

RECRUITMENT STRATEGY FOR THE SELECTION OF THE CALGARY ASSESSMENT REVIEW BOARD GENERAL CHAIR

EXECUTIVE SUMMARY

The Selection Committee for Leadership of the Calgary Assessment Review Board (the Selection Committee) is being asked to determine the recruitment and selection process that will be used to establish its recommendations for Council's appointment of a new General Chair of the Assessment Review Board (ARB).

CITY CLERK'S RECOMMENDATIONS:

That the Selection Committee for Leadership of the Calgary Assessment Review Board:

1. Determine the process for the recruitment and selection of the General Chair of the Calgary ARB from the options presented in Attachment 1;
2. Recommend that Council adopt the position profile for the General Chair contained in Attachment 3;
3. Establish a working group comprised of its members, in order to screen and interview candidates, which will report back to the Selection Committee to finalize its recommendations to Council; and
4. That Attachment 1 remain confidential pursuant to Section 24(1)(d) of the *Freedom of Information and Protection of Privacy Act*.

RECOMMENDATION OF THE SELECTION COMMITTEE FOR LEADERSHIP OF ASSESSMENT REVIEW BOARD, DATED 2016 OCTOBER 11

That Council adopt the position profile for the General Chair contained in Attachment 3.

PREVIOUS COUNCIL DIRECTION / POLICY

At its Regular Meeting on 2016 September 26, Council adopted the recommendations set out in Report PFC2016-0752, as follows:

1. Receive Mr. Paterson's resignation, effective 2017 March 31, as General Chairman for information and that he be thanked for his service as General Chairman;
2. Establish a selection committee of Council, consisting of three members of Council, as follows, to review candidates' applications and conduct interviews, such selection committee to provide its recommendations for appointment of General Chair to Council no later than Q1 2017:
 - Councillor Chabot
 - Councillor Colley-Urquhart; and
 - Councillor Sutherland.
3. Adopt the Terms of Reference proposed in Attachment 2 for the Assessment Review Board Leadership Selection Committee;

RECRUITMENT STRATEGY FOR THE SELECTION OF THE CALGARY ASSESSMENT REVIEW BOARD GENERAL CHAIR

4. Direct the City Clerk to engage the services of an independent search consultant, if required, to identify potential qualified candidates for consideration by the Selection Committee.

BACKGROUND

With the resignation of the current ARB General Chair effective 2017 March 31, there will be a vacancy on the ARB that needs to be filled. Council needs to replace a longstanding leader with significant subject-matter expertise with operations of the Board, and institutional knowledge of the Board. The Selection Committee is being asked to determine the process by which an appropriate successor to the current General Chair will be identified and appointed.

The position of General Chair is established through Bylaw 25M2010. The role provides leadership to the Board in carrying out its statutory mandate to hear complaints of property and business assessments issued by The City of Calgary. The General Chair of the ARB must possess certain attributes, qualifications and experience to ensure that the Board is compliant with the legislative framework while being mindful of the public's interest in having access to a tribunal that is a fair, efficient and accountable adjudicative body.

The Selection Committee is being asked to approve and recommend to Council that they adopt the attached position profile for the General Chair of the Calgary ARB.

Recruitment and selection process

The Selection Committee must determine the process by which to recruit and select the new General Chair of the Calgary ARB. Attachment 1 outlines various options for members of the Committee to review.

General Chair position profile

There is presently no formalized description of the duties and responsibilities, qualifications and experience, and the attributes and abilities for the position of General Chair. In order for the Selection Committee to identify the most capable and qualified individuals, establishing an objective basis for evaluating candidates is recommended. The Selection Committee is being asked to recommend to Council the position profile for the ARB General Chair contained in Attachment 3.

The position of General Chair is responsible for providing leadership to the Calgary ARB. The role includes carrying out the management functions of the Board and all members of the Local Assessment Review Boards and Composite Assessment Review Boards, including the provincial members, report to this position on administrative matters. The General Chair works closely with the leadership and administration of the Alberta Municipal Government Board (MGB) to ensure that provincial member assignments, training, performance and scheduling appropriately support the ARB's operations.

RECRUITMENT STRATEGY FOR THE SELECTION OF THE CALGARY ASSESSMENT REVIEW BOARD GENERAL CHAIR

The General Chair has broad authority under provisions of Bylaw 25M2010 to establish rules, procedures and policies for the administration of the Assessment Review Boards. The General Chair also leads the process by which candidates for membership on the Board are reviewed, interviewed and recommended to Council.

Working group

The establishment of a working group is a way that the Selection Committee can do practical work such as screening and interviewing candidates, outside of the requirements of the Procedure Bylaw.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The position of General Chair is integral to the Board's ability to function properly in carrying out its mandate. Establishing an open and transparent recruitment and selection process will ensure the Board maintains the confidence of Council, stakeholders and the public.

The annual appointment cycle for the ARB is April 01 to March 31; therefore, the Selection Committee will need to report back to Council in Q1 2017. The recruitment and selection process chosen by the Selection Committee will impact that timeline.

Attachment 1 outlines the possible timeframes, some apparent advantages and disadvantages and estimated costs of each option.

Upon review of the various options contained in Attachment 1, options (a) and (b) are the quickest processes (see Attachment 2). Administration estimates that either option could be completed in six to seven weeks. If the Selection Committee decides either option (a) or (b), Administration can begin immediately inviting applications and providing them to the Selection Committee on a relatively short timeline.

Option (c) could take 10 to 12 weeks to complete because of the need to establish and implement an advertising plan; whereas, option (d), as the more time consuming and costly approach, would take 18 to 20 weeks. Although it would contribute to the impression of a thorough, open and transparent process, it can only commence after the completion of a competitive procurement process.

Council at its Regular Meeting of 2016 September 26 directed the Selection Committee to make its recommendation for appointment no later than Q1 2017. As of 2016 October 11, that leaves 20 weeks for the Selection Committee to complete the selection process and finalize its recommendations for presentation to Council. It may also be helpful to consider that there are several busy weeks for members of Council and Administration that are identified in Attachment 2.

In terms of allowing time for transition of leadership between now and the time that Council will consider the Committee's recommendations in 2017 March, options (a) and (b) allow the most time (up to 12 weeks), but candidates selected by those processes are the least likely to need

RECRUITMENT STRATEGY FOR THE SELECTION OF THE CALGARY ASSESSMENT REVIEW BOARD GENERAL CHAIR

significant transition periods. Option (c) allows up to eight weeks of transition time and option (d) allows effectively no transition time. There are measures available to Council, such as an interim appointment, or continuing the current Chair's service to the Board as a member (which he is seeking), which could help facilitate a smoother transition of leadership.

Stakeholder Engagement, Research and Communication

The General Chair of the Assessment Review Board recommends that the Selection Committee give first consideration to candidates who are currently serving members of the Board, and Calgary-resident members of the MGB, before considering external candidates who may have limited experience with its operations and mandate.

Strategic Alignment

The recommendations in this report align with Council's priority relating to a well-run city.

Social, Environmental, Economic (External)

There are no direct social, environmental, or external economic implications as a result of this report.

Financial Capacity

Current and Future Operating Budget:

The potential costs will depend on the process chosen by the Selection Committee. The estimated costs of advertising and executive search services could range from \$5,000 to \$40,000. There are sufficient funds within the Quasi-Judicial Boards Division budget to address these costs.

Current and Future Capital Budget:

None

Risk Assessment

The Board must have capable and competent leadership to execute its statutory mandate. Although the duties of the General Chair position can be carried out by the Vice Chairs of the Board, the smooth and proper functioning of the ARB and its administration relies on the experience, capability and subject-matter expertise provided by an appropriately qualified General Chair.

**RECRUITMENT STRATEGY FOR THE SELECTION OF THE CALGARY ASSESSMENT
REVIEW BOARD GENERAL CHAIR**

REASONS FOR RECOMMENDATIONS:

There is a need to replace the longstanding General Chair of the Calgary Assessment Review Board as he steps back from the position. The position of General Chair is integral to the Board's ability to function properly. Having an open and transparent process for identifying competent and capable leadership is necessary to ensure that the Board continues to enjoy the confidence of Council, stakeholders and the public in carrying out its mandate.

ATTACHMENTS

1. Options for Selection of Calgary Assessment Review Board (ARB) General Chair
2. Selection Process Timelines
3. Position Profile, General Chair, Calgary Assessment Review Board