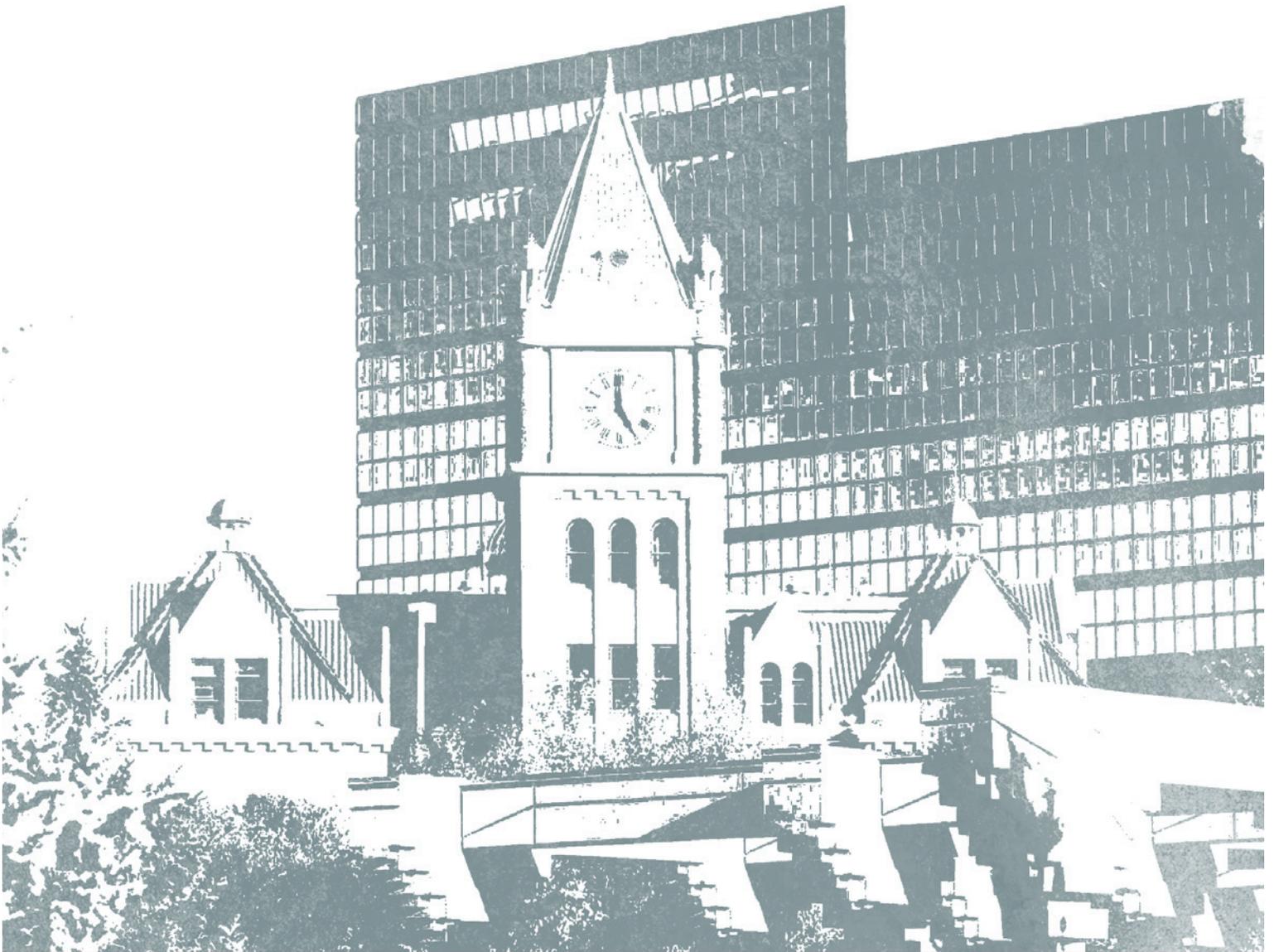


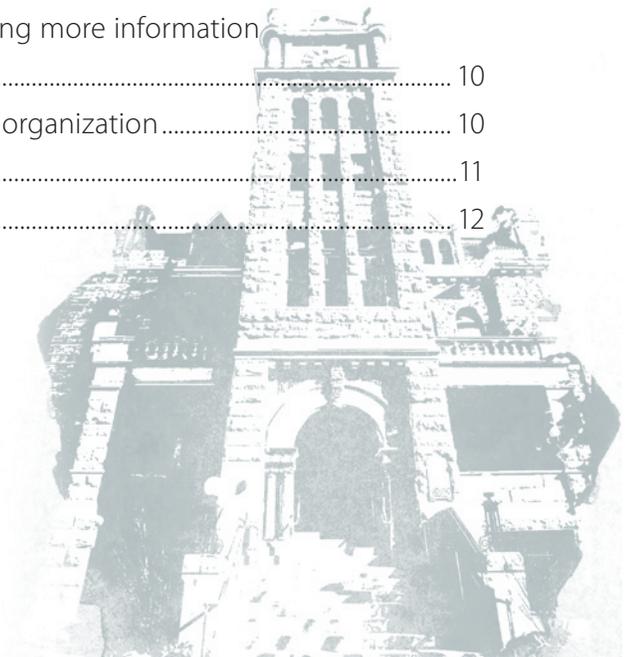
Calgary



CITY CLERK'S OFFICE
2014 ANNUAL REPORT

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Message from the City Clerk

Thank you for your interest in the City Clerk's Office annual report. This past year has been both productive and innovative for the City Clerk's Office. In an effort to provide direction and alignment to the Business Unit, we launched a new mission and vision to reflect the leadership role the City Clerk's Office staff plays in delivering a wide range of services. This leadership is also reflected in our *Action Plan* submission, which identifies how we align with Council Priorities, outlines our budget and defines performance measures for some of our services.

In this report we provide you with the opportunity to learn more about the variety of services offered by City Clerk's Office to Calgarians, Council and The Corporation. I'm proud to highlight the great work that our employees do every day.

Sue Gray, Director/City Clerk



Sue Gray

Who we are

The City Clerk's Office is a business unit within the Corporate Administration department of The City of Calgary, and reports through the City Manager. The City Clerk's Office provides leadership in delivering open, accessible, and impartial government to Calgarians, Council and The Corporation. Through expertise and innovation, the City Clerk's Office offers a wide range of services that both support the organization and deliver services directly to citizens.

To effectively deliver this range of services, The City Clerk's Office has four divisions, with 61 permanent, full-time employees, in three locations:

- Administrative Services (Municipal Complex)
- Election & Information Services
(1103 55th Ave. N.E.)
- Legislative Services (Municipal Complex)
- Quasi-Judicial Boards (1212 31st Ave. N.E.)

Vision and Mission

In 2014 the City Clerk's management team created a vision and a mission for the business unit. These statements are meant to reflect the range of services provided but also the values that support them:

Vision: Leaders in delivering open, accessible and impartial government.

Mission: Delivering open, accessible and impartial government for Calgarians, Council and The Corporation, through expertise and innovation and in accordance with legislation.

City Clerk's Office services and structure

Administrative Services

Through three distinct sections, Administrative Services delivers key services to a variety of customers and stakeholders, including citizens, Council, The Corporation, and the rest of the City Clerk's business unit.

Corporate Records: Records Management & Archives

Corporate Records Management & Archives is responsible for ensuring that The City is able to manage, provide, protect and preserve its records in order to meet operational, legal, fiscal and archival requirements. Responsible for implementing and managing the Records Management Program, this group coordinates activities throughout The Corporation through policies, standards, consultation, training and leadership. This group also administers and promotes the Corporate Records Classification and Retention Schedule, which governs the retention of all official records in The Corporation.

The Archives group manages and maintains the corporate memory of The City of Calgary. Its purpose is to identify, acquire, preserve, and make accessible, archival material in the form of civic and private records, which document the structure, functions, activities, and history of The Corporation of The City of Calgary and its predecessors.

Citizen Recognitions & Protocol

Citizen Recognitions & Protocol performs several important functions on behalf of The Corporation. A key role for this section is to provide leadership in The City's conduct on all matters relating to protocol. These functions include proclamations, flag raisings and half-masts, as well as coordinating and managing dignitary visits and other high profile ceremonies and



events involving the Mayor or members of Council. This section leads key citizen recognition programs, including recognitions in council, select sports recognitions, the Calgary Awards program, as well as letters of recognition on behalf of the Mayor. Business units also rely on Citizen Recognitions & Protocol for advice, guidance, and expertise.

Administration Services

Administration Services provides a variety of services and performs a number of functions on behalf of the business unit. This area is responsible for managing the City Clerk's reception, and administering several programs including City pins, personalized street signs, and the Corporate Gift Room. Other responsibilities include support to Council and Committees including the provision and maintenance of all Council and Committee meeting facilities, audio/visual equipment and services, and catering services for Council functions.

Administration Services also performs and coordinates strategic work for the business unit, such as business planning and budgeting, annual progress and accountability reporting, risk management, inventory management, and continuity planning, among other initiatives.

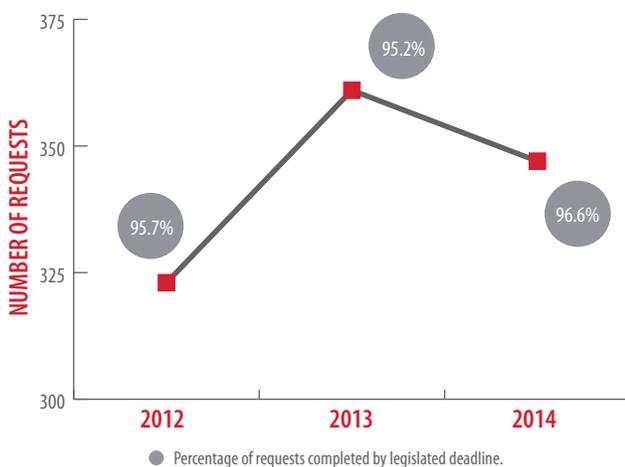
Election & Information Services

Election & Information Services manages The City's Freedom of Information and Protection of Privacy (FOIP) responsibilities, administers the annual City of Calgary census, and is responsible for carrying out all municipal and school board elections.

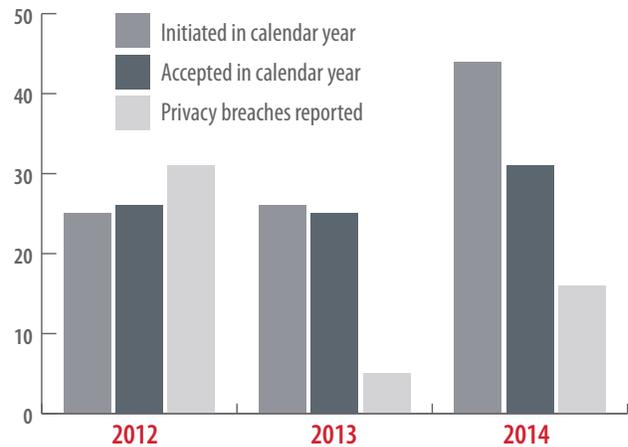
Census & Elections

The Census and Election section administers the annual civic census, conducted in accordance with the *Municipal Government Act*, during which information is collected by numerous census-takers or citizen online self-complete (in 2015). This information is used by The City for planning and program delivery, and by the Province for granting purposes. The information is also used by a variety of outside agencies including community groups, businesses, charities, and researchers. This group also plans and carries out all elections and by-elections for the municipality and for Calgary-area school boards. Petitions – formal requests to those in authority for action to be taken - submitted under sections 219-226 of the *Municipal Government Act* are also received and administered.

Access to information requests made of The City of Calgary



Privacy Impact Assessments (PIA)



Information Services

Information Services manages The City's responsibilities with respect to the *Freedom of Information and Protection of Privacy Act*, (FOIP). All requests for information made under the Act by members of the public, media, and other interested parties are received and processed by this group, which also provides training, education, and consultation to assist The Corporation in ensuring all FOIP responsibilities are met. This area also promotes best practices with respect to proactive and routine disclosure. Similarly, the group also addresses privacy inquiries from members of the Office of the Information and Privacy Commissioner of Alberta, public, media, and employees, and reviews and accepts/declines Privacy Impact Assessments (PIA) and Access Impact Assessments (AIA) to assist City business units in ensuring all privacy issues have been appropriately identified and adequately addressed.

Legislative Services

The Legislative Services division manages The City’s legislative governance processes, ensuring fair, open and democratic processes are followed. The division maintains and ensures public access to Council and Committee agendas, meeting minutes and bylaws. The division also manages and coordinates The City’s Boards, Commissions and Committees appointment processes; develops Council’s annual meeting calendar; maintains the care and custody of all City of Calgary bylaws, contracts and agreements; and manages and coordinates the Council’s Policy Library Program.

Governance & Policy

This section manages the member recruitment and appointment process for Council’s annual Organizational Meeting and for mid-year appointments as they occur, in accordance with the *Municipal Government Act* and provides recommendations to Council and Administration on governance and legislative requirements for 80+ boards, commissions and committees.

This section also manages the Council Policy Program, including developing and advancing new and amended policies when directed by City Council, providing advice to The Corporation’s policy writers on policy development and compliance, coordinating a policy review process for The Corporation and making policies available to the public through

the online Council Policy Library. This unit also manages the review, execution and custody of contracts and agreements requiring the signature of the City Clerk, and has custody and control of The Corporation’s corporate seal.

Legislative Coordination

The Legislative Coordination section manages The City’s legislative processes by providing meeting management services to meetings of Council and its committees. This service includes providing advice on procedural matters to the Mayor, Chairpersons, and Committee members, as well as recording motions and minuting decisions. Outside of meetings, staff also prepare and distribute agendas, coordinate with internal and external stakeholders on agenda item content, prepare reports to Council resulting from Committee meetings, and publish Council content online. These core functions ensure the activities of legislative bodies are conducted according to provincial legislation and City bylaw, and are accessible to the public.

The Legislative Coordination section also maintains the care and custody of the Official Corporate Record and is responsible for the official Bylaw Register; the maintenance of which includes ushering bylaws through the legislative process from numbering through approval tracking, to publication and the preparation of office consolidations.

Meetings supported and staffed by Legislative Coordination staff

	2012	2013	2014
Number of Council meetings	32	31	32
Hours of Council meetings	329.25	333.25	371.25
Number of committee meetings	120	88	108
Hours of committee meetings	277.25	209.25	316.75

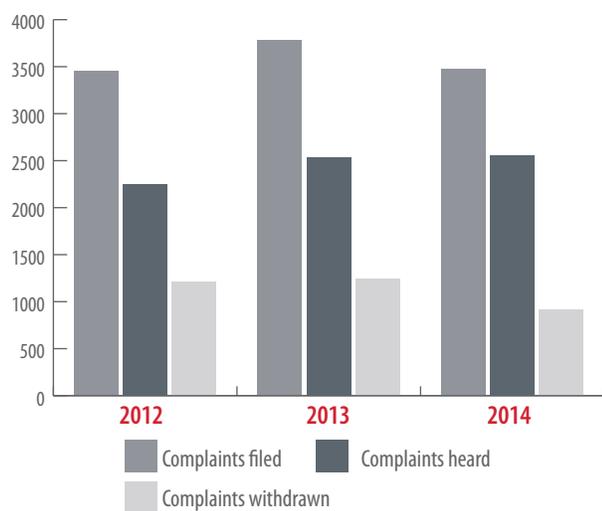
Quasi-Judicial Boards

The Quasi-Judicial Boards (QJB) division ensures that citizens have access to an impartial process to file an appeal or complain about certain decisions made by The City. This division supports three independent boards of subject matter experts and community representatives. Staff at the QJB provide a number of services to support the boards, including ensuring compliance with various legislation and regulations, receiving and processing appeals and associated fees, scheduling and notifying all parties of hearings, performing administrative duties and generally supporting the work of the boards.

Assessment Review Board

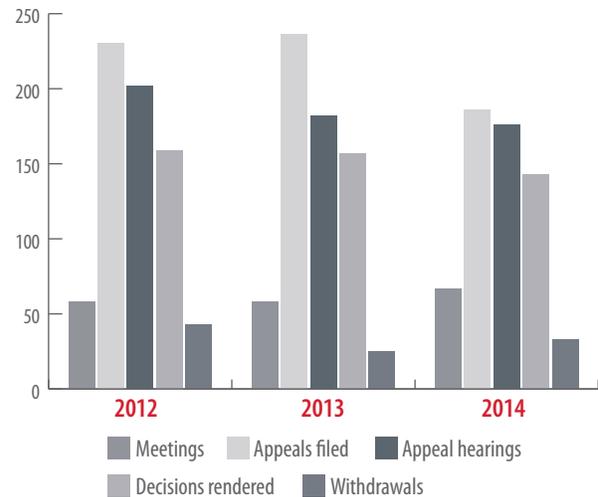
Supporting the largest of the quasi-judicial boards, the Assessment Review Board (ARB) hears the formal complaints of property and business owners who disagree with the assessed values of properties and businesses. The ARB is organizationally and functionally independent from The City's Assessment business unit, which assesses properties and businesses. This section supports the work of over 35 Council-appointed citizen board members, including a Board Chair and two Vice-Chairs, as well as working with members of the Alberta Municipal Government Board.

Calgary Assessment Review Board



There are no outstanding complaints as of May 8, 2015

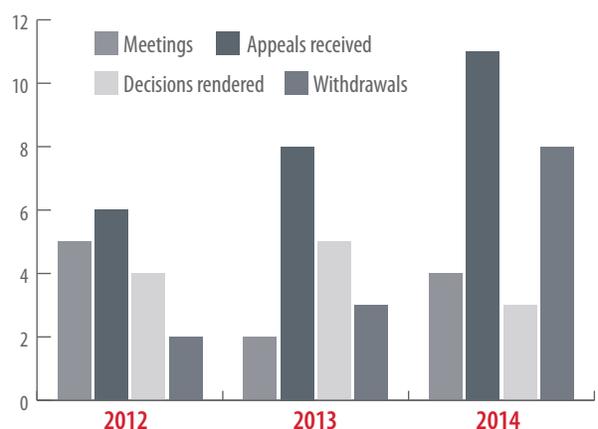
Calgary Subdivision and Development Appeal Board



City Appeal Boards

The City Appeal Boards is charged with supporting the operations of two boards. The Calgary Subdivision and Development Appeal Board (SDAB) hears appeals of decisions made by The City's development or subdivision approving authorities, and enforcement orders under the *Municipal Government Act* (MGA). The Licence and Community Standards Appeal Board (LCSAB) hears a variety of different types of appeals relating to decisions made under City of Calgary bylaws. It also hears appeals of remedial orders relating to building contraventions and nuisance issues, and certain MGA provisions. Combined, this section supports the work of 30 board members.

Calgary Licence and Community Standards Appeal Board



City Clerk's Office 2014 accomplishments

2014 was a productive year for the City Clerk's Office. Given the breadth of services provided, the City Clerk's Office will continually draw upon its expertise, innovate within legislative frameworks, and provide corporate leadership to ensure openness, accessibility and impartiality. The select accomplishments below reflect alignment to Council's Priorities, Departmental Outcomes and Strategies as articulated in the 2012–2014 Business Plan.

Providing timely, transparent and effective services to our clients

- The Governance & Policy section launched an enhanced on-line application process to support recruitment of citizen members to Boards, Commissions and Committees for the 2014/2015 term. The new process was embraced by applicants who self-identified their eligibility requirements which facilitated Council's selection and decision-making.
- The Legislative Coordination section drafted amendments that Council adopted for improved clarity, efficiency and effectiveness to Council's Procedure Bylaw.
- The Administration Services section coordinated the City Clerk's Office business planning and budgeting activities, including the development of performance measures and targets for *Action Plan 2015–2018*.
- The Citizen Recognitions & Protocol group led, participated, and supported many ceremonies and events throughout the year, such as the Flood Commemoration Ceremony and the Municipal Charter Framework Agreement signing ceremony. Recognition highlights included the success of the Calgary Awards program, recognition of Calgary-based Olympians and Paralympians as well as actively supporting the recognition of the Grey Cup Champion Calgary Stampeders. The demand for flag activities (flag raising requests and half-mast) and proclamations increased in 2014.



- The Census & Election unit supported the work of the Ward Boundary Commission, of which the Returning Officer is a member, responding to Notice of Motion NM2014-10, requesting the Commission research and make recommendations on the number of Councillors in the city of Calgary. The report presented to Council on October 6, 2014, was the first piece of work in a program to review the City's ward boundaries.
- The City Appeal Boards section launched and operated a Procedural and Jurisdictional hearing pilot project for the Subdivision and Development Appeal Board. The objective of the pilot project process is to manage hearing timelines and to address, in appropriate cases, procedural and jurisdictional matters at the beginning of hearings. The pilot project will be evaluated in 2015.
- The Governance and Policy section is responsible for the management of The City of Calgary's Council Policy Program. This section works with all City of Calgary business units to bring new and amended policies to Council for consideration and approval, and updates the Council Policy Library according to Council's decisions.



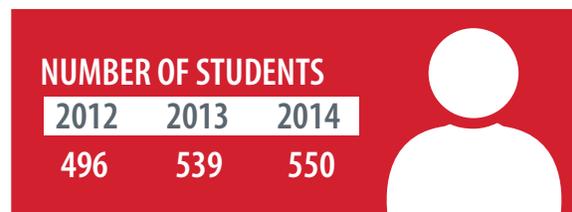
Improving access and delivery of services through the use of technology

- The Assessment Review Board (ARB) group launched ePortal, a public online filing system where users can file complaints on their property or business assessment. The success of the system was reflected in high adoption rates by users: 71 per cent of complaints filed in 2014 were received through the ePortal system. ePortal is designed to assist users to manage their assessment complaints, access hearing information, submit evidence disclosures, request postponements, submit withdrawals and access the ARB decision library 24 hours a day, seven days a week. The implementation of the Assessment Review Board’s public-facing ePortal system has resulted in reduced administration effort and therefore reduced expenditures.

Enabling access to and compliance with Corporate Records Programs

- Corporate Records Management partnered with Information Technology (IT) to initiate an enterprise-class document and records management solution for The Corporation. A successful planning phase in 2014 helped secure Administrative Leadership Team (ALT) and Council support to enhance the Records Management Program’s focus on electronic records. In 2015 and beyond, The City project will see the transition of work groups to OpenText Content Server, and evaluation and performance measures put in place to demonstrate the value of enhancing electronic records management.
- Corporate Records Management co-sponsored with IT, supported and delivered business unit training for a corporation-wide TRIM (Toss, Recycle, Information Manage) exercise that saw over 7 million email items properly deleted in accordance with policy, reducing storage costs and improving productivity through better search efficiency.

Records Management training provided



Enhancing the openness of municipal government by making more information publicly available and easier to access

- Corporate Records, Archives, increased awareness of its services by participating in tours, presentations, City Hall School, curating displays for the Municipal Atrium, and participating in 'Cubicle Cast' information and videos for City staff and the public.
- Legislative Services contributed to an educational program run by the Mayor's Civic Engagement Committee. "We Should Know City Hall" provided interested members of the public with the occasion to learn about the legislative process and procedural correctness in presenting to a public hearing or Committee of Council.

Days spent on archive arrangement and description



Increasing transparency and accountability throughout the organization

- In 2014, the Calgary SDAB began making its decisions available through The City's Open Data Catalogue. Providing this information to the public enables citizens to better prepare to participate in their appeals, or appeals that affect them. In addition, the Calgary SDAB became the first municipal tribunal to have its decisions available through CanLII.org, a non-profit organization managed by the Federation of Law Societies of Canada.



- The Governance & Policy section, at the direction of City Council, developed a Disclosure Policy for Members of Council which was adopted at the November 3, 2014, meeting of Council and has been implemented by the Coordinating Committee of the Councillors Office. This Council policy provides the requirements for the disclosure of real estate and financial investment holdings, procedures for the collection, submission and publication of disclosure information, procedures for breaches, and a sample member disclosure statement.
- The Governance & Policy section developed a Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees, which was adopted at the December 15, 2014, Meeting of Council. This policy establishes the minimum standards of conduct expected of all citizen members appointed to Council-established boards, commissions and committees, and provides guidance on issues such as conflict of interest, disclosure of gifts and benefits, conduct during meetings and use of The City of Calgary resources.

Moving forward

In-line with the new Mission and Vision, and the Council approved *Action Plan 2015–2018*, the City Clerk's Office will continue to provide leadership in delivering open, accessible and impartial government in the coming years.

For instance, City Clerk's will ensure technology and audio-visual upgrades to key facilities, such as the Council Chamber, provide continued public access to Council and Committee meetings and provide for quicker recovery and return to normal level of service in the event of a disruption. Similarly, investigations are underway for an alternate electronic legislative management system. The system is expected to facilitate the movement of reports through The Corporation to Council as well as offer mobile solutions for agenda and minutes review and provide in-meeting efficiencies.

The City Clerk's Office will also continue to improve service delivery through expertise and innovation, including making the most of technology:

- The ARB will seek to enhance the existing online systems, eCourt and ePortal, and all Quasi-Judicial Boards will be investigating ways to reduce the reliance on paper – which could have environmental as well as staff resourcing benefits.
- The EIS division will continue to look at ways to leverage technology, such as the online self-complete census for citizens, and will investigate in the coming years alternative service delivery options for municipal elections.
- Corporate Records Management and Archives will continue to partner with IT to advance key projects that allow The Corporation to manage physical and electronic records appropriately, and allow for public access to all records of enduring value in the Archives.

- City Clerk's will update its web presence, both internally and externally, to ensure key information about its services is readily available to citizens and The Corporation.
- The new independent SDAB website will be augmented with short instructional videos explaining how the Board's hearings work.
- Work will commence to review the processes and policies governing Boards, Commissions and Committees and related appointment processes, to ensure they are streamlined, effective for City Council, external organizations and applicants, and provide appropriate accountability.

Finally, the City Clerk's Office reviews policies which fall under its mandate, such as protocol, to ensure consistency, currency, and beneficial change. Policy reviews currently underway include:

- Policies governing certain aspects of protocol, notably the Flag Policy will be reviewed and forwarded to the Legislative Governance Task Force (LGTF).
- Other policies on the LGTF work plan include a proposed Council policy on fundraising and ward events, and a policy governing the Council Policy Program (including a revised policy review process).
- Review policies related to records management, particularly to ensure they reflect changes in technology and in accepted international and national standards.

Taken together, these initiatives – and many more – will allow the City Clerk's Office to strive toward greater openness and accessibility for the wide range of clients who rely on the services offered. These initiatives will take place in addition to the day-to-day work already performed by knowledgeable, expert staff and will contribute to further enhancing public trust in local institutions.

Volumes, statistics and performance

The tables below outline the variety of services provided by the City Clerk's Office, as well as the volumes of activities for the highlighted services.

The City Clerk's Office is always working to improve its services, and has put in place a number of performance measures in *Action Plan 2015–2018* to help determine how well services are being delivered. Performance will continue to be reviewed and the business unit will actively participate in corporate initiatives to improve measurement and reporting.

Of note, the City Clerk's Office is a participant in the Ontario Municipal Benchmarking Initiative (OMBI), which collects data for a variety of measures across a number of jurisdictions. While direct comparables are difficult across jurisdictions with differing legislative frameworks, the data provided through OMBI allows staff and the public to gain a valuable perspective on business unit performance. Results are made available through the OMBI organization at www.ombi.ca.

Legislative Records services			
	2012	2013	2014
Inquiries from internal staff	750	781	662
Inquires from external parties	372	702	574
Final bylaws signed	192	222	287
Council/Committee agendas processed	69	143	142
Agreements signed	1166	959	1168

City of Calgary annual census			
	2012	2013	2014
Dwellings	459,339	468,358	478,223
Calgary population	1,120,225	1,156,686	1,195,194
Census takers trained	865	885	860

Archives – Reference inquiries

	2012	2013	2014
Inquiries from internal staff	292	290	269
Inquires from external parties	1155	922	1061
Hours of archivists' time assisting researchers	538	431.5	418
Hours of researcher time spent in the archives	1210	1022	639

Archives – Appraisal (includes disposition, accessioning and deaccessioning)

	2012	2013	2014
Disposition forms reviewed	383	209	174
Hours of appraisal time	605	616	704
Meters accessioned	182	96.5	150.5

Archives – Arrangement and Description

	2012	2013	2014
Items processed (includes maps, plans, photos, artifacts)	Not tracked	3366	3818
Meters of records processed	113	99	32
Days spent on Arrangement and Description	167	245	271



Records Management (RM) program maintenance (Number of hours)

	2012	2013	2014
Records Management Program Policies, Guidelines & Corporate Records Classification and Retention Schedule (CRCRS)	409	549	1182
iRIMS/Physical Objects/RM maintenance and testing	982	1499	1292

Records Management support to The Corporation (Number of hours)

	2012	2013	2014
Records Management inquiries and consultation	549	636	758
Support IT Initiatives (Information Management, Cloud, Livelink, SharePoint)	291	186.5	275
Training design, preparation and delivery	452	600	606.5
Disposition processing	714.5	460	515.5

Records Management forms and boxes received from The Corporation for disposition

	2012	2013	2014
Number of forms	621	121	373
Number of boxes	8821	1068	4350



Citizen recognition and protocol statistics

	2012	2013	2014
Flag raisings requested	18	18	30
Flag raisings actioned	14	15	26
Flag half-masts actioned	7	8	15
Proclamation/Letters of Recognition requested	155	133	140
Proclamation/Letters of Recognition issued	110	113	104
Calgary Awards nominations received (includes W.O. Mitchell Book Prize submissions)	120	151	123
Recognitions in Council	12	9	12
Events/ceremonies led or supported	10	6	7
Protocol consultation to business units	Not tracked	6	12

