

Alternate Options

In concert with the stakeholder feedback received (and summarized in Attachment 5), research shows that a gap currently exists between committee mandates/Procedure Bylaw and practice. These gaps are presented in the table below.

Table 1: Gaps between Procedure Bylaw and Current Practice

Procedure Bylaw	Current Practice
SPCs are allowed to create and be responsible for working groups	New formal committees devoted to specific projects/areas of interest are formed by Council
<ul style="list-style-type: none"> SPCs are allowed to make decisions within their mandates PFC does not have decision making in their mandate PFC has the authority to guide work and oversee resource decisions 	Most decisions are made at the Council level
PFC has authority to receive Notices of Motion and direct them to Council or Council Committees	Notices of Motion go directly to Council
SPCs may receive for information reports on behalf of Council	Council receives many Information Only reports
Bylaw less specific for Standing Specialized Committees (SSC) than SPCs	Differences of interpretation
SPC agendas are set by Clerks	<ul style="list-style-type: none"> SPC agendas are set by Chair and General Managers. The PFC agenda consists primarily of items directed to the Committee by Council and by Administration according to PFC's mandate.

The gaps highlighted above indicate that significant improvements to governance could potentially occur by smaller, less resource intensive changes to current practices without needing any change to the current mandate of PFC.

Suggestions for improving governance that could be explored, including addressing meeting efficiencies and improving strategic focus, are provided in Table 2.

Table 2: Alternate Options for Further Examination

Alternate Options for Further Examination
<ul style="list-style-type: none"> Utilize the roles/powers of the PFC allowed in the Procedure Bylaw <ul style="list-style-type: none"> Explore meeting management tactics as outlined in the Procedure Bylaw Create and be responsible for sub-committees and working groups of PFC, within its mandate, and approve their Terms of Reference
<ul style="list-style-type: none"> Clarify the PFC agenda setting process, including; how it's accomplished, who is involved and how alignment to stated priorities (as outlined in the One Calgary: 2019-2022 Service Plans and Budgets document) will be achieved.
<ul style="list-style-type: none"> Utilize additional meeting management and workflow management tactics, including: <ul style="list-style-type: none"> alignment of PFC, SPC and Council agendas use of timed agendas for PFC
<ul style="list-style-type: none"> Cultivate/recognize, informally, different areas of particular knowledge or expertise of Councillors (e.g. by compiling and referencing a self-determined skills matrix for both Council and Citizen Committee members, in addition to a workload matrix, to support decisions at the Organizational Council Meeting).
<ul style="list-style-type: none"> Make minor modifications to the Procedure Bylaw to leverage the PFC's current mandate more effectively: <ul style="list-style-type: none"> Review Notices of Motion from elected officials and direct them to Council or Committees for debate, ensuring each includes an estimated cost and explanation of alignment with stated priorities (as outlined in the One Calgary: Service Plans and Budgets 2019-2022 document) Accept any Committee's reports for information on behalf of Council (e.g. via a PFC consent agenda) Allow PFC to make final decisions at the Committee level within their mandate. (Note: this might apply also to SPCs)