

SAGE Recommendations and BCC Engagement Summary

SAGE ANALYTICS' RECOMMENDATION No. 1 BCC REMUNERATION	RECOMMENDATIONS AND COMMENTS GATHERED DURING BCC ENGAGEMENT SESSIONS	HOW WAS THIS ADDRESSED IN THE PROPOSED POLICY?
<p>That remuneration be provided equitably to all Council-appointed BCC Public Members.</p> <p>And that the remuneration rates be at least consistent with the City of Edmonton, as Calgary's closest comparator.</p>	<ul style="list-style-type: none"> ▪ Create separate remuneration categories for the chair and vice-chair. Chairs' duties and responsibilities include chairing meetings, ensuring quorum, representing the BCC, presenting to Council, interacting with the public and speaking to media. ▪ Include provisions for a Public Member acting for the chair, vice-chair, or co-chair. ▪ Implement an hourly rate instead of the proposed pay bands. An hourly rate would allow flexibility to remunerate work outside of meetings and create transparency for potential applicants during recruitment. ▪ Clarify "equal pay" intent or consider replacing reference to "equity" with "equality". ▪ Remunerating everyone at the same rate does not recognize the variation in experience and expertise that Public Members contribute, and may undermine The City's ability to attract candidates in some areas. 	<ul style="list-style-type: none"> ▪ Remuneration, allowances and reimbursement of expenses does not aim to constitute a salary or wage. The purpose of the proposed Council Policy is to help recognize the value of the services and contributions provided by Public Members to BCCs and to promote a reduction of barriers to participation through remuneration, allowances and the reimbursement of expenses. ▪ All Public Members (excluding chairs, vice-chairs, and co-chairs) across in-scope BCCs are remunerated at the same rate. ▪ The Chair, Vice-Chair and Co-Chair positions are remunerated at higher rates than other Public Members to account for additional responsibilities. There are distinct rates for Chairs and distinct rates for Vice-Chairs and Co-Chairs. ▪ Public Members acting for the Chair, Vice-Chair or Co-Chair will be remunerated accordingly. ▪ The proposed Council Policy recognizes the contributions of Public Members to Council-established BCCs in the form of an honorarium, while preserving the concept of voluntarism. ▪ Compensation based on hourly rates is avoided as a general rule, and the full scope of Public Members' contributions to BCCs, including meeting preparation and other duties, are recognized through remuneration for Public Members' participation in BCC meetings.

SAGE ANALYTICS’ RECOMMENDATION NO. 2 EXPENSE REIMBURSEMENT	RECOMMENDATIONS AND COMMENTS GATHERED DURING BCC ENGAGEMENT SESSIONS	HOW WAS THIS ADDRESSED IN THE PROPOSED POLICY?
<p>Expense reimbursement comparable to the City of Calgary’s employee expense reimbursements should be provided to all Council-appointed BCC Public Members.</p> <p>BCC Public Members should be compensated for technology expenses when their role requires participation in electronic meetings.</p>	<ul style="list-style-type: none"> ▪ Consider a stipend in place of allowances and expenses, which would offer greater flexibility for members to participate. ▪ Consider an allowance for associated expenses instead of a technology allowance (could encompass the care of dependents). ▪ Consider a flat rate of \$50 per month to participate – that rate could be applied to internet, transit, parking, etc. ▪ Consider including training so that required courses or training expenses are covered (onboarding, eScribe, etc.). 	<ul style="list-style-type: none"> ▪ Public Members may claim an annual allowance (flat rate) for technology costs if they participate in meetings remotely. ▪ Public Members may be reimbursed reasonable expenses for the cost of accessibility supports, dependent care, transit fares, parking and meals. ▪ Training such as onboarding will continue to be provided by Administration

SAGE ANALYTICS’ RECOMMENDATION NO. 3 STRATEGY ALIGNMENT	RECOMMENDATIONS AND COMMENTS GATHERED DURING BCC ENGAGEMENT SESSIONS	HOW WAS THIS ADDRESSED IN THE PROPOSED POLICY?
<p>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.</p>	<ul style="list-style-type: none"> ▪ Review allowances and reimbursement of expenses with an accessibility lens. ▪ Include definitions for disability (umbrella term) or accessibility from the Accessible Canada Act. ▪ Consider including alternative transportation (taxi/ride-share) if there is a disability that may require this type of transport. ▪ Consider offering safe ride if there are after-hours commitments for Public Members. ▪ Consider including dependent care; without it, the proposed Council Policy lacks gender equity, is unfair and creates a barrier to those caring for a child, an elder or a person with special needs. ▪ Consider how remuneration payments could create unintended consequences for those who receive income supports (Assured Income for the Severely Handicapped (AISH), Employment Insurance (EI), Pension, etc.) 	<ul style="list-style-type: none"> ▪ Reasonable expenses for accessibility supports required by a Public Member experiencing a disability, as defined in the <i>Accessible Canada Act</i>, to participate in BCC meetings will be reimbursed to the Public Member, if not provided by Administration or funded by another source. ▪ BCC chair may approve reimbursement of reasonable expenses for taxi or ride-share. ▪ Reasonable expenses will be reimbursed for the cost of dependent care, up to \$1,000 annually. ▪ Public Members may opt out of receiving remuneration, allowances or reimbursement of expenses for any reason, including unintended consequences for taxation or eligibility for social programs.

SAGE ANALYTICS’ RECOMMENDATION No. 4 RISK MANAGEMENT	RECOMMENDATIONS AND COMMENTS GATHERED DURING BCC ENGAGEMENT SESSIONS	HOW WAS THIS ADDRESSED IN THE PROPOSED POLICY?
<p>That the City obtain legal advice on the apparent individual and organizational risk of certain BCC Public Members performing operational duties.</p> <p>And that BCCs are adequately resourced to fulfill their mandates.</p>	<ul style="list-style-type: none"> ▪ BCC Public Members and Administration raised concerns about lack of guidance in the proposed Council Policy on the frequency of payment of remuneration, allowances and reimbursement of expenses. ▪ Streamlining process is important so that the additional administrative work required to implement the proposed Council Policy is not prohibitive. ▪ Create a SharePoint resource page that would include the proposed Council Policy, payroll forms, timesheet samples, sample bylaws, etc. ▪ Additional administration resources will be needed to manage remuneration. ▪ If this proposed Council Policy is adopted, administrative committees may need to create an administrative policy to offer remuneration to properly compensate Public Members serving on administrative committees for their contributions. 	<ul style="list-style-type: none"> ▪ A clause was added regarding frequency of payment of remuneration, allowances and reimbursement of expenses. ▪ Enumerating ineligible expenses helps Administrative Resources to approve or deny reimbursement. ▪ A clause was added to establish expectations around timely submission of information required for payment of remuneration, allowances and reimbursement of expenses. ▪ To reduce the ambiguity of administrative responsibility, clarification was added throughout the proposed Council Policy regarding roles for Council, Public Members, Administrative Liaisons, BCC Chairs and City of Calgary Administration in establishing guidelines for implementation and coordination.

SAGE ANALYTICS’ RECOMMENDATION No. 5 BCC CONSULTATION	RECOMMENDATIONS AND COMMENTS GATHERED DURING BCC ENGAGEMENT SESSIONS	HOW WAS THIS ADDRESSED IN THE PROPOSED POLICY?
<p>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.”</p>	<ul style="list-style-type: none"> ▪ Clearly define “meeting” – e.g. consider consultations and engagement, working groups, subcommittees, and presentations to Council. ▪ Remunerate meeting preparation time. The review of meeting materials often takes more time than the meeting, and this work is arguably just as important as the meeting. ▪ Remunerate work on subcommittees. Subcommittees and working groups complement the work of the main BCCs. Appointed members should be fairly compensated for their time. ▪ How to address Public Members being contacted by Administration to “review” projects? ▪ Clearly define “Public Member” and the applicability of the proposed Council Policy. Consideration needs to be given to how a member is recruited and appointed, and whether the member is a non-binding nominee. ▪ Exclude representatives of organizations and members who are otherwise already remunerated for their contributions. ▪ Clarify “applicability” and specify that the proposed Council Policy does not apply to Business Improvement Areas, Civic Partners, Wholly Owned Subsidiaries, or committees with Public Members established by these bodies. ▪ Need transparency on recruitment, Chair election and meeting minutes. 	<ul style="list-style-type: none"> ▪ Public Members will be remunerated for participating in BCC meetings, as reflected by the BCC meeting minutes. ▪ Preparation for a BCC meeting and review of meeting material forms an integral part of meeting participation and is recognized through remuneration of the Public Member’s attendance at the BCC meeting. ▪ Only BCC subcommittees established by Council are in scope of the proposed Council Policy. ▪ Public Member has been included as a defined term in the proposed Council Policy. ▪ A clause was added to address situations when remuneration would not be paid. Specifically, Public Members who receive remuneration, allowances or reimbursement of expenses for work performed on the BCC from an employer, organization or another entity are not eligible for remuneration under the proposed Council Policy. ▪ The proposed Council Policy does not apply to BCCs established by Civic Partners, Business Improvement Areas or Wholly Owned Subsidiaries. ▪ Commitment to transparency through regular policy reviews, publishing the proposed Council Policy online, and disclosing the total annual remuneration, allowances and expense reimbursements provided to Public Members.