

LTAC GOVERNANCE REVIEW

SUMMARY

Given the accelerated evolution of the livery industry in Calgary, Administration and the Livery Transport Advisory Committee (LTAC) have worked with Hara Associates (“Hara”) to review the governance model and Terms of Reference for LTAC. This review resulted in several options and sub-options for Council to consider. Hara and Administration recommend Option A (Attachment 1), in which Administration assumes direct responsibility for stakeholder consultation and advising Council. Under this option, Administration recommends that sub-option 3 is endorsed, where no standing advisory committee exists, but stakeholder perspectives continue to be incorporated into recommendations to Council. Administration would be responsible for industry and public consultation on a case-by-case basis, in alignment with The City’s Engage Policy and would tailor engagement depending on the scope and subject of the project.

BACKGROUND INFORMATION

Over the last several years, technology advances have facilitated the accelerated evolution of the livery industry. The introduction of TNCs into the livery landscape in 2016 has resulted in improved customer choice and increased flexibility for the industry as a whole. In 2016 September, Administration and LTAC brought forward amendments to the committee’s Terms of Reference to be more inclusive of the growing number of industry participants and to streamline annual reporting requirements. Council approved these amendments, and directed Administration to do a further review of the Terms of Reference along with a governance review of the committee, in consultation and collaboration with LTAC, the City Clerk’s office and key stakeholders.

Administration performed preliminary research and initiated stakeholder discussions to understand the various perspectives on what the future of LTAC might look like. In order to solicit an external and unbiased perspective, Administration then secured an external vendor, Hara Associates, to provide options and recommendations for the future state of LTAC.

LTAC formed a Governance Review Subcommittee dedicated to providing focused input and feedback during the course of the study. The subcommittee had the opportunity to review the Statement of Work for the consultant selection, engage with Hara, and provide their feedback on the governance report to LTAC as a whole.

INVESTIGATION

In Attachment 1, Hara Associates provides detailed options for Council’s consideration. These are summarized below:

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Option A: Administration assumes direct responsibility for stakeholder consultation	Option B: Continue LTAC as an Advisory committee to Council with a reduced size, improved selection process and improved practices to restore independent reporting relationship	Option C: A livery commission with regulatory authority
1. LTAC Membership reduced to 15, reporting to Administration		
2. LTAC Membership reduced to 6, reporting to Administration		
3. No standing advisory committee, Administration consults on a case-by-case basis		

Administration recommends Option A.3, where a standing advisory committee would no longer exist. Administration would undertake targeted stakeholder engagement with the public, special interest groups and industry based on the scope and scale of individual projects. Currently, targeted engagement efforts are already employed for livery projects as the LTAC structure makes meaningful engagement challenging. Targeted engagement ensures that Administration is satisfied that stakeholders’ perspectives are considered in providing informed recommendations to Council. This option will likely result in significant resource efficiencies, the ability for a more concentrated response to issues arising and a streamlining of the engagement process. Administration recommends that this option be implemented effective 2018 January 01. Guiding principles for Administration to follow in the implementation of Option A.3 are included in Attachment 2.

Hara Associates recommends Option A.1 as it maintains much of the current membership and allows the committee to advise directly based on their own expertise. The committee itself would no longer hold public meetings, but would provide their own perspectives on Administration’s projects. Administration would be responsible for broader industry and public engagement, in alignment with the engage! policy. Administration is not in support of Hara’s recommendation, as it does not provide the flexibility and adaptability required to tailor engagement efforts to the matter at hand.

STAKEHOLDER ENGAGEMENT OR RESEARCH CONDUCTED

Hara Associates interviewed many stakeholders to formulate the options and recommendations in the governance review. These stakeholders included: members of LTAC; livery industry participants; City Administration; Council members; and contacts in jurisdictions surrounding Calgary. The full list of stakeholders is provided in Attachment 1.

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RECOMMENDATIONS FOR LTAC TO CONSIDER

Administration recommends that LTAC provide an Attachment to the LTAC Governance Review report for the 2017 December 06 meeting of the SPC on Community and Protective Services that includes LTAC's recommendation on the committee's governance structure.

ATTACHMENTS

1. Hara Associates Livery Transport Advisory Committee Governance Review
2. LTAC Governance Review Guiding Principles and Recommendations

SUBMISSIONS PRESENTED BY: Dan Hara (Hara Associates) and Carmen Hindson, Senior Business Strategist – Calgary Community Standards