

COUNCIL COMMITTEES GOVERNANCE REVIEW FRAMEWORK

EXECUTIVE SUMMARY

Council directed the City Clerk to add a review of Committees, to which Members of Council are appointed, to the Legislative Governance Task Force 2014-2017 Work Plan. This report brings forward a proposed review framework, detailing the purpose, intended outcomes, scope, methodology, resources and timeline for a Council Committee Governance Review at The City of Calgary.

CITY CLERK'S RECOMMENDATION(S)

That the Legislative Governance Task Force recommends that Council approve the Review Framework detailed in the Attachment.

PREVIOUS COUNCIL DIRECTION / POLICY

At its Meeting held 2015 September 28, Council adopted Recommendations contained in Report LGT2015-0741:

1. File Recommendation 7 of the Ward Boundary Commission Report WBC2014-0772; and
2. Council direct Administration to add a review of Committees, to which Members of Council are appointed, to the Legislative Governance Task Force Work Plan, and return to the Legislative Governance Task Force with timeline recommendations and the resource commitments required.

At its Meeting held 2015 July 27, Council referred Recommendation 7 of the Ward Boundary Commission (WBC2014-0772) to the 2015 September 08 Meeting of the Legislative Governance Task Force for consideration and recommendation to Council.

At its Meeting held 2014 November 14, Council adopted Recommendation 7 contained in Report WBC2014-0772:

7. Establish a Task Force (Committee on Committees) to examine the committees to which Council appoints Members and report back to Council through Legislative Governance Task Force no later than June 2015 with implementation on adopted recommendations at the Organizational Meeting in 2015 October.

BACKGROUND

In its 2014 October 06 Report to Council, the Ward Boundary Commission noted the following:

“The workload issue from Committees arose many times during discussions with stakeholders. There has been an expressed intent to re-establish the Committee on Committees under the auspices of the Legislative Governance Task Force (LGTF) of Council. This Committee has been formed in the past and accomplished the aim of reducing the number of boards, committees, commissions, etc. to which Council appoints elected officials”.

The City of Calgary undertook several reviews of Committees in recent history. In 1990, Council established a Committee on Committees with a broad mandate to review City Council's

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Committee structure. The Committee on Committees focused, in particular, on the number and mandates of Committees, the mandates of Council's Standing Policy Committees and Special Committees, and Agenda Items. In 2003, Council directed the Audit Committee to undertake a review of City Council's current governance and Committee structure. To achieve this purpose, an Audit Sub-Committee was established to review Committee structure, bring forward recommendations, and consider the Terms of Reference for the Agendas, Priorities and Accountabilities Committee. Both reviews yielded a number of recommendations with respect to meeting management efficiencies, and reduced the number of Councillor appointments on internal and external Boards, Commissions and Committees. The most recent review of Committees occurred in 2011, when the Legislative Governance Task Force (LGTF) considered and proposed changes to the Standing Policy Committee mandates and meeting management, and the Priorities and Finance Committee was established.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The existing Council Committee governance model (Standing Policy Committees, Priorities and Finance Committee, Gas, Power and Telecommunications Committee, Intergovernmental Affairs Committee, Land and Asset Strategy Committee, and the Legislative Governance Task Force) has been in place at The City of Calgary since 2011, with a number of minor Procedure Bylaw amendments over time to improve meeting management. While the present governance model is working, a review would be timely. Since 2011, The City of Calgary has approved priorities, guiding documents and made adjustments in corporate responsibilities and reporting relationships as follows:

1. *Council Priorities 2015-2018*, approved by Council on 2014 May 05, set out what is important for The City of Calgary in 2015-2018:
 - i. **A prosperous city** – Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.
 - ii. **A city of inspiring neighbourhoods** – Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.
 - iii. **A city that moves** – people and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.
 - iv. **A healthy and green city** – We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.
 - v. **A well-run city** – Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

On 2014 December 01, Council approved the *Action Plan 2015-2018*. This document describes and details how Administration will deliver on these five Council Priorities.

2. *The Leadership Strategic Plan: Contract with Council*, approved by Council on 2014 September 15, provides five key directives, outlined below, intended to guide The City of Calgary over the next several years:
 - i. Establish a cooperative and meaningful relationship with Council;

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- ii. Cohesive leadership culture and collaborative workforce;
 - iii. Better serve our citizens, communities and customers;
 - iv. Focus immediate and collective attention on planning and building a greater city;
and
 - v. Strengthen the Corporation's financial position.
3. *Strategic Alignment to Deliver on Council Direction*, announced by the City Manager on 2016 January 18, changes responsibilities and reporting relationships to advance Administration's capacity, capability and focus on the following key priority areas:
- i. Infrastructure and Investment;
 - ii. Growth Management and Development Approvals;
 - iii. Real Estate;
 - iv. Government Relationships; and
 - v. People and Culture.

Given that the existing Council Committee governance model pre-dates all of the above noted key decisions, a review at this time would allow for an evaluation of what is working as well as identify areas of improvement to ensure that the governance model aligns with the current priorities.

For instance, in recent months the Green Line has highlighted a need for a review of Council Committees to evaluate how the governance model and legislative process can best facilitate the delivery of complex infrastructure and capital initiatives at The City. In a 2016 January Report (TT2016-0881), Administration stated the following:

"Phased approval of the various facets of Green Line are presently evaluated through four separate standing policy committees of Council; Transportation & Transit, Planning and Urban Development, Land and Asset as well as Priorities and Finance Committee. Administration feels there is merit in establishing a single committee that would hear all Green Line reports and forward recommendations through to Council. This approach could also be used to further the objectives of the accelerated capital program".

While this is just one recent example of a potential gap between a Council Priority, **a city that moves**, and the current governance model, the planned engagement with Members of Council and Administration will allow the City Clerk's Office to explore whether adjustments to the governance model are required, and desirable, to deliver on any of the Council priority areas.

The Council Committee Governance Review is also intended to critically evaluate the mandates, composition, powers, duties and responsibilities of the individual Council Committees to ensure that The City is meeting Council's Priority of being **a well-run city**. Some of the opportunities for openness, responsiveness, accountability, and transparency this review presents include:

- Review of all Council Committee Terms of Reference, and documentation of Terms of Reference for those Council Committees currently without standalone governing authorities to comply with the Procedure Bylaw 44M2006, as amended.

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- Assessment of the relevance and continuing need of the Legislative Governance Task Force, which was established in 2011. In accordance with the Council policy on the *Appointment of Members of Council, Administration and Citizens to Agencies and Establishment of Council Agencies (CC003)*, a Task Force is established as a working group for a special short-term project to implement a policy or direction of Council, to develop a policy for Council's consideration, or to review a policy or situation. Council policy provides that a review of the Task Force's need and mandate shall be undertaken every 6 years.
- Establishment of meeting management efficiencies, and meaningful communication with Council.

To move forward with assessing the existing Council Committee governance model, and its alignment with Council Priorities, the Leadership Strategic Plan: Contract with Council and the *Action Plan 2015-2018*, a review framework has been detailed and is contained in the Attachment. The review framework details the purpose, intended outcomes, scope, methodology, timeline and resources required to carry out the Council Committee Governance Review in 2016.

Stakeholder Engagement, Research and Communication

The intended stakeholder engagement and research is detailed in the Attachment. In addition, the City Clerk's Office will bring forward timely reporting and/or communication to the Administrative Leadership Team as the Council Committee Governance Review progresses.

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (*Action Plan 2015-2018*).

Social, Environmental, Economic (External)

One of the desired outcomes of the Council Committee Governance Review is a governance model that aligns with Council's Priorities, the Leadership Strategic Plan: Contract with Council and the *Action Plan 2015-2018*. Throughout the Council Committee Governance Review, attention will be given to ensure that any future governance model has been evaluated on the social, environmental and economic criteria.

Financial Capacity

Current and Future Operating Budget:

At this time, there are no current and future operating budget impacts. The Council Committee Governance Review will be conducted by the Legislative Services Division of the City Clerk's Office. Given the scope, methodology and timeline detailed in the Attachment, no additional resources are required. Any adjustments to the scope, methodology or timeline, from that which is detailed in the Attachment, will require additional resources and a longer implementation timeline.

Current and Future Capital Budget:

There are no current and future capital budget impacts.

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Risk Assessment

In 2014, City Council identified five main priorities for The City for 2015-2018, and approved a Leadership Strategic Plan: Contract with Council providing key directives for the next several years. Further, in 2016 Administration announced a strategic alignment to deliver on Council direction. Not proceeding with a Council Committee Governance Review at this time could potentially lead to a future misalignment between current Council Priorities and the existing Council Committee governance model causing delays, inefficiencies and a reputational risk to The City. A shift in responsibilities and reporting has taken place to advance Administration's capacity and capabilities to deliver on key priorities. Accordingly, it is prudent that the legislative processes and existing governance model is also examined to ensure that it assists in the delivery of the same current priorities and mitigates against financial, economic and reputational risks.

Proceeding with the Council Committee Governance Review with an expanded scope and methodology from that which is detailed in the review framework (Attachment) poses a risk of not being able to deliver necessary adjustments to the existing governance model by the 2016 Organizational Meeting of Council. A delay past the 2016 Organizational Meeting of Council will cause a duplication of efforts in the preparation of materials and the appointment of Members of Council to Council Committees, as well as in the development and preparation of a 2017 Council Calendar.

REASON(S) FOR RECOMMENDATION(S):

Council directed the City Clerk to add a review of Committees, to which Members of Council are appointed, to the Legislative Governance Task Force 2014-2017 Work Plan. The City Clerk is seeking Council's direction with respect to the scope, methodology, and timeline to conduct the Council Committee Governance Review.

ATTACHMENT

Council Committees Governance Review Framework