

**Chief Financial Officer's Report to
Priorities and Finance Committee
2019 July 02**

**ISC: UNRESTRICTED
PFC2019-0303**

Improving Governance and Efficiency of PFC Meetings – Final Report

EXECUTIVE SUMMARY

The purpose of this report is to provide update on the research and engagement activities undertaken and to make final recommendations to improve governance and efficiency of the Priority and Finance Committee (PFC) meetings. This report builds on the overall findings presented on 2019 April 02 in PFC2019-0302, Update on Foundational Research for Notice of Motion C2019-0073, which showed that extensive modifications to the mandate of PFC are not required at this time to achieve the desired improvements to governance and meeting efficiency.

Analysis of the feedback gathered through stakeholder engagement and research suggests that, in addition to the enhanced abilities of PFC through the changes to the Procedure Bylaw, governance could be improved through a process to assess Notices of Motions at PFC before coming to Council for vote. Additional suggestions regarding PFC meetings taken from stakeholder engagement have also been identified that may support the goals of good governance and meeting efficiency. These include: utilizing the meeting techniques set up by the Procedure Bylaw, aligning all Committee and Council agendas with Council approved plans and policies, and implementing administrative changes such as a timed agenda.

Although other municipalities, such as Edmonton, utilize a more cabinet approach model, few stakeholders engaged during this investigation expressed a desire to emulate that model. The benefits of the current system, which encourages equality by not having a “2 tier system”, would be disrupted by having specific Councillors take a formal lead role of specific matters.

Findings are outlined further in this report along with the recommendation and suggested approaches for improving governance and efficiency of PFC meetings. PFC may implement any of the suggestions the committee feels will support them in improving efficiency and effectiveness of the meetings.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council approves the procedure and criteria for Notices of Motions as described in Attachment 3.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 January 14 Council approved Motion C2019-0073, Achieving Good Governance through Optimizing Committee Mandates, which directed Administration to consult with Members of Council to examine options for revising the mandate of the Priorities and Finance Committee to evolve it into an executive committee.

On 2019 April 02 report PFC2019-0302, Update on Foundational Research for Notice of Motion C2019-0073, presented initial research and proposed Alternate Options to those in the Motion (Attachment 1) which were approved by Council. The PFC directed Administration to return to PFC on 2019 July 02 with a report following up on the recommendations.

On 2019 June 04 a revised version of Council's Procedure Bylaw was brought to PFC and subsequently approved by Council. The revised Procedure Bylaw addressed some of the Alternate Options listed in Table 1 below: specifically, it addressed subcommittees of PFC, Notices of Motions, PFC consent agendas and PFC decision making authority.

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BACKGROUND

The stakeholder engagement and research work completed to provide PFC with an initial background and scoping report was presented to PFC on 2019 April 02. This report presented options listed in the Table 1 as alternate opportunities than those presented in the initial motion.

Table 1: Approved Options for Further Examination

Approved 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 BylawCreate 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 agendasuse 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)

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In order to further develop and make recommendations based on the options listed above, municipal comparison research and stakeholder engagement occurred between April 02nd and

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early June. Following this engagement, each alternative was analyzed and pros and cons are presented (in Attachment 1).

Much of the feedback received from all stakeholders centered on:

- Identifying criteria to assess Notices of Motions,
- Aligning Council, PFC and SPCs with the Council-approved priorities and strategies within the One Calgary 2019-2022 Service Plans and Budgets, and
- Creating meeting efficiencies which benefit both Members of Council and Administration, and support effective working relationships between chairs and committee members.

Many of the options proposed have been resolved through PFC2019-0591, Amendments to the Procedure Bylaw, approved by Council on 2019 June 17. These include:

- PFC now has the authority to create and be responsible for subcommittees and approve their Terms of Reference,
- PFC will now use a consent agenda to receive briefing reports,
- PFC has the authority to make decisions within its mandate, and
- Notices of Motions will be directed to PFC.

Introducing Notices of Motions at the PFC, gives the committee the ability to assess these motions to ensure that they are well-crafted and have considered specific criteria before advancing to Council for vote. The criteria for vetting Notices of Motions being recommended for approval together with a proposed procedure, are found in Attachment 3, and include:

- Cost and resource requirement identified,
- Alignment with Council approved service plans and budgets and other Council approved policies,
- Technical accuracy,
- Within the legal authority of The City of Calgary, and
- Does not duplicate, or contradict, previously approved Council direction.

The results of stakeholder engagement and research also revealed several consistent ideas. These ideas are presented below and are highlighted as possible actions that may further support meeting efficiency and overall governance.

- Follow more closely the meeting protocols as described in the Procedure Bylaw.
- Continue the work of developing a strategic agenda setting process for PFC with a focus on One Calgary priorities and strategies.
- Implement a timed agenda.
- All Standing Policy Committees focus their agendas on One Calgary priorities and strategies.
- Identify budget for Councillors to attend conferences/courses in an area they wish to develop and share information learned with peers.
- Create (and use) a skills matrix to self-identify strengths/areas of development/areas of interest for increased Councillor training.
- Assess the skills required for each Committee, capture Councillor self-identified skillsets and use this information during committee selection.
- Create a one-page, quick tips summary for meeting timing for members of the PFC to support awareness of the flow and time limits laid out in the Procedure Bylaw.

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- Make amendments to the Procedure Bylaw so that the Chair of PFC is determined by the same method used to determine the chairs of all SPCs

Current Administration activities undertaken to support meeting efficiency and improved governance include the PFC agenda setting work currently being done to identify and group reports around Citizen Priorities and the recent changes to the PFC through the Procedure Bylaw.

Stakeholder Engagement, Research and Communication

To explore and develop the Alternate Options, stakeholder engagement occurred.

Engagement activities included meeting with:

- Various Members of Council
- Representatives from Administration

The feedback from stakeholders is presented in Attachment 2, and a brief summary of the key points is incorporated in the analysis of the options which is presented in Attachment 1.

Strategic Alignment

This report aligns with and supports the Citizen Priority of a Well-Run City. The exploration of the Options, intended to improve governance and optimize committee mandates, supports the continuous improvement approach The City of Calgary has taken to ensure a modern and efficient municipal government.

Social, Environmental, Economic (External)

Aligning the work of PFC and all other Council committees with the Council approved service plans and budgets can be used to focus the energy and talent of Members of Council and Administration, improving effectiveness at achieving agreed goals in all these areas.

Financial Capacity

Current and Future Operating Budget:

No budget has been identified at this time to support additional work on this topic; for example any assessment of the effect of implementing changes.

Current and Future Capital Budget:

None.

Risk Assessment

Council has the role to act in good faith and to adhere to the roles and responsibilities as set out through the *Municipal Government Act (MGA)*. Using criteria to assess Notices of Motions at the PFC before they are advanced to Council helps manage risks that could manifest and may keep Council from achieving the goal of maximizing value for citizens.

Good governance is enabled by informed and respectful discussion and debate. The suggestions put forward support: good governance by proposing methods that can be used to

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better inform Councillors, the strategic direction approved by Council in the One Calgary Plans and Budgets, and Councillors in meeting efficiency.

The risk of implementing the recommendations and ideas presented in this report is low. Further, implementation will reduce the overall risk of not achieving strategic goals.

REASON(S) FOR RECOMMENDATION(S):

The proposed procedure and criteria for vetting Notice of Motions comes from feedback gathered from engagement with Members of Council and Administration.

The recommendations and suggestions presented are intended to support good governance and meeting efficiency while respecting all stakeholder input.

ATTACHMENT(S)

1. Attachment 1 – Examination of Options
2. Attachment 2 – Summary of Engagement Results
3. Attachment 3 – Proposed Procedure for Notices of Motions