



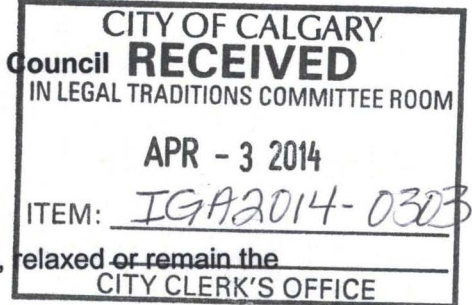
THE CITY OF

CALGARY

CITY MANAGER'S OFFICE

Memo

Discussion Questions for Potential Discussion by Council



1. Governance and Administration

A. Compliance and Accountability Guiding Questions

1. In what instances does accountability need to be enhanced, relaxed or remain the same?
 - a) What public tools, if any, (e.g. petitions, plebiscites, elections) are appropriate for citizens to hold their municipalities accountable?
2. What other measures could be explored to facilitate public accountability prior to engaging the court system (e.g. municipal ombudsman)?

B. Controlled Corporations Guiding Questions

1. Who should oversee the operation of controlled corporations (e.g. councillors, the minister, or business organizations)?
2. What should the primary duty be for municipally appointed directors (i.e., duty to their council and electorate, or to the controlled corporation)? How should the MGA address this?

C. Liability and Risk Management Guiding Questions

1. What level of provincial oversight of municipal finances, if any, is necessary to address financial risks?
2. What is the appropriate balance between provincial oversight and municipal responsibility for financial risk management (e.g. provincial approval of municipal budgets, municipal investment options, or long term capital expenditures)?

D. Municipal Administration Guiding Questions

1. How should the MGA address the differentiation of roles between council/councillors and administration?

E. Municipal Governance Guiding Questions

1. In what instances should councillors be able to sit on decision-making and appeal boards such as Municipal Planning Commissions, the Subdivision and Development Appeal Board or the Assessment Review Board?
 - a. What is the right composition of the members on a board or commission (e.g. no councillors, no more than 50% council representation, 100% council representation etc.)?

2. What provincial standards, if any, should be considered for representation by population (e.g. number of voters per councillor or ward)?
 - a) How, if at all, should the number of councillors and electoral ward boundaries be determined?
3. What, if any, councillor disclosure rules (e.g. conflict of interest) should be included in the MGA?
4. How, if at all, should councillor disqualification be addressed in the MGA?
5. What, if any, provisions should be considered to help foster municipal transparency (e.g. Municipal Integrity Officer, Code of Conduct for councillors)?

F. Municipal Powers Guiding Questions

1. How should the Municipal Purposes of providing good government, providing services, and developing viable communities be defined?
 - a) Do municipalities have the powers needed to fulfill these purposes?
2. What limitations or additions, if any, should be considered key to municipal powers (e.g. bylaw making powers, natural person powers, revenue raising powers, quasi-judicial powers, land-use/development powers, or special municipal powers)?

G. Provincial Powers Guiding Questions

1. What provincial oversight, powers, and tools, if any, will help ensure municipal transparency and accountability to the public?
2. To what extent should the Minister have powers to direct municipalities in areas other than transparency and accountability (e.g. to address areas of public interest and consistency across the province)?

H. Service Provisions Guiding Questions

1. What services, if any, should a municipality be required to provide? What services, if any, should a municipality not be providing?
2. What basic servicing standards, if any, should be defined in the MGA?

- I. Not included in the GoA's discussion guide:**
Should the Act define a Council meeting?

2. Planning and Development

A. Public Participation Guiding Questions

1. How should the expectations of municipalities and citizens for public engagement be clearly defined?
 - a) Should municipalities be required to prepare public participation plans? If so, what would these plans contain?
2. What should be the statutory requirements for notifications (e.g. method of notice, timing, technology)? And who should set those requirements?
3. Is the current petition process an effective and practical tool for public participation (e.g. scope, contents, population requirements, timing, size of municipality)? If not, how could it be improved?
4. Are the current MGA provisions for the public hearing and decision process adequate for hearing and considering the concerns of the public? If not, what could be changed and why?
5. Should the MGA contain provisions regarding lobbying by the public and industry to municipalities? If so, what parameters should be established?

B. Municipal Planning Authorities Guiding Questions

1. Should the subdivision and development appeal process be separate from administrative or political oversight? Why or why not?
2. Who should be able to be appointed as a planning authority? Why?
3. Is there a need for the MGA to address potential conflict of interest in regard to the membership and decisions of subdivision and development appeal boards? Why or why not?
4. Should the MGA have minimum standards (e.g., training, credentials) in place for subdivision and development appeal boards? Why or why not?
 - a) If so, what should be the minimum standards and how should the standards be monitored or enforced?
5. Should the MGA set out specific requirements for the content of bylaws that establish planning authorities? If so, what should they be?

3. Assessment and Taxation

A. Revenue Sources Guiding Questions

1. What types of revenue sources (new and existing), should municipalities have access to?
 - a. What are the potential impacts of these revenue sources (for example, on municipal capacity, municipal equity, economic costs and benefits)?
 - b. How should these revenue sources be used?
2. How should revenue sharing occur in Alberta?

- a. Are there specific services to which revenue sharing should apply? If so, what are they?
 - b. Are there specific revenue sources where revenue sharing should occur?
 3. What restrictions, if any, are appropriate for municipal investment?
 4. If new revenue sources are made available, how should they be approved (e.g. choice of Council or via a referendum)?
- B. Taxation Guiding Questions:
1. Should business tax be removed as an option for municipalities to impose? Why or why not?
 2. Should tax rates among residential and non-residential property be linked or related by some factor or ratio? Why or why not? If so, at what factor or ratio should they be linked?
 3. Should municipalities be able to apply separate tax rates (i.e. split mill rates) to different types of non-residential property? Why or why not?