Council Policy

Title:	**Governance and Appointments of Boards, Commissions and Committees**
Number:	**CP2016-03**
Effective Date:	**2026 February 24**
Responsible Business Unit:	**City Clerk's Office**

1. POLICY STATEMENT

1.1 The City of Calgary (The City) is committed to open, inclusive and equitable management of the Boards, Commissions and Committees (BCCs) recruitment and appointments process. The resulting decisions and work of the BCCs supports good governance and a well-run City inclusive of Community members' leadership in governance.

1.2 The appointment of Public Members to serve on BCCs is important to The City in order to:

a) Bring specific skills and expertise that contribute to good governance;
b) Represent people interested in, and impacted by, City decisions and processes;
c) Represent specific groups of service users; and
d) Provide a variety of perspectives, reflecting the diversity of the community.

1.3 The appointment of Members of Council and Administration to serve on BCCs promotes collaboration and collective decision-making with Public Members, ensuring that Calgarians, communities and customers of The City are better served.

1.4 BCCs are created with a clear purpose and are provided the support and resources required to fulfill their mandate.

2. PURPOSE

2.1 The purpose of this Council policy is to establish guidelines respecting:

2.1.1 The establishment, mandate and disbandment of City BCCs and duties of City Chairs;

2.1.2 The process for appointing Council Members and Administration Members to BCCs; and

2.1.3 The process for appointing Public Members to BCCs.

3. DEFINITIONS

3.1 In this Council policy:

a. "Administrative Tribunal" means an independent quasi-judicial body that conducts hearings on individual cases, issues written decisions, is governed by the rules of administrative law and whose Members are appointed by Council.

b. "Administration Member" means a City of Calgary employee who has been appointed by Council to a BCC or their designate. An Administration Member may or may not be a voting Member.

c. "Administration Resource" means a City of Calgary employee who is assigned as a subject-matter expert or administrative support to a BCC. An Administrative Resource is not a voting Member of a BCC.

d. "Boards, Commissions and Committees" ("BCCs") means a City or External Board, Commission or Committee to which Council makes one or more appointments.

e. "Business Improvement Area" means a Business Improvement Area established under the *Municipal Government Act,* RSA 2000, c M-26.

f. "Chair" means the Chair of a City Board, Commission or Committee, excluding a Council Committee.

g. "City Board, Commission and Committee" means a BCC or other body established by The City of Calgary Council under the *Municipal Government Act,* RSA 2000, c M-26, or as required or allowed by other statutes. This does not include a Business Improvement Area or City of Calgary Wholly-Owned Subsidiary.

h. "*Code of Conduct"* means Council's *Code of Conduct for Public Members Appointed to Council Established Boards, Commissions and Committees* Policy (CP2022-05).

i. "Council Committee" means a Standing Policy Committee, Standing Specialized Committee, or a Sub-committee of those Committees.

j. "Elector" means a person that is eligible to vote in a General Election as legislated by the *Local Authorities Election Act* RSA 2000 c L-21.

k. “Eligibility” means minimum requirements that an applicant must meet to be appointed to a BCC.

l. “External Board, Commission or Committee” means a BCC or other body not established by The City of Calgary Council but whose membership includes a Council appointee;

m. “General Election” means an election held for all Members of Council to fill vacancies caused by the passage of time, in accordance with the *Local Authorities Election Act* RSA 2000 c L-21.

n. “Governance Document” means a document that outlines a BCC’s structure and includes items such as eligibility criteria, composition, mandate, and term lengths. A Governance Document may include legislation, a bylaw, a policy, a ministerial order or a terms of reference.

o. “Indemnification of Council Citizen Appointments” means Council’s Indemnification of Council Citizen Appointments to Council Established Municipal Boards, Commissions, Authorities and Committees Policy (#CC040).

p. “Interim member” means any Public Member appointed to a BCC in order to replace a Public Member on a Leave of Absence.

q. “Leave of Absence “means a pause in a Public Member’s current term of appointment with a defined start and end date.

r. “Member” means any individual appointed to a BCC by Council, including Members of Council, Public Members and Administration Members.

s. “Non-Binding Nomination” means a Public Member nomination submitted to Council by a specific group as outlined in a BCC’s Governance Document(s). Council may or may not appoint the nominee.

t. “Organizational Meeting” means the annual organizational meeting of Council as defined in *The Procedure Bylaw.*

u. “Public Member” means an individual who has been appointed to a BCC by Council who is not a Member of Council or City of Calgary Administration representative.

v. “Qualifications” means the specific skills and experience desired in Public Members to meet the needs of individual BCCs.

w. “Reserve List” means a list of applicants adopted by Council that may be used to fill a vacancy that occurs as a result of a Public Member not finishing a term, taking a Leave of Absence, and at other times the BCC requires.

x. “Resident” means an individual who lives within the boundary of the city of Calgary.

y. “Standing Policy Committee” (“SPC”) means a Committee of Council as established under *The Procedure Bylaw.*

z. “Sub-Committee” means a body established by Council or a Council Committee to deal with a specific sub-set of issues.

aa. “*The Procedure Bylaw*” means The City of Calgary Procedure Bylaw 42M2025.

bb. “Two-Thirds Vote” means a vote as defined in *The Procedure Bylaw.*

cc. “Wholly-Owned Subsidiary” means a corporation of which The City of Calgary is the sole shareholder.

4. APPLICABILITY

4.1 This Council policy does not supersede or replace legislation, ministerial orders or bylaws. This Council policy does not take precedence in the circumstance where Council has approved Governance Document(s) specific to a particular City BCC.

4.2 This Council policy applies to all BCCs other than a:
a) Business Improvement Area; or
b) City of Calgary Wholly-Owned Subsidiary.

5. PROCEDURE:

Part A: Establishment, Mandate and Disbandment of City BCCs, and Duties of City Chairs

5.1 Establishment of City BCCs

5.1.1 City BCCs are established by Council as permitted or required in the *Municipal Government Act,* RSA 2000, c M-26 and other legislation.

5.1.2 City BCCs will be created to provide advice, make decisions and recommendations to Council or adjudicate upon particular City matters.

5.1.3 Upon the establishment of a new City BCC, Council shall approve the City BCC's Governance Document(s) that includes:

a) Mandate;
b) Composition;
c) Term lengths and limits of Members;
d) Eligibility of Public Members;
e) Qualifications of Public Members;
f) Classification of the BCC (Schedule A);
g) Any specific recruitment or appointment requirements, including a source of funding, if applicable;
h) Reporting requirements; and
i) Sunset clause, if applicable.

5.1.4 Qualifications for Public Members as addressed in section 5.1.3(e) must describe the skills specific to each City BCC. Public Members are to collectively cover the range of required Qualifications, with individual Public Members bringing a variety of perspectives, interests, or skills. Public Members are not expected to have the same knowledge as Administration.

5.1.5 A new BCC's Governance Document(s) must be adopted by Council before any Member is recruited and appointed to the City BCC.

5.1.6 Where a City BCC is established by Council, or where an existing City BCC's Governance Document(s) were amended by Council, following the initiation of the recruitment campaign, resulting vacancies requiring filling in accordance with section 5.11 may not be filled at that year's Organizational Meeting.

5.2 Mandate of City BCCs

5.2.1 City BCCs are required to:

a) Meet regularly in accordance with their annual schedule;
b) Act within their mandate as directed by Council;
c) Set position descriptions for Public Members;
d) Participate in performance management of Public Members;
e) Comply with the sections that pertain to Committees in *The Procedure Bylaw* unless other procedures have been adopted by the City BCC;
f) Report to SPCs and Council as required; and
g) Participate in any other activities as directed by Council.

5.3 Disbandment of City BCCs

5.3.1 A review of the mandate, composition and resourcing of a City BCC classified as “Advisory”, “Interest Group”, or “Review” (Schedule A) will be brought forward to Council by the City Clerk’s Office through the Executive Committee every two years, with the first review occurring in 2018. The review will be done in collaboration between the City BCC’s Members, the City Clerk’s Office, Administration Resources, and other members of City Administration, as required.

5.3.2 Despite section 5.3.1, Council may at any time direct that a review be conducted.

5.3.3 A City BCC is disbanded by resolution of Council or repeal of its enabling bylaw.

5.4 Duties of City Chairs

5.4.1 Chairs of City BCCs are required to:

a) Chair meetings in accordance with *The Procedure Bylaw* or other adopted procedures as permitted in Section 4 of *The Procedure Bylaw;*
b) Participate in the City BCC recruitment and appointment process;
c) Participate in succession planning;
d) Manage performance evaluation of Public Members;
e) Speak on behalf of a City BCC when required by Council;
f) Coordinate with Administration for orientation and training of Members;
g) Notify the City Clerk’s Office in writing as soon as the Chair is made aware of a mid-term vacancy or Leave of Absence;
h) Act in accordance with the *Indemnification of Council Citizen Appointments* and *Code of Conduct* policies and any other subsequent Council policies or bylaws that govern City BCCs; and
i) Any other duties as directed by Council.

5.4.2 The Chair of a City BCC may delegate their responsibilities to their Vice-Chair(s).

5.5 City Clerk’s Office Staffing

5.5.1 The City Clerk’s Office will provide legislative services to City BCCs in accordance with the criteria outlined in Schedule C.

Part B: Appointment of Council Members and Administration Members to BCCs

5.6 Appointment of Council Members

5.6.1 Council Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

5.6.2 The appointment term for Council Members shall:

a) Be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
b) Terminate immediately upon leaving office.

5.6.3 Each year Councillors will provide a listing of their BCC appointment preferences to the City Clerk's Office. These preferences will be summarized and presented for Council's consideration for appointment at the annual Organizational Meeting of Council.

5.6.4 In the case of a mid-term Council Member vacancy, the City Clerk's Office will canvass all Councillors for interest in the applicable BCC and bring a report forward for Council make an appointment.

5.7 Appointment of Administration Members

5.7.1 Council shall appoint Administration Members to BCCs as applicable. The Chief Administrative Officer shall provide Council with recommendations for appointments.

5.7.2 Administration Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

5.7.3 The appointment term for Administration Members shall:

a) Be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
b) Terminate immediately upon leaving the employment of The City of Calgary.

5.7.4 In the case of a mid-term Administration Member vacancy, the City Clerk's Office will contact the applicable General Manager for a nomination and bring a report forward for Council make an appointment.

Part C: Appointment of Public Members to BCCs

5.8 Timing of Public Member Appointments

5.8.1 Public Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

5.9 Eligibility of Public Members

5.9.1 Applicants must satisfy Eligibility requirements in order to be selected for appointment.

5.9.2 Unless otherwise outlined in a BCC's Governance Document(s), Public Members must be:

a) Residents of Calgary; or

b) Indigenous persons who may reside outside of Calgary but are residents of the Calgary surrounding area within the Treaty 7 region, including those Indigenous persons who belong to the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapipiikani and Kainai First Nations; the Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation, and those persons who are Métis, including citizens of the Otipemisiwak Métis government residing in Foothills Métis District 1, Medicine Hat Métis District 2, Red Deer Métis District 3, Rocky View Métis District 4, Calgary Nose Hill Métis District 5 and Elbow Métis District 6; and

c) At least 18 years of age.

5.9.3 A BCC's Governance Document(s) may outline Eligibility requirements for Public Members that are in addition to the Eligibility requirements outlined in section 5.9.2.

5.9.4 Unless required by a BCC's Governance Document(s), Public Members are not required to be an Elector.

5.9.5 If the *Code of Conduct* is applicable to a Public Member, the Public Member must abide by that policy.

5.9.6 A Public Member must act in good faith in the performance of their duties, as outlined in Council's *Indemnification of Council Citizen Appointments* policy.

5.9.7 Public Members must maintain Eligibility status throughout their term.

5.9.8 In order to be eligible for appointment as Public Members, Applicants must not have been employed in the Administration of The City of Calgary within the year prior to the date of their application, unless otherwise specified by the BCC's Governance Documents.

5.10 Terms for Public Members

5.10.1 A Public Member's term will be:

a) As outlined in a BCC's Governance Document(s);
b) If terms are not outlined in a Governance Document(s), for a one or two-year term to allow for staggering;
c) For completion of a vacated term, unless otherwise outlined on a BCC's Governance Document(s); or
d) In the case of an Interim Member, for a term equivalent to the specified dates of a Leave of Absence

5.10.2 A Public Member ceases to be a Public Member at the end of their term.

5.10.3 A Public Member may serve up to a maximum of six consecutive years on a City BCC, unless otherwise outlined in a City BCC's Governance Document(s). The years served on a City BCC prior to the coming into force of this Council policy on 2016 April 25 are to be counted in the calculation of the Public Member's length of service.

5.10.4 Despite sections 5.10.1 to 5.10.3, a Public Member serves on a City BCC until their successor is appointed. The service of a Public Member beyond the appointed term shall not count toward the calculation of the limit on length of service as set out in section 5.10.3 if that extension is less than half the length of a term.

5.10.5 When an appointment is made to fill a vacancy during the last half of a term, the balance of the term shall not count toward the maximum length of service on the City BCC for the Public Member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.

5.10.6 The service of a Public Member whose Leaves of Absence pursuant to section 5.19 exceed half of their term of appointment will not be counted toward the maximum length of service.

5.10.7 When an Interim Member is appointed to fill a vacancy due to a Leave of Absence in accordance with section 5.21, during the last half of a term of

appointment, the balance of the term shall not count toward the maximum length of service on the City BCC for the Public Member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.

5.10.8 Despite section 5.10.3, a Public Member may serve on a City BCC more than six consecutive years by a Two-Thirds Vote of Council.

5.10.9 Appointments should be staggered where possible in order to maintain a BCC's organizational memory and continuity.

5.11 Recruitment of Public Members and Advertising

5.11.1 The City Clerk's Office shall conduct an annual recruitment and advertising campaign seeking applicants interested in being appointed to BCCs with Public Member vacancies.

5.11.2 The City Clerk's Office will facilitate all duties in relation to recruitment, advertising, preparation and distribution of applications, unless a BCC is exempt under section 5.12. Administration Resources may also support these processes.

5.11.3 Applications will be accepted for four weeks during August/September. The application deadline will be established by the City Clerk's Office.

5.11.4 Late applications will be submitted to Council at the Organizational Meeting of Council and may be accepted for consideration by a Two-Thirds Vote of Council.

5.11.5 The City's website and social media accounts will be used to advertise all vacancies. The BCC's website may also be used.

5.11.6 Vacancies may be advertised through a variety of multimedia sources including newspapers, trade bulletins, websites or newsletters of professional organizations, and community newsletters and networks. Advertising may vary depending on the BCC. Advertising shall specify:

a) The BCCs with vacancies;
b) The Public Member roles that are vacant;
c) The process for submitting applications;
d) The date, time and location of any information sessions; and
e) The deadline date for receipt of applications.

5.11.7 Advertising shall direct potential applicants to the City's website for more

detailed information on the BCC appointment opportunity and process.

5.11.8 If a BCC's Governance Document(s) outlines that Public Member vacancies are to be appointed through Non-Binding Nominations, these vacancies are not required to be advertised.

5.11.9 Qualifications that are in addition to those found in a BCC's Governance Document(s) that are needed to support a BCC's most current work plan, as identified by a BCC Chair, may be used in the recruitment and appointment of applicants.

5.11.10 The City will recruit and advertise through processes that attract a diverse pool of applicants. The City may cooperate with community agencies that recruit and train individuals from under-represented constituencies to improve diversity of the applicant pool.

5.11.11 The City may conduct advertised public information sessions as part of the advertised recruitment process. Applicant attendance at an information session is not mandatory.

5.11.12 Members of Council, Administration and Public Members may encourage qualified applicants to submit applications to enrich the applicant pool.

5.11.13 Council may by resolution approve the services of a search consultant with any advertised recruitment process to enhance the applicant pool and assist with the application intake, screening and short-listing process. In its approval, Council will approve funding to cover the costs of the search consultant's services.

5.11.14 Upon Council's adoption of a new City BCC's Governance Document(s), or amendment to an existing City BCC's Governance Document(s), Council shall direct whether or not an immediate recruitment and advertising campaign for the City BCC will be undertaken by the City Clerk's Office or if it is to be included in the next annual recruitment and advertising campaign.

5.11.15 When Council directs the City Clerk's Office to undertake an immediate recruitment and advertisement campaign, outside of the City Clerk's annual recruitment and advertising campaign, Council shall identify a source of funding for the City Clerk's Office.

5.12 BCCs Outside of the Annual City Clerk's Office Recruitment and Advertising Campaign

5.12.1 BCCs may be exempt from the annual City Clerk's Office recruitment and advertising campaign by resolution of Council. BCCs shall request an

exemption in sufficient time for a Council decision in May of each year.

5.12.2 An exempt BCC is responsible for:

a) The costs of conducting recruitment and advertising activities outside of the annual City Clerk's Office recruitment and advertising campaign;
b) Receiving and processing applications;
c) Submitting a report to the City Clerk's Office with recommendations for appointments;
d) Submitting the names and contact information of all applicants to the City Clerk's Office for the purpose of notification in accordance with section 5.17; and
e) Submitting the required information in sections (c) and (d) within the timeframe established by the City Clerk's Office for items to be submitted to the annual Organizational Meeting of Council.

5.12.3 The City Clerk's Office is responsible for notifying all applicants of their status as outlined in section 5.17.

5.13 Application Process for Public Members

5.13.1 Applicants are encouraged to apply through the electronic application form on The City's website. Hardcopy application forms will be available on The City's website or at the City Clerk's Office. A hardcopy application may be submitted by email, mail, or in person.

5.13.2 Public Members who are eligible to be reappointed for another term on a BCC will be notified by the City and must reapply through the application process as outlined in section 5.13.

5.13.3 To encourage a broad degree of participation by community members, no Public Member shall serve concurrently on more than one BCC unless Council determines there is a need.

5.13.4 Personal information collected during the application process is collected pursuant to the *Freedom of Information and Protection of Privacy Act* and will be used by Council, respective BCCs and Administration in conducting the appointment process and, in the case of an individual's appointment, in carrying out BCC business.

5.14 Deleted 2023 September 12 (EC2023-0869)

5.15 Appointment of Public Members to Administrative Tribunals and Advisory, Review and Interest Group BCCs

5.15.1 Section 5.15 applies to BCCs classified as “Administrative Tribunals”, “Advisory” or “Review” (Schedule A).

5.15.2 Section 5.15 applies to BCCs classified as “Interest Group” (Schedule A) for the appointment of any Public Members not filled by a Non-Binding Nomination.

5.15.3 Any Non-Binding Nominations received by the City Clerk’s Office will be provided to the BCC Chairs.

5.15.4 Applications that are received under section 5.13 by the City Clerk’s Office will be provided to the BCC Chairs. The Chair, Vice-Chair(s) and Administration Resources will use the BCC Qualifications and Eligibility requirements to short list two applications for each vacancy. Interviews may be conducted.

5.15.5 The Chair will submit the applicant short list to the City Clerk’s Office in accordance with the timeframe established by the City Clerk’s Office. The City Clerk’s Office will provide a report to the Nominations Committee with each BCC’s applicant short list.

5.15.6 The Nominations Committee will consider the applicant short lists and make recommendations to Council on which applicants should be appointed. The Nominations Committee may or may not recommend the applicants short listed by the BCC and may refer back to the complete pool of applications. A Chair may be asked to attend a Nominations Committee meeting to provide advice on their applicant short list. If the Nominations Committee, or Council, refers back to the complete pool of applicants, then:

a) the Nominations Committee must interview the applicant(s) in the case that the BCC’s short listing selection process included an interview component prior to appointment; or

b) the selected applicant(s) must be referred to the BCC Chair, or to a Selection Committee consisting of Members of Council, for completion of an interview in the case that the BCCs short listing selection process included an interview component. The BCC Chair will submit a recommendation to the City Clerk’s Office for presentation to Council.

5.15.7 The Nominations Committee shall follow the same process as set out in section 5.15.6 and shall recommend a Reserve List for each BCC to Council, if a sufficient number of applications was received. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.

5.15.8 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.15.1-5.15.7.

5.15.9 A BCC that is exempt under section 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC shall recommend two applicants for each vacancy. The BCC's report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

5.16 Appointment of Public Members to External, Oversight/Regulatory, Partner, Ad Hoc and Working Group/ Task Force BCCs

5.16.1 Section 5.16 applies to BCCs classified as "External", "Oversight/ Regulatory" or "Partner" (Schedule A).

5.16.2 Section 5.16 applies to BCCs classified as "Ad Hoc" or "Working Group/ Task Force" (Schedule A) if the BCC is a part of the annual City Clerk's Office recruitment and advertising campaign.

5.16.3 Any Non-Binding Nominations received by the City Clerk's Office will be provided to the BCC Chairs.

5.16.4 Applications that are received under section 5.13 by the City Clerk's Office will be provided to the BCC Chairs. The Chair(s), Vice-Chair(s) and Administration Resources will use the BCC Qualifications and Eligibility requirements to short list applications for each vacancy. Interviews may be conducted.

5.16.5 The Chair will submit the applicant short list to the City Clerk's Office in accordance with the timeframe established by the City Clerk's Office. The City Clerk's Office will provide a report to the Nominations Committee with each BCC's applicant short list.

5.16.6 A Chair may be asked to attend a Nominations Committee meeting to provide advice on the applications.

5.16.7 The Nominations Committee shall follow the same process as set out in section 5.15.6 and shall recommend a Reserve List for each BCC to Council, if a sufficient number of applications was received. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.

5.16.8 The City Clerk's Office will prepare a report with the Nominations Committee's appointment and Reserve List recommendations which will be considered by Council at its annual Organizational Meeting.

5.16.9 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.16.1-5.16.7.

5.16.10 A BCC that is exempt under 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC shall recommend two applicants for each vacancy. The BCC's report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

5.17 Notification of Appointed, Reserve List and Unsuccessful Applicants, and Retiring Public Members

5.17.1 Appointed Public Member and Reserve List applicants will be notified by the City Clerk's Office and by an official letter from the Mayor.

5.17.2 Unsuccessful applicants will receive an official letter from the Mayor thanking them for their interest.

5.17.3 Public Members who are not reappointed will be notified by the BCC Administration Resource and will receive an official letter from the Mayor thanking them for their service.

5.17.4 Public Members who retire will receive an official letter from the Mayor thanking them for their service.

5.17.5 Applicants who submitted late applications will be notified by the City Clerk's Office on whether or not their applications were considered by Council as outlined in section 5.11.4.

5.18 Mid-term Vacancies

5.18.1 A mid-term vacancy on a BCC is created when a Public Member resigns or vacates the position before the end of a term, effective the earliest of:

a) The date of resignation, submitted in writing to the Chair;
b) The date the Public Member ceases to be eligible;
c) The date the Public Member is removed by Council; or
d) The date of death or other incapacitation.

5.18.2 As soon as a Chair is made aware of a mid-term vacancy, they shall notify the City Clerk's Office in writing as outlined in section 5.4.1(g).

5.18.3 Upon notification of a vacancy, the City Clerk's Office shall contact the Reserve List applicants to determine if the applicants are still interested and available to serve as a Public Member. The resulting Reserve List will be submitted to Council and may be used to fill the vacancy.

5.18.4 If no Reserve List exists or the Reserve List applicants are unavailable to fill a vacancy, the City Clerk's Office shall submit a vacancy report to the Nominations Committee.

5.18.5 The Nominations Committee shall determine if the vacancy is to be filled for the balance of the term. The Nominations Committee will recommend to Council which applicants to appoint. If there are no eligible applicants remaining from the previous City Clerk's recruitment campaign, the Nominations Committee may recommend to Council that a new recruitment and advertising campaign be conducted to fill the vacancy. The Nominations Committee will recommend to Council that funding be approved for additional advertising and recruiting. If a vacancy is to be filled, it shall be filled within 60 days from the date the Nominations Committee is notified that the vacancy has occurred.

5.18.6 The Nominations Committee may conduct interviews and/or consult with a BCC Chair when considering a mid-term vacancy.

5.19 Leave of Absence

5.19.1 Section 5.19 applies to Public Members appointed to BCCs who are subject to the Council policy on *Code of Conduct for Public Members Appointed to Council Established Boards, Commissions and Committees* (CP2022-05). It does not apply to Public Members appointed to:

a) Corporations;
b) Quasi-judicial boards;
c) City of Calgary Wholly Owned Subsidiaries;
d) The Calgary Public Library;
e) Business Improvement Areas; or
f) External BCCs.

5.19.2 Section 5.19 does not supersede or replace legislation, ministerial orders or bylaws. Section 5.19 does not take precedence in the circumstance where Council has approved Governance Document(s) specific to a particular City BCC.

5.19.3 Public Members are eligible for a Leave of Absence to address personal circumstances such as bereavement, family responsibility, maternity, parental, caregiver, or medical leave. A Public Member is not required to initiate a Leave of Absence when unable to attend a single meeting.

5.19.4 Public Members are not eligible for a Leave of Absence to advance professional or personal education opportunities.

5.19.5 A Leave of Absence may be initiated by a Public Member upon notification to the Chair, or in the case of the Chair requiring a leave, the Vice-Chair, of:

a) The start and anticipated end date;
b) The reason for leave in general terms; and
c) Should an extension be required, a revised anticipated end date.

5.19.6 A Chair or Vice-Chair who is made aware of a Leave of Absence shall notify the City Clerk's Office in writing as outlined in section 5.4.1 (g).

5.19.7 A Public Member shall not participate in BCC meetings or other events and shall not be expected to fulfill the duties of a Member during a Leave of Absence.

5.19.8 If a Public Member receives remuneration, the remuneration shall be reduced equivalent to the Leave of Absence period.

5.20 Member Terms and Short-Term Leave of Absence

5.20.1 A short-term Leave of Absence is between 0 and 16 weeks in duration, with no requirement to fill the vacant position.

5.20.2 A Public Member's term expiry date is not lengthened by a short-term Leave of Absence.

5.20.3 The time spent by a Public Member on short-term Leave of Absence is counted as part of the Member's maximum consecutive years of service.

5.21 Member Terms and Long-Term Leave of Absence

5.21.1 A long-term Leave of Absence is greater than 16 weeks in duration, and the Chair, or in the case of the Chair requiring a long-term Leave of Absence, the Vice-Chair, may choose to fill the vacant position.

5.21.2 A Public Member's term expiry date is not lengthened by a long-term Leave of Absence

5.21.3 If the Public Member's term of appointment expires as or before the Leave of Absence does, the Public Member will be invited to re-apply foran additional term and will be considered along with other re-applying members, in accordance with section 5.13

5.21.4 When a term includes one or more long-term Leaves of Absence, a Public Member's maximum consecutive years of service is calculated in accordance with section 5.10.6

5.22 Public Member Recognition Event

5.22.1 The City Clerk's Office (Protocol) will host Council's annual recognition event for outgoing Public Members who served on various BCCs for at least one year.

6. SCHEDULES

6.1 Schedule A: Classification and Criteria of Boards, Commissions and Committees

6.2 Schedule B: DELETED

6.3 Schedule C: City Clerk's Office Staffing

7. AMENDMENTS

Date of Council Decision	Report / Bylaw	Description
2026 Feb 24	EC2026-0039	Council approved an amendment introducing a timeline for when a former member of Administration may be appointed to a BCC.
2024 May 28	EC2024-0376	Council adopted amendments to allow Indigenous persons who may reside outside of the City of Calgary but are residents of the Calgary surrounding area within the Treaty 7 region, to be appointed as Public Members on City BCCs.
2023 September 12	EC2023-0869	Council adopted amendments to align policy with Procedure Bylaw 35M2017, including deletion of Schedule B.
2022 October 25	C2022-1020	• Council adopted provisions to allow for short-term and long-term leaves of absence. • Added definitions for “Interim member” and “Leave of Absence”
2021 July 05	C2021-0771	Council deleted 5.14.8 and 5.18.7; amended the Nominations Committee’s Terms of Reference located in Schedule B to align with the approved 2021 Council Calendar and allow for a meeting of the Nominations Committee in the year of a General Election.
2018 April 23	PFC2018-0444	Council adopting the following amendments: • Definitions: - Amended the definition for Business Revitalization Zone to include Business Improvement Area - Amended the definition of Council Committee by removing Priorities and Finance Committee • Added the appointment of Public Members for Administrative Tribunals • Changed the application period from June to August/September • Added a section for Public Member Recognition Event
2017 July 31	PFC2017-0433 Bylaw 35M2017	Bylaw 44M2006 is repealed and replaced with Procedure Bylaw 35M2017.
2017 April 24	PFC2017-0260	Council adopted amendments with respect to the application process, Reserve List, and Nomination Committee. Minor amendments adopted to bring greater clarity and bridge implementation gaps.

8. REVIEWS

Date of Policy Owner’s Review	Description

2026 September 23	Clerical correction - updated references to *The Procedure Bylaw* and Chief Administrative Officer
2018 April 23	Additions and deletions to Schedule A: - Various BRZs changed to BIAs - External BCCs ▪ Calgary Metropolitan Region Board added ▪ Calgary Safety Council removed (disbanded) ▪ The Provincial Utilities Consumer Advocate Governance Board removed ▪ Urban Municipalities Task Force removed - Interest Group ▪ Livery Transport Advisory Committee removed (disbanded) ▪ Mall Programming Fund Management Committee moved from Interest Group to External - Oversight/Regulatory ▪ Calgary Emergency Management Agency (CEMA) removed - Review ▪ Name changed from 'Protective Services Citizen Oversight Committee' to 'Calgary Transit Public Safety Citizen Oversight Committee' - Priorities and Finance Committee moved from SPC to SSC - Working Group/Task Force ▪ 2026 Olympic and Paralympic Winter Games Council Committee added *(PFC2018-0444)*
2017 February 22	Additions to Schedule A as the below Boards, Commissions and Committees predate the adoption of this Council policy: - Calgary Emergency Management Agency (CEMA) - Co-ordinating Committee of the Councillors' Office Mall Programming Fund Management Committee
2016 December 31	Disbandment – remove from Schedule A: - Legacy Parks Fund Steering Committee - Land and Asset Strategy Committee - Legislative Governance Task Force *(2016 July 25, LGT2016-0585)*
2016 November 28	Name change – update Schedule A: From 'Fourth Street South West Business Revitalization Zone' to '4th Street South West Business Improvement Area' *(CPS2016-0826 and Bylaw 59M2016)*
2016 November 28	Name change – update Schedule A: From 'Victoria Park Business Revitalization Zone' to 'Victoria Park Business Improvement Area' *(CPS2016-0826 and Bylaw 57M2016)*
2016 November 28	Name change – update Schedule A: From 'Kensington/Louise Crossing Business Revitalization Zone' to 'Kensington Business Revitalization Zone' *(CPS2016-0826 and bylaw 56M2016)*
2016 November 28	Name change – update Schedule A: From 'Bowness Business Revitalization Zone' to 'Mainstreet Bowness

	Business Improvement Area' *(CPS2016-0826 and Bylaw 55M2016)*
2016 November 28	Name change – update Schedule A: From 'Montgomery Business Revitalization Zone' to 'Montgomery on the Bow Business Improvement Area' *(CPS2016-0826 and Bylaw 54M2016)*
2016 November 07	Name change – update Schedule A: From 'Chinatown District Business Revitalization Zone' to 'Chinatown District Business Improvement Area' *(C2016-0854 and Bylaw 49M2016)*
2016 October 24	Remove from Schedule A: NextCITY Advisory Committee *(N2016-0657, Acknowledged as an Administration Committee)*
2016 October 12	Update on status and removal from Boards, Commissions and Committees – remove from Schedule A: Local Authorities Pension Plan Board of Trustees
2016 September 26	Name change – update Schedule A: From 'Taxi Limousine Advisory Committee' to 'Livery Transport Advisory Committee'. *(CPS2016-0633)*
2016 September 26	Disbandment – remove from Schedule A Prince's Island Park Management Advisory Committee *(CPS2016-0748)*
2016 July 25	Disbandment – remove from Schedule A: eGovernment Strategy Advisory Committee *(PFC2016-0148)*
2016 June 20	Adoption of a new Task Force – add to Schedule A: Community Representation Framework Task Force *(CPS2016-0393)*
2016 April 11	Disbandment – remove from Schedule A: Selection Committee for the Integrity Commissioner *(2016 September 12, Bylaw Tabulation 36M2016)*

Schedule A

Classification and Criteria of Boards, Commissions and Committees

When a City Board, Commission or Committee (BCC) is created it will be classified in accordance with the descriptions outlined in this schedule.

Determination of which classification a BCC belongs in should be based on the ***primary*** function of the BCC, recognizing that the body may also have work related to one or more of the other categories.

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
Ad Hoc	• Established to provide oversight or provide recommendations to Council on matters that occur or require attention from time to time. • Meets on an ad hoc basis. • Members of Council, Public Members and/or Administration may be appointed. • Reports to Council directly or through an SPC.	Example: 1) Nominations Committee	5.16 - for Public Member vacancies that are a part of the annual City Clerk's Office recruitment and advertising campaign.
Administration Committee	• Established by Administration. • Establishment and terms of reference are not adopted by Council. • Council makes no appointees. • Membership shall not include Members of Council. • Members of Council may attend meetings but may not vote on decisions.	Example: 1) Pension Governance Committee	Not applicable.
Administrative Tribunal	• Established to decide appeals as a quasi-judicial body under legislation. • Authority is delegated by bylaw. • Decision-making is governed by the rules of administrative law including the duty of fairness and impartiality.	1) Assessment Review Boards* 2) Licence and Community Standards Appeal Board* 3) Subdivision and Development Appeal Board*	5.15

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
	• Decisions may be appealed to a higher jurisdiction. • Membership shall consist only of Public Members and not Council Members or Administration.		
Advisory	• Established to provide public or expert input and advice to Council on varying issues. • As an Advisory BCC's role is to give advice from the public to Council, Members of Council shall not be appointed. Administration Members may be appointed. • Reports to Council directly or through an SPC.	1) Advisory Committee on Accessibility* 2) BiodiverCity Advisory Committee* 3) Calgary Aboriginal Urban Affairs Committee* 4) Calgary Heritage Authority*	5.15
Business Revitalization Zone (BRZ) Business Improvement Area (BIA)	• Established under the *Municipal Government Act,* RSA 2000, c M-26. • Enabled by bylaw. • Public Members are elected at the BRZ/BIA's annual general meeting and appointed by Council.	Example 1) 17th Avenue Retail & Entertainment District BIA* 2) 4th Street South West BIA* 3) Beltline BIA* 4) Bridgeland BIA* 5) Calgary Downtown Association BIA* 6) Chinatown District BIA* 7) Crescent heights Village BIA* 8) Greenview Industrial BIA* 9) Inglewood BIA* 10) International Avenue BRZ* 11) Kensington BRZ* 12) Mainstreet Bownes BIA* 13) Marda Loop BIA* 14) Montgomery on the Bow BIA* 15) Victoria Park BIA*	Not applicable.

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appoint-ments Policy Section
External	• Not established by The City of Calgary but membership includes a Council appointee. • Members of Council, Public Members and/or Administration may be appointed.	1) Alberta Municipalities 2) Bow River Basin Council 3) Calgary Airport Authority* 4) Calgary Homeless Foundation 5) Calgary Metropolitan Region Board 6) The City of Calgary/City of Chestermere Inter-Municipal Committee 7) East Paskapoo Slopes Joint Advisory Committee 8) Family and Community Support Services Association of Alberta 9) Federation of Canadian Municipalities 10) Inter-Municipal Committee - Foothills 11) Inter-Municipal Committee – Rocky View 12) Mall Programming Fund Management Program 13) Calgary International Airport Development Appeal Body*	5.16
Interest Group	• Established when advice or delegated work is desired from specific professional, industry or community groups.	Example 1) Urban Design Review Panel*	5.15 - for appointments that are not filled by Non-

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
	• The majority of membership is composed of Non-Binding Nominations submitted to Council from specific organizations, industries, community groups and/or other BCCs. • Members of the general public and Administration may also be appointed but not Members of Council.		Binding Nomination
Oversight/ Regulatory	• Established to perform oversight, regulatory or operational functions as required by legislation and/or bylaw. • These bodies may be used where Council wishes to have particular decisions made and functions performed at arm's-length from the political process or Administration. • Does not include quasi-judicial bodies established to decide appeals (see Administrative Tribunal). • Members of Council, Public Members and/or Administration may be appointed.	Example 1) Audit Committee* 2) Calgary Planning Commission* 3) Calgary Police Commission* 4) Combative Sports Commission* 5) Emergency Management Committee	5.16
Partner	• Established as an organization operating independently from The City. • Resources of The City are invested in and managed by the body, including operational and capital funding, land, buildings, artefacts and liaison support. • May be a body supported by Community Services through Civic Partners. • Members of Council, Public Members and/or Administration may be appointed.	Example 1) Convention Centre Authority* 2) Calgary Public Library Board* 3) Calgary Stampede Board 4) Calgary Technologies Inc.* 5) Lindsay Park Sports Society 6) McMahon Stadium Society 7) Parks Foundation Calgary 8) Saddledome Foundation* 9) Silvera for Seniors* 10) Tourism Calgary* 11) Winsport	5.16
Review	• Established to review specific matters that occur from time to time. • Review decisions and investigations of Administration to determine if established processes were followed.	Example 1) Calgary Transit Access Eligibility Appeal Board*	5.15

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appoint-ments Policy Section
	• May make recommendations for follow-up or change Administration's decisions. • As these bodies are established to conduct an arm's-length review of Administration decisions and investigations, appointees should only include Public Members. Non-voting Administration Members may be appointed to provide expertise advice.	2) Calgary Transit Public Safety Citizen Oversight Committee*	
Standing Specialized Committees	• Established as Special under *The Procedure Bylaw.* • Recommends action to Council on a special set of Council issues. • Reports directly to Council. • Membership is primarily Members of Council but may include Public Members and/or Administration Members. • Reports directly to Council.	Example 1) Executive Committee 2) Intergovernmental Affairs Committee 3) Council Services Committee	Not applicable.
Standing Policy Committee (SPC)	• Established as an SPC under *The Procedure Bylaw.* • Responsible for policy formulation for Council and decision-making within existing Council policy. • Membership includes Members of Council only. • Reports directly to Council.	Example 1) Community development Committee 2) Infrastructure and Planning Committee	Not applicable.
Sub-Committee	• Established by Council or a Council Committee to deal with a specific sub-set of issues. • Membership includes Members of Council and may include Administration Members. • Reports directly to Council or through an SPC.	Example: 1) Calgary Metropolitan Regional Board-Voluntary Policing Services Subcommittee 2) Calgary Metropolitan Region Board – Governance Committee 3) Calgary metropolitan Regional Board-intermunicipal Servicing Committee	Not applicable.

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
Wholly-Owned Subsidiary	• Established as a corporation of which The City of Calgary is the sole shareholder. • Directors are appointed in accordance with the corporation's Governance Documents.	Example 1) Attainable Homes Calgary Corporation 2) Calgary Arts Development Agency 3) Calgary Economic Development Limited 4) Calgary Film Centre Limited 5) Calgary Housing Company 6) Calgary Municipal Land Corporation 7) Opportunity Calgary Investment Fund Limited	Not applicable.
Working Group/ Task Force	• Established to oversee a short-term project or develop/review a policy for Council consideration. • Terms of reference will include timelines for when the body is to be disbanded. • Members of Council, Public Members and/or Administration may be appointed.	Example 1) Council Compensation Review Committee*	5.16

Schedule B

Deleted on 2023 September 12, EC2023-0869

Schedule C

City Clerk's Office Staffing

Criteria for the City Clerk's Office to Provide Legislative Services for a Board, Commission or Committee

1. The City Clerk is responsible for maintenance of the Council record for The City. When the City Clerk records for a City Board, Commission or Committee (BCC), all resulting documentation becomes a part of this Council record.

2. The City Clerk's Office provides legislative services for all meetings of Council and Council Committees in accordance with *The Procedure Bylaw*.

3. The criteria for the City Clerk's Office providing legislative services for City BCCs other than a Council Committee are that the BCC must:

    a) Be formed by Council under the *Municipal Government Act* RSA 2000 c M-26;
    b) Have all Members appointed by Council;
    c) Have at least one Member of Council appointed as a voting Member;
    d) The City BCC must not be a local government body in its own right as defined in the definitions section of the *Freedom and Information and Protection of Privacy Act* RSA 2000 F-25;
    e) Not be subject to the *Personal Information Protection and Electronic Documents Act* or equivalent Alberta legislation;
    f) Have in its mandate the ability to decide, advise or recommend policy to Council or its committees, or make decisions involving City budget funds; and
    g) Not be self-funded.