

Corporate Governance

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

Service 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.

Service Updates

Highlights

The first White Goose Flying Annual Progress Report on the internal progress of The City of Calgary implementing Truth and Reconciliation calls to action was delivered by the Indigenous Relations Office.

The Resilience and Future's Team launched a greatly expanded Level Up Calgary program. The project was a featured presentation by Mayor Gondek in Austin at SXSS (South by Southwest) and has led to the development of Level Up programs in Los Angeles, Buenos Aires, and Toronto.

A modernized governance review framework was developed to implement the Service Governance and Policy Review program as directed by Council's notice of motion. This included a draft relationship diagram outlining the optimal use for each governance tool: policy, standard, procedure, plan, strategy, Council priority, vision, etc.

Intergovernmental Relations developed and delivered the YYC Matters Provincial Election Campaign, highlighting citizen and City of Calgary priorities for parties and candidates.

Challenges

The pace of implementing Future Focused work and addressing additional opportunities for 2023-2026 is aligned with available resources.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

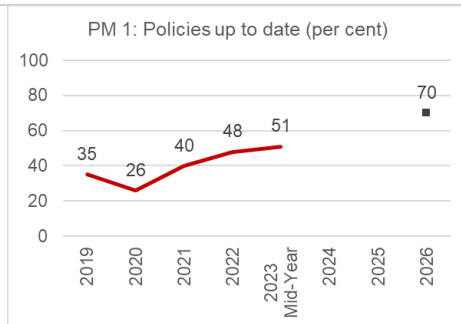
➡ Progressing as planned

⬅ Not progressing as planned

Performance Measures

Story behind the numbers

Status



The percentage of up-to-date administration policies has been steadily rising since Corporate Governance introduced an Administration Policy Review Program. We expect this trend to continue.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 2: Businesses Supported by Business and Local Economy (BLE)

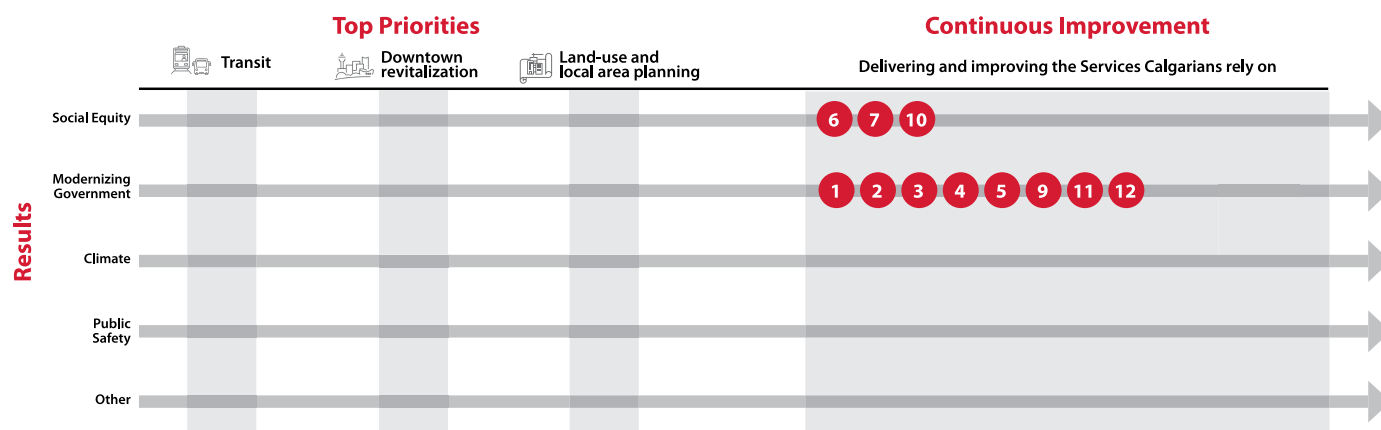
PM 3: Respondents who answer favorably about whether they consider The City to be "business-friendly" (per cent)

PM 4: City and community participants who report being better able to understand and/or apply resilient qualities or futures thinking to their work (per cent)



Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



Legend



Completed



Progressing as planned






Not progressing as planned



Initiative number

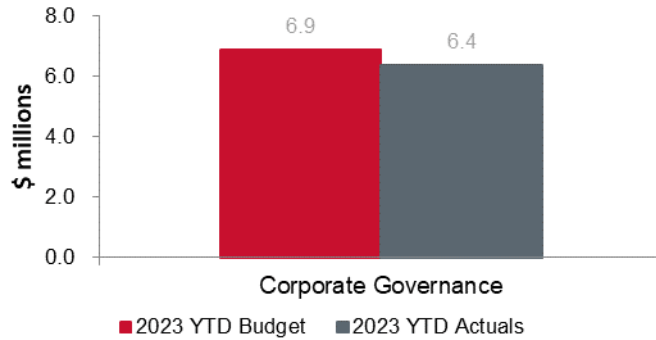
Initiative	Initiative Update	Status
1 Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.	Developed a modernized governance review framework to implement the service governance and policy review program. Surveyed policy stewards to determine improvements that would increase the speed of policy development and revision. Developed a more detailed policy progress report. Working with City Clerk's Office to receive Council policies and fully manage them. Began development of measurement framework for policy implementation effectiveness. Supported the development and review of 41 Administration policies and four Council policies.	
2 Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Reviewed capital carry-forwards for Annual Investment Programs to free up relinquishments for reallocation to high priority infrastructure opportunities.	
3 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.	Secured additional funds for the electrification of Calgary's transit buses, an effective way to reduce greenhouse gas emissions. Advocating for and in discussions with other parties for funding and financing on multiple potential projects, including the Canada Infrastructure Bank on public building retrofit pilot projects.	
4 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.	The Business and Local Economy (BLE) team has been working with the BLE Network and Calgary In The New Economy Alignment Steering Committee to identify opportunities for continuous improvement and act on them. BLE has interviewed colleagues across Canada to help shape processes in Calgary. Currently BLE is in final stages of creating a business intake process, which will allow businesses to interact directly with the City.	
5 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.	The Business and Local Economy team is continuing to work on recommendations from the Business Advisory Committee's What We've Heard Report to respond to businesses' needs.	

Initiative	Initiative Update	Status
6 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.	Applying the principles of The City's Indigenous Policy in a meaningful, demonstrable way in the spirit of promoting Reconciliation on issues across the organization. Examples of this work include: updating Council and Administration on work with the Nations of the Blackfoot Confederacy, the Îethka Nakoda Wicastabi and the Tsuut'ina, and Métis Nation of Alberta Region 3, and the Urban Indigenous community; provided key input to the Indigenous Affordable Housing Recommendations; working with partners to establish an Indigenous Gathering Place and a permanent Indian Residential School memorial.	
7 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.	The White Goose Flying Annual Progress update outlined several areas of success: investing in a permanent Indian Residential School memorial; establishing an Elder's Advisory Committee; approval of ceremonial space at the Municipal Building; advancing work to establish an Indigenous Gathering Place; continuing its critical work on Indigenous Awareness, including the coordination of interactive and engaging events during Indigenous Awareness Month in June 2023.	
8 Effectively manage The City's reputation by proactively tracking and responding to issues that arise through-out The City.	This work is completed through ongoing issues scanning and monitoring, weekly meetings with ELT to discuss high priority issues, issues coaching within the organization, scenario planning on issues, and the development of plans to address issues.	
9 Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.	In 2024 IGR has advanced this work by providing: reliable, accurate and timely support to Mayor, Council and Administration to work with federal, provincial and regional colleagues. Specifically: liaising with, and updating on developments with, the Federation of Canadian Municipalities and Alberta Municipalities; monitoring the broader political landscape at federal, provincial and regional levels (including post-election analysis); coordinating the Federation of Canadian Municipalities 2024 Convention to be held in Calgary; implementing the YYC Matters campaign.	
10 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.	Resilience & Futures established a commitment from UCalgary's Faculty of Social Work to establish an UNESCO Social Resilience and Futures Studies program to democratize the future for equity-deserving communities. Resilience & Futures partnered with Calgary Economic Development (CED) and the Organization of Economic Cooperation and Development (OECD) to host a series of strategic foresight workshops to discuss various global disruptions and explore net-zero transition scenarios. Calgary is the only municipality globally to be offered an opportunity to work with OECD and pilot their toolkit.	
11 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.	In January 2023, Resilience & Futures completed the first phase of applying a resilience lens and systems approach to social equity for The City and Calgary Police Service. Phase 2 began in May 2023 to understand the current systems state of social equity.	
12 Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.	Published updated administration policy template and guidance, and governance review and development process map. Furthered the development of a standards template and guidance. Developed the first draft of a relationship diagram outlining the optimal use for each governance tool (policy, standard, procedure, plan, strategy, Council priority, vision, etc.) which will form a foundational piece of corporate governance training.	



Service Updates on Financial Performance

Net Operating Budget and Actuals as of June 30, 2023



Operating Budget Updates - 2023 YTD net operating budget vs actuals:

The net operating budget favourable variance of \$0.5 million is attributable to \$0.2 million savings in salary & wages due to intentionally managing the workforce, \$0.2 million favourable variance due to lower spending on consulting costs and \$0.1 million favourable variance due to savings in business expenses primarily due to first quarter remote working conditions.

Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

No capital expenditure or budget in 2023.