



Approved by the Calgary SDAB: June 05, 2015

CALGARY SUBDIVISION AND DEVELOPMENT APPEAL BOARD MEMBER TRAINING AND DEVELOPMENT PLAN

Objectives

The objectives of this training and development plan are to:

- Support development and retention of Board members;
- Identify training requirements, opportunities and priorities in the development of Board members;
- Establish and support a basis for resourcing to develop and maintain Board member competencies; and
- Prioritize development and support of leadership competencies, in order to foster succession planning.

The Board consists of up to 17 regular citizen Board members and up to seven supernumerary Board members, appointed by Council for terms of either one or two years. Council may also annually appoint up to one Council member to sit as a member of the Board.

Since the Board is a quasi-judicial adjudicative tribunal established under the *Municipal Government Act*, its members are required to be familiar with the role and obligations of a quasi-judicial tribunal. In order to carry out the Board's mandate, Board members have to be familiar with the jurisdiction of the Board, the principles of natural justice and procedural fairness and the provisions of provincial legislation and land use policies, applicable statutory plans, the Land Use Bylaw and, if applicable, other relevant City of Calgary bylaws and policies.

To prepare Board members for their role and responsibilities, training of Board members is provided in different forms and levels.

Training and Development Resources

Funding for the training and development of Board members is provided by City Council through the operational budget of the Quasi-Judicial Boards division of the City Clerk's Office.

The Board Chair and the Manager of Quasi-Judicial Boards will periodically review and assess the resources required to maintain and sustain adequate training and development for the Board members.

Board Member Recruitment

City Council has established (PAC2009-21) that, in order to be appointed to the Board, candidates must have experience in one or more of the following areas:

the operation of quasi-judicial boards or administrative tribunals;
community representation or knowledge of community issues;
architecture;
law;
engineering/construction; or
urban planning/development.

The Board's approach to the training and development of members flows from its understanding of the different professional experience, education and background that members bring to the Board. The broad span of the subject matter expertise required by the Board means that even the best candidates, with specialized knowledge and experience in one or more of the foregoing areas may benefit from training and development in areas which are not at the centre of their expertise.

Opportunities to enhance the competencies of Board members will be identified, and appropriate additional education pertaining to quasi-judicial processes will be offered, where required.

Orientation and Training of New Board Members

All new Board members are required to undergo a two-day internal orientation and training program before they can start hearing appeals.

This program prepares new members for their role as a member of the Board, by ensuring they have had a foundational orientation to quasi-judicial tribunal processes, applicable legislation, principles of natural justice and procedural fairness, and an orientation to planning appeals in Calgary. The priority of developing new members in their first year is to provide them with as many educational tools as possible to become comfortable in their role and gain the skills and competencies necessary to discharge their duties as tribunal members. In conjunction with the initial orientation, new members also receive an overview the Land Use Bylaw through training provided by subject-matter experts. As part of the training new Board members are also required to observe a minimum of one full Board meeting (including Board deliberations).

Subsequently, after having sat on a number of appeals, each new Board member should take the course "Principles of Administrative Justice", provided by the well-recognized Foundation of Administrative Justice (FOAJ), a non-profit training institution dedicated to the education of administrative tribunals and its members.

Generally speaking, Board members are expected to be fully oriented to their role and the Board's mandate, and fully participating as Board members by no later than the end of their first year of service. By the end of the second year new Board members are expected to be fully familiar with the challenges the Board typically faces in hearing and determining appeals, including complicated appeals.

Performance Assessment

The Board Chair conducts regular assessments of Board members on an annual basis, to evaluate their functioning and development. Gaps between actual and expected performance and development are identified. As part of the assessment process, training and development opportunities for individual members may be identified, tailored to their skills and experience, and/or deficiencies and needs.

Ongoing Development and Training

Year-round training is provided to all Board members, as identified and organized by the Chair of the Board in consultation with the Coordinator of the City Appeal Boards and the Manager of Quasi-Judicial Boards, in the form of occasional updates on legislation and policies, and relevant case law where necessary. The Board solicitor or other outside experts may be engaged from time to time to make relevant and timely presentations to the Board, in order to contribute to the development of all Board members.

The Board Chair will identify Board members who would benefit from additional courses offered by the FOAJ, or equivalent courses or training specifically tailored for tribunal members.

Wherever possible, the Board seeks to strategically capitalize on opportunities to maximize the value of limited training resources (e.g. relevant conferences or training held locally), and joint/co-funded training with other quasi-judicial boards.

Leadership Development

Board members who, based on assessments by the Board Chair, have shown leadership as members and are competent to function as Presiding Officers of Board panels that hear and determine appeals, will be given the opportunity to become Presiding Officers. Besides presiding over the Board panel and hearing an appeal, Presiding Officers typically will be required to write and finalize the written decisions on appeals they hear. Such members will therefore be required to develop the skills necessary for writing Board decisions.

In order to preside over Board panels to hear and determine appeals, Vice Chair(s), Presiding Officers and suitable Board members will take a course in Decision Writing. Over time, the Board Chair, Vice Chair(s) and Presiding Officers should complete the

certificate program (a minimum of five different courses) offered by the FOAJ, unless they are legal professionals who have demonstrated they are sufficiently proficient in decision writing. This certificate assists tribunals and participants to evaluate and support competencies in administrative justice roles. In this context, completion of the FOAJ certificate program should assist in the development of leadership competencies for a number of the members of the Board which, in turn, complements succession planning. Training and development of alternate leaders within the Board fosters succession planning by ensuring that there are developing sources of leadership available within the Board cadre.