

Calgary

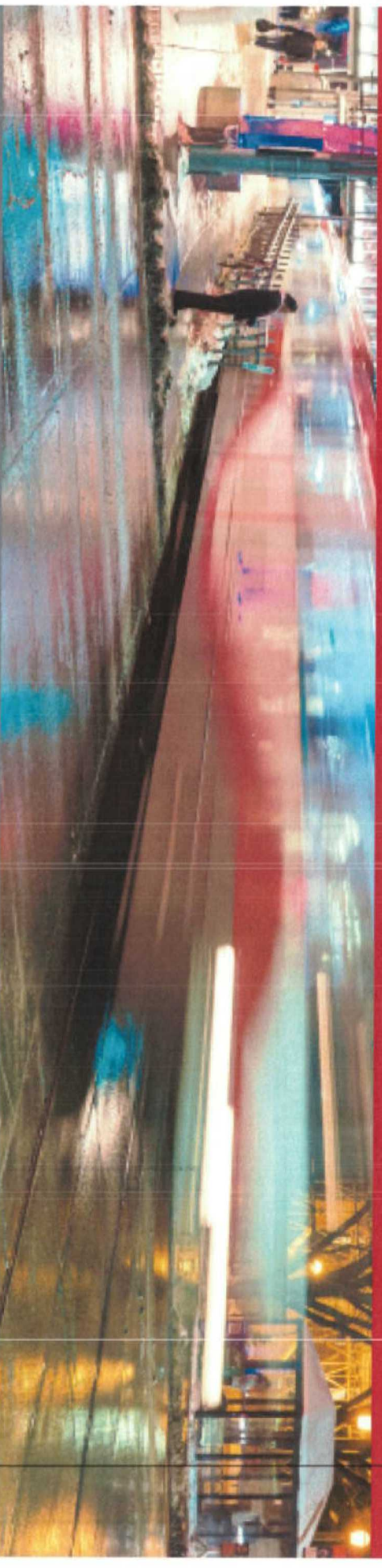
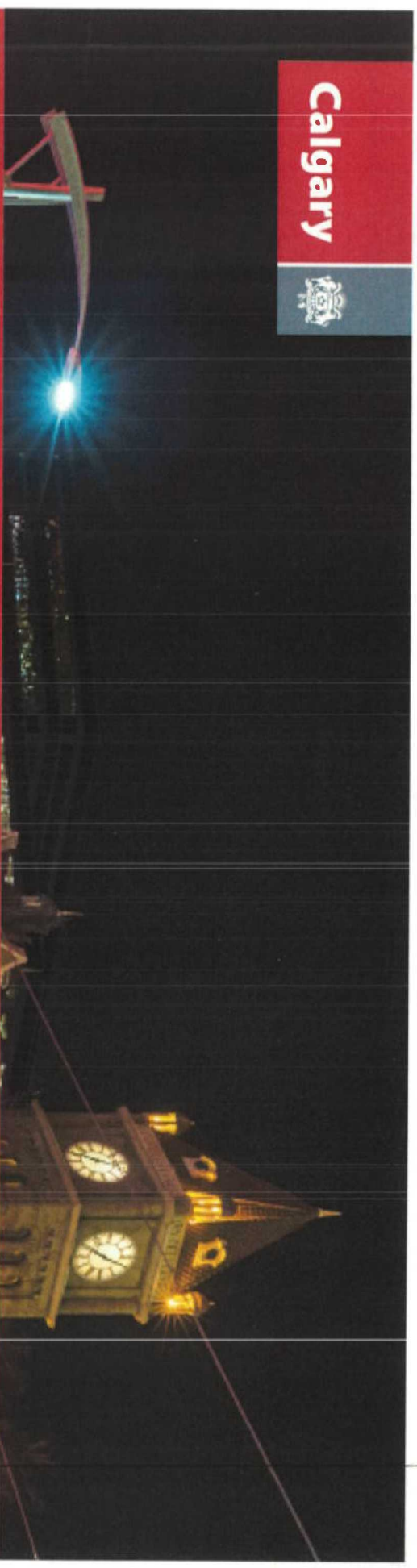


Legislative Governance Review Project Update and Draft Policy

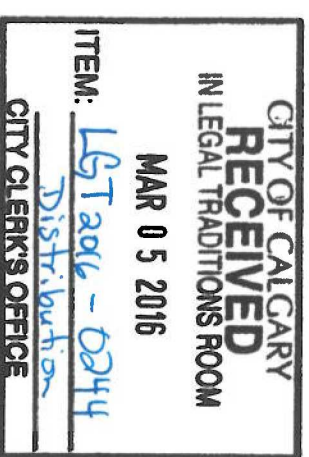
**Innovation and
Citizen Leadership in Decision-making**

LGTF 2016 April 05

Presenters: Colleen Evans, Project Manager & Kristen Tuff, Strategic Legislative Analyst, City Clerk's Office



Approach to the Policy Development



- LGTF work plan items and related leading practices
- The proposed policy addresses all four rescinded policies
- Council Innovation Fund report requirements
- New or changes in practice are clearly outlined

Revisiting LGTF Work Plan Directives

- “**Item 1.b.** Report on amalgamating all Council policies ... into one master policy,...”;
- “**Item 1.d.** Report exploring term limits for Citizens ... (including Quasi-Judicial Boards),”
- “**Item 1.e.** Report proposing a new advertising and recruitment process for Citizen Members ... (including stakeholder engagement and research of best practices among other municipalities.)”
- **Council Innovation Fund** – develop “succession plans, training and performance matrixes, as well as orientation session for members”.

Background to the Proposed Policy

Research and Findings presented to LGTF 2016 January
based on stakeholder consultations with:

- **Members of Council,**
- **Administration – BCC Resources,**
- **BCC representatives, and**
- **Six Canadian municipalities**

Additional activities:

- **Online engagement survey** to BCC Administration and Citizen members
- **Classification of BCC** governance and appointment practices

Adoption of Leading Practices – Intended Outcomes

- **More suitable candidates** applying
- **Candidates meet the specific needs** of committees
- **Leveraging** the BCC members' **knowledge**
- **Responding** to the current citizen members' **survey**
- **Citizen leadership** in Governance

Item 1.b. One Master BCC Policy

- **Part A:** Establishment, Mandate and Disbandment of City BCCs, and Duties of Chairs
- **Part B:** Appointment of Council and Administration Members
- **Part C:** Appointment of Public Members to BCCs
 - Advisory, Review and Interest Groups
 - External, Oversight/Regulatory, Partner
- Communications (*Courtesy Policy*) for applicants is covered in 5.12.3 and 5.17

Change to Policy Statement – Section 1

Policy statement includes:

- **Equity, Specific Skills, Good Governance**
- **Inclusive of citizen leadership** in governance
- Represents a variety of perspectives, reflecting the **diversity** of the community
- Collaboration and collective **decision-making**

Change to Nomenclature – Why?

- “Public members” replaces “Citizen members”
- Use of “citizen” is misleading. It can be misinterpreted that Canadian citizenship is required to be a BCC member.
- Our Census team, and Communications representative reported similar feedback from the public.

Item 1.e. Advertising and Recruitment – 5.11

- **No other City advertises in summer months.**
- **BCC Chairs and Administration knowledge and guidance is leveraged**
- **New applicants (and current incumbents reapplying) are on a level playing field, responding to prescribed questions in contrast to providing generic resume and cover letter**
- **Two choices replaces three preferences**
- **BCCs exempted from City Clerk's Office campaign adhere to requirements set out for them (5.12)**

Changes to Advertising – 5.11

- BCC Chairs and Administration provide sources to which **advertising is targeted**, with more variety and use 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
- The timing of the **advertising campaign** is decided by the City Clerk.
- 2016 campaign will start in **June**.
- Members of Council, Administration and Public Members **may encourage qualified applicants to apply**.

Changes to Application Process – 5.13

- **An Applicant submits separate application per BCC**
- **Applicants answer prescribed questions**
- **Two committee choices**
- **No preferences**

Changes to Duties of Chairs - 5.4

- BCC Chairs participate in the **recruitment and short listing process** for new members
- Chairs, Vice-Chairs and Administration Resources work together to provide sufficient candidate names to Nominations Committee, or directly to Council, with a **Reserve List** for consideration
- Chairs, in conjunction with Administration, manage **Succession Planning and Performance Evaluation** for new members
- Administration, in conjunction with City Clerk's, develops orientation sessions for new members

Changes to Establishment of Committees – 5.1

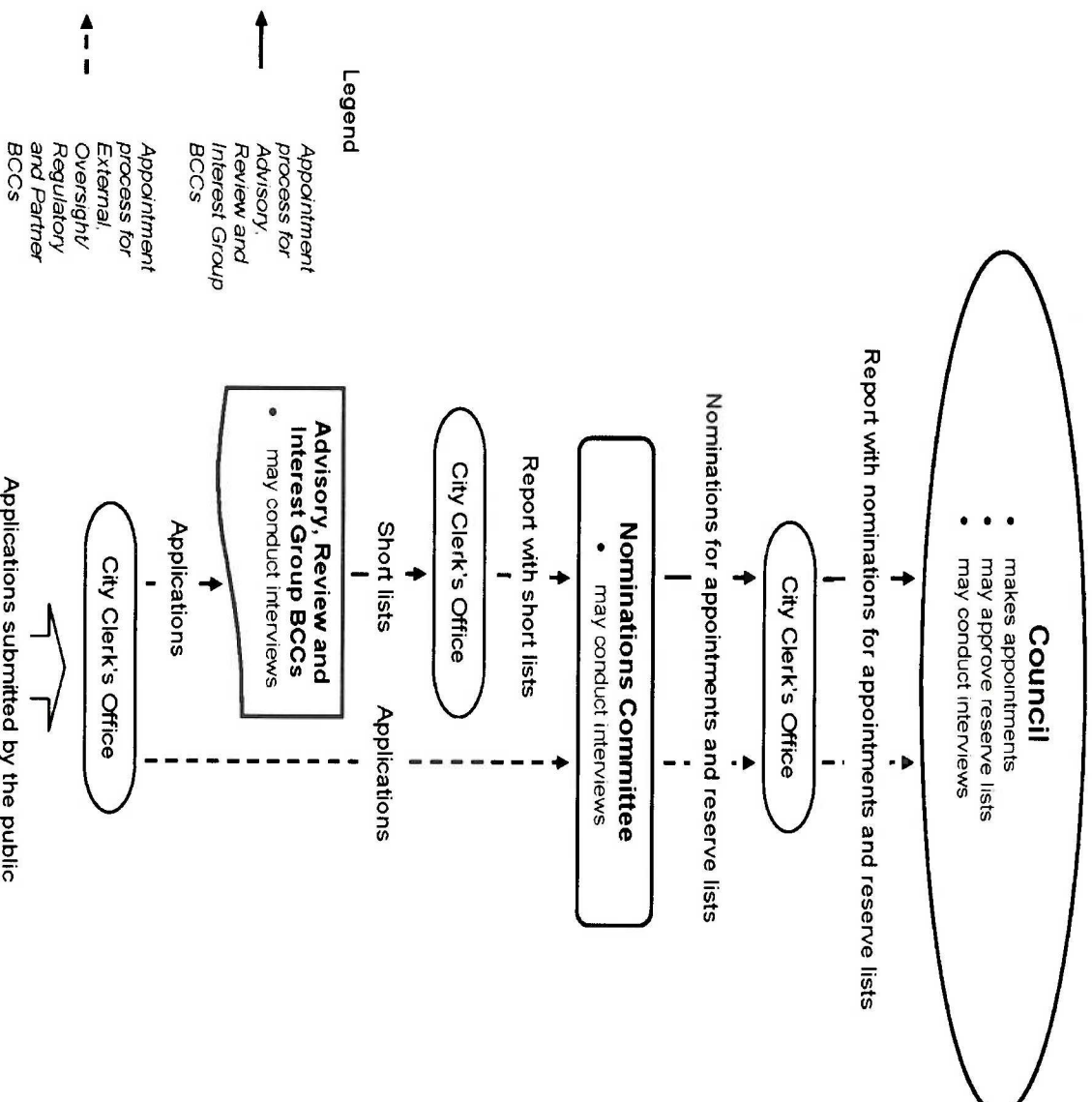
- Good governance practice: As committees are established they must have a terms of reference in place, including committee member qualifications
- Going forward committees classified according to ***Classification and Criteria of Boards, Commissions and Committees*** (Schedule A)
- When establishing committees, follow ***Criteria for the City Clerk's to provide Legislative Services for a BCC*** (Schedule C)

NEW!

Nominations Committee – 5.14

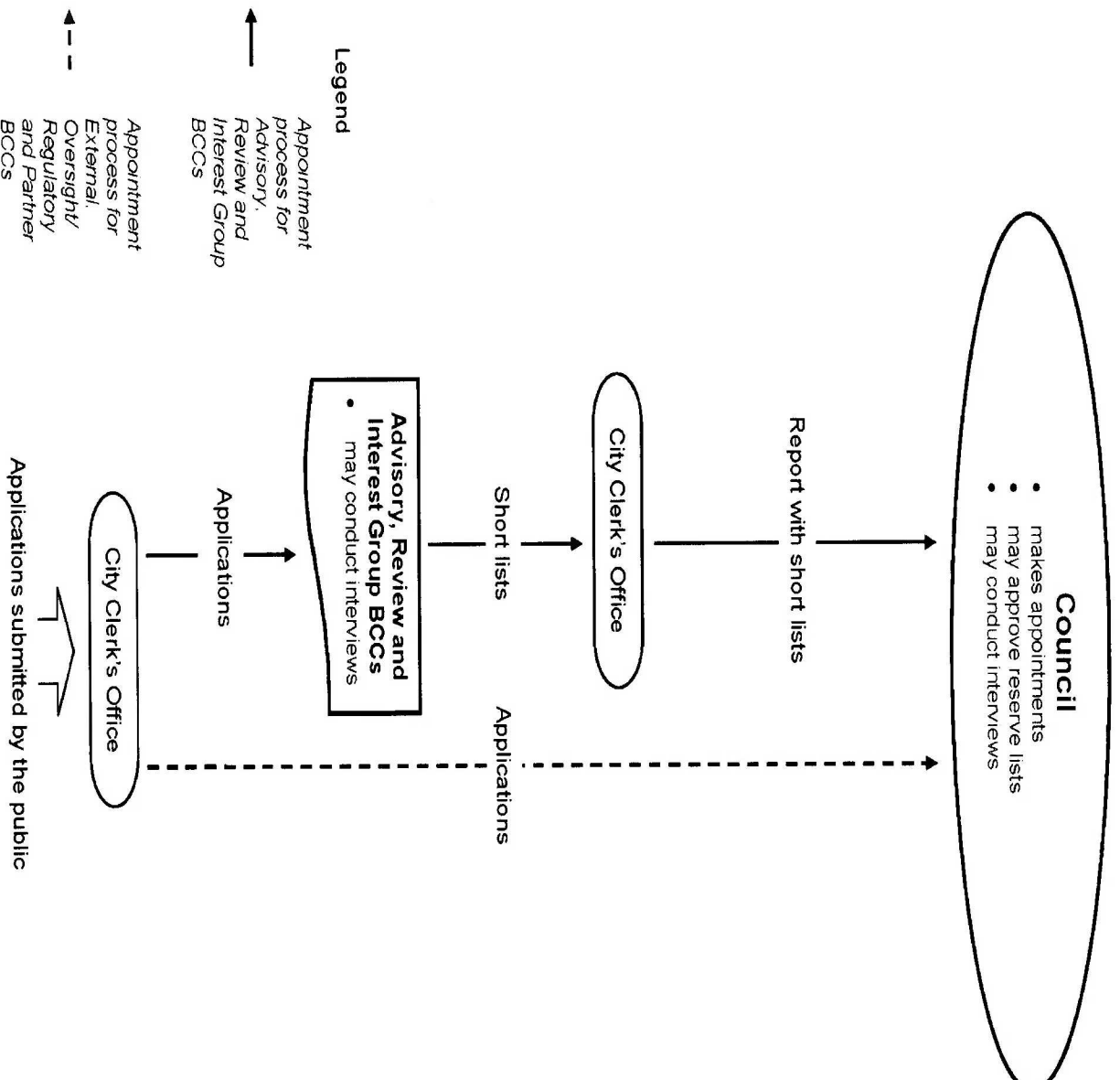
- **Optional: yearly decision of Council** to establish a Nominations Committee, or not
- **Nominations process as per Classification:**
 - **Advisory, Review and Interest Group BCCs**, with or without a nominations committee short-listing and interviews conducted by BCCs (5.15)
 - **External, Oversight/Regulatory, and Partner** directly to nominations committee or directly to Council (5.16)

If a Nominations Committee is Established*



*In May, Council may by resolution choose for the applications or short lists of any BCC to be submitted directly to Council instead of through the Nominations Committee.

If a Nominations Committee is Not Established



Item 1.d. Term Limits

Leading practice:

➤ Establish terms and a **term limit** that are **manageable** and allow for **staggering** of terms for **knowledge retention** and reasonable **turnover**

Changes :

- A six year term limit for new BCCs (5.10)
- Mid-term Vacancies (5.18)
 - Filling a **vacancy for last half of term**, the balance shall not count toward the maximum length of service for the member.
 - Filling **more than half of term** represents a full term, towards maximum length of service for a member.

Public Member Orientation, Training, Succession Planning

- **Orientation and training** – built on engagement survey data and further consultation with BCCs and Administration
- **Succession planning and performance management** – built on consultation with BCC Chairs and Human Resources
- **Q1 2017 report back to Council on the results of 2016 activities and timelines of next phases of the project**

Phases of Change

- With approval, **implementation starts in 2016** and continues to completion in 2018.
- **Attachment 6 of report outlines the phases** and what to expect for 2016 and the next two years.
- **Process Enhancements** will be developed in **consultation with stakeholders.**

Risks – to implementing 2016 Changes

- Adoption of the proposed policy is scheduled for the **2016 April 25 Regular Meeting of Council**.
A delay to approval will impact delivery of new processes for 2016 Organizational Meeting of Council.

- **Advisory, Review, and Interest Group BCCs**
Chairs and Administration **need time to ramp up** to be effectively involved in the 2016 advertising and recruitment campaign as outlined in Attachment 6.

Recommendations

1. Approve the new Council Policy entitled Governance and Appointments of Boards, Commissions and Committees; and
2. Rescind the following Council policies
 - I. *Advertising Policy for Appointment of Citizens to Boards, Commissions and Committees* (#CC002);
 - II. *Appointment of Members of Council, Administration and Citizens to Agencies and Establishment of Council Agencies* (#CC003);
 - III. *Courtesy Policy – Letters for Applicants and Members of Council-Appointed Boards, Commissions and Committees* (#CC033);
 - IV. *Disbanding of Committees* (#CC019); and
3. Approve Attachment 6 Implementation Phases – Legislative Governance Review Project, and return to Council Q1, 2017 with a review of the 2016 appointment process, and an update on the progress and timelines of the next phases of the project.

