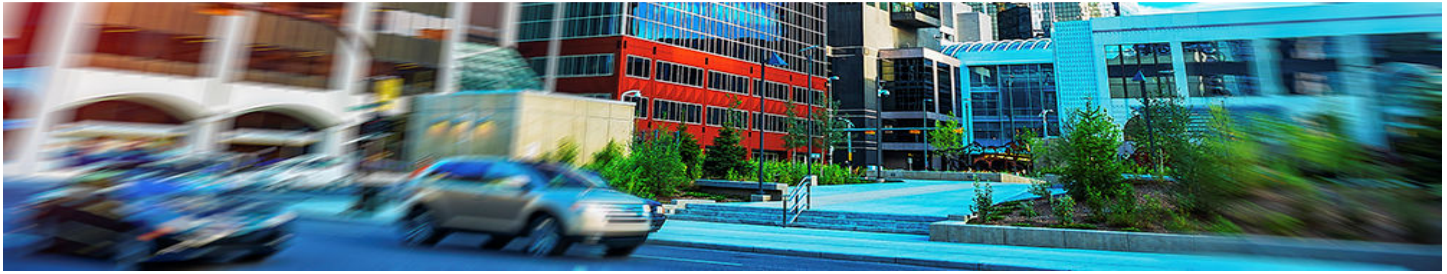# Council Committees

Governance Review Framework

Purpose

The purpose of the Council Committee Governance Review is to assess the Council Committee governance model within the scope identified in Appendix A and develop recommendations with respect to where adjustments may be necessary to align the Council Committee structure with Council's Priorities, the Leadership Strategic Plan: Contract with Council and the *Action* Plan 2015-2018 and enable The City of Calgary to perform in an effective and efficient manner.

Outcomes

The intended outcomes of the Council Committee Governance Review include:

1. A Council Committee governance model that aligns with current Council Priorities, the *Action* Plan 2015-2018, and the Leadership Strategic Plan: Contract with Council;
2. Reviewed Terms of Reference for each Council Committee;
3. Meeting management efficiencies; and
4. Adjustments to the Council Committee model effective at the 2016 Organizational Meeting of Council.

Scope

In Scope

The Legislative Governance Task Force directed the City Clerk to add a review of Committees, to which Members of Council are appointed, to the Legislative Governance Task Force Work Plan. At this time, Members of Council are appointed to 44 internal and external Boards, Commissions and Committees (Appendix B). Given the number of Boards, Commissions and Committees on which Members of Council serve, the proposed in scope Council Committees have been narrowed to the Council Committees within the Procedure Bylaw 44M2006, as amended, based on potential opportunities for re-alignment. In addition, the Legislative Governance Task Force is identified as in scope given the potential of re-alignment of powers, duties or functions with the Priorities and Finance Committee and the mandated review of its need in 2017. 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 and a review of its need and mandate shall be undertaken every 6 years. Accordingly, the Council Committees, and their respective Terms of Reference, under review include:

1. Standing Policy Committees (SPC)
    - SPC on Community and Protective Services
    - SPC on Transportation and Transit
    - SPC on Planning and Urban Development
    - SPC on Utilities and Corporate Services
2. Priorities and Finance Committee
3. Special Committees and Other
    - Gas, Power and Telecommunications Committee
    - Intergovernmental Affairs Committee
    - Land and Asset Strategy Committee
4. Legislative Governance Task Force

Out of Scope

For the purpose of the Council Committee Governance Review, the remaining 35 Boards, Commissions and Committees are out of scope for the following reasons:

- o tight timeline to conduct a comprehensive governance review and prepare for the implementation of a new governance model at the 2016 Organizational Meeting of Council;
- o the Audit Committee is governed by a separate Bylaw, which came into force at the 2013 Organizational Meeting of Council;
- o the Legacy Parks Fund Steering Committee Terms of Reference were recently reviewed, and amendments to the Terms of Reference were adopted by Council at the 2015 Organizational Meeting of Council;
- o a number of the Boards, Commissions and Committees, to which Members of Council are appointed to, are external bodies which would require additional resources and an expanded timeline to conduct consultations and governance reviews with those bodies; and
- o short-term purpose of such Council Committees as the Selection Committee for the Integrity Commissioner and the Urban Municipalities Task Force.

Methodology

To examine the extent to which the existing governance model supports Council's Priorities, the Leadership Strategic Plan: Contract with Council, and the Action Plan and facilitates meeting efficiencies, the following methodology will be used:

I.   Current State Review

Conduct a review of the existing Council Committee governance model, including, but not limited to the following:
- Mandate and composition of each Council Committee
- Frequency of Council Committee meetings

II.   Leading Practice Review

Conduct a review of existing Council Committee governance models in Canadian municipalities to determine what best practices are in place. Best practices will be evaluated in The City of Calgary context to ensure applicability to our environment.

III.   Engagement

The following approach will be taken to conduct engagement with Members of Council, senior Administration[1], the City Clerk, and Resource Staff assigned to the in scope Council Committees:

1. **Questionnaire on Council Committee Effectiveness and Strategic Alignment[2]:** to obtain insight and identify:

    - existing good governance practices
    - governance issues and challenges
    - areas for improvement
    - opportunities to facilitate delivery on Council Priorities, the Leadership Strategic Plan: Contract with Council, and the Action Plan
2. **One-on-One Interviews**: upon request, to obtain additional feedback following the questionnaire.
3. **Drop-In Sessions**: Sessions, facilitated by the Legislative Services Division of the City Clerk's Office, to provide an opportunity for input and comment on the existing and future governance models.
4. **Legislative Governance Task Force**: aggregated findings and proposed recommendations will be presented to the Legislative Governance Task Force.

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1 Senior Administration means the City Manager, General Managers, Chief Financial Officer and City Solicitor.
2 A sample questionnaire is detailed in Appendix C

Timeline

The Council Committee Governance Review is structured to facilitate implementation of proposed changes to existing governance model at the 2016 Organizational Meeting of Council, and will proceed in accordance with the below timeline:
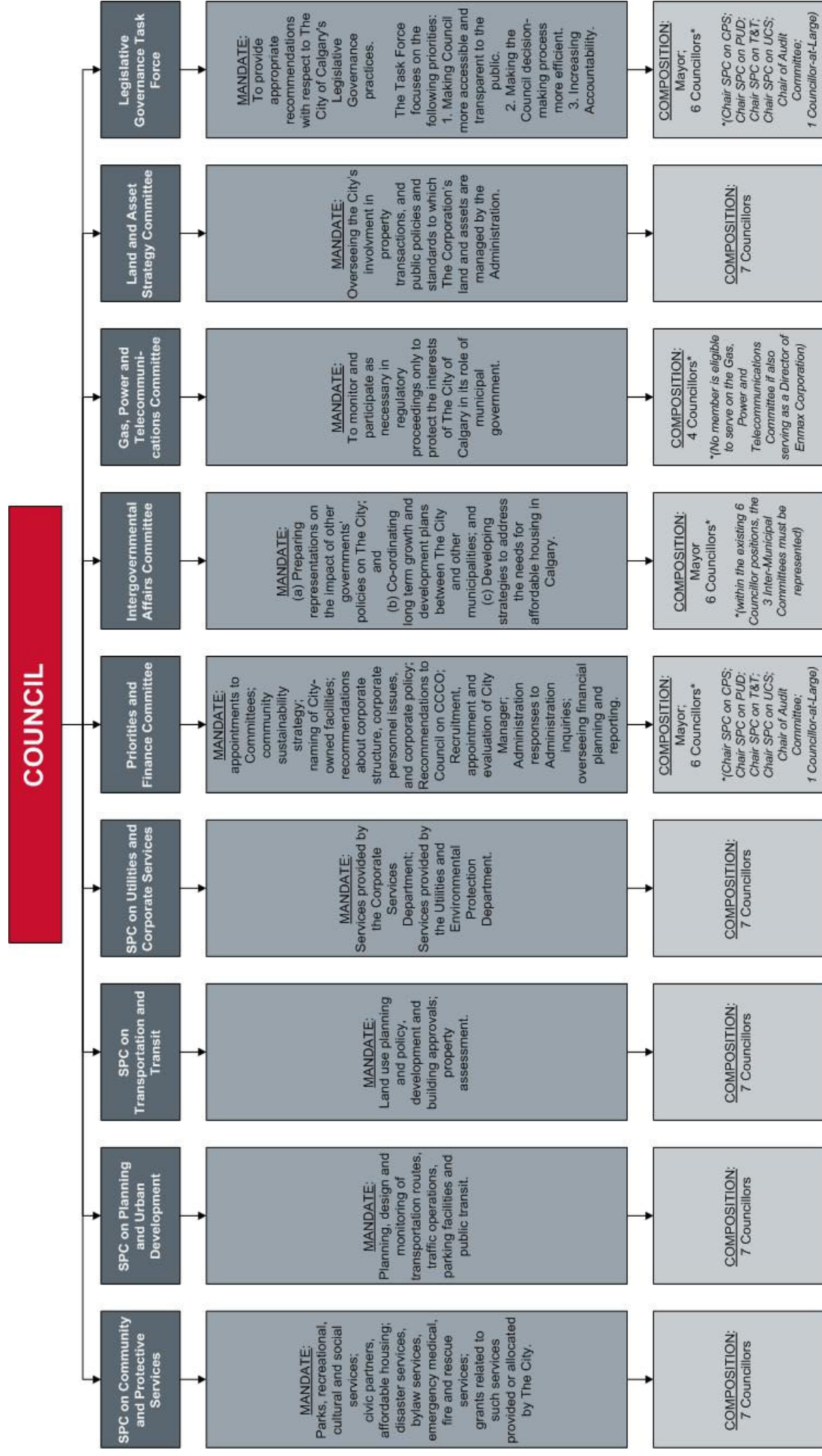
January - February	March - May	June	July	August - September	October

Governance Review Framework Development	Research, Engagement and Analysis	Future State Governance Model Development	Final Recommendation	Preparation for Implementation	Implementation
- Purpose - Outcomes - Scope - Methodology - Timeline - Resources	- Review current Council Committee governance model - Review governance models in other Canadian municipalities - Conduct a questionnaire, interviews and drop-in sessions with stakeholders	- Develop potential alternatives for consideration - Present proposed recommendations to the Administrative Leadership Team - Draft legislative amendments to: - Procedure Bylaw, 44M2006 - Terms of Reference	Present a proposed recommendation, to the Legislative Governance Task Force, and Council, on a future Council Committee governance model	- Development of new materials for the 2016 Organizational Meeting of Council - Development of 2017 Council Calendar	New Council Committee governance model comes into effect at the 2016 October 24 Organizational Meeting of Council

Resources

The Council Committee Governance Review will be conducted by the Legislative Services Division of the City Clerk's Office. The City Clerk's Office will work with the Law Department on the drafting of proposed Procedure Bylaw 44M2006 amendments, and as required. Given the scope and timeline, as outlined above, no additional resources are required. Any adjustments to either the scope, methodology or timeline, from that which is outlined above, will require additional resources and a longer implementation timeline.

Appendix A- Proposed Scope

COUNCIL

SPC on Community and Protective Services

MANDATE:
Parks, recreational, cultural and social services; civic partners, affordable housing; disaster services, bylaw services; emergency medical, fire and rescue services; grants related to such services provided or allocated by The City.

COMPOSITION:
7 Councillors

SPC on Planning and Urban Development

MANDATE:
Planning, design and monitoring of transportation routes, traffic operations, parking facilities and public transit.

COMPOSITION:
7 Councillors

SPC on Transportation and Transit

MANDATE:
Land use planning and policy, development and building approvals; property assessment.

COMPOSITION:
7 Councillors

SPC on Utilities and Corporate Services

MANDATE:
Services provided by the Corporate Services Department; Services provided by the Utilities and Environmental Protection Department.

COMPOSITION:
7 Councillors

Priorities and Finance Committee

MANDATE:
appointments to Committees; community sustainability strategy; naming of City-owned facilities; recommendations about corporate structure, corporate personnel issues, and corporate policy; Recommendations to Council on CCCO; Recruitment, appointment and evaluation of City Manager; Administration responses to Administration inquiries; overseeing financial planning and reporting.

COMPOSITION:
Mayor;
6 Councillors*

*(Chair SPC on CPS; Chair SPC on PUD; Chair SPC on T&T; Chair SPC on UCS; Chair of Audit Committee; 1 Councillor-at-Large)

Intergovernmental Affairs Committee

MANDATE:
(a) Preparing representations on the impact of other governments' policies on The City; and
(b) Co-ordinating long term growth and development plans between The City and other municipalities; and
(c) Developing strategies to address the needs for affordable housing in Calgary.

COMPOSITION:
Mayor
6 Councillors*

*(within the existing 6 Councillor positions, the 3 Inter-Municipal Committees must be represented)

Gas, Power and Telecommunications Committee

MANDATE:
To monitor and participate as necessary in regulatory proceedings only to protect the interests of The City of Calgary in its role of municipal government.

COMPOSITION:
4 Councillors*

*(No member is eligible to serve on the Gas, Power and Telecommunications Committee if also serving as a Director of Enmax Corporation)

Land and Asset Strategy Committee

MANDATE:
Overseeing the City's involvement in property transactions, and public policies and standards to which The Corporation's land and assets are managed by the Administration.

COMPOSITION:
7 Councillors

Legislative Governance Task Force

MANDATE:
To provide appropriate recommendations with respect to The City of Calgary's Legislative Governance practices.

The Task Force focuses on the following priorities:
1. Making Council more accessible and transparent to the public.
2. Making the Council decision-making process more efficient.
3. Increasing Accountability.

COMPOSITION:
Mayor;
6 Councillors

*(Chair SPC on CPS; Chair SPC on PUD; Chair SPC on T&T; Chair SPC on UCS; Chair of Audit Committee; 1 Councillor-at-Large)

Appendix B – Appointments

MANDATED MEMBER OF COUNCIL APPOINTMENTS			NON-MANDATED MEMBER OF COUNCIL APPOINTMENTS
IN SCOPE	**OUT OF SCOPE**		
	OTHER INTERNAL Board, Commission or Committee	**EXTERNAL** Board, Commission or Committee	**INTERNAL AND EXTERNAL** Board, Commission or Committee
Standing Policy Committees	Attainable Homes Calgary (2^M)*	Alberta Urban Municipalities Association (AUMA) (2)	Calgary Arts Development Authority (1)*
SPC on Community and Protective Services (7)	Audit Committee (4)	Calgary Regional Partnership (3^M)	Calgary Economic Development Authority (1)*
SPC on Planning and Urban Development (7)	Calgary Municipal Land Corporation (1^M)*	- Economic Prosperity Sub-Committee (1)	Calgary Homeless Foundation (1)
SPC on Transportation and Transit (7)	Calgary Housing Company (3)*	- Regional Servicing and CMP Implementation Sub-Committee (1)	Calgary Police Commission (2)**
SPC on Utilities and Corporate Services (7)	Calgary Parking Authority (2)	- Transportation and Mobility Sub-Committee (1)	Family and Community Support Services Association of Alberta (1)
Special Committees	Calgary Planning Commission (3^M)	Calgary Stampede Board (3^M)	Public Library Board (2)**
Gas, Power and Telecommunications Committee (4)	Co-ordinating Committee of the Councillor's Office (5)	Convention Centre Authority (2^M)	Silvera for Seniors (1 out of 2)
Intergovernmental Affairs Committee (7^M)	Corporate Pension Governance Committee (2)	Federation of Canadian Municipalities (1)	Regional Transportation Steering Committee (1)
Land and Asset Strategy Committee (7)	Emergency Management Committee (7)	Inter-Municipal Committee – Chestermere (2)	
Other	ENMAX (2)*	Inter-Municipal Committee – Foothills (2 out of 3)	
Legislative Governance Task Force (7^M)	Legacy Parks Fund Steering Committee (4^M)	Inter-Municipal Committee – Rocky View (2)	
Priorities and Finance Committee (7^M)	Local Emergency Committee (1^M)	Urban Municipalities Task Force (2)	
	NextCITY Advisory Committee (4^M)		
	RouteAhead Steering Committee (2)		
	Selection Committee for the Integrity Commissioner (3^M)		
TOTAL POSITIONS APPOINTED : 60^M	**TOTAL POSITIONS APPOINTED : 45^M**	**TOTAL POSITIONS APPOINTED : 16^M**	**TOTAL POSITIONS APPOINTED : 10**

(^{M}) Indicates the Mayor's appointment is mandated and accounted.

* Corporations/Wholly-Owned Subsidiaries

** Member of Council or Administration Appointment could be made

Appendix C – Questionnaire

The purpose of this Questionnaire is to assist the City Clerk's Office in evaluating the existing Council Committee governance model at The City of Calgary. The results will be aggregated by the City Clerk's Office. **Note:** Where feasible, links to relevant information will be provided.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Comments and Suggestions for Improvement
CURRENT GOVERNANCE MODEL						
1. Council Committee structure aligns with Council priorities: ➢ A prosperous city ➢ A city of inspiring neighbourhoods ➢ A city that moves ➢ A healthy and green city ➢ A well-run city						
2. Structure aligns with strategic alignment						
3. Current Council Committee structure allows Administration to effectively and efficiently achieve goals						
4. Current Council Committee structure facilitates Council achieving its legislated responsibilities						
5. Current Council Committee structure should be aligned with the Administration structure						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Comments and suggestions for improvement
CURRENT GOVERNANCE MODEL						
6. The optimal number of SPCs is four (4) Why or why not?						
7. Council Committee work should be re-directed from existing Council Committees to a "singular" Council Committee when a specific priority area arises (ie. Significant Capital Projects). If yes, what criteria should be utilized?						

SAMPLE

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Comments and suggestions for improvement
TERMS OF REFERENCE						
1. Standing Policy Committee on Community Services and Protective Services (a) The mandate is relevant (b) Composition is appropriate (c) Meeting frequency is appropriate (d) The right issues/topics are considered (e) Powers, duties or functions should be redistributed to other committees.						
2. Standing Policy Committee on Planning and Urban Development (a) The mandate is relevant (b) Composition is appropriate (c) Meeting frequency is appropriate (d) The right issues/topics are considered (e) Powers, duties or functions should be redistributed to other committees.						
3. Standing Policy Committee on Transportation and Transit (a) The mandate is relevant (b) Composition is appropriate (c) Meeting frequency is appropriate (d) The right issues/topics are considered (e) Powers, duties or functions should be redistributed to other committees.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Comments and Suggestions for Improvement
TERMS OF REFERENCE						
4. Standing Policy Committee on Utilities and Corporate Services						
(a) The mandate is relevant						
(b) Composition is appropriate						
(c) Meeting frequency is appropriate						
(d) The right issues/topics are considered						
(e) Powers, duties or functions should be redistributed to other committees.						
5. Priorities and Finance Committee (PFC)						
(a) The mandate is relevant						
(b) Composition is appropriate						
(c) Meeting frequency is appropriate						
(d) The right issues/topics are considered						
(e) Powers, duties or functions should be redistributed to other committees.						
6. Gas, Power and Telecommunications Committee						
(a) The mandate is relevant						
(b) Composition is appropriate						
(c) Meeting frequency is appropriate						
(d) The right issues/topics are considered						
(e) Powers, duties or functions should be redistributed to other committees.						

TERMS OF REFERENCE

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Comments and Suggestions for Improvement
7. Intergovernmental Affairs Committee						
(a) The mandate is relevant						
(b) Composition is appropriate						
(c) Meeting frequency is appropriate						
(d) The right issues/topics are considered						
(e) Powers, duties or functions should be redistributed to other committees.						
8. Land and Asset Strategy Committee						
(a) The mandate is relevant						
(b) Composition is appropriate						
(c) Meeting frequency is appropriate						
(d) The right issues/topics are considered						
(e) Powers, duties or functions should be redistributed to other committees.						
9. Legislative Governance Task Force						
(a) The mandate is relevant						
(b) Composition is appropriate						
(c) Meeting frequency is appropriate						
(d) The right issues/topics are considered						
(e) Powers, duties or functions should be redistributed to other committees.						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Comments and Suggestions for Improvement
MEETING EFFECTIVENESS & EFFICIENCY						
1. Council Committee meetings are effective						
2. Reports align with the powers, duties, and functions of the Council Committee						
3. Historic directions received from Council directed annual status reports for ongoing City initiatives that may or may not be relevant today. Reports that are for information only should be directed to Council Committees only and not to Council:						
(a) Includes previous reporting directed by Council						
(b) Includes only future direction `for information` reports						
(c) Includes both (a) and (b)						
4. Notices of Motion should be directed through a Council Committee prior to being placed on a Council Agenda						
5. As there are now electronic agendas available, Council Committee Reports should not be reproduced in the Council Agendas and replaced with a cover report of recommendations of Administration, Committee, and any bylaws required.						
6. All items originating at a Council Committee (with the exception of Bylaws) should be on the Council Consent Agenda						

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Comments and Suggestions for Improvement
MEETING EFFECTIVENESS & EFFICIENCY						
7. Pre-meetings and/or breakfast meetings for Committees are required and transparent						
8. The notification emails received for Council and Committee Meeting minutes are useful.						

SAMPLE