

Summary of Work Phases to Develop Council Policy

Phase One: Identification of Scope

Administration determined which Boards, Commissions and Committees (“BCCs”) were in-scope of Council’s direction through its adoption of Notice of Motion EC2022-1371. A sample of ten BCCs from Advisory Bodies, Adjudicative Bodies, and Regulatory Bodies were selected by Administration to be part of the evaluation and research of this project.

The list of in-scope BCCs, the ten BCCs selected for evaluation, and the out-of-scope BCCs are provided in Attachment 2.

Phase Two: Engagement of an External Consultant

Administration procured an external consultant, SAGE Analytics Inc. (“SAGE”), to conduct research and provide Administration with equitable remuneration and expense policy recommendations.

SAGE’s research included environmental scans of comparable jurisdictions and a comprehensive governance document review. SAGE also interviewed BCC Chairs, Co-Chairs, Vice-Chairs, and City Administrative Resources serving on the ten sample BCCs identified in Phase One. SAGE surveyed all Public Members serving on the ten sample BCCs identified in Phase One to gather more feedback on policy recommendations.

SAGE submitted its final report and provided Administration with the following policy development options:

1. Maintain status quo by inaction;
2. Match the benchmark by establishing remuneration practices for Public Members that are comparable to The City of Edmonton’s remuneration policies; or
3. Transform the BCC remuneration process by establishing a new and innovative policy that could set a higher, thoughtful standard for BCC remuneration practices.

The details of SAGE’s internal and external findings, and their final recommendations on a BCC remuneration and expense policy are provided in Attachment 3A.

Phase Three: Development of a Draft Council Policy

After considering SAGE’s findings, Administration decided to develop a draft Council Policy that would promote equity and reduce obstacles to participation on Council-established BCCs, in alignment with SAGE’s third policy option recommendation (see above). The proposed Council Policy was constructed using a social equity lens and focus was given to expanding opportunities for Calgarians’ participation as Public Members while promoting community engagement. The proposed remuneration rates were determined after reviewing existing rates of Calgary Council-established BCCs and City of Edmonton rates.

Phase Four: Engagement of BCCs

The main objective of BCC Engagement was to facilitate discussion around the draft Council Policy and gather feedback and insight from BCC leadership and Administrative Resources.

Administration facilitated four engagement sessions. These sessions had 45 participants in total (22 Public Members from BCC leadership and 23 BCC Administrative Resources). The draft Council Policy was distributed to engagements session participants before the sessions.

Feedback, comments, and recommendations on the draft Council Policy were collected by asking the following questions:

- What are your thoughts on the draft policy?
- What needs to be changed?
- What needs to be kept the same?
- What is missing from the policy?

Administration encouraged BCC leaders and Administrative Resources, including those who were not able to attend the engagement sessions, to provide feedback for incorporation into the proposed Council Policy.

Key Themes of the Engagement:

Overall, the proposed Council Policy was well received by BCC leaders and Administrative Resources. Three main themes emerged during the facilitated engagement sessions:

- Considerations for dependent care;
- Remuneration for preparation time; and
- Clarification of 'Meeting' and 'Public Member' definitions.

An overview of the engagement feedback is presented in Attachment 5.

Phase Five: Finalization of Proposed Council Policy and Cost Estimates

Council Policy

To finalize the proposed Council Policy, Administration considered SAGE's recommendations and the feedback collected during the engagement sessions. Attachment 5 presents an explanation of how SAGE's recommendations and the engagement feedback from BCCs were considered in developing the proposed Council Policy.

The proposed Council Policy aims to acknowledge and recognize the totality of Public Members' service to BCCs by remunerating their participation in BCC meetings. Public Members' preparation for Council-established BCC meetings and review of meeting materials are integral to meeting participation and are recognized through the remuneration of Public Members' participation at City BCC meetings.

Cost Estimates

High-level cost estimates were calculated by Administration for all in-scope BCCs that will be affected by the proposed Council Policy. The cost estimation was performed with certain assumptions and averages. Associated direct costs include remuneration for meetings, a technology allowance, and expense reimbursement. There are also indirect costs associated with the policy, including the resourcing of temporary and permanent positions to support implementation and delivery of the activities directed by the proposed Council Policy. The summary cost estimate is provided in Attachment 6.