid on a per annum rate that is then prorated.

- BC Chair: \$168,000 per annum
- BC Vice Chair: \$134,000 - \$143,000 per annum

The other BC ARB members are paid a per diem rate, either \$625 or \$500 per day depending on their role in the panel for each hearing.

No comparable committee at the City of Vancouver. BC Government's Property Assessment Review Panel is used instead.

The BC Property Assessment Review Panel members are paid on a per diem basis, with a higher rate if the member is the chair of the panel of the hearing. Panel members must commit full time for a two-month period (February to March) and may sit for 1-2 days in smaller communities or 15-20 days in larger communities. All complaints are heard within this two-month period. The review panel lists desirable skills in assessment, real estate and business, but notably, experience in law is not listed. Experience is also not mandatory.

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The Ontario Assessment review board is under a group of adjudicative tribunals for the province. The Ontario ARB is managed by an Executive Chair and the ARB is managed by an associate chair and two full-time vice chairs and one part-time vice chair. The associate chair position is most similar to the ARB Chair position. The recruitment process for adjudicators is rigorous and merit-based, and adjudicators undergo an average of six months training before taking a full schedule of hearings.

The ON remuneration structure is based on an annual rate for full-time appointees that is also dependent on the year what year they are in their term.

- Associate Chair: \$174,184 to \$199,059
- Vice Chair: \$136,545 to \$156,077
- Members: \$110,482 to \$126,273
- Part-time members are paid a per diem rate as charted below.

Comparatively, the BC and Ontario remuneration rates are the highest. The member biographies show that members are highly educated and well experienced in the areas of real estate, property management or appraisal and law. The chair roles involve high level management duties in addition to adjudication and require full-time work.

The AB Land and Property Rights Tribunal (LPRT) is a close comparable for Calgary. These members chair all composite assessment review board (CARB) hearings alongside the Calgary ARB members. They perform the same tasks as ARB members during local assessment review board hearings. The LPRT members are paid \$450 per day as CARB panel chair (presiding officer).

The Edmonton and Winnipeg ARBs are structured differently than Calgary.

The Edmonton ARB consists of one chair and 23 members for a total of 24 members. The chair is the chair of an administrative committee comprised of the chair and three other members. Duties include chairing committee meetings, evaluating member performance, acting as a liaison and reporting to the Clerk and Council on behalf of the Committee.

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Notably different from Calgary is that the Edmonton ARB chair does not schedule hearings, manage training, instruct legal counsel and is not primarily responsible for leading administrative policies and procedures for the Board. These responsibilities are managed by ARB administration. Accordingly, the chair position is a part-time position like the other members, and only receives a monthly stipend of \$425 to compensate for additional duties.

The Edmonton 'chair' rate of \$425/day applies to members serving as Presiding Officers during a LARB hearing and decision writing duties.

The members are responsible for attending hearings and writing decisions. During hearings a board officer (administration) is present to assist with facilitating the hearing and acts as a resource for board members. The board officer reviews each decision twice, once with the writer and again after full panel review before finally issuing the decision.

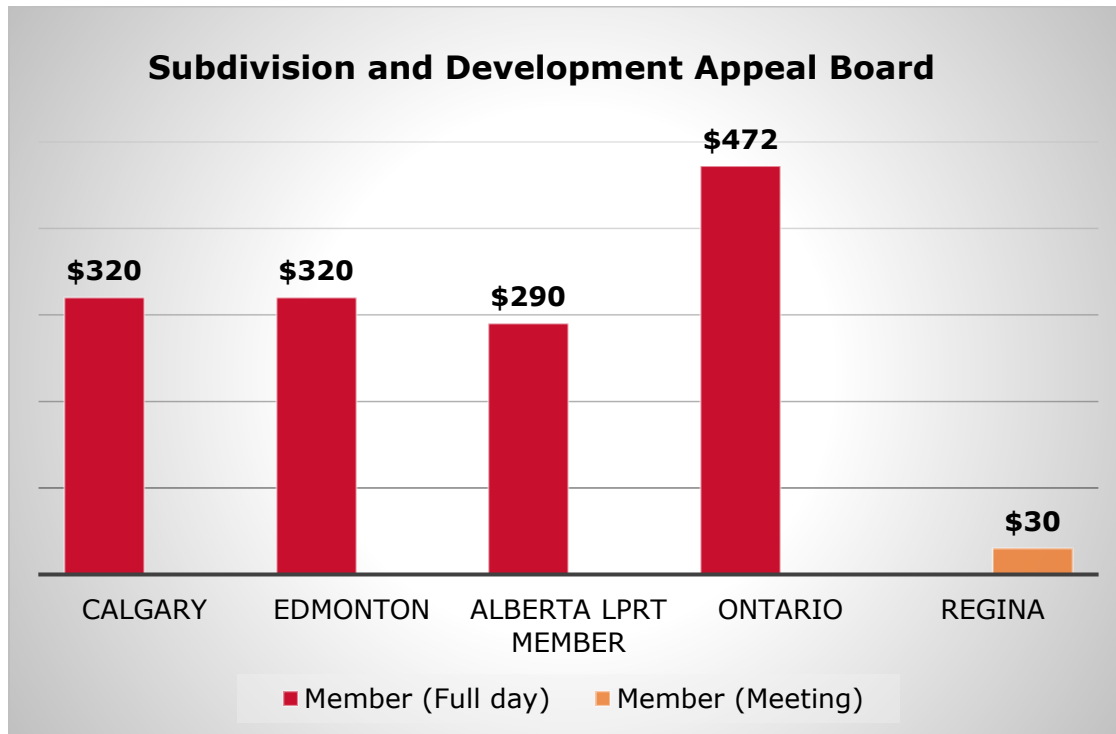
The Edmonton ARB member biographies represent more diverse backgrounds, with experience and education in engineering, accounting, public service, business, health, etc., in addition to appraisal and law.

The Winnipeg Board of Revision pays members per hour for time spent during a hearing and deliberation. The "Panel Chair" receives \$60/hour and side members receive \$40/hour. The compensation is reviewed by the City Clerk every two years and increased by the Consumer Price Index, to a maximum of 3% for each two-year period. The Chair and Deputy Chair are paid a monthly stipend of \$2,000 and \$1,200 respectively to carry out administrative duties.

Halifax assessment appeals are handled through provincial jurisdiction. Tribunal members are paid on a salary basis and are reimbursed for travel and other expenses like ministry employees. The Nova Scotia Assessment Appeal Tribunal (NSAAT) operates through the Property Valuation Services Corporation to deal with the first level appeals from the decisions of the assessors. The Nova Scotia Utility and Review Board deals with appeals from the NSAAT and is the final court of fact.

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4.2.2. Subdivision and Development Appeal Board



Calgary provided competitive remuneration for the Subdivision and Development Appeal Board (SDAB) public members. This was common among four comparator jurisdictions.

Subdivision and Development Appeal Board compared with:

Edmonton	Subdivision and Development Appeal Board
Alberta	Subdivision and Development Appeal Board
Ontario	Land and Property Rights Tribunal
Ottawa	Ontario Land Tribunal
Mississauga	No comparable committee
Winnipeg	No comparable committee
Regina	No comparable committee
Vancouver	Development Appeals Board
Halifax	No comparable committee

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	Subdivision and Development Appeal Board Comparison									
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax
	Subdivision and Development Appeal Board	Subdivision and Development Appeal Board	Land and Property Rights Tribunal	Ontario Land Tribunal	No comparable committee	No comparable committee	No comparable committee	Development Appeals Board	No comparable committee	No comparable committee
Honorarium										
Chair (Full)	\$550	\$425	\$383	\$744				N/A		
Chair (Half)	\$325	\$230	\$219	N/A				N/A		
Member (Full)	\$320	\$320	\$290	\$472				N/A		
Member (Half)	\$170	\$170	\$164	N/A				N/A		
Chair (Meeting)	N/A	N/A	N/A	N/A				\$60		
Member (Meeting)	N/A	N/A	N/A	N/A				\$30		
Expenses										
Parking	Yes	Yes	Yes	Yes				Nil.		
Transit	Yes	Yes	Yes	Yes				Nil.		
Mileage	Nil.	Yes	Yes	Yes				Nil.		
Caregiving	Nil.	Nil.	No info.	Yes				Nil.		

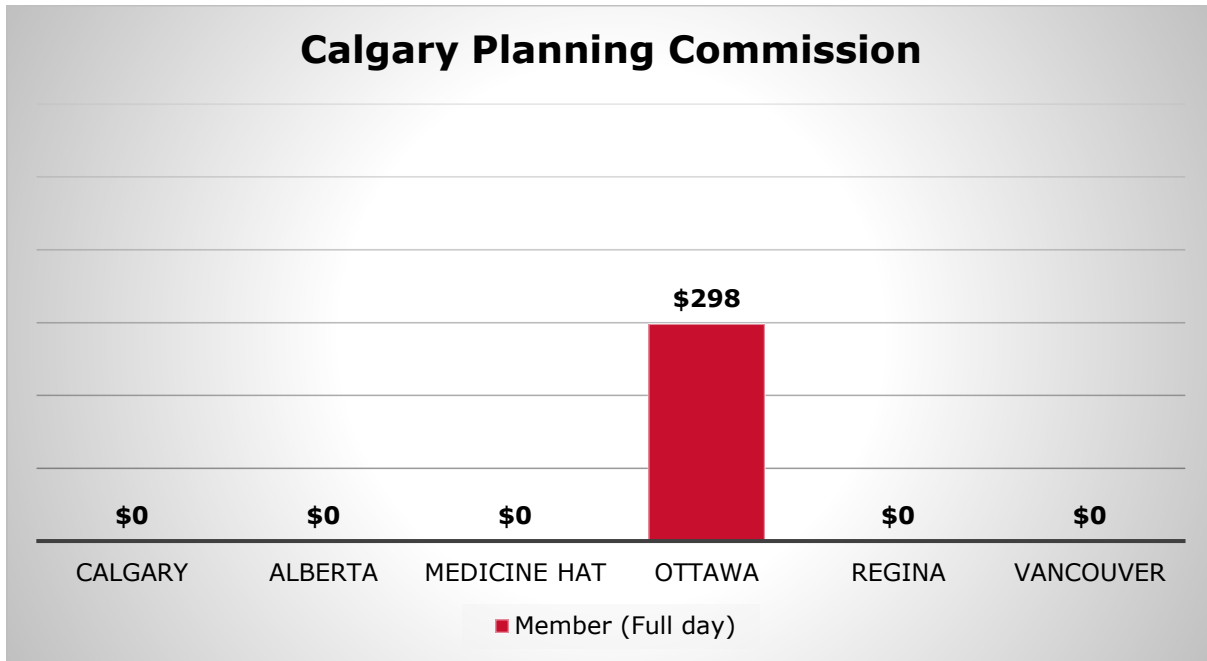
Notes:

- Calgary: A \$60 hourly rate is provided to regular members for decision writing. The chair is compensated at daily rates for decision writing.
 - Case review rates are provided on a per meeting basis and do not scale with the volume and file complexity.
 - \$100/meeting for presiding officer
 - \$75/meeting for vice chair
 - \$50/meeting for regular members
- Edmonton: Chair also receives \$425/month for administrative duties.
- Ontario: Table rates are for *part-time* Chairs and Members. Full-time members earn a salary.
- Regina: Each member also receives \$15 for each site inspection.

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4.3 Regulatory Bodies

4.3.1. Calgary Planning Commission



Calgary did not provide remuneration for the Calgary Planning Commission public members. This was common among the comparator jurisdictions. Only one of five (1/5) comparators provided remuneration.

Calgary Planning Commission compared with:

Edmonton	Urban Planning Committee
Alberta	No comparable committee
Ontario	No comparable committee
Ottawa	<ul style="list-style-type: none"> • Committee of Adjustment • Planning & Housing Committee
Mississauga	No comparable committee
Winnipeg	No comparable committee
Regina	Regina Planning Commission
Vancouver	Vancouver City Planning Commission
Halifax	No comparable committee
Medicine Hat	Medicine Hat Planning and Development services

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Calgary Planning Commission Comparison											
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax	Medicine Hat
	Calgary Planning Commission	Urban Planning Committee	No comparable committee	No comparable committee	Committee of Adjustment + Planning & Housing Committee	No comparable committee	No comparable committee	Regina Planning Commission	Vancouver City Planning Commission	No comparable committee	Municipal Planning Commission
Honorarium											
Chair (Full)	Staff	Council			\$349			Nil.	Nil.		Nil.
Chair (Half)	Staff	N/A			N/A			Nil.	Nil.		Nil.
Member (Full)	Nil.	Council			\$298			Nil.	Nil.		Nil.
Member (Half)	Nil.	N/A			N/A			Nil.	Nil.		Nil.
Expenses											
Parking	Yes				Yes			No info.	No info.		No info.
Transit	Nil.				Yes			No info.	No info.		No info.
Mileage	Nil.				Yes			No info.	No info.		No info.
Caregiving	Nil.				Yes			No info.	No info.		No info.

Notes:

- Calgary: While not captured in the table or graph, honoraria for departing members is \$50. The same honoraria is provided to members of the Calgary Transit Access Eligibility Appeal Board.
- Edmonton: Four city councillors make up this committee and are remunerated and reimbursed based on their remuneration agreements as elected officials.
- Vancouver: Expense reimbursement is not explicitly articulated in publicly available information.
- Medicine Hat: This municipality offers a similar committee to compare with and was added to the comparison. There is no remuneration for these commission members.

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4.3.2. Combative Sports Commission



Calgary provided competitive remuneration for the Combative Sports Commission public members. This was common among three of five (3/5) comparator jurisdictions.

Combative Sports Commission compared with:

Edmonton	Edmonton Combative Sports Commission
Alberta	No comparable committee
Ontario	Ontario Combative Sport Advisory Council
Ottawa	No comparable committee
Mississauga	No comparable committee
Winnipeg	No comparable committee
Regina	No comparable committee
Vancouver	No comparable committee
Halifax	No comparable committee
Medicine Hat	Combative Sports Commission
Grande Prairie	Combative Sports Commission
Lethbridge	Lethbridge Combative Sports Commission

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Combative Sports Commission Comparison													
	Calgary	Edmonton	Alberta	Ontario	Ottawa	Mississauga	Winnipeg	Regina	Vancouver	Halifax	Medicine Hat	Grande Prairie	Lethbridge
	Calgary Combative Sports Commission	Edmonton Combative Sports Commission	No comparable committee	Ontario Combative Sport Advisory Council	No comparable committee	No comparable committee	No comparable committee	No comparable committee	No comparable committee	No comparable committee	Combative Sports Commission	Combative Sports Commission	Lethbridge Combative Sports Commission
Honorarium													
Chair (Full)	\$450	\$250		\$350							Nil.	N/A	Nil.
Chair (Half)	N/A	\$125		Nil.							Nil.	N/A	Nil.
Member (Full)	\$200	\$200		\$200							Nil.	Nil.	Nil.
Member (Half)	N/A	\$100		Nil.							Nil.	N/A	Nil.
Event	Nil.	Nil.		N/A							Nil.	\$200	Nil.
Weigh-in	Nil.	Nil.		N/A							Nil.	\$100	Nil.
Expenses													
Parking	Likely	Yes		Yes							No info.	Yes	No info.
Transit	Likely	Yes		Yes							No info.	Yes	No info.
Mileage	Likely	No info.		Yes							No info.	Yes	No info.
Caregiving	No info.	No info.		Yes							No info.	Nil.	No info.

Notes:

- Alberta is the only province that does not regulate combative sports at the provincial order of government. It is instead regulated through bylaws at the municipal level.
- Calgary public members were involved in operational roles in addition to their regulatory duties.

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5. GAP ANALYSIS

The gap analysis considers the internal and external research findings to compare the 'current state' to a more equitable 'future state' for the City of Calgary BCC compensation practices.

Gaps are identified between the current state and future state for each of the three BCC types (advisory, adjudicative, regulatory). Various program strengths are also noted.

The guiding theme for this research is rooted in equity, as stated in the originating Council directive:

"...Administration to return to Executive Committee by Q1 2024 with an equitable remuneration and expense policy applying to all Council-established BCCs that have Public Members appointed by Council..."

This gap analysis applied the following equity principle:

Equity: Similar compensation for similar work, both internally across the City of Calgary BCCs, and externally among comparator jurisdictions.

5.1 Advisory Bodies

5.1.1. Internal

Remuneration practices were equitable among Calgary BCC advisory bodies, as no remuneration was provided. Members volunteered their time to serve and fulfill their council-appointed duties. Members were often emotionally tied to the cause and sacrificed their professional and personal time to serve on the BCC. Some members questioned if their contributions were taken as seriously as other BCCs with paid members.

Expense reimbursement practices were minimal (parking, lunch during meetings) yet fairly equitable among Calgary BCC advisory bodies. The need for transparency surfaced as a theme as some members were not clear about the expense reimbursement available to them, such as a childcare stipend.

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5.1.2. External

The jurisdictional scan showed that Calgary’s remuneration practice was common where unpaid volunteer public members were appointed to fulfill organizational mandates.

There were some exceptions to this practice, such as the City of Edmonton where advisory members were paid.

Some lateral responsibilities were handled by staff, rather than volunteers. For example, [Toronto’s Aboriginal Affairs Committee²](#) is largely comprised of Executive Directors from local organizations. Related initiatives are supported by staff in the [Indigenous Affairs Office³](#).

5.1.3. Gaps and Strengths

Calgary’s BCC volunteer public members serving on advisory bodies are there to support the mandate. They bring their hearts and life experiences to the advisory board table. They are obviously not there for the money.

The fact that someone will ‘work for free’ does not imply that they should. Internal concerns included a call for the City to be a leader in this space as the existing model continues a ‘long history of lack of proper remuneration and systemic unemployment and under-employment of minority groups.’

Calgary is lagging behind its closest comparator, the City of Edmonton, which provides remuneration to council-appointed BCC public members at a rate of \$200/day.

² <https://www.toronto.ca/city-government/accessibility-human-rights/indigenous-affairs-office/aboriginal-affairs-committee/>

³ <https://www.toronto.ca/city-government/accessibility-human-rights/indigenous-affairs-office/>

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Calgary shares the lowest possible end of the range (\$0.00) with several other jurisdictions. This was the most common practice, though arguably not a 'best' practice.

Relying on volunteers to complete critical or technical work can cause risk to task completion. Some BCC tasks and mandates are handled by administrative staff in other jurisdictions. An employment relationship adds a layer of accountability to achieve critical processes.

A best practice is to compensate BCC members for their time, and reimburse their related expenses.

5.2 Adjudicative Bodies

5.2.1. Internal

Remuneration practices were equitable between the two Calgary BCC adjudicative bodies (ARB, SDAB). Standard rates were paid for regular members, and the chairs for full and half days.

Expense reimbursement policies were also consistent between these BCCs, including a \$50 monthly equipment allowance paid to each member.

5.2.2. External

Other jurisdictions provided comparable remuneration for their adjudicative boards.

Assessment review board (ARB) processes are handled at the provincial level in other comparator jurisdictions (BC, ON, NS).

The [City of Edmonton](#) had a clear delineation between administrative and adjudicative duties. ARB public members focused on adjudication and decision writing duties. Edmonton city staff (Board Officers) managed all operational aspects, including scheduling.

Winnipeg's Board of Revision used an hourly rate to compensate panel members. Other jurisdictions offered full and half day rates.

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5.2.3. Gaps and Strengths

Calgary's remuneration rates were comparable to most other jurisdictions, and were nearly identical to its closest comparator, the City of Edmonton.

Calgary had a higher rate for the chair at \$550 per day, while the daily rate for Edmonton's chair/presiding officer was \$425.

Calgary's ARB chair duties had an administrative/operational focus which differed from all other jurisdictions. The overlap or encroachment into administrative duties caused some confusion and tension at times. This practice is an anomaly within internal and external research. The structure should be revisited to ensure that the most appropriate model is in place to best serve the ARB mandate.

Calgary members reported grouping hours from various days if they worked less than a ~4-hour half day. This uncertainty could be resolved by using an hourly rate, rather than a minimum half-day remuneration.

Calgary SDAB members expressed concern about receiving a \$50 flat rate for meeting preparation as this did not scale to the number of preparation hours required to review complex files.

An hourly remuneration structure as opposed to offering a full or half-day rate is fair to public members and the municipality. It is both fair and fiscally responsible to compensate for time spent – not more, and not less.

An hourly remuneration structure can be considered a best practice, though it is not a common practice. The external research showed only Winnipeg using an hourly remuneration structure.

Remote work or working from home (WFH) and participating through electronic means is another best practice. A best practice is for quasi-judicial board to ensure fairness to the parties, and this includes flexibility to provide the most appropriate meeting space. Parties with limited technology skills may prefer an in-person hearing, while some individuals may consider an electronic hearing to be the most convenient.

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Electronic hearings and BCC meetings are a best practice. This can lead to equipment cost savings for an organization. A best practice is to compensate members for the corporate use of their personal computer equipment.

5.3 Regulatory Bodies

5.3.1. Internal

Remuneration practices were not equitable between the two Calgary BCC regulatory bodies.

The Calgary Planning Commission (CPC) had unpaid public members and a staff member who served as chair.

The Calgary Combative Sports Commission public members were paid \$200/day and the chair was paid \$450/day.

City of Calgary provides part-time (0.25 FTE) administrative support for the six-member Combative Sports Commission.

5.3.2. External

Planning Commissions: The jurisdictional scan showed that Calgary's remuneration practice was common where unpaid public members served on Planning Commissions.

The City of Ottawa was an exception as these public members were paid \$298/day.

The City of Edmonton filled this role with four council members appointed to an Urban Planning Committee.

Combative Sports: The jurisdictional scan showed that Calgary and Alberta had anomalies in governing combative sports.

Alberta was the only province that did not regulate combative sports at the provincial level. Combative Sports Commission activities are administered at the provincial level in all provinces, except Alberta. Municipalities filled the role in the absence of AB provincial regulation.

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Edmonton and Grande Prairie provided remuneration for public members, while Lethbridge and Medicine Hat did not.

The [City of Edmonton](#) maintains a seven-member board of paid volunteers. An Executive Director is a city employee and is "responsible for all operational decisions about combative sports in Edmonton."

5.3.3. Gaps and Strengths

Planning Commissions: Calgary's \$0.00 remuneration rates were comparable to most other jurisdictions. Except for Ottawa at \$298/day, other jurisdictions did not compensate their public members.

Combative Sports: Calgary's remuneration rates were comparable to other jurisdictions, and were nearly identical to its closest comparator, the City of Edmonton with \$200/day for members. Calgary's \$450/day chair remuneration was higher than Edmonton's \$250/day rate. Calgary's chair daily rate was consistent with Calgary's adjudicative board chair daily rates.

The time commitment was reported to be very high for the chair and other members, particularly during event preparation and hosting.

Calgary's public members had a highly operational role in addition to their regulatory role expected in this position. These paid volunteer members are very 'hands on' in all operational aspects, including event planning and management. Public members performed operational duties that were managed by employees in other jurisdictions, such as the City of Edmonton.

Calgary's combative sports commission model is an anomaly within internal and external research. The structure and duties should be revisited to ensure that the most appropriate model is in place to serve the combative sports mandate, and to reduce risk to public members and the broader organization.

A best practice is to reduce risk to volunteer public members by managing operational decisions for high-risk activities through an employee position.

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5.4 General Observations

Lack of true “Apples-to-Apples” peer committees

- The analysis revealed a lack of “apples-to-apples” peer committees in the jurisdictions being compared. This is understandable as committees are struck when considering the context of the political and social environments in which the comparator public authorities operate. Certain issues or opportunities do not become the focus of advisory or adjudicative work for all municipalities. Where a close committee peer was found, it was included in the comparison.

Difference in compensation consistency between advisory and adjudicative committees.

- When a close committee peer could be found, it revealed two important elements: the first being that honorariums for advisory committees were either not provided, or were not provided at similar amounts; and second, adjudicative committees often included some amount of honorarium compensation when compared to advisory committees. These were typically at higher rates, suggesting that adjudicative committees were treated differently based on the nature of the decision-making work involved.

Inconsistency in publicly available information about honorariums and expenses.

- Regarding whether expenses would be reimbursed, expense policies did not clearly outline which common expense categories, like parking or transit, would be covered, if reimbursed at all.
- In general, publicly available information was lacking or inconsistent for whether a committee would receive an honorarium, and if so, how much that honorarium would be, and for which expenses would be reimbursed, if any. More often, this information would not be co-located in a manner that would be easy to find and answer. (Especially if there are multiple legislative pieces that must be referred to).

The City of Edmonton was most consistent and clear for honorariums and expenses reimbursed.

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- Among comparator jurisdictions, the City of Edmonton’s honorarium rates and expense reimbursement coverage was simple to track and it was consistent between its advisory and adjudicative committees.
- Honorarium rates for advisory committee participation were consistent between all committees, regardless of the committee’s mandate. This was similar for adjudicative and regulatory committees, with slight differences in the honorarium rates.
 - For advisory committees, based on role:
 - A committee chair is provided \$250 for a full day of committee work, or \$125 for a half day; and
 - Regular members would earn \$125 for a full day of committee work, or \$100 for a half day.

The rationale for why a certain honoraria rate is selected is not clear.

- In the research conducted, rarely, if at all, was there a stated philosophy or rationale for why an honoraria rate existed.
- Although, it may be argued that these conversations were likely had in council chambers when a related bylaw was established. But as these rationales were not made explicit in related documents or on websites, a fair amount of effort would be needed to review past Council decisions to learn why a specific rate was chosen.
- Whether the honorarium rates observed are fair, or fair in the context of the nature of the BCC’s work, is not always obvious. For example, one could use the living wage rate to compare whether a committee member is being adequately compensated for their time. But other factors, including time commitment, opportunity cost, expertise and qualifications required, equity and inclusivity should also be considered. Regular review of BCC compensation and benchmarking is prudent.

Expenses reimbursement policy is not always clear.

- Parking expenses appear to be the most common reimbursement. Other transportation related reimbursements were not always clear, such as whether a train or bus ticket would be reimbursed. Information for whether caregiving expenditures would be reimbursed appeared to be hardest to find or assume.

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- When unspecified, certain expenses *may* be assumed, like parking or transit fares, as they are common expenses known to be reimbursed. Meals, accommodations, mileage and conference expenditures also fit in this category when considering BCC work that requires travel beyond meeting locally. But of course, assumptions can be wrong, and it was difficult to ascertain in many cases.
- Some expenses were clear for the conditions or limitation related to their reimbursement. For example, the City of Edmonton denotes that mileage and caregiving expenditures are reimbursed, but with limitations -- mileage at a certain rate and for a certain minimum duration (1 hour of driving); and child or elder care at a “reasonable cost” with the submission of a receipt.

For similar committees, there were wide variations for whether honorariums are paid, the amount of honorarium paid, and clarity for which expenses, if any, are reimbursed.

- An example is seen when reviewing table 4.4.1 Anti-Racism Action Committee, advisory committee. Looking at peer committees, honorariums range from \$0, the most common figure, to between \$200 and \$298 when considering regular members for “full day” commitments.

Among the Calgary BCCs expense reimbursements were not consistent and only 3/10 provided honorarium or remuneration to public members.

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6. POLICY DEVELOPMENT CONSIDERATIONS

Both internal and external research shows an opportunity for leadership to transform the existing City of Calgary BCC remuneration model.

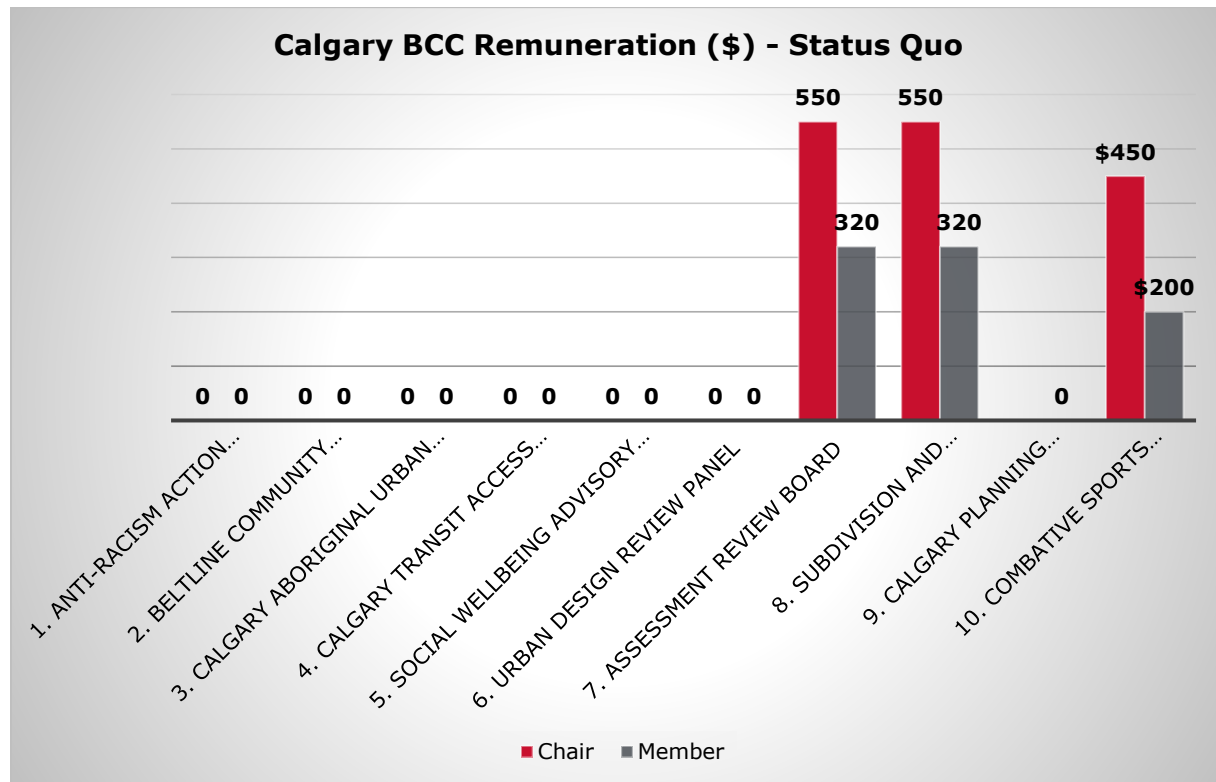
6.1 Policy Option Spectrum - Remuneration

A policy option spectrum for this project is shown below. Graphs are provided below to demonstrate what some policy options could look like.

1. Option #1 – Maintain status quo

Maintain status quo. Inaction is a policy decision.

- Pros: Low budget impact. Less administrative burden.
- Cons: Equity issues remain unaddressed. Risk of volunteer burnout and liability remain unaddressed.

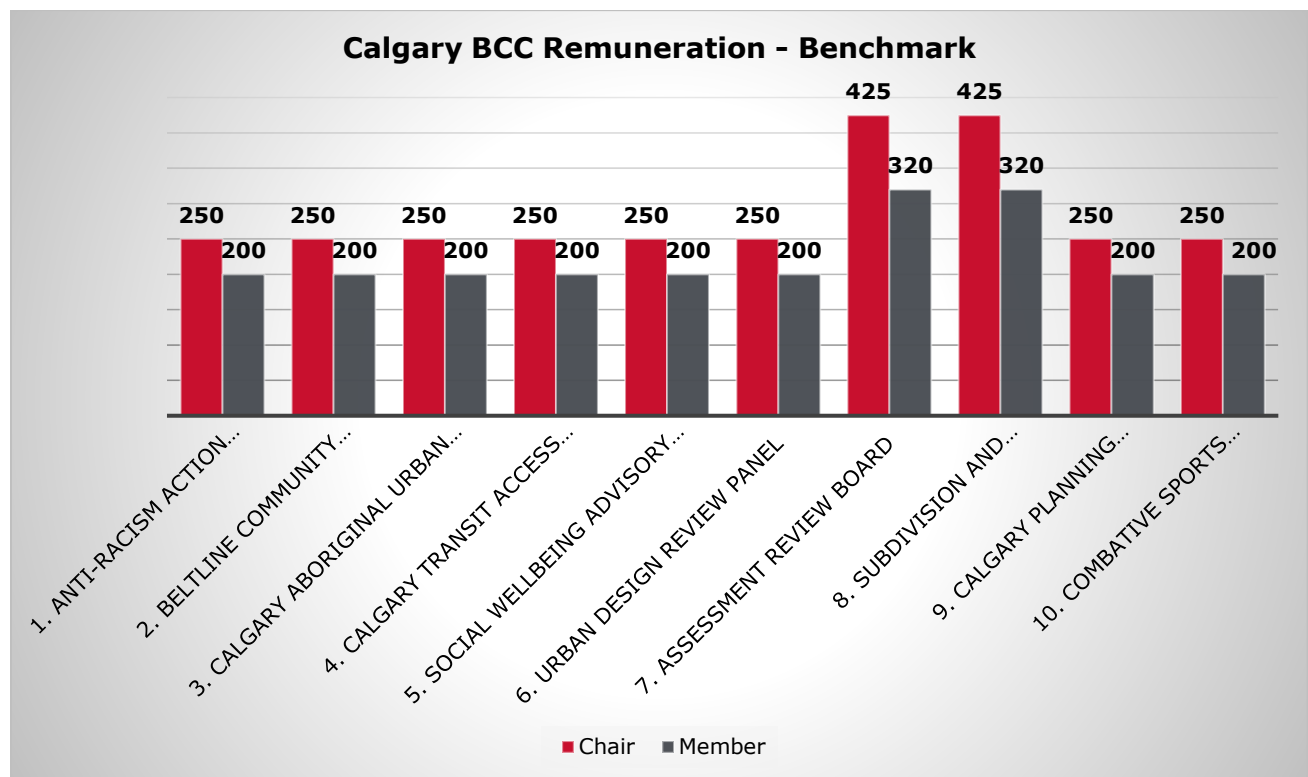


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2. Option #2 – Match the benchmark (Edmonton)

Match the benchmark. Edmonton is Calgary’s best comparator. Establish remuneration practices for advisory body volunteer public members that are comparable to the City of Edmonton’s remuneration policies.

- Pros: Achieves equity between Alberta’s largest cities. Shows some monetary appreciation for volunteer public members.
- Cons: Budget increase is required. Equity *between* Calgary BCCs is not achieved. It is unclear how Edmonton determined their BCC remuneration rates. These could be arbitrary values.

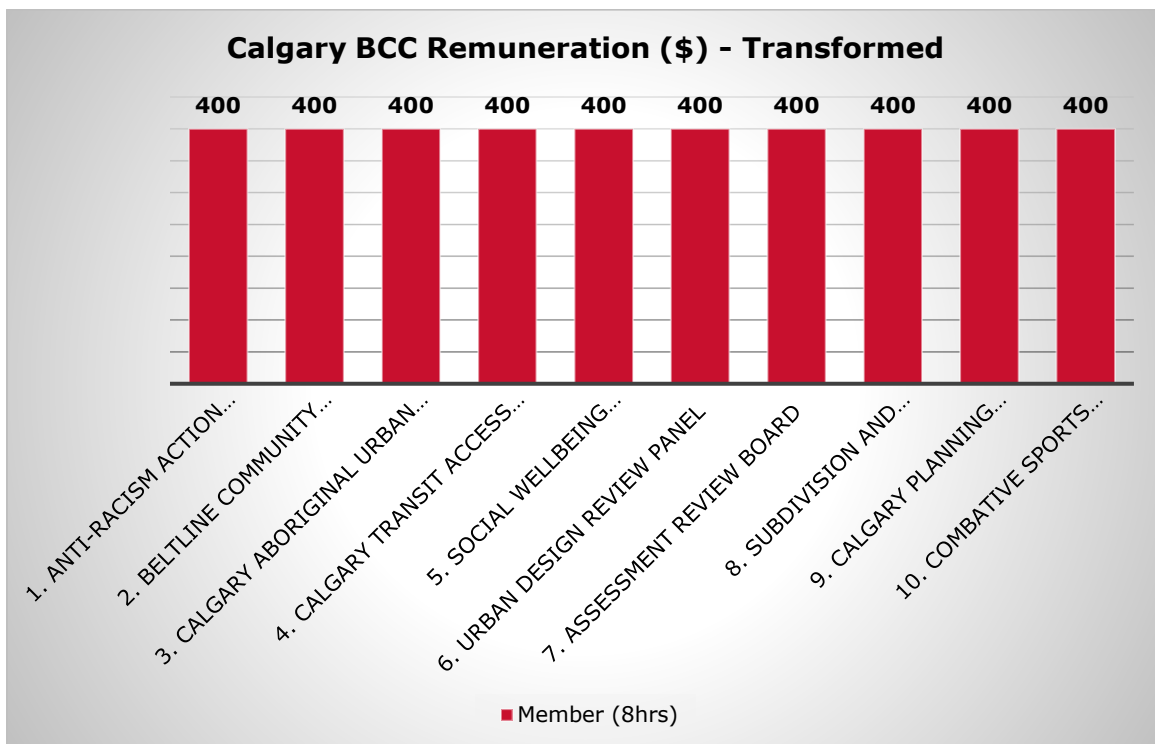


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3. Option #3 – Transform the BCC Remuneration Process

Transform remuneration processes. A new, innovative policy could 'raise the bar' and set a higher, thoughtful standard for BCC remuneration practices.

- Pros: Equity between Calgary BCCs can be achieved. Volunteer and corporate risk can be addressed. Barriers to BCC recruitment can be reduced. A transformative BCC remuneration policy could be used as a model for other jurisdictions.
- Cons: Higher budget impact. Higher administrative burden to develop and administer the policy. Financial motivation may impact board participation.
- A \$50 hourly base rate is presented for demonstration purposes. This equates to \$400 for a full day (8 hours). The hourly rate would incorporate fairness to both the public member and the taxpayer if BCC remuneration is based on **actual time spent**.
- The base hourly rate for all members. Additional hours spent on Chair duties would scale through the hourly rate.



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6.2 Policy Options – Expense Reimbursement

Expense reimbursement options can follow a similar spectrum as the remuneration policy options:

1. Status quo

- No change

2. Benchmark (among Calgary BCCs)

- Apply the existing expense reimbursement options to all Calgary BCCs. Reimburse members consistently for transit, parking, childcare, and provide an equipment allowance if remote meeting access is expected.

3. Transformative (consistent with the City of Calgary employees)

- Expense reimbursement procedures already exist within the corporation. Without completely 'reinventing the wheel' the existing procedures could be adapted to meet the unique needs of Calgary BCCs.

Transparency should be applied to the BCC expense reimbursement policy; in whatever form it becomes. There was a lack of clarity, or it was simply unknown, that certain expenses could be reimbursed for some BCC public members (e.g., childcare stipend, parking).

The opportunity cost is high for many BCC volunteer public members. These members repeatedly show up to serve the city, and they bring their own tools and resources (computer, dependent care, transportation, meals) without remuneration or expense compensation.

The generosity of volunteer members should not be taken for granted. As a rule of thumb, it should not cost BCC public members to serve the City.

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6.3 BCC Structures and Administrative Roles

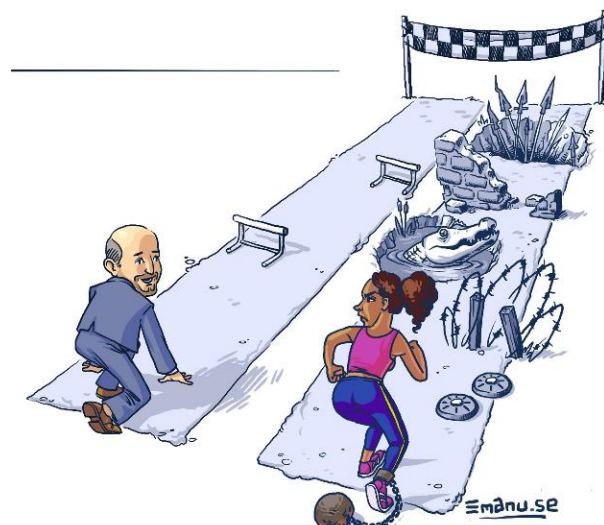
The jurisdictional scan showed that some Calgary BCC public member and volunteer roles included duties that were performed by employees in other jurisdictions. Examples include:

- **Adjudicative:** Calgary Assessment Review Board chair and vice-chair involvement in operations, scheduling, and finalizing all decision writing.
 - Other jurisdictions provide more administrative support to manage all operational matters, and public members focus on their adjudicative role to hear complaints and write draft decisions.
- **Advisory:** Calgary BCCs with a social lens on disadvantaged communities and underrepresented voices had highly dedicated, and overworked volunteers. Some were concerned about burnout.
 - Other jurisdictions have a stronger administrative presence with employees who are compensated and accountable such as the Indigenous Affairs Office department in the City of Toronto.
- **Regulatory:** The Calgary Combative Sports Commission public members were operationally focused, in addition to their regulatory role.
 - Other jurisdictions had provincial regulations. The City of Edmonton had an employee to manage operational aspects. An employee model would likely lower the individual and corporate risk of volunteer regulatory-focused members engaging in operations.
 - The use of planning commissions varied in other jurisdictions. The City of Edmonton maintains an Urban Planning Committee, consisting of four council members.

When BCCs are considered, it is important to question the best structure to ensure that Council's critical mandates are supported with appropriate resources. There is a higher degree of risk to business continuity with annual board appointments compared to highly accountable employment positions.

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6.4 The Principle of Equity



“What’s the matter?
It’s the same distance!”

White Male Privilege Cartoon by Emanu
(<http://www.emanu.se/>)

Using the principle of equity as a guide, honorarium and expense policies can be developed in a manner that attracts a broad, diverse range of community members who can contribute to the civic process and who will not otherwise be hindered by financial barriers—that is, opportunity costs for compensation and expenses incurred in the performance of civic duties.

And in line with evolving perspectives on civic engagement, there is a growing recognition of the value of offering honoraria for civic roles. This approach marks a shift from traditional expectations of unpaid civic duty, aligning with contemporary views on equity and fair compensation.

As cities have grown, as their populations have become more diverse, and as city life has become costly, and despite a desire by public sector organizations to encourage broad participation in civic matters that reflects and represents a city’s growing diversity and interests, honoraria and expense policies have typically not kept up, and as such, often encourages those in the community with financial and time flexibility to participate over those who do not. The recruitment process, time commitment, and remuneration structure skews towards candidates with more open schedules.

Equity also acknowledges the varying levels of effort, expertise, and impact that community members bring to the table. This means that committees requiring certain experiences may benefit from compensation that encourages those in the community that have these experiences to participate. For example, for those who are hard to reach, underrepresented or seldom heard, special compensation considerations can be made.

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6.5 Clarity and Consistency

The development of a consistent remuneration and expense policy plays a key role in establishing clarity and predictability for public participation in civic roles. Consistency ensures that BCC members have a clear understanding of what to expect for compensation and expenses covered. A related policy could be developed and applied consistently across all BCCs.

BCC members would benefit from greater clarity and transparency on expense reimbursements. Core expense categories can be clearly outlined in publicly available information about the committee, allowing prospective applicants and the public to see what expenses may be reimbursed.

Core expense items may include: parking, transit, and mileage. Other expense items can be outlined in addition to these core items when relevant or when there is policy direction. For example, dependent care, meals, accommodations, training/conference and technology expenses can be outlined in public information about the committee.

Limitations should be clearly outlined as well and kept consistent when appropriate between BCCs.

Equally important is the accessibility and visibility of this policy information. Ensuring that these details are readily available and easy to understand allows for greater transparency. Visibility in this regard can involve clear communication through the city's website and informational packages related to the committee.

6.6 Strategy Advancement

The City of Calgary has numerous strategies and initiatives. A BCC remuneration and expense policy could be one more tool to advance Council's strategic efforts.

For example:

- Anti-Racism strategic plan: BCC remuneration would help remove barriers to BCC participation.

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- Environmental/Climate: Working from home through electronic meetings reduces the need for travel and reduces the corporate office footprint.
- Gender Equity, Diversity and Inclusion strategy development (GEDI): Remuneration would help remove barriers to BCC participation.
- Transportation: Provide full reimbursement for transit as an incentive to use transit, rather than driving.
- White Goose Flying Report: Calgary Aboriginal Urban Advisory Committee volunteers are 'stretched thin.' Additional resources may be needed through the Calgary Indigenous Relations Office.

6.7 Hourly Rate Model

While the external review of committees demonstrated that the most common form of presenting honorarium rates are by full or half-day, an argument can be made for presenting per-hour rates instead.

Considering that compensation is often compared to an hourly wage, an honorarium presented in an hourly rate format is easier to understand and compare with. For example, a committee applicant may compare the hourly rate for the honorarium with their current hourly wage and the minimum or living wage to determine whether they should participate on a BCC. Hourly rate remuneration is a typical compensation model and should not be much more complicated to track and administer than the half and full day rate remuneration model.

Public members generally felt that remuneration for meeting preparation was unfair. Some were not compensated for their preparation time. Some received minimal flat rate compensation (\$50-\$100) for case review meeting prep regardless of the file complexity and page volume.

An hourly rate also provides flexibility should committee meetings end sooner than expected or go overtime. Hourly rates scale with the workload and are a more precise measure of the actual number of hours spent. The City of Winnipeg Board of Revision is an external example of an hourly rate remuneration model in practice. The Calgary SDAB decision writing hourly rate for regular members is an internal example of this model in use.

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6.8 Remuneration for Cancelled Hearings

Adjudicative complaint hearings may not be needed if the parties are able to reach agreement and resolve the matter prior to a scheduled hearing date. This is common in adjudicative settings. Timely resolution between parties is arguably the best outcome to settle matters of dispute informally, on their own. Parties can avail themselves to a formal, quasi-judicial hearing process if needed.

The Calgary ARB weekly hearing schedule was impacted with a recent +80% complaint settlement rate prior to hearings.

Calgary ARB members are paid for the first day of the week if their scheduled week of hearings were cancelled on the first day. They are not paid for the remaining cancelled hearing days.

Some members felt frustrated when hearings were cancelled. Some referred to this as 'standby pay' as members set aside time to participate in these hearings. It was also reported to be more difficult to keep member's skills sharp with a significantly reduced number of hearings in recent years.

Some Calgary ARB members compared their hearing cancellation procedure to the Provincial LPRT members. The LPRT members were reportedly paid for two days if their CARB hearings were cancelled for the week. Calgary ARB members felt that the cancellation pay was not equitable between members serving on the same CARB panel.

The Edmonton ARB is similar to the Calgary ARB cancellation procedure where members are not paid for scheduled hearings if cancellation is provided with 24 hours advance notice.

Objectively, resolution between parties prior to a formal hearing is inherent within adjudicative roles. Resolution is the objective. A timely, agreeable decision among parties is ideal, and preferred to a formal, third-party process.

Calgary's remuneration practice for cancelled ARB hearings is more than generous, and it is in line with the Edmonton benchmark comparator.

It could also be argued that a phase out of ARB hearing cancellation pay is fair and in line with broader industry practices where adjudicators are paid when, and only if needed.

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7. SAGE RECOMMENDATIONS

7.1 BCC Remuneration

SAGE recommends that remuneration be provided equitably to all Council-appointed BCC public members.

And that the remuneration rates be at least consistent with the City of Edmonton, which is Calgary's closest comparator.

7.2 Expense Reimbursement

SAGE recommends that expense reimbursement be provided to all Council-appointed BCC public members, which is comparable to the City of Calgary's employee expense reimbursement procedures.

And that BCC public members be compensated for technology expenses when their role requires or enables electronic meetings.

7.3 Strategy Alignment

SAGE recommends that the BCC remuneration and expense policy consider Council's broad strategic initiatives, and that where possible, the policy be used to reduce barriers to participation, and provide incentives to advance Council's strategic initiatives.

7.4 Risk Management

SAGE recommends that the City obtain legal advice on the apparent individual and organizational risk of certain BCC public members performing operational duties.

And that BCCs are adequately resourced to fulfill their mandates.

7.5 BCC Consultation

SAGE recommends that additional consultation be conducted with all BCCs to fulfill Council's direction on any draft policy:

***"Input from Boards, Commissions, and Committees
on the draft policy, before it is presented to Council."***

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8. APPENDIX

8.1 Survey Template Example

A survey template example is included as an appendix. This shows the specific questions and response categories.

A survey example is provided below, showing the project introduction, FOIP statement, committee details, and survey questions:

1A. 2023-09 Anti-Racism Action Committee City of Calgary BCC Member Survey - Remuneration and Expense Policy Research SAGE Analytics Inc.

Project Introduction

Calgary City Council directed City Administration to prepare an equitable remuneration and expense policy applying to all Council-established Boards, Commissions, and Committees (BCCs) with public members by Q1 2024 (January 24, 2023 meeting).

SAGE Analytics Inc. (SAGE) is contracted (June-September 2023) to conduct independent internal and external research and provide recommendations to inform the BCC remuneration policy development.

A cross-section of 10 Calgary BCCs, from the 86 total, were selected by administration as a representative research sample. This includes a BCC that you are appointed to.

This BCC member survey is part of the internal research and is administered by SAGE.

Your input and participation in this survey is strongly encouraged, though voluntary.

Survey responses will be anonymized.

SAGE will analyze the survey results and provide a summary report to administration in late-July 2023, including all comments received.

This survey will remain open until Monday, July 10, 2023.

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Estimated completion time is 10-20 minutes.

Contact SAGE directly if you have questions, or technical issues:

CalgaryBCC@SageAnalytics.ca

780-901-4451 - Shari-Anne Doolaeye 780-812-5175 - Chris Cambridge

FOIP Statement:

The personal information on this form is collected by The City of Calgary under the authority of Section 33(c) of the Alberta Freedom of Information and Protection of Privacy Act. The personal information will be used to administer the project about developing equitable remuneration and expense policy applying to all Council-established Boards, Commissions, and Committees with public members. The personal information provided by you will neither be accessible to nor reviewed by The City officials and only the de-identified aggregated information will be provided to The City Council and relevant City Departments by SAGE; a third-party commercial entity contracted by The City to conduct this survey.

Additional equity, diversity, inclusion and belonging optional personal information is being collected at the direction of Council of The City of Calgary for the purpose of re-evaluating The City of Calgary's internal practices and policies through these lenses. Personal information provided through this survey will be retained by The City for no more than 3 months after the survey is concluded and then it will be permanently destroyed or as soon as the final report is submitted by SAGE to The City Council, whichever occurs first. If you have any questions or concerns about the collection or use of this information, please contact the **Leader, Municipal Boards & Governance, City Clerk's Office, The City of Calgary, 1st Floor, 313 - 7th Avenue SE, Calgary, AB. T2G 2M3 or call 403-268-5901.**

* Q1. I have read the above FOIP Statement.

Yes

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Committee Details - Anti-Racism Action Committee

Internal research to date for the Anti-Racism Action Committee shows the following:

Guiding documents:

2022 Terms of Reference City of Calgary Anti-Racism Strategic Plan City of Calgary Commitment to Anti-Racism

Note: This is established as an 'action' committee, in contrast to an 'advisory' committee.

Membership:

13-members, including two Co-chairs, and up to 2 SLT members (non-voting) Access to three city administrative support staff **Subcommittees:**
Internal working groups

Time commitment:

Members:

- 10-12, 2-hour monthly committee meetings
- 10-12, 2-hour monthly working group meetings plus action items
- 6 hours of attendance at activities and events

Co-chairs:

- 10-12, 2-hour monthly committee meetings
- 10-12, 1-hour monthly working group meetings
- 12-24, 2-hour additional monthly meetings and follow up as required
- 4, 1-hour quarterly meetings with City leadership
- 12 hours of attendance at activities and events

Remuneration:

Voluntary, no direct compensation for meetings, or activities.

Some incidental expenses are paid or reimbursed: Parking during meetings, meeting room space, refreshments No equipment expense provided.

A childcare stipend is provided to members if requested.

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Q2. Are the above internal research details correct?

Yes No Not sure

Share any additional details regarding remuneration and expenses for your BCC. Please do not provide information that could be used to personally identify you.

BCC Involvement

Lived Experience and Professional Competency:

Several BCC recruitments involve both lived experience and professional or technical competency. Use the sliding scales below to show how important each of these aspects are for you to fulfill your BCC appointment responsibilities.

3. Q3. **Lived Experience:**

0 - Less Important Lived Experience 10 - Highly Important

4. Q4. **Professional Competency:**

0 - Less Important Professional Competency 10 - Highly Important

5. Q5. **Time commitment:** How much time do you dedicate to this BCC in an average month (including meetings, meeting prep, and all activities)?

0 less than 5 hours 5-10 hours 11-20 hours 21-30 hours 31 or more hours Not sure

6. Q6. **Paid by employer:** My participation on this BCC is part of my regular employment with the City of Calgary, or another employer.

Yes No

Not applicable

7. Q7. **Time off:** I am not employed by the City of Calgary, and I use some vacation time from my employment to participate on this BCC.

Always Usually Sometimes Rarely Never

Not applicable

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8. Q8. **CEE:** My BCC involvement qualifies for professional development credits or continuing education and engagement (CEE) for a professional organization that I belong to.
- Yes No
- Not sure Not applicable
9. Q9. **Additional BCCs:** Do you serve on other BCCs or sub-committees for the City of Calgary?
- Yes. I serve on one or more additional BCCs.
- No
- No. Though I serve on similar community organizations that are not administered by the City of Calgary.
10. Q10. **BCC Remuneration:** Some City of Calgary BCCs provide remuneration to their public members and some BCCs have volunteer public members. In your opinion, is this current remuneration practice acceptable?
- Yes No
- Not sure Comments: Please do not provide information that could be used to personally identify you.
11. Q11. **Volunteer:** I would volunteer (or continue to volunteer) my time to fulfill my BCC responsibilities without pay. Rate your level of agreement.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree Strongly disagree

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12. Q12. **Recruitment:** In your opinion, are there any barriers to BCC recruitment or ongoing public member participation?

Yes No

Don't know Please describe.

13. Q13. **Appreciation:** I feel appreciated for the work I do in my BCC role. Rate your level of agreement.

Strongly agree

Agree

Neither agree nor disagree

Disagree Strongly disagree

Tell us about yourself.

Member responses to these questions will allow SAGE to analyze board member composition and the intersectionality of factors.

14. Q14. **Age:** What is your current age?

18-34

35-49

50-64

65-79

80 or older Prefer not to say

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15. Q15. **Representation:** Do you identify as a member of any of the following communities or populations whose voices have been traditionally underrepresented? Select all that apply.

- 2SLGBTQIA+ community
- Black community
- Indigenous community
- Racialized community
- Women
- Person with a disability
- Prefer not to say
- Other (please specify)

Please do not provide information that could be used to personally identify you.

16. Q16. **Employment:** Describe your professional involvement **in addition to** your BCC appointment. Select all that apply.

- I am not presently employed.
- I work part-time.
- I work full-time.
- I work at more than one job.
- I work some overtime in a typical week.
- I volunteer at one or more other organizations.
- I am a business owner, or partner.
- I am a student, or recent post-secondary graduate (within the last year)
- I am near the beginning of my career.
- I am at a mid-point in my career.

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I am near retirement.

I am retired.

Prefer not to say

17. Q17. **Household income:** What is your approximate average household income?

\$0-\$49,999

\$50,000-\$99,999

\$100,000-\$149,999

\$150,000-\$199,999

\$200,000 and up Prefer not to say

18. Q18. **Financially secure:** I feel financially secure.

Yes No

Prefer not to say

Closing comments

19. Q19. **Other comments:** Is there anything else that you would like to share or expand on related to this BCC remuneration and expense policy research?

Please do not provide information that could be used to personally identify you.