

## Council policy

**Policy Title:** Governance and Appointments of Boards, Commissions and Committees  
**Policy Number:** Assigned by the City Clerk's Office  
**Report Number:** LGT2016-0244  
**Adopted by/Date:**  
**Effective Date:**  
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**Policy Owner:** City Clerk's Office

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### 1. POLICY STATEMENT

- 1.1 The City of Calgary (The City) is committed to open, inclusive and equitable management of the Boards, Commissions and Committees (BCCs) recruitment and appointments process. The resulting decisions and work of the BCCs supports good governance and a well-run City inclusive of citizen leadership in governance.
- 1.2 The appointment of Public Members to serve on BCCs is important to The City in order to:
- Bring specific skills and expertise that contribute to good governance;
  - Represent stakeholder groups;
  - Represent specific groups of service users; and
  - Provide a variety of perspectives, reflecting the diversity of the community.
- 1.3 The appointment of Members of Council and Administration to serve on BCCs promotes collaboration and collective decision-making with Public Members, ensuring that citizens, communities and customers of The City are better served.
- 1.4 BCCs are created with a clear purpose and are provided the support and resources required to fulfill their mandate.

### 2. PURPOSE

- 2.1 The purpose of this Council policy is to establish guidelines respecting:
- 2.1.1 The establishment, mandate and disbandment of City BCCs and duties of City Chairs;
  - 2.1.2 The process for appointing Council Members and Administration Members to BCCs; and
  - 2.1.3 The process for appointing Public Members to BCCs.

### 3. DEFINITIONS

#### 3.1 In this Council policy:

- a. "Administrative Tribunal" means an independent quasi-judicial body that conducts hearings on individual cases, issues written decisions, is governed by the rules of administrative law and whose Members are appointed by Council.
- b. "Administration Member" means a City of Calgary employee who has been appointed by Council to a BCC or their designate. An Administration Member may or may not be a voting Member.
- c. "Administration Resource" means a City of Calgary employee who is assigned as a subject-matter expert or administrative support to a BCC. An Administrative Resource is not a voting Member of a BCC.
- d. "Boards, Commissions and Committees" ("BCCs") means a City or External Board, Commission or Committee to which Council makes one or more appointments.
- e. "Business Revitalization Zone" means a Business Revitalization Zone established under the *Municipal Government Act*, RSA 2000, c M-26.
- f. "Chair" means the Chair of a City Board, Commission or Committee, excluding a Council Committee.
- g. "City Board, Commission and Committee" means a BCC or other body established by The City of Calgary Council under the *Municipal Government Act*, RSA 2000, c M-26, or as required or allowed by other statutes. This does not include a Business Revitalization Zone or City of Calgary Wholly-Owned Subsidiary.
- h. "*Code of Conduct*" means Council's *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees Policy* (#CC045).
- i. "Council Committee" means a Committee established by Council which reports directly to Council or a sub-Committee of a Committee as established in *The Procedure Bylaw*.
- j. "Elector" means a person that is eligible to vote in a General Election as legislated by the *Local Authorities Election Act* RSA 2000 c L-21.
- k. "Eligibility" means minimum requirements that an applicant must meet to be appointed to a BCC.
- l. "External Board, Commission or Committee" means a BCC or other body not established by The City of Calgary Council but whose membership includes a Council appointee;

- m. "General Election" means an election held for all Members of Council to fill vacancies caused by the passage of time, in accordance with the *Local Authorities Election Act* RSA 2000 c L-21.
- n. "Governance Document" means a document that outlines a BCC's structure and includes items such as eligibility criteria, composition, mandate and term lengths. A Governance Document may include legislation, a bylaw, a policy, a ministerial order or a terms of reference.
- o. "*Indemnification of Council Citizen Appointments*" means Council's *Indemnification of Council Citizen Appointments to Council Established Municipal Boards, Commissions, Authorities and Committees Policy* (#CC040).
- p. "Member" means any individual appointed to a BCC by Council, including Members of Council, Public Members and Administration Members.
- q. "Non-Binding Nomination" means a Public Member nomination submitted to Council by a specific group as outlined in a BCC's terms of reference. Council may or may not appoint the nominee.
- r. "Organizational Meeting" means the annual organizational meeting of Council as defined in *The Procedure Bylaw*.
- s. "Public Member" means an individual who has been appointed to a BCC by Council who is not a Member of Council or City of Calgary Administration representative.
- t. "Qualifications" means the specific skills and experience desired in Public Members to meet the needs of individual BCCs.
- u. "Reserve List" means a list of applicants adopted by Council that may be used to fill a vacancy that occurs as a result of a Public Member not finishing a term.
- v. "Resident" means an individual who lives within the boundary of the city of Calgary.
- w. "Standing Policy Committee" ("SPC") means a Committee of Council as established under *The Procedure Bylaw*.
- x. "Sub-Committee" means a body established by Council or a Council Committee to deal with a specific sub-set of issues.
- y. "*The Procedure Bylaw*" means The City of Calgary Procedure Bylaw 44M2006.
- z. "Two-Thirds Vote" means a vote as defined in *The Procedure Bylaw*.
- aa. "Wholly-Owned Subsidiary" means a corporation of which The City of Calgary is the sole shareholder.

#### **4. APPLICABILITY**

- 4.1 This Council policy does not supersede or replace legislation or bylaws.
- 4.2 This Council policy applies to all BCCs other than a:
- a) Business Revitalization Zone; or
  - b) City of Calgary Wholly-Owned Subsidiary.

#### **5. PROCEDURE:**

##### **Part A: Establishment, Mandate and Disbandment of City BCCs, and Duties of City Chairs**

##### **5.1 Establishment of City BCCs**

- 5.1.1 City BCCs are established by Council as permitted or required in the *Municipal Government Act*, RSA 2000, c M-26 and other legislation.
- 5.1.2 City BCCs will be created to provide advice, make decisions and recommendations to Council or adjudicate upon particular City matters.
- 5.1.3 Upon the establishment of a new City BCC, Council shall approve the BCC's terms of reference or bylaw that includes:
- a) Mandate;
  - b) Composition;
  - c) Term lengths and limits of Members;
  - d) Eligibility of Public Members;
  - e) Qualifications of Public Members;
  - f) Classification of the BCC (Schedule A);
  - g) Any specific recruitment or appointment requirements;
  - h) Reporting requirements; and
  - i) Sunset clause, if applicable.
- 5.1.4 Qualifications for Public Members as addressed in section 5.1.3(e) must describe the skills specific to each BCC. Public Members are to collectively cover the range of required Qualifications, with individual Public Members bringing a variety of perspectives, interests, or skills. Public Members are not expected to have the same knowledge as Administration.
- 5.1.5 A new BCC's terms of reference must be adopted by Council before any Member is recruited and appointed to the BCC.

##### **5.2. Mandate of City BCCs**

- 5.2.1 City BCCs are required to:



- a) Meet regularly in accordance with their annual schedule;
- b) Act within their mandate as directed by Council;
- c) Set position descriptions for Public Members;
- d) Participate in performance management of Public Members;
- e) Comply with the sections that pertain to Committees in *The Procedure Bylaw* unless other procedures have been adopted by the BCC;
- f) Report to SPCs and Council as required; and
- g) Participate in any other activities as directed by Council.

### 5.3 Disbandment of City BCCs

- 5.3.1 A review of the mandate, composition and resourcing of a City BCC classified as “Advisory”, “Interest Group”, or “Review” (Schedule A) will be brought forward to Council by the City Clerk’s Office through the Priorities and Finance Committee in May every two years. The review will be done in collaboration between the City BCC’s Members, the City Clerk’s Office and Administration Resources.
- 5.3.2 Despite section 5.3.1, Council may at any time direct that a review be conducted.
- 5.3.3 A City BCC is disbanded by resolution of Council or repeal of its enabling bylaw.

### 5.4 Duties of City Chairs

- 5.4.1 Chairs of City BCCs are required to:
  - a) Chair meetings in accordance with *The Procedure Bylaw* or other adopted procedures as permitted in section 3 of *The Procedure Bylaw*;
  - b) Participate in the BCC recruitment and appointment process;
  - c) Participate in succession planning;
  - d) Manage performance evaluation of Public Members;
  - e) Speak on behalf of a BCC when required by Council;
  - f) Coordinate with Administration for orientation and training of Members;
  - g) Notify the City Clerk’s Office in writing as soon as the Chair is made aware of a mid term vacancy;
  - h) Act in accordance with the *Indemnification of Council Citizen Appointments* and *Code of Conduct* policies and any other subsequent Council policies or bylaws that govern City BCCs; and
  - i) Any other duties as directed by Council.
- 5.4.2 The Chair of a City BCC may delegate their responsibilities to their Vice-Chair(s).

## 5.5 City Clerk's Office Staffing

5.5.1 The City Clerk's Office will provide legislative services to City BCCs in accordance with the criteria outlined in Schedule C.

## Part B: Appointment of Council Members and Administration Members to BCCs

### 5.6 Appointment of Council Members

5.6.1 Council Members shall be appointed to BCCs at the annual Organizational Meeting of Council.

5.6.2 The appointment term for Council Members shall:

- a) Be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
- b) Terminate immediately upon leaving office.

5.6.3 Each year Councillors will provide a listing of their BCC appointment preferences to the City Clerk's Office. These preferences will be summarized and presented for Council's consideration for appointment at the annual Organizational Meeting of Council.

5.6.4 In the case of a mid term Council Member vacancy, the City Clerk's Office will canvass all Councillors for interest in the applicable BCC and bring a report forward for Council make an appointment.

### 5.7 Appointment of Administration Members

5.7.1 Council shall appoint Administration Members to BCCs as applicable. The City Manager shall provide Council with recommendations for appointments.

5.7.2 Administration Members shall be appointed to BCCs at the annual Organizational Meeting of Council.

5.7.3 The appointment term for Administration Members shall:

- a) Be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
- b) Terminate immediately upon leaving the employment of the The City of Calgary.

5.7.4 In the case of a mid term Administration Member vacancy, the City Clerk's Office will contact the applicable General Manager for a nomination and bring a report forward for Council make an appointment.

## Part C: Appointment of Public Members to BCCs

### 5.8 Timing of Public Member Appointments

5.8.1 In general, Public Members shall be appointed to BCCs at the annual Organizational Meeting of Council.

### 5.9 Eligibility of Public Members

5.9.1 Applicants must satisfy Eligibility requirements in order to be selected for appointment.

5.9.2 Unless otherwise outlined in a BCC's Governance Document(s), Public Members must be:

- a) Residents of Calgary; and
- b) At least 18 years of age.

5.9.3 A BCC's Governance Document(s) may outline Eligibility requirements for Public Members that are in addition to the Eligibility requirements outlined in section 5.9.2.

5.9.4 Unless required by a BCC's Governance Document(s), Public Members are not required to be an Elector.

5.9.5 If the *Code of Conduct* is applicable to a Public Member, the Public Member must abide by that policy.

5.9.6 A Public Member must act in good faith in the performance of their duties, as outlined in Council's *Indemnification of Council Citizen Appointments* policy.

5.9.6 Public Members must maintain Eligibility status throughout their term.

### 5.10 Terms for Public Members

5.10.1 A Public Member's term will be:

- a) As outlined in a BCC's Governance Document(s); or
- b) If terms are not outlined in a Governance Document(s), for a one or two year term to allow for staggering.

5.10.2 A Public Member ceases to be a Public Member at the end of their term.

5.10.3 A Public Member may serve up to a maximum of six consecutive years on a BCC, unless otherwise outlined in a BCC's Governance Document(s).

5.10.4 Despite sections 5.10.1 to 5.10.3, a Public Member serves until their successor is appointed. The service of a Public Member beyond the appointed term shall not count toward the calculation of the limit on length of service as set out in section 5.10.3 if that extension is less than half the length of a term.

- 5.10.5 When an appointment is made to fill a vacancy during the last half of a term, the balance of the term shall not count toward the maximum length of service on the BCC for the Public Member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.
- 5.10.6 Despite section 5.10.3, a Public Member may serve more than six consecutive years by a Two-Thirds Vote of Council.
- 5.10.7 Appointments should be staggered where possible in order to maintain a BCC's organizational memory and continuity.

### **5.11 Recruitment of Public Members and Advertising**

- 5.11.1 The City Clerk's Office shall conduct an annual recruitment and advertising campaign seeking applicants interested in being appointed to BCCs with Public Member vacancies.
- 5.11.2 The City Clerk's Office will facilitate all duties in relation to recruitment, advertising, preparation and distribution of applications, unless a BCC is exempt under section 5.12. Administration Resources may also support these processes.
- 5.11.3 Applications will be accepted for four weeks. The application deadline will be established by the City Clerk's Office.
- 5.11.4 Late applications will be submitted to Council at the Organizational Meeting of Council and may be accepted for consideration by a Two-Thirds Vote of Council.
- 5.11.5 The City's website and social media accounts will be used to advertise all vacancies. The BCC's website may also be used.
- 5.11.6 Vacancies may be advertised through a variety of multimedia sources including newspapers, trade bulletins, websites or newsletters of professional organizations, and community newsletters and networks. Advertising may vary depending on the BCC. Advertising shall specify:
  - a) The BCCs with vacancies;
  - b) The Public Member roles that are vacant;
  - c) The process for submitting applications;
  - d) The date, time and location of any information sessions; and
  - e) The deadline date for receipt of applications.
- 5.11.7 Advertising shall direct potential applicants to the City's website for more detailed information on the BCC appointment opportunity and process.
- 5.11.8 If a BCC's Governance Document(s) outlines that Public Member vacancies are to be appointed through Non-Binding Nominations, these vacancies are not required to be advertised.

- 5.11.9 Qualifications that are in addition to those found in a BCC's terms of reference that are needed to support a BCC's most current work plan, as identified by a BCC Chair, may be used in the recruitment and appointment of applicants.
- 5.11.10 The City will recruit and advertise through processes that attract a diverse pool of applicants. The City may cooperate with community agencies that recruit and train individuals from under-represented constituencies to improve diversity of the applicant pool.
- 5.11.11 The City may conduct advertised public information sessions as part of the advertised recruitment process. Applicant attendance at an information session is not mandatory.
- 5.11.12 Members of Council, Administration and Public Members may encourage qualified applicants to submit applications to enrich the applicant pool.
- 5.11.13 Council may by resolution approve the services of a search consultant with any advertised recruitment process to enhance the applicant pool and assist with the application intake, screening and short-listing process. In its approval Council will ensure the inclusion of approval for funding to cover the costs of the search consultant services.
- 5.11.14 Upon Council's adoption of a new BCC's terms of reference, Council shall direct whether or not an immediate recruitment and advertising campaign for the new BCC will be undertaken by the City Clerk's Office or if it is to be included in the next annual recruitment and advertising campaign.

## **5.12 BCCs Outside of the Annual City Clerk's Office Recruitment and Advertising Campaign**

- 5.12.1 BCCs may be exempt from the annual City Clerk's Office recruitment and advertising campaign by resolution of Council. BCCs shall request an exemption in sufficient time for a Council decision in May of each year.
- 5.12.2 An exempt BCC is responsible for:
- a) The costs of conducting recruitment and advertising activities outside of the annual City Clerk's Office recruitment and advertising campaign;
  - b) Receiving and processing applications;
  - c) Submitting a report to the City Clerk's Office with recommendations for appointments;
  - d) Submitting the names and contact information of all applicants to the City Clerk's Office; and
  - e) Submitting the required information in sections (c) and (d) within the timeframe established by the City Clerk's Office for items to be submitted to the annual Organizational Meeting of Council.
- 5.12.3 The City Clerk's Office is responsible for notifying all applicants of their status as outlined in section 5.17.

### 5.13 Application Process for Public Members

- 5.13.1 Applicants are encouraged to apply through the electronic application form on The City's website. Hardcopy application forms will be available on The City's website or at the City Clerk's Office. A hardcopy application may be submitted by email, fax or mail, or in person.
- 5.13.2 Applicants applying for more than one BCC must submit a separate application form for each BCC. Applicants may apply for up to two BCCs.
- 5.13.3 Public Members who are eligible to be reappointed for another term on a BCC must reapply through the application process as outlined in section 5.13.
- 5.13.4 To encourage a broad degree of citizen participation, no Public Member shall serve concurrently on more than one BCC unless Council determines there is a need.
- 5.13.5 Personal information collected during the application process is collected pursuant to the *Freedom of Information and Protection of Privacy Act* and will be used by Council, respective BCCs and Administration in conducting the appointment process and, in the case of an individual's appointment, in carrying out BCC business.

### 5.14 Nominations Committee

- 5.14.1 A Nominations Committee may be established by Council.
- 5.14.2 When established, the Nominations Committee is responsible for nominating applicants to Council for appointment. Council shall make all appointments to BCCs.
- 5.14.3 In May of each year, the City Clerk's Office shall prepare a report seeking direction from Council on the establishment of a Nominations Committee. In preparing the report, the City Clerk's Office will canvass Councillors on their interest in being appointed to the Nominations Committee. If a Nominations Committee is established, those Councillors interested in being appointed shall be considered by Council when making appointments to the Nominations Committee.
- 5.14.4 At the time Council establishes a Nominations Committee under section 5.14.3, Council may choose an alternative appointment process other than outlined in sections 5.15 and/or 5.16 to allow for a BCC's applications or short lists to be submitted directly to Council for consideration.
- 5.14.5 A Nominations Committee shall not be established in the year of a General Election as *The Procedure Bylaw* directs that Council and Council Committees shall not meet between nomination day and the annual Organizational Meeting of Council following the General Election.
- 5.14.6 The terms of reference for the Nominations Committee are as outlined in Schedule B.

- 5.14.7 The Nominations Committee may sit in smaller panels to finalize interview questions and/or conduct interviews. The smaller panels may recommend nominations to Council.
- 5.14.8 The Nominations Committee may consider an applicant for appointment to a BCC to which the applicant did not apply if the applicant meets the Eligibility and Qualifications requirements.
- 5.14.9 The Nominations Committee may determine that recruitment has not resulted in sufficient or suitable applications and request additional advertising and recruitment.
- 5.14.10 If a Nominations Committee has not been established by Council, the responsibilities of the Nominations Committee, as outlined in sections 5.14-5.16, shall be conducted by Council at its annual Organizational Meeting.

#### **5.15 Appointment of Public Members to Advisory, Review and Interest Group BCCs**

- 5.15.1 Section 5.15 applies to BCCs classified as “Advisory” or “Review” (Schedule A).
- 5.15.2 Section 5.15 applies to BCCs classified as “Interest Group” (Schedule A) for the appointment of any Public Members not filled by a Non-Binding Nomination.
- 5.15.3 Despite sections 5.15.1 and 5.15.2, any Non-Binding Nominations received by the City Clerk’s Office will be forwarded directly to Council for appointment.
- 5.15.4 Applications that are received under section 5.13 by the City Clerk’s Office will be provided to the BCC Chairs. The Chair, Vice-Chair(s) and Administration Resources will use the BCC Qualifications and Eligibility requirements to short list two applications for each vacancy. Interviews may be conducted.
- 5.15.5 The Chair will submit the applicant short list to the City Clerk’s Office one month before the annual Organizational Meeting of Council. The City Clerk’s Office will provide a report to the Nominations Committee with each BCC’s applicant short list.
- 5.15.6 The Nominations Committee will consider the applicant short lists and make recommendations to Council on which applicants should be appointed. The Nominations Committee may or may not recommend the applicants short listed by the BCC and may refer back to the complete pool of applications. A Chair may be asked to attend a Nominations Committee meeting to provide advice on their applicant short list.
- 5.15.7 The Nominations Committee may recommend a Reserve List for each BCC to Council. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid term vacancy.
- 5.15.8 The City Clerk’s Office will prepare a report with the Nominations Committee’s appointment and Reserve List recommendations which will be submitted to the annual Organizational Meeting of Council.

5.15.9 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.15.1-5.15.8.

5.15.10 A BCC that is exempt under section 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

#### **5.16 Appointment of Public Members to External, Oversight/Regulatory, Partner, Ad Hoc and Working Group/ Task Force BCCs**

5.16.1 Section 5.16 applies to BCCs classified as "External", "Oversight/Regulatory" or "Partner" (Schedule A).

5.16.2 Section 5.16 applies to BCCs classified as "Ad Hoc" or "Working Group/ Task Force" (Schedule A) if the BCC is a part of the annual City Clerk's Office recruitment and advertising campaign.

5.16.3 Despite sections 5.16.1 and 5.16.2, any Non-Binding Nominations received by the City Clerk's Office will be forwarded directly to Council for appointment.

5.16.4 Applications that are received under section 5.13 by the City Clerk's Office will be provided to the Nominations Committee. The Nominations Committee will use the BCC Qualifications and Eligibility requirements to recommend to Council which applicants should be appointed. Interviews may be conducted.

5.16.5 A Chair may be asked to attend a Nominations Committee meeting to provide advice on the applications.

5.16.6 The Nominations Committee may recommend a Reserve List for each BCC to Council. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.

5.16.7 The City Clerk's Office will prepare a report with the Nominations Committee's appointment and Reserve List recommendations which will be considered by Council at its annual Organizational Meeting.

5.16.8 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.16.1-5.16.7.

5.16.9 A BCC that is exempt under 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

### **5.17 Notification of Appointed, Reserve List and Unsuccessful Applicants, and Retiring Public Members**

- 5.17.1 Appointed Public Member and Reserve List applicants will be notified by the City Clerk's Office and by an official letter from the Mayor.
- 5.17.2 Unsuccessful applicants will receive an official letter from the Mayor thanking them for their interest.
- 5.17.3 Public Members who are not reappointed will be notified by the BCC Administration Resource, and will receive an official letter from the Mayor thanking them for their service.
- 5.17.4 Public Members who retire will receive an official letter from the Mayor thanking them for their service.
- 5.17.5 Applicants who submitted late applications will be notified by the City Clerk's Office on whether or not their applications were considered by Council as outlined in section 5.11.4.

### **5.18. Mid Term Vacancies**

- 5.18.1 A mid term vacancy on a BCC is created when a Public Member resigns or vacates the position before the end of a term, effective the earliest of:
  - a) The date of resignation, submitted in writing to the Chair;
  - b) The date the Public Member ceases to be eligible;
  - c) The date the Public Member is removed by Council; or
  - d) The date of death or other incapacitation.
- 5.18.2 As soon as a Chair is made aware of a mid term vacancy, they shall notify the City Clerk's Office in writing as outlined in section 5.4.1(g).
- 5.18.3 Upon notification of a vacancy, the City Clerk's Office shall contact the Reserve List applicants to determine if the applicants are still interested and available to serve as a Public Member. The resulting Reserve List will be submitted to the Nominations Committee and may be used to fill the vacancy.
- 5.18.4 If no Reserve List exists or the Reserve List applicants are unavailable to fill a vacancy, the City Clerk's Office shall submit a vacancy report to the Nominations Committee.
- 5.18.5 The Nominations Committee shall determine if the vacancy is to be filled for the balance of the term. If a vacancy is to be filled, it shall be filled within 60 days from the date the Nominations Committee is notified that the vacancy has occurred.
- 5.18.6 The Nominations Committee may nominate Reserve List applicants to Council for appointment or determine that a new recruitment and advertising campaign be conducted to fill the vacancy. The Nominations Committee will recommend to Council which applicants to appoint.

5.18.7 The Nominations Committee may conduct interviews and/or consult with a BCC Chair when considering a mid term vacancy.

5.18.8 If a Nominations Committee has not been established, the responsibilities assigned to the Nominations Committee in section 5.18 shall be conducted by Council.

**6. SCHEDULES**

**6.1 Schedule A: Classification and Criteria of Boards, Commissions and Committees**

**6.2 Schedule B: Nominations Committee - Terms of Reference**

**6.3 Schedule C: City Clerk’s Office Staffing**

**7. AMENDMENT(S)**

Date of Council Decision	Report / Bylaw	Description

**8. REVIEW(S)**

Date of Policy Owner’s Review	Description

**Schedule A**  
**Classification and Criteria of Boards, Commissions and Committees**

When a City Board, Commission or Committee (BCC) is created it will be classified in accordance with the descriptions outlined in this schedule.

Determination of which classification a BCC belongs in should be based on the *primary* function of the BCC, recognizing that the body may also have work related to one or more of the other categories.

<b>BCC Classification</b>	<b>BCC Description</b>	<b>Applicable BCCs</b> (*indicates BCCs with Public Members appointed by Council)	<b>Applicable Public Member Appointments Policy Section</b>
Ad Hoc	<ul style="list-style-type: none"> <li>Established to provide oversight or provide recommendations to Council on matters that occur or require attention from time to time.</li> <li>Meets on an ad hoc basis.</li> <li>Members of Council, Public Members and/or Administration may be appointed.</li> <li>Reports to Council directly or through an SPC.</li> </ul>	<ol style="list-style-type: none"> <li>Corporate Pension Governance Committee</li> <li>Legacy Parks Fund Steering Committee</li> <li>Local Emergency Committee</li> <li>Nominations Committee</li> </ol>	5.16 - for Public Member vacancies that are a part of the annual City Clerk's Office recruitment and advertising campaign.
Administration Committee	<ul style="list-style-type: none"> <li>Established by Administration.</li> <li>Establishment and terms of reference are not adopted by Council.</li> <li>Council makes no appointees.</li> <li>Membership shall not include Members of Council.</li> <li>Members of Council may attend meetings but may not vote on decisions.</li> </ul>	Example: <ol style="list-style-type: none"> <li>Corporate Technology Committee</li> </ol>	Not applicable.
Administrative Tribunal	<ul style="list-style-type: none"> <li>Established to decide appeals as a quasi-judicial body under legislation.</li> <li>Authority is delegated by bylaw.</li> <li>Decision-making is governed by</li> </ul>	<ol style="list-style-type: none"> <li>Assessment Review Boards*</li> <li>License and Community Standards Appeal Board*</li> </ol>	Not applicable.

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
	<p>the rules of administrative law including the duty of fairness and impartiality.</p> <ul style="list-style-type: none"> <li>Decisions may be appealed to a higher jurisdiction.</li> <li>Public Members and Council Members may be appointed but not Administration Members. Membership shall consist primarily of Public Members.</li> </ul>	<p>3) Subdivision and Development Appeal Board*</p>	
Advisory	<ul style="list-style-type: none"> <li>Established to provide public or expert input and advice to Council on varying issues.</li> <li>As an Advisory BCC's role is to give advice from the public to Council, Members of Council shall not be appointed. Administration Members may be appointed.</li> <li>Reports to Council directly or through an SPC.</li> </ul>	<ol style="list-style-type: none"> <li>Advisory Committee on Accessibility*</li> <li>BiodiverCity Advisory Committee*</li> <li>Calgary Aboriginal Urban Affairs Committee*</li> <li>Calgary Heritage Authority*</li> <li>EGovernment Strategy Advisory Committee*</li> <li>Public Art Board*</li> </ol>	5.15
Business Revitalization Zone (BRZ)	<ul style="list-style-type: none"> <li>Established under the <i>Municipal Government Act</i>, RSA 2000, c M-26.</li> <li>Enabled by bylaw.</li> <li>Public Members are elected at the BRZ's annual general meeting and appointed by Council.</li> </ul>	<ol style="list-style-type: none"> <li>17<sup>th</sup> Avenue Retail &amp; Entertainment District BRZ*</li> <li>4<sup>th</sup> Street BRZ*</li> <li>Bowness BRZ*</li> <li>Calgary Downtown Association BRZ*</li> <li>Chinatown District BRZ*</li> <li>Inglewood BRZ*</li> <li>International Ave BRZ*</li> <li>Kensington/ Louise Crossing BRZ*</li> <li>Marda Loop BRZ*</li> <li>Montgomery BRZ*</li> <li>Victoria Park BRZ*</li> </ol>	Not applicable.

<b>BCC Classification</b>	<b>BCC Description</b>	<b>Applicable BCCs</b> <small>(*indicates BCCs with Public Members appointed by Council)</small>	<b>Applicable Public Member Appointments Policy Section</b>
External	<ul style="list-style-type: none"> <li>• Not established by the City of Calgary but membership includes a Council appointee.</li> <li>• Members of Council, Public Members and/or Administration may be appointed.</li> </ul>	<ol style="list-style-type: none"> <li>1) Alberta Urban Municipalities Association</li> <li>2) Bow River Basin Council</li> <li>3) Calgary Airport Authority*</li> <li>4) Calgary Homeless Foundation</li> <li>5) Calgary Regional Partnership</li> <li>6) Calgary Safety Council</li> <li>7) City of Calgary/ City of Chestermere Inter-Municipal Committee</li> <li>8) East Paskapoo Slopes Joint Advisory Committee</li> <li>9) Family and Community Support Services Association of Alberta</li> <li>10) Federation of Canadian Municipalities</li> <li>11) Inter-Municipal Committee - Foothills</li> <li>12) Inter-Municipal Committee – Rocky View</li> <li>13) International Airport Development Appeal Body*</li> <li>14) Local Authorities Pension Plan Board of Trustees</li> <li>15) Provincial Utilities Consumer Advocate Governance Board*</li> <li>16) Regional Transportation Steering Committee</li> <li>17) Urban Municipalities Task Force</li> </ol>	5.16

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
Interest Group	<ul style="list-style-type: none"> <li>Established when advice or delegated work is desired from specific professional, industry or community groups.</li> <li>The majority of membership is composed of Non-Binding Nominations submitted to Council from specific organizations, industries, community groups and/or other BCCs.</li> <li>Members of the general public and Administration may also be appointed but not Members of Council.</li> </ul>	<ol style="list-style-type: none"> <li>Prince's Island Park Management Advisory Committee*</li> <li>Taxi and Limousine Advisory Committee*</li> <li>Urban Design Review Panel*</li> </ol>	5.15 - for appointments that are not filled by Non-Binding Nomination
Oversight/Regulatory	<ul style="list-style-type: none"> <li>Established to perform oversight, regulatory or operational functions as required by legislation and/or bylaw.</li> <li>These bodies may be used where Council wishes to have particular decisions made and functions performed at arm's-length from the political process or Administration.</li> <li>Does not include quasi-judicial bodies established to decide appeals (see Administrative Tribunal).</li> <li>Members of Council, Public Members and/or Administration may be appointed.</li> </ul>	<ol style="list-style-type: none"> <li>Audit Committee*</li> <li>Calgary Parking Authority*</li> <li>Calgary Planning Commission*</li> <li>Calgary Police Commission*</li> <li>Combative Sports Commission*</li> <li>Emergency Management Committee</li> </ol>	5.16



<b>BCC Classification</b>	<b>BCC Description</b>	<b>Applicable BCCs</b> <small>(*indicates BCCs with Public Members appointed by Council)</small>	<b>Applicable Public Member Appointments Policy Section</b>
Partner	<ul style="list-style-type: none"> <li>Established as an organization operating independently from The City.</li> <li>Resources of The City are invested in and managed by the body, including operational and capital funding, land, buildings, artefacts and liaison support.</li> <li>May be a body supported by Community Services through Civic Partners.</li> <li>Members of Council, Public Members and/or Administration may be appointed.</li> </ul>	<ol style="list-style-type: none"> <li>Calgary Convention Centre Authority*</li> <li>Calgary Public Library Board*</li> <li>Calgary Stampede Board</li> <li>Calgary Technologies Inc.*</li> <li>Lindsay Park Sports Society</li> <li>McMahon Stadium Society</li> <li>Parks Foundation Calgary</li> <li>Saddledome Foundation*</li> <li>Silvera for Seniors*</li> <li>Tourism Calgary*</li> <li>Winsport</li> </ol>	5.16
Review	<ul style="list-style-type: none"> <li>Established to review specific matters that occur from time to time.</li> <li>Review decisions and investigations of Administration to determine if established processes were followed.</li> <li>May make recommendations for follow-up or change Administration's decisions.</li> <li>As these bodies are established to conduct an arm's-length review of Administration decisions and investigations, appointees should only include Public Members. Non-voting Administration Members may be appointed to provide expertise advice.</li> </ul>	<ol style="list-style-type: none"> <li>Calgary Transit Access Eligibility Appeal Board*</li> <li>Protective Services Oversight Committee*</li> </ol>	5.15

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
Special	<ul style="list-style-type: none"> <li>Established as Special under <i>The Procedure Bylaw</i>.</li> <li>Recommends action to Council on a special set of Council issues.</li> <li>Reports directly to Council.</li> <li>Membership is primarily Members of Council but may include Public Members and/or Administration Members.</li> <li>Reports directly to Council.</li> </ul>	<ol style="list-style-type: none"> <li>Gas, Power and Telecommunications Committee</li> <li>Intergovernmental Affairs Committee</li> <li>Land and Asset Strategy Committee</li> </ol>	Not applicable.
Standing Policy Committee (SPC)	<ul style="list-style-type: none"> <li>Established as an SPC under <i>The Procedure Bylaw</i>.</li> <li>Responsible for policy formulation for Council and decision-making within existing Council policy.</li> <li>Membership includes Members of Council only.</li> <li>Reports directly to Council.</li> </ul>	<ol style="list-style-type: none"> <li>SPC on Community and Protective services</li> <li>SPC on Planning and Urban Development</li> <li>SPC on Transportation and Transit</li> <li>SPC on Utilities and Corporate Services</li> <li>Priorities and Finance Committee (not officially an SPC but its primary function falls within this classification)</li> </ol>	Not applicable.
Sub-Committee	<ul style="list-style-type: none"> <li>Established by Council or a Council Committee to deal with a specific sub-set of issues.</li> <li>Membership includes Members of Council and may include Administration Members.</li> <li>Reports directly to Council or through an SPC.</li> </ul>	<p>Example:</p> <ol style="list-style-type: none"> <li>Personnel Sub-Committee</li> </ol>	Not applicable.

<b>BCC Classification</b>	<b>BCC Description</b>	<b>Applicable BCCs</b> (*indicates BCCs with Public Members appointed by Council)	<b>Applicable Public Member Appointments Policy Section</b>
Wholly-Owned Subsidiary	<ul style="list-style-type: none"> <li>Established as a corporation of which The City of Calgary is the sole shareholder.</li> <li>Directors are appointed in accordance with the corporation's Governance Documents.</li> </ul>	<ol style="list-style-type: none"> <li>1) Attainable Homes Calgary Corporation</li> <li>2) Calgary Arts Development Agency</li> <li>3) Calgary Economic Development Limited</li> <li>4) Calgary Housing Company</li> <li>5) Calgary Municipal Land Corporation</li> <li>6) Enmax Corporation</li> </ol>	Not applicable.
Working Group/ Task Force	<ul style="list-style-type: none"> <li>Established to oversee a short-term project or develop/review a policy for Council consideration.</li> <li>Terms of reference will include timelines for when the body is to be disbanded.</li> <li>Members of Council, Public Members and/or Administration may be appointed.</li> </ul>	<ol style="list-style-type: none"> <li>1) Council Compensation Review Committee*</li> <li>2) Integrity Commissioner Selection Committee</li> <li>3) Legislative Governance Task Force</li> <li>4) NextCITY Advisory Committee</li> <li>5) RouteAhead Steering Committee</li> <li>6) Ward Boundary Commission*</li> </ol>	5.16

## Schedule B

### Nominations Committee Terms of Reference

#### 1. Mandate

The responsibilities of the Nominations Committee include considering and recommending to Council applicants to appoint to Boards, Commissions and Committees (BCCs). The Nominations Committee shall act in accordance with the *Governance and Appointments of Boards, Commissions and Committees Policy*. The Nominations Committee shall meet from time to time with the frequency required to carry out its duties.

#### 2. Establishment

In May of each year, the City Clerk's Office shall prepare a report seeking direction from Council on the establishment of a Nominations Committee. In preparing the report, the City Clerk's Office will canvass Councillors on their interest in being appointed to the Nominations Committee. If a Nominations Committee is established, those Councillors interested in being appointed shall be considered by Council when making appointments to the Nominations Committee.

A Nominations Committee shall not be established in the year of a General Election as *The Procedure Bylaw* directs that Council and Council Committees shall not meet between nomination day and the Organizational Meeting of Council following the General Election.

#### 3. Composition

The Nominations Committee consists of up to seven Members of Council, including the Mayor or the Mayor's designate as Chair.

#### 4. Terms

Councillors are appointed to the Nominations Committee for a one year term.

#### 5. Reporting

The Nominations Committee reports directly to Council.

#### 6. Meeting Support

The City Clerk's Office will provide legislative services for the Nominations Committee.

### Schedule C City Clerk's Office Staffing

#### Criteria for the City Clerk's Office to Provide Legislative Services for a Board, Commission or Committee

1. The City Clerk is responsible for maintenance of the Council record for The City. When the City Clerk records for a City Board, Commission or Committee (BCC), all resulting documentation becomes a part of this Council record.
2. The City Clerk's Office provides legislative services for all meetings of Council and Council Committees in accordance with the *The Procedure Bylaw*.
3. The criteria for the City Clerk's Office providing legislative services for City BCCs other than a Council Committee are that the BCC must:
  - a) Be formed by Council under the *Municipal Government Act* RSA 2000 c M-26;
  - b) Have all Members appointed by Council;
  - c) Have at least one Member of Council appointed as a voting Member;
  - d) The City BCC must not be a local government body in its own right as defined in the definitions section of the *Freedom and Information and Protection of Privacy Act* RSA 2000 F-25;
  - e) Not be subject to the *Personal Information Protection and Electronic Documents Act* or equivalent Alberta legislation;
  - f) Have in its mandate the ability to decide, advise or recommend policy to Council or its committees, or make decisions involving City budget funds; and
  - g) Not be self-funded.
4. Despite sections 1 and 3, the City Clerk's Office shall not provide legislative services for the Calgary Planning Commission, Calgary Parking Authority or Co-ordinating Committee of the Councillors' Office.