

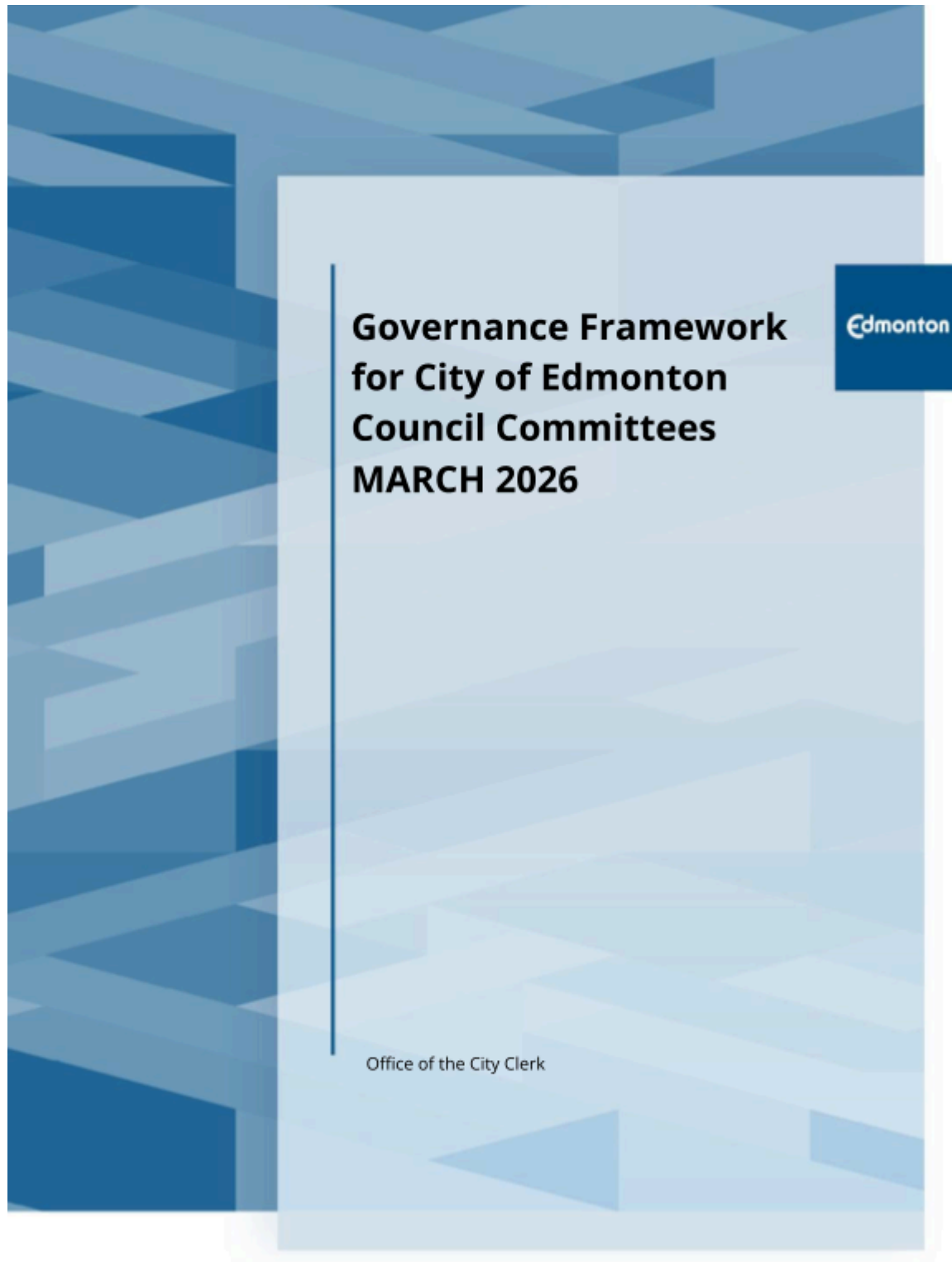


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Executive Summary

The City of Edmonton's Council Committees are an important part of the Council's extended governance model, connecting Council with the community, subject-matter experts, and civic partners. They provide expert and community-informed advice that may support Council's decision making and strategic goals.

This ***Governance Framework for Council Committees*** introduces a consistent, transparent, and strategically aligned approach to how these committees are created, governed, and evaluated. It marks a shift in governance by aligning committee mandates with current Council's priorities, ensuring stronger oversight, better long-term planning, and opportunities to evaluate committees for continued alignment with priorities during each Council term.

This Framework aims to:

- Define roles, responsibilities, and reporting expectations
- Promote equitable, diverse, and inclusive participation
- Strengthen transparency and accountability in committee processes
- Align committee mandates with Council's priorities
- Support consistent evaluation, renewal, or conclusion of Council Committees

1. Introduction

Council Committees are one of the many ways City Council connects with the people of Edmonton. They bring together residents, subject-matter experts, and elected officials to share perspectives, explore ideas, and provide advice that strengthens decision making.

These committees operate within the City of Edmonton's extended governance model (see Appendix A for the illustration). Council Committees:

- Are generally advisory in nature, supporting Council with research, recommendations, and community insight.
 - Where required, a committee may be given limited delegated authority to approve items or make decisions on behalf of Council. This must be explicitly stated in the committee's establishing bylaw
- Help ensure decisions are informed by diverse voices and grounded in lived experiences of Edmontonians.
- Operate transparently and in alignment with Council priorities.

This ***Governance Framework for Council Committees*** (Framework) formalizes how these committees are created, governed, and evaluated. By introducing a **governance cycle** that supports alignment with Council priorities throughout each Council term, committees operate continuously across terms with structured lifecycle reviews. Two-year work plans are aligned with committee appointment terms.

The Framework builds on Edmonton's commitment to good governance by giving committees the structure to operate effectively, and a process for regular review to ensure continued relevance.

2. Purpose and Scope

The purpose of this Framework is to serve as the central reference for the creation, operation, and evaluation of Council Committees during the Council term. It ensures that committees are:

- Directly aligned with Council's priorities.
- Guided by a Council-approved mandate, Terms of Reference (TOR), and Two-Year Work Plan (TWP).
- Operating with diversity, equity, inclusion, and transparency.
- Accountable to Council through defined reporting and approval processes.
- Evaluated regularly for relevance, performance and strategic alignment.

This Framework applies to Council Committees¹, which, as of March 2026, includes:

- Accessibility Advisory Committee
- City of Edmonton Youth Council
- Community Services Advisory Board
- Edmonton Combative Sports Commission
- Edmonton Design Committee
- Edmonton Historical Board
- Edmonton Salutes Committee
- Edmonton Transit Service Advisory Board
- Energy Transition Climate Resilience Committee
- Naming Committee
- Women's Advisory Voice of Edmonton Committee

It does not apply to External Agencies or Tribunals.

This Framework is designed to be adaptable and will be supported by policies, procedures, and administrative tools that guide implementation, including requirements for terms of reference, work planning, and evaluation.

By providing each committee with a Council-approved mandate, TOR, and TWP that directly aligns with Council priorities, this Framework strengthens governance, transparency, and accountability. It ensures that committees are relevant, effective, and able to contribute meaningfully to the City's long-term strategic direction.

3. Foundational Principles

All Council-established committees are guided by the following principles:

- **Diversity:** Membership reflects Edmonton's demographic diversity and perspectives to support decision making.
- **Equity:** Committees are expected to ensure fair access, opportunity, and advancement for all individuals, while identifying and removing barriers to participation.
- **Inclusion:** Committees foster environments where diverse voices are welcomed, respected and heard.
- **Transparency:** Committees operate openly and share agendas, minutes, reports, and updates publicly, unless protected by access and privacy legislation.

¹ Bylaw 18156 Council Committees Bylaw 2 (f) Council Committee means a City council committee but not does include a Standing Committee

4. Establishing, Renewing, Restructuring or Sunsetting a Committee

Council may establish, renew, restructure, or sunset a committee based on the following criteria. These criteria ensures that every committee:

- Serves a clear and necessary purpose
- Aligns with current Council priorities
- Adds value that is not already provided elsewhere

The criteria that must be considered by Council when establishing or renewing a committee include:

- A. **Council Authorization:** All Council Committees must be formally established through bylaw.
- B. **Strategic Relevance:** The committee must demonstrate a direct and ongoing link to Council's current priorities
- C. **Fulfills an Identified Gap:** The committee addresses a specific need or demand.
- D. **Defined Mandate and Terms of Reference:**
 - Mandates and authorities are stated in the establishing bylaw and reviewed at the beginning of each Council term, and through the End-of-Term Review process, where applicable.
 - Each committee must have a Council-approved Terms of Reference (TOR), after the mandate is set, that outlines:
 - Purpose statement
 - Key deliverables
 - Reporting expectations
- E. **Advisory Role:** Committees provide input, recommendations, and/or information to support Council decision making. They do not have decision-making authority, except for certain Committees with explicitly delegated authority defined in the committee's establishing bylaw.
- F. **Advocacy Parameters:** Committees may offer advice and recommendation to Council, but do not engage in advocacy to other levels of government or external entities/programs.
- G. **Legal and Policy Compliance:** Committees operate in accordance with applicable legislation and City policies, including records management, privacy laws and meeting procedures.

The process for creating, operating, and evaluating a Council Committee is outlined in Appendix B: Council Committee Lifecycle Flow.

5. Strategic Alignment

Strategic alignment is demonstrated through TWP's, Annual reports, and Annual Membership reports presented through Standing Committees. Committees must:

- Support one or more current Council priorities
- Demonstrate alignment in their TOR, TWP, deliverables, and annual reporting
 - Clearly identify how objectives and deliverables support one or more Council priorities
- Be reviewed each Council term for continued relevance and alignment
 - Review results will inform the incoming Council whether to sunset, restructure, renew, or establish a committee

Strategic alignment ensures that committee contributions remain relevant and valuable to Council priorities.

6. Governance Structure and Authority

6.1 Legislative Authority

Committees operate in accordance with applicable legislation and City bylaws, including:

- Bylaw 18155 - Council Procedures Bylaw
- Bylaw 18156 - Council Committees Bylaw
- *Municipal Government Act* (MGA)
- *Access to Information Act* (ATIA)
- *Protection of Privacy Act* (POPA)
- Other applicable City of Edmonton policies and bylaws

6.2 Accountability

Committees are accountable to Council by fulfilling the mandate that Council has set for the Committee in its establishing bylaw, which must be reviewed in each Council term. Accountability is demonstrated through the delivery of the Committee's work in accordance with its Council-approved TOR and a TWP.

Committees do not report directly to Council on their day-to-day operations. Instead Committees:

- Carry out their mandate within the scope and boundaries approved by Council in the TOR and a TWP
- Provide advice, recommendations, and updates to Council through a Standing Committee, ensuring that information flows in a structured, transparent manner
- Meet all reporting and approval requirements outlined in this Framework

Committees are responsible for ensuring advice and recommendations remain within the Council-approved mandate, reflect the Committee's TOR and TWP, and are presented through the designated Standing Committee in a manner that supports Council decision making.

Accountability is maintained through the following mechanisms:

A. Fulfillment of the Council set Mandate

- The Committee's work must remain within the parameters of its Council-approved mandate.
- The mandate is set in the Committee's establishing bylaw and refined in the TOR, which sets out purpose, key deliverables, and reporting expectations.

B. Advisory Role Through Standing Committee

- Committees present their advice, findings, and recommendations via a Standing Committee as requested or required
- Standing Committees act as the formal channel for Council oversight, enabling Council to:
 - Monitor progress.
 - Review recommendations.
 - Provide direction and feedback to ensure ongoing alignment with Council's priorities and/or City's strategic plans.

C. Reporting Requirements

- **Terms of Reference (TOR)**, prepared by Administration, incorporating input from the Committee:
 - Aligns directly with the Council-set mandate and priorities.
 - Must be submitted for Council approval within the first year of the Council term.
- **Two-Year Work Plan (TWP)**, prepared by the Committee with input from Administration, submitted alongside the TOR:
 - Must be submitted for Council approval within the first year of the Council term, and also once every two years.
 - The TWP breaks down the TOR into specific, measurable actions and deliverables over the two-year term.
 - Outlines key objectives, timelines, and expected outcomes
 - Must identify which Council priority (or priorities) each objective/deliverable supports.
- **Annual Reports**, prepared in collaboration between the Committee and Administration, are presented to the Standing Committee

summarizing the Committee's year-by-year progress against the TWP objectives. It includes:

- Yearly achievements and completed deliverables.
- Any adjustments to address emerging issues or shifts in Council priorities.
- Recommendations for future focus.
- If a Committee proposes material changes to approved objectives or deliverables, the changes must be identified in the Annual Report and presented through the Standing Committee for Council consideration, where required.
- **Annual Membership Report** submitted annually by the Committee Chair/Co-Chair as part of the Civic Agencies recruitment process and presented through Standing Committee provide attendance and participation trends, reappointment recommendations, and any recommended changes to maintain required skills and expertise
- **Updates, if requested**, on progress or emerging issues relevant to the Committee's work

The Office of the City Clerk coordinates governance reporting cycles, including annual recruitment, membership reports and governance evaluation updates presented through Standing Committees.

6.3 Committee Lifecycle

All Committees will undergo an End-of-Term Review at the end of each Council term. As part of this review, the Committee's mandate, relevance, performance, and alignment with current Council priorities and/or City's strategic plans are considered to determine whether to:

- Propose any updates to the Committee mandate and TOR; or
- Recommend:
 - Renewing - Committee continues with confirmed or updated mandate.
 - Restructuring - Committee continues with changes to mandate, composition, or scope as directed by Council.
 - Sunsetting - Committee concludes and is dissolved by Council decision.

Committees operate continuously across Council terms; however, an End-of-Term Review is conducted near each municipal election, with the review presented to the incoming Council for consideration and direction.

6.4 Subcommittees

- Subcommittees may be established to support the work of a Committee where focused attention is required that cannot be effectively addressed within regular Committee meetings.
- The main Committee remains the primary forum for discussions, decision making, and oversight. The use of subcommittees should be purposefully aligned with approved priorities.
- Subcommittees must be created with Council approval, as outlined in the Committee's TOR or TWP.
 - Requests to establish a subcommittee should include a clear rationale describing intended outcomes, anticipated timelines, and why dedicated working sessions outside regular meetings will improve efficiency and effectiveness.
- Unless an exception is approved by Council, each Committee will have a maximum of two active subcommittees at any given time.
- Each Subcommittee must have written terms of reference approved by the main Committee detailing: purpose, scope, timelines, reporting requirements, deliverables and duration.
 - Subcommittees must have a defined end date, but may be renewed through appropriate approval process.
- Subcommittees operate under the same governance principles and procedural rules as the main Committee and remain accountable to the main Committee through regular reporting.
- Subcommittee membership is composed of at least three and no more than seven Council appointed Committee members.
 - Committee Chairs may attend subcommittee meetings, but are not members of subcommittees.
 - Where additional expertise would support the work, subcommittees may include external participants with Committee approval, but external participants are not able to make motions, vote, or qualify for honorariums.
- Subcommittees do not meet more than six times per quarter, unless there is a request for a special meeting to respond to emerging issues within scope.
- Subcommittees elect Chair/Co-Chair and Vice-Chair at the first meeting.
- The main Committee may, by motion, authorize the Subcommittee Chair/Co-Chair to present a report to a Standing Committee on the Committee's behalf.

7. Membership and Roles

7.1 Composition

- Committees are composed of up to 15 members appointed by Council.
 - External entities may nominate members for Council approval.
- Membership must reflect Edmonton's demographic diversity, including:
 - subject-matter experts
 - community representatives
 - individuals with lived experience
- Members appointed by Council must be Edmonton residents, unless an exception is approved by Council. Exceptions may apply for certain committees where broader regional, provincial, or subject-matter expertise is necessary to fulfill the mandate.
- City of Edmonton employees are eligible for appointment, provided that any potential conflicts of interests are disclosed and appropriately managed
- Members are appointed by Council through an annual open, transparent, equitable, and merit-based recruitment process, including interviews conducted by a Standing Committee.
- If a member resigns or is otherwise unable to complete their term, the vacancy may, subject to Council direction, be filled by a Council-approved alternate, a supplemental public recruitment process led by the Office of the City Clerk or left vacant.
 - Members appointed mid-term will serve the remainder of the original term.
- The Office of the City Clerk manages annual recruitment cycles, vacancy management, and appointment tracking on behalf of Council.

7.2 Terms of Appointment

- Members will be appointed by Council for up to two-year terms, for a maximum of eight consecutive years, unless otherwise directed by Council.
 - Former Committee members must wait at least two years after completing their maximum term before they are eligible to be reappointed to the same Committee.
- Leaves of absence approved by a Committee will not count towards the maximum term limit.
- Council may revoke the appointment of any member based on a recommendation from the Committee or motion of Council.
- Committees appoint Chairs/Co-Chairs/Vice-Chairs annually for a one-year term.

- Members are not eligible to serve as Chair/Co-Chair during their first year of appointment or the final year prior to reaching their maximum term limit.

7.3 Member Responsibilities

- Members are expected to:
 - Review and understand the Committee's bylaw, TOR, Council priorities and relevant City policies.
 - Complete onboarding and governance training.
 - Prepare for, attend, and actively participate in all scheduled meetings.
 - Engage constructively and respectfully with other members.
 - Adhere to ethical standards and privacy legislation.
 - Disclose and manage conflicts of interest in accordance with applicable policies.
 - Notify the Chair/Co-Chair of any ethical or procedural concerns.

7.4 Role of Chairs/Co-Chairs

- In addition to member duties, the Chair will:
 - Preside over meetings in accordance with the Council Procedures Bylaw (Bylaw 18155).
 - Lead the development of the Committee's TWP and Annual Report.
 - Actively participate in the recruitment and evaluation of Committee members.
 - Provide committee-specific orientation to new Committee members, focusing on the Committee's current work and expectations.
 - Act as the Committee's spokesperson when required.
 - Work with Administration to manage resources, reporting and membership issues.
 - Present Committee reports to Council or Standing Committees.
 - Ensure inclusive participation and that diverse perspectives are considered.
 - Submit written membership reports to Council or Standing Committees, including:
 - Membership attendance and performance
 - Skills matrix and gaps
 - Reappointment recommendations
 - Succession planning

7.5 Role of Vice-Chair

- Vice-Chair presides in the absence of the Chair/Co-Chair
- A temporary Chair may be appointed If both the Chair/Co-Chair and Vice-Chair are unavailable

8. Support Roles

8.1 Administration (often referred to as Administrative Liaisons)

Administration supports committees to operate in compliance with applicable bylaws, policies, and this Framework, including the following logistical and operational supports:

- Scheduling meetings, booking rooms and coordinating meeting logistics.
- Assisting the Chair with agenda preparation, documentation and distribution.
- Recording and distributing meeting minutes.
- Posting agendas and meeting minutes online.
- Attending committee meetings and arranging live streaming.
- Maintaining attendance records for committee members.
- Assist with logistical onboarding of new members, including materials and technical support.
- Managing honoraria and reimbursements (per Procedure C628).
- Preparing applicable Council reports in collaboration with Chair/Co-Chair.
- Providing relevant reports to their Committees for input or feedback.
- Updating their committees on relevant or upcoming City of Edmonton initiatives/work or engagement opportunities where the committee perspective may be relevant.
- Ensuring compliance with privacy, access, and records management legislation and policies.
- Advising on privacy, governance, and procedures (with support from the Office of the City Clerk).

8.2 Office of the City Clerk

The Office of the City Clerk (OCC) provides governance and administrative oversight by:

- Developing and administering bylaws and policies relating to committee governance.
- Managing annual public recruitment and reporting to Council.
- Maintaining and tracking appointments and member information.

- Providing governance training and resources on meeting procedures, *Access to Information Act and Protection of Privacy Act* requirements, recruitment, records management and reporting best practices.
- Supporting evaluation, member conduct, and orientation processes.
- Advising Council and Committees on governance best practices.
- Coordinating the annual Civic Agencies recruitment process, including the Annual Membership Report presented to Standing Committee for Council appointments.

8.3 Councillor Advisor

Councillor Advisors serve as liaisons between Council and the Committees by:

- Attending committee meetings as regularly as schedules permit.
- Serving as the primary contact for other Councillors' questions about a committee.
- Providing advice and information to the Committee on Council priorities, initiatives, and interpreting Council directions with respect to the Committee's mandate.

8.4 City Council

Council is responsible for:

- Establishing and directing committee mandates, functions, and authorities to assist in achieving Council's strategic objectives.
- Supporting and monitoring committee's progress and performance towards their mandates through the review of the annual reports, and achievements.
- Appointing members to committees and overseeing the recruitment processes.
- Ensuring that committees have necessary resources (financial, human, and physical) to support committee function.

9. Committee Operations

9.1 Meetings and Procedures

- Committees follow procedures outlined in the Council Procedures Bylaw 18155.
- Meetings are scheduled as outlined in the TOR:
 - Recommended frequency:

- Committee meetings: up to four meetings per quarter, unless otherwise required.
- Subcommittee meetings: up to six per quarter (additional meetings allowed for urgent issues).
- Agendas, minutes, and records are made publicly available, unless access and privacy legislation applies (e.g., in-camera discussions). For closed sessions, the occurrence is noted but details are withheld.
- All decisions are made in public through formal motions, approved by a majority of members present, and recorded.
- For committees or subcommittees to conduct business on their agenda, quorum is required to ensure that discussions reflect the viewpoints of the majority of their members.
 - Quorum is a simple majority of the current members.
 - If quorum is not reached within 20 minutes of the meeting scheduled start time, the meeting is cancelled and attendance is recorded.
 - If quorum is known in advance to be unachievable, the Chair/Co-Chair can reschedule in consultation with the Administrative Liaison to a date where the majority of the members will be available to attend.

9.2. Meeting Attendance

- Members are expected to notify the Chair/Co-Chair and Administration at least 24 hours in advance of absence (with reason).
- Repeated unexcused absences may impact a member's eligibility for reappointment. All reappointment decisions will be at the pleasure of Council.
- Attendances and absences are recorded in official meeting minutes.
 - Council Committees may, by motion, request that Council terminate a member's appointment to the Council Committee if the member misses three consecutive meetings without first obtaining approval, by motion, for a leave of absence.

9.3 Honoraria and Expense Reimbursement

- Honoraria are provided for attendance (virtual or in-person) at official committee and subcommittee meetings in accordance with Procedure C628B - Honoraria and Expenses for City Agencies.
- Members are reimbursed for eligible expenses incurred during committee participation.
- Administration manages the process of honoraria and reimbursements.

10. Performance and Evaluation

Committees are regularly evaluated to ensure continued relevance, impact, and alignment with Council's priorities. Evaluation under this Framework focuses on governance alignment and lifecycle oversight, rather than evaluating individual member performance outside of governance and participation expectations.

10.1 Annual Evaluation

Annual evaluations support ongoing accountability, transparency, and continuous improvement during the Council term.

Each committee is assessed annually using standardized evaluation criteria based on:

- Progress toward completion of objectives outlined in the Council-approved TWP, as reported through the annual reports and governance updates.
- Engagement, attendance, and participation of committee members
- Alignment with Council-approved mandate and governance expectations outlined in this Framework.

The annual evaluation information is compiled by the Office of the City Clerk with input from Administration and Committee Chairs/Co-Chairs through existing reporting cycles. The Office of the City Clerk compiles governance evaluation information, while Administration and Committee Chairs provide operational and membership insights. Governance updates and findings are presented to the Standing Committee as part of the annual reporting process. The Standing Committee reviews governance updates and provides recommendations or direction prior to Council consideration, where required.

The results of the annual evaluations are used to:

- Support continuous improvement and informed adjustments to committee work during the Council term.
- Inform annual reporting and work planning.
- Provide governance feedback to committees to support alignment with Council priorities.

Annual evaluations do not replace the End-of-Term Review conducted at the end of a Council term.

10.2 End-of-Term Review

An End-of-Term Review is conducted for each Council Committee at the end of a Council Term. The End-of-Term Review is based on the Committee's:

- Council-approved mandate
- Terms of Reference
- Two-Year Work Plan(s)
- Annual reports
- Deliverables completed up to the end of the Council term

The End-of-Term Review will be informed by standardized evaluation criteria including results from the annual evaluations. The Office of the City Clerk leads preparation of the End-of-Term Review with Administration and Committee Chairs providing supporting information.

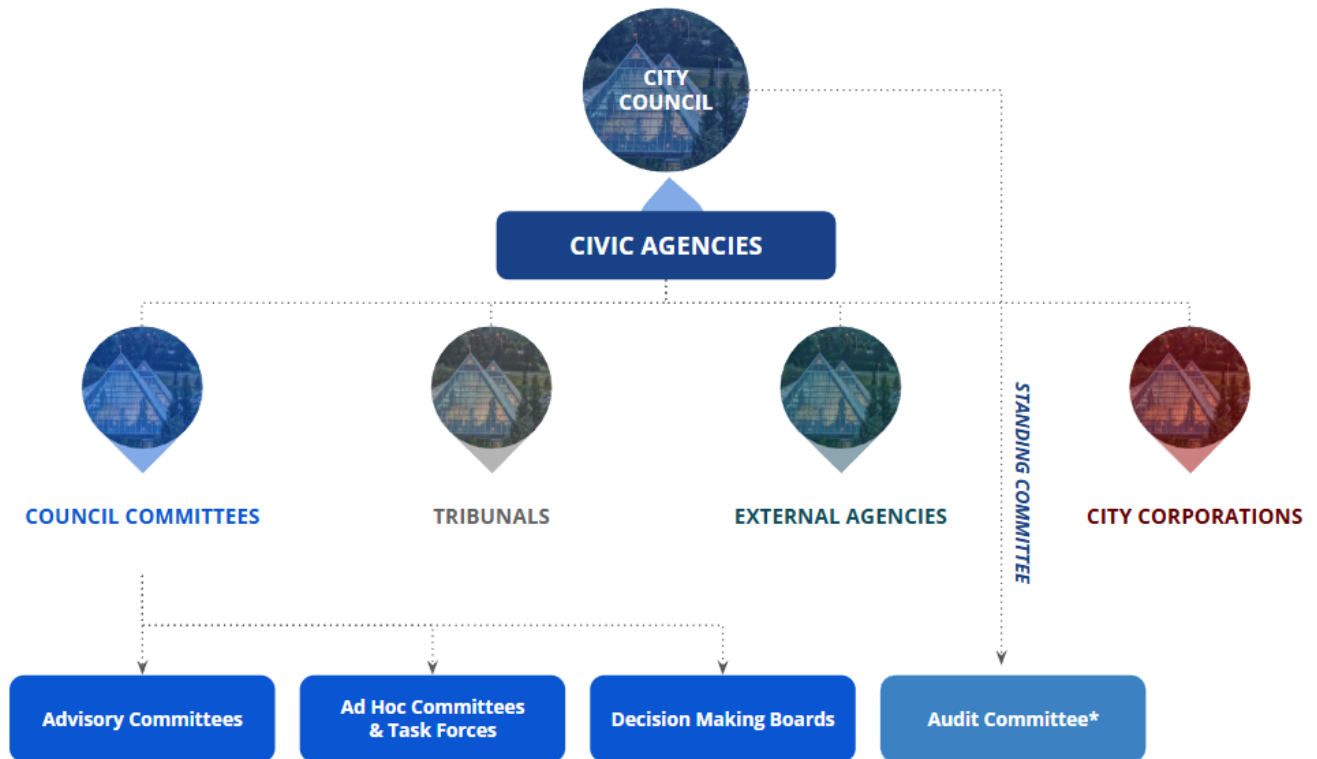
The completed End-of-Term Review is presented to the incoming Council to support governance decision making for the next Council term. Based on the review, the incoming Council may:

- Renew the Committee with the same or updated mandate.
- Restructure the Committee to better meet emerging needs.
- Sunset the Committee if the original purpose has been fulfilled or is no longer required.

The End-of-Term Review is intended to support informed decision making by the incoming Council and does not result in automatic renewal, restructuring, or dissolution.

Appendices

Appendix A: Council's Extended Governance Model



** Audit Committee is a Standing Committee of Council (not a city agency). It has been included in the image as Council appoints two public members.*

The City of Edmonton's governance model extends beyond City Council and Administration, and includes a wide network of Civic Agencies.

Civic Agencies is a collective term for all agencies, boards, committees, commissions, and task forces to which City Council appoints one or more members. They provide Edmontonians with an opportunity to participate in the present and future direction of the city. Civic Agencies includes Council Committees, to which this Framework applies.

Council Committees are created by and fully accountable to City Council. They are generally advisory in nature, but may be given specific delegated authority where required. This includes any ad-hoc committees or task-force committees established by Council.

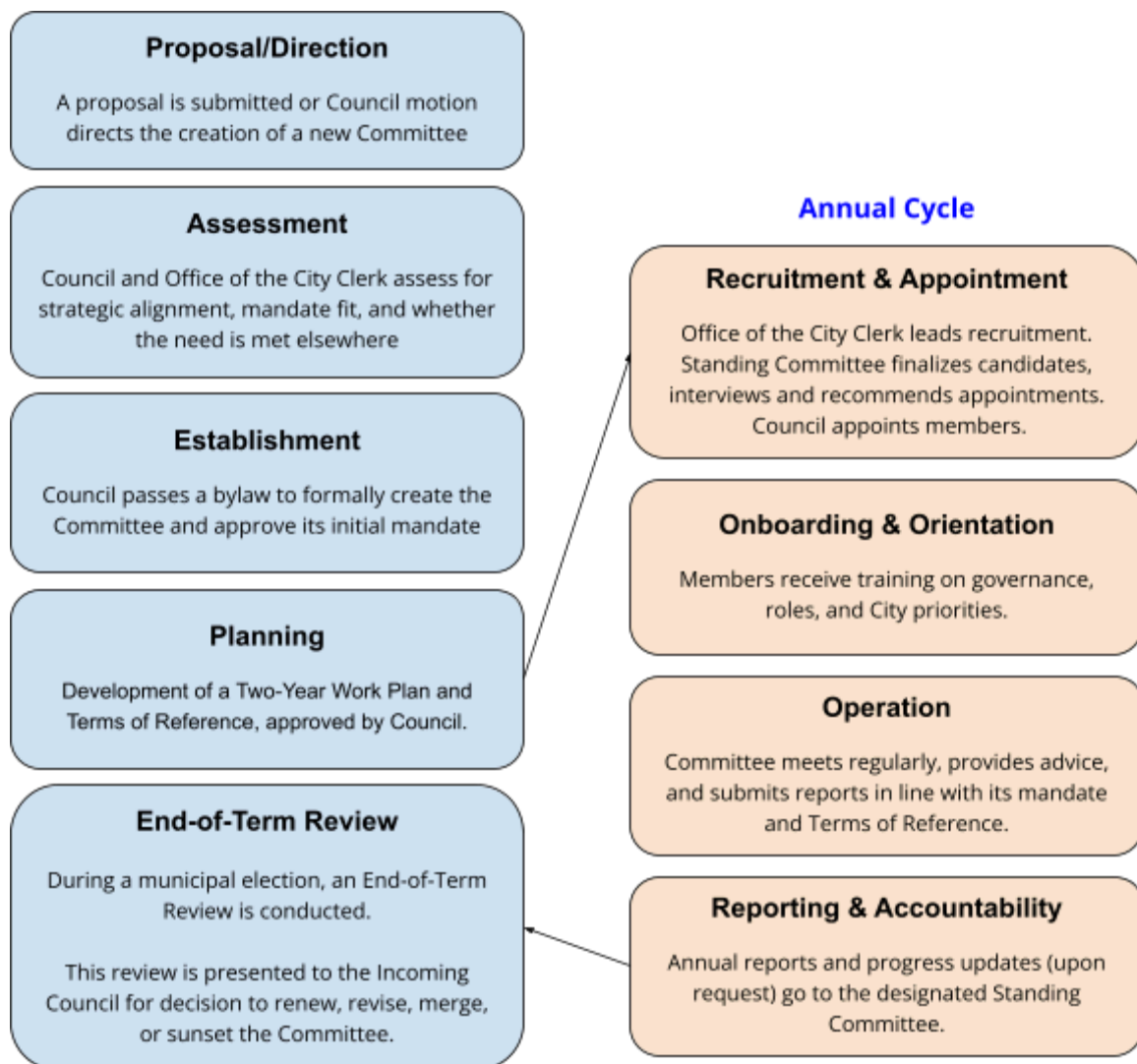
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External Agencies are agencies, created by Council or another entity to which Council appoints members but operate with varying degrees of independence from Council depending on their specific governance structure.

Tribunals are created by City Council to hear appeals and make impartial rulings on matters set out in legislation or bylaws. Council's role is limited to the appointment of members for defined terms.

The ***Governance Framework for Council Committees*** applies to Council Committees. It does not apply to External Agencies or Tribunals.

Appendix B: Council Committee Lifecycle Flow



The Council Committee lifecycle reflects a structured governance approach that aligns committee mandates, planning, and evaluation with Council priorities across the Council term, with structured reviews at the beginning and end of each Council term. The lifecycle ensures committees remain strategically aligned, accountable, and responsive to emerging priorities.

The lifecycle begins when Council directs the creation, renewal, or restructuring of a committee. Following this direction, Administration and the Office of the City Clerk assess strategic alignment, mandate clarity, and whether the proposed work fills a

Attachment 1

defined governance need, consistent with Section 4 of this Framework. If supported, Council establishes the Committee through bylaw and approves the initial mandate.

Once established, the Committee enters a planning phase. During this phase, Administration prepares a TOR in collaboration with the Committee, and the Committee develops a Council-approved TWP. These documents define the Committee's scope, reporting expectations, and measurable objectives, ensuring alignment with Council priorities.

After planning is complete, the Committee operates within an annual governance cycle. This cycle includes recruitment and appointment processes led by the Office of the City Clerk, onboarding and governance training, regular meetings, and structured reporting through Standing Committees. Annual reports and Membership reports provide Council with oversight on progress, engagement, and alignment with approved objectives.

Planning and annual reporting continuously inform governance oversight. Insights from each annual cycle contribute to the End-of-Term Review conducted near the municipal election. This review assesses mandate relevance, performance, and strategic alignment, and provides the incoming Council with recommendations to renew, restructure, or sunset the Committee.

The lifecycle model illustrates how long-term planning, annual operations, and periodic governance reviews work together to support transparency, accountability, and sustained strategic alignment.

Appendix C: Summary - Governance Framework for Council Committees

Why Committees Matter

Council Committees connect City Council with Edmontonians. They bring expert advice, diverse perspectives, and community voices to strengthen Council's decision-making process.

Purpose of the Framework

- Standardizes how committees are created, governed, supported, and evaluated.
- Aligns committee mandates with Council priorities and the City's strategic plans.
- Clarifies the roles of Council, Administration, and Committee Members.

Foundational Principles

Committees are guided by:

- Diversity
- Equity
- Inclusion
- Transparency

Mandate

Committees are established by Council, operate under Council approved mandates, and **Terms of Reference** outlining purpose, scope, and reporting expectations. Mandates align with Council priorities and are reviewed each Council term through the End-of-Term Review process.

Membership

- Up to 15 members appointed by Council
- Mix of community members, subject matter experts, and those with lived experiences
- Members are appointed for up to two-year terms
- Chair/Co-Chairs lead meetings, reporting, and member onboarding

Committee Operations

- **Meetings:** Up to 4 per quarter (subcommittees up to 6)
- **Quorum:** simple majority of current active members required to make decisions.
- **Reporting:**
 - **Two-Year Work Plan:** Council-approved plan that translates the mandate into measurable objectives and deliverables over a two-year period.
 - **Annual Reports:** provides updates on progress towards approved Two-Year Work Plan objectives.
 - **Annual Membership Reports:** provides information on attendance, participation, and recruitment considerations.
- **Support:** Administration, Office of the City Clerk, and Councillor Advisors assist with logistics, governance, and Council connections.

Evaluations

Committees are reviewed:

- **Annually** - conducted during the Council term to assess progress.
- **End-of-Term Review** - conducted around a municipal election to inform incoming Council's decision to renew, restructure, or sunset a committee.

What is Changing with the New Governance Framework?

Area	Current Practice	New Framework
Committee Term	Committees are often permanent or continued indefinitely, unless Council reviews them	Committees operate on a continual basis across Council terms and are reviewed at the end of each Council term to inform incoming Council decisions.
Committee Mandate	Mandates are carried into the next Council term and may not link directly to Council priorities	Mandates are reviewed and confirmed each Council term to ensure alignment with Council priorities and strategic plans.
Evaluation	No standardized evaluations and inconsistent. Committees could operate for years without formal review.	Annual evaluations support accountability and continuous improvement. An End-of-Term Review , informed by annual evaluations, is presented to incoming Council to support decisions on renewal, restructuring, or sunseting.
Terms of Reference & Work Plans	Terms of Reference are not required; Annual Work Plans	Council-approved Terms of Reference and Two-Year Work Plans are required
Accountability	Based on mandate and annual work plans.	Based on Council-approved Terms of Reference and Two-Year Work Plans.
Reporting	Annual Reports provide updates in past year's	Annual Reports provide progress towards the Two-Year Work Plan.

Why Does the Framework Matter?

The new Framework:

- Improves consistency and transparency across all Council Committees.
- Strengthens strategic alignment with Council priorities and the City Plan.
- Provides clearer roles and expectations for members, Chairs, Council, and Administration.
- Ensures committees remain relevant, effective, and representative of Edmonton's diverse communities.

Appendix D: Glossary

Ad Hoc Committee and Task Forces - Council Committees established for a specific purpose or emerging need and intended to operate for a defined period of time.

Administrative Liaison - a City of Edmonton employee assigned to support committee operations, including meeting coordination, governance compliance, reporting support, and logistical administration.

Advisory Committees - Council Committees that provide advice, expertise, community perspectives, or recommendations to support Council decision making.

Annual Membership Report - a report submitted as part of the Civic Agencies recruitment process providing information on member attendance, participation, skills gaps, and reappointment recommendations.

Annual Report - a report presented through a Standing Committee summarizing the Committee's progress, achievements, and alignment with its Council-approved mandate and Two-Year Work Plan.

Chair/Co-Chair - the member elected by the committee to preside over meetings, lead work planning and reporting, and act as the committee's primary governance representative.

Civic Agencies - the broad term that includes all entities, both internal and external, where City Council, in its capacity as the governing body of the municipality, makes one or more appointments. Civic Agencies include Council Committees, External Agencies, and Tribunals.

City Agency - established by Council under the authority of the *Municipal Government Act* or other legislation to carry out a defined mandate on the City's behalf. City Agencies may include Council Committees, Tribunals, or other legislated governance bodies depending on authority and structure.

Council Committees - committees, task forces, or ad-hoc bodies created by Council through bylaw. They are fully accountable to Council, exist at Council's discretion, and are generally advisory in nature, although some may be given delegated decision-making authority through their establishing bylaw.

Attachment 1

Council's Extended Governance Model - includes Council's Standing Committees and Civic Agencies. It refers to the broader governance system through which Council receives advice, exercises oversight, and fulfills its legislated responsibilities

Councillor Advisor - a Councillor appointed to provide a connection between Council and a Council Committee, offering guidance on Council priorities and governance processes.

Decision-making Boards - Council Committees that have delegated authority from Council to make binding decisions within a defined scope established by bylaw.

End-of-Term Review - a governance review conducted near a municipal election to assess a committee's relevance, mandate alignment, and performance to inform incoming Council decisions regarding renewal, restructuring, or sunseting.

External Agencies - external entities that operate with varying levels of independence from Council. Their mandate, authority, and governance structure are defined in their governing documents, and Council appoints one or more members.

Lifecycle Governance - an approach to governance that includes structured establishment, planning, annual oversight, and End-of-Term Review processes to ensure committees remain relevant and accountable.

Mandate - the purpose and authority assigned to a Council Committee through its establishing bylaw. The mandate defines the committee's scope of work, advisory role, and reporting relationship to Council.

Office of the City Clerk (OCC) - responsible for governance oversight, recruitment coordination, policy administration, and governance training for Council Committees.

Strategic Alignment - the requirement that committee mandates, planning, and reporting demonstrate alignment with Council priorities.

Terms of Reference (TOR) - a Council-approved governance document that outlines a committee's purpose, responsibilities, reporting expectations, and operational parameters, aligned with its Council-approved mandate.

Attachment 1

Tribunals - created by Council to hear appeals and make impartial decisions on matters set out in legislation or bylaw. Council's role is limited to appointing members for defined terms.

Two-Year Work Plan (TWP)- a Council-approved planning document that translates the committee's mandate and Terms of Reference into measurable objectives, timelines, and deliverables over a two-year period.

Vice-Chair - a member elected to preside over meetings and perform Chair duties in the absence of the Chair or Co-Chair.