

Corporate Governance

Led by: General Manager of People, Innovation and Collaboration Services

Description

Corporate Governance works to build a resilient city and future-ready organization. Our service executes on strategic direction established by Council and Executive Leadership, advocates and negotiates agreements on behalf of The City and manages relationships with other orders of government. Strategic areas we are advancing include resilience, regional cooperation, Truth and Reconciliation, and ensuring the needs of the business community are considered for innovative service delivery. We also provide the administrative policies, frameworks, and standards to direct service delivery and maximize capital delivery and limit exposure to legal, financial, reputational, health and safety risks.

Value and benefits

Corporate Governance fulfills the need for resilient thinking, strategic direction and service delivery guiderails for all services. We provide one voice for The City with partners and other orders of government, support the advancement of the Indigenous Policy and White Goose Flying report, and promote a customer first approach for the business community. We are modernizing governance by reviewing and updating policies, examining compliance and ensuring policy alignment.

Contributors include: Business & Local Economy, Capital Investment Planning, City Clerks, Climate & Environment, Corporate Analytics & Innovation, Customer Service & Communications, Facility Management, Fleet, Finance, Health & Safety, Human Resources, Government Relations, Indigenous Relations, Information Technology, Law, Real Estate & Development Services, Resilience, Supply, and Strategic Issue Management.

Customers

Our customers include:

- Council
- Service Directors
- Employees
- Calgarians and Business Owners
- Indigenous Nations, Metis and Peoples

What we deliver

We work to develop a resilient City and modernized government, and advance corporate strategies through advocacy, innovative and collaborative approaches, relationship building, communication, training and efficiency improvements. We also establish guidance systems such as policies and frameworks to ensure adherence to external legislation and standards and manage risk.

Partners

We partner with other orders of government, external regulatory bodies, Executive Leadership (ELT), agencies and committees (i.e. Alberta Municipalities, Federation of Canadian Municipalities, Indigenous Agencies and Committees, Business Advisory Committee), Indigenous Nations, Metis Nation, civic partners (Calgary Economic Development), and internal subject matter experts.

23	Administration policies updated in 2022
11	Indigenous Relationships managed
40	Strategic Foresight sessions held
4,569	Businesses benefiting from BLE programs

Corporate Governance

2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

N/A

What we have heard & what we are watching

What we have heard

Resilience, transparency, alignment, legislative compliance and risk reduction are the value characteristics of our service. Delivering on these value dimensions helps build confidence and trust in the organization which is essential for strong relationships with citizens, businesses, partners, Indigenous communities and other orders of government.

Research has shown that people believe this is a good time to invest in infrastructure projects, Calgary's downtown, and programs and services designed for specific groups. Calgarians feel The City has an obligation to help support the economy in what-ever way possible; but there is a perceived opportunity for improvement in supporting a business-friendly environment.

Customers expect commitments made to our Indigenous communities honoured; and empowered staff that reflect the diversity of the community.

What Council has directed

As home to Resilience and other groups advancing Council direction, Corporate Governance is working to ensure a future focus and achieve economic, social and climate resilience. By managing relationships with other orders of government, Government Relations is focused on ensuring that Calgary gets its fair share through negotiated long-term funding agreements and advocating for legislative changes that consider The City's interests. The Indigenous Relations Office supports the Corporation in building trusting, mutually beneficial relationships and guiding reconciliation with Indigenous communities. The Business and Local Economy group is actively working with the business community to ensure that services are innovative and efficient while Capital Investment Planning is managing frameworks to ensure that The City strategically invests in infrastructure. The administration governance group continues to support the organization by working to modernize policy and governance practices.

What we are watching

The primary focus of Corporate Governance is to ensure awareness and action to address the rapid changes and emerging issues arising in the current environment where change is increasingly volatile, uncertain, complex and ambiguous. Issues include declining trust in government, uncertain and unpredictable funding, regional tensions, reconciliation, economic conditions, climate change, aging infrastructure, social inequity, service downloading, the impact of leadership changes and the state of relationships with other orders of government. The City also must remain diligent in balancing the need to adhere to corporate governance requirements with the desire for a nimble, modernized and innovative organization that provides transparency in decision making and supports outcome focused and empowered employees.

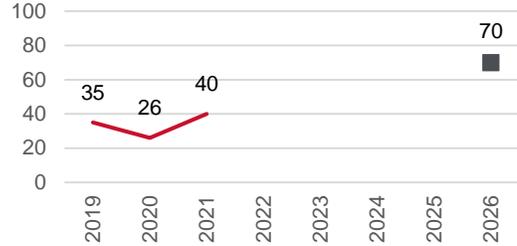
Measuring performance & where we want to go

For Council Approval

Actuals Expected Future Performance

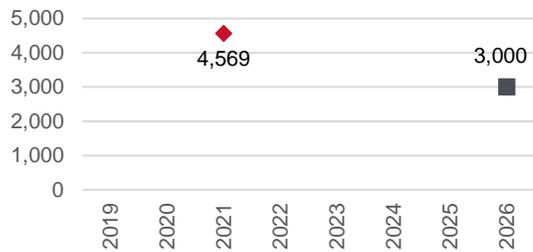
Story behind the curve

PM1: Policies up to date (per cent)



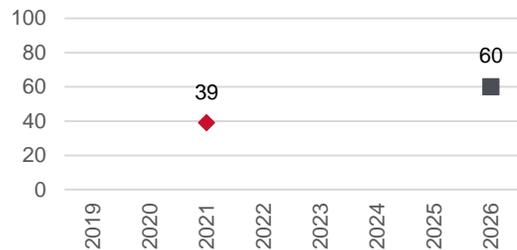
Percent policies up-to-date is an indicator that the organization is taking the required action to ensure Council and Administration policies are current, relevant, and reflect the volatile, uncertain, complex and ambiguous environment the organization is operating within. Given ever-changing regulatory requirements and increasing governance responsibilities, policies must be up-to-date to appropriately manage risk. The percentages shown for 2019-2021 represent the administration policy library only. The 2026 future expected performance is for both Council and Administration policies.

PM2: Businesses Supported by Business and Local Economy (BLE)



Business & Local Economy (BLE) coordinates various efforts across the Corporation to support local businesses. Programs in 2020-2022 included two grant programs - the Reopening Grant Program and the Restrictions Exemption Business Grant program which benefitted 4569 businesses; the Digital Services Squad provided free digital marketing support to 2400 businesses and the Business Experience Representative (BER) program is supporting 100 businesses on their journey to obtaining a business license.

PM3: Respondents who answer favorably about whether they consider The City to be "business-friendly" (per cent)



The Business Perspectives Research Panel conducts quarterly surveys. Through a question about The City's perceived business-friendliness a good baseline can be established as to whether the programs offered by the BLE group and other service improvement initiatives are contributing to an improved perception of doing business with The City.

PM4: City and community participants who report being better able to understand and/or apply resilient qualities or futures thinking to their work (per cent)



Calgary is increasingly facing volatile, uncertain, complex and ambiguous changes that may disrupt the ability to deliver services, reach policy outcomes, or foster trusting relationships with Calgarians. For Calgary to be prosperous, safe, green and equitable, it is important to strengthen social, economic, and climate resilience and apply futures thinking to policy and strategy decisions. Building this capacity includes a mindset shift to embed this thinking into city decision making and policy development and elevate community voices in co-creating their future.

What we plan to do

Result for 2023-2026

We are committed to developing a resilient City, managing current and emerging issues, overseeing capital spend, ensuring appropriate governance frameworks are in place and improving relations with other orders of government, Indigenous Communities, and local businesses.

How we are going to get there

Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.

Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.

Explore opportunities to maximize capital funding by identifying new funding sources, reallocating funding and developing strategies to secure funding for unfunded, high priority capital investment projects.

Support the needs of the business community and achieve the goals of Calgary in the New Economy by coordinating and administering programs such as the Digital Service Squad Program, undertaking cross-corporate process and collaborative improvement efforts and implementing initiatives identified by the Business Advisory Committee.

Continued engagement and support of the Calgary hospitality industry and businesses through the Business Advisory Committee to ensure that they benefit from, and thrive, during major festivals and events.

Co-create an Indigenous governance model aligned with the Indigenous Policy including relevant Indigenous governance best practices for the City of Calgary by working with the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.

Increase the inclusivity and actionability of the Indigenous Policy by engaging the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.

Effectively manage The City's reputation by proactively tracking and responding to issues that arise through-out The City.

Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.

Build Futures Thinking capacity within The City and across equity-deserving communities to better respond to unpredictable changes, challenge our assumptions about the future, better anticipate, shape and adapt to emerging trends, and co-create equitable futures through Strategic Foresight methods.

Leverage opportunities to strengthen social, economic and climate resilience through consultations and application of a resilience lens and tools into City processes to improve project and program development.

Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	12,263		14,371		14,371		14,371	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(274)	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,005	375	-	709	-	709	-	375
Transfers (to)/from services**	1,378	-	-	-	-	-	-	-
Total net budget	14,371	375	14,371	709	14,371	709	14,371	375

** Base budget transfers from Community Strategies and Executive Leadership

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total									
Expenditures	17,044	19,427	375	19,802	19,427	709	20,136	19,427	709	20,136	19,427	375	19,802
Recoveries	(4,528)	(4,802)	-	(4,802)	(4,802)	-	(4,802)	(4,802)	-	(4,802)	(4,802)	-	(4,802)
Revenue	(253)	(253)	-	(253)	(253)	-	(253)	(253)	-	(253)	(253)	-	(253)
Net	12,263	14,371	375	14,746	14,371	709	15,080	14,371	709	15,080	14,371	375	14,746

Note: Figures may not add up due to rounding.