

Leading Practices and Engagement Survey Feedback Guiding the New Policy

Item	Section of Policy	Proposed Policy Features	Leading Practices from other Jurisdictions	Engagement Survey Feedback From Citizen Members
Policy Statement	1.	-Equity -Inclusive of citizen leadership in Governance -Represents a variety of perspectives, reflecting the diversity of the community -Collaboration in decision-making	-Councillors are mindful of diversity when considering two equal candidates. -Engaged with DiverseCity on Board Program (Ryerson University) -Voluntary self-identification, at time of application or after appointment.	Suggestions: -Serving on a BCC is an opportunity -Being of service to community is important. -Citizens should be encouraged to serve as it is a marvelous experience that teaches you so much about your city. -Improve diversity and reduce bias.
"Public Member"	3.3.1.r.	Citizen Member is replaced with "Public Member". "Citizen" can be misinterpreted that Canadian Citizenship status is required.	- Plain language -Public member should be able to easily understand the commitment they would be making to a BCC	Suggestion: Plain language would be useful.
Advertising and Recruitment	5.11	-BCC Chairs and Administration Resources will provide sources to which advertising can be targeted. -A variety of multimedia sources -Qualifications aligned to support the BCC work plan, as identified by the Chair -Advertise to attract a diverse pool of applicants...to improve diversity of the applicant pool. -Decision of City Clerk to hold advertising campaign possibly as early as June	- No summer campaigns. - Minimal print advertising. - Don't make advertising too prescriptive. - Use resources to connect with potential pools of suitable applicants. - Reported costs: \$3,000-\$80,000. - Some committees use search consultants. -On website provide links to BCC guiding	Suggestions: -Provide more information at the start of recruitment. -Advertising needs to be more widely circulated. -Current committee members are good advocates. -More advertising about these great volunteer positions. -Clearer, more structured intake and orientation processes. -More consulting with the BCC about what their needs are, prior to recruitment.

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		-Members of Council, Administration and Public Members may encourage qualified applicants to apply.	documents. -BCCs and City Clerk's host information sessions in conjunction with connected networks. -Advertising geared to ensure capture of diverse audiences. -Advertising to under-represented communities.	
Application Process	5.13	-Separate application form per BCC Application Process for Public Members - Prescribed questions - Two choices - Separate application per committee.	-Similar to process for applying for an employment position for the City. -Applicants must answer a few questions specific to the BCC as part of the application process.	Suggestions: -Helpful if skills sets could be published for each BCC creating a better understanding of what the committee is looking for when reviewing applicants. -Need more clarity on what to put in the application and if there will be interviews.
Leveraging the Chair and Administration Resources	5.2 and 5.4	-Participate in the BCC recruitment and appointment process -Participate in succession planning -Manage performance evaluation -Involved in orientation and training of Members	-Nominations Committees consult with BCC Chairs. -City Clerk's Office consults with BCC chairs and resources.	Suggestions: -A wise process listens to those who are leading the work. -BCC directors are in the best position to know what skills are required. -A transparent process using standard rating criteria. -A recruitment process tailored to acquire new members who fulfill the committee objectives. -Suggestion to hold exit interviews with outgoing members.
Establishment of Committees	5.1-5.1.5	-Good governance practices advocate a terms of reference, qualifications of members,	-No issues identified regarding the reestablishment of	Suggestion: The administrative representative needs

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		specific requirements, etc., that enable the committee to function within its intended purpose and mandate. -Classification in accordance with Schedule “X” of the policy. -Legislative services provided in accordance with <u>The Procedure Bylaw</u> .	committees.	to be very clear about their role and responsibilities to the committee.												
Classification of Committees	Schedule A	-Clarification of current committees’ classifications -Guides legislative services support	-Classification not an identified issue. -Secretariat support services varies; all, specific, or few committees.	N/A												
Nominations Committee	5.14	-Established yearly by resolution of Council. -Not established during year of General Election -Councillors canvassed to determine their interest in being appointed. -Could create smaller nominations panels to finalize interview questions and/or conduct interviews.	-Committees perform as a nominations body or nominations panels. -Nominations committees place the onus on the BCCs to be actively involved in recruitment and short-listing of candidates. -Review panels make recommendations for nominations.	Suggestion: Board should be allowed to participate in the selection process through a nominating and/or board governance committee. This ensures the board is directly assessing its skill and experience requirements.												
Terms and Term Limits	5.10	-Public Member Term Limit -Up to a maximum of six consecutive years on a BCC -May serve longer by a Two-Thirds Vote of Council -Serve until successor is	<table><tr><th>City</th><th>Terms (years)</th><th>Limit (years)</th></tr><tr><td>Edm.</td><td>1-2</td><td>6</td></tr><tr><td>Miss.</td><td>4 staggered</td><td>Under review</td></tr><tr><td>Ottawa</td><td>2-4</td><td>8</td></tr></table>	City	Terms (years)	Limit (years)	Edm.	1-2	6	Miss.	4 staggered	Under review	Ottawa	2-4	8	Suggestions: A few citizens commented that term limits prevented them from continuing to contribute.
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		appointed -Stagger terms	<table><tr><td>- Toronto</td><td>staggered</td><td>- 8</td></tr><tr><td>- Van.</td><td>staggered</td><td>- 0</td></tr><tr><td>- Winnipeg</td><td>2 some staggered</td><td>- Some limits</td></tr><tr><td></td><td>1-3 staggered</td><td></td></tr></table>	- Toronto	staggered	- 8	- Van.	staggered	- 0	- Winnipeg	2 some staggered	- Some limits		1-3 staggered		
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Orientation and Training	5.4.1.f	-Orientation and training is in place for some BCCs. The proposed policy directs the BCC chairs to emulate this practice and coordinate with Administration for orientation and training of Members.	-Mix of mandatory orientation attendance, to no formal orientation. -Orientation for some BCCs and not for others. -Orientation responsibility falls on the BCCs. -If secretariat supporting the BCC, orientation is included. -Train the trainer approach with City Clerk's Office training BCC Administration representatives who train BCC members. -Integrity Commissioner involved in training.	Suggestions: -An orientation package outlining the board's purpose, mission, protocols, would be very helpful. -Orientation delivered by the committee board. -Have past members help with orientation. -Have general educational videos, or offer learning opportunities on meeting facilitation, and strategic planning. -A citizen member noted regarding orientation help from an administration resource: "I'm more proud than ever to be a Calgarian when I see what terrific staff the city has working behind the scenes."												
Performance Management	5.2.1.d and 5.4.1.d	-City BCCs will participate in performance management of Public Members. -BCC Chairs will manage performance evaluation of Public Members.	-No formal performance management activities -Attendance is a measureable that provides basis for assessment of	Suggestions: -Scheduled feedback sessions with members providing a review of contributions and areas for improvement.												

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			engagement level of member -No set criteria for performance reviews -It is not always known what the individual boards have in place for performance management	-Clarity around individual citizen member performance and development.
Succession Planning	5.4.1.c	-BCC Chairs will participate in succession planning.	-Informal succession planning.	Suggestion: Have a better succession plan in place.