

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

Key Service Results

The Corporate Governance service has worked externally and cross-corporately to help The Corporation achieve its goals.

Externally, we have collaborated with the municipalities of Edmonton and Vancouver to launch the Canadian Municipal Policy Network, ensured the Permanent Indian Residential School Memorial location was identified and announced, led the Digital Service Squad that served more than 1000 businesses and was the recipient of the One City Award for Economic Impact, revived the Business & Local Economy Network, and will hear in April if our application for a UNESCO chair in Social Resilience and Futures Studies is approved – strengthening our responsiveness to external factors.

Cross-corporately we have engaged the Executive Leadership Team in issues-based discussions to enhance the organization's ability to identify and manage cross-corporate issues, established the Policy Review Committee to ensure cross-corporate strategies and programs are reflected in corporate policies, established the Calgary in the New economy Alignment program, and developed a Modernized Policy Review to implement the Service Governance and Policy Review program from Council's Notice of Motion.

Service Challenges

Maintaining adequate resourcing is a challenge primarily due to illness and turnover. This has caused delays in implementation of several initiatives.

Rising uncertainty, polarization, and distrust in government has led to additional complexity in issue management.

Trends & Potential Uncertainties

Trends we are watching include: Supply Chain challenges; Global Conflicts with local impacts; Municipal / Provincial / Federal jurisdiction discussions; the consolidation of provincial power over municipalities; the growing housing and affordability crisis; the increasing municipal fiscal imbalance; projections of increased drought risk and emerging changes to provincial policies on water agreements; increased demands to address the overlapping, complex issues related to homelessness, the opioid crisis, encampments and public safety; key changes to climate and energy policy.

Opportunities include: formalizing leader-to-leader relationships with local first nations; collaborating with Calgary Economic Development and the University of Calgary to advance futures readiness and resilience.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

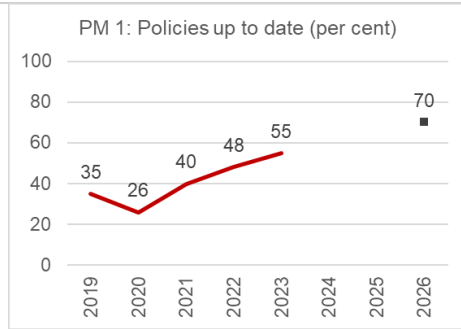
➔ Progressing as planned

⊖ Not progressing as planned

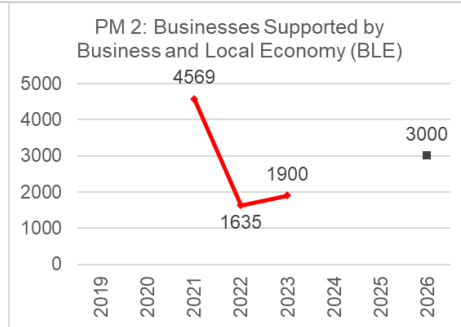
Performance Measures

Story behind the numbers

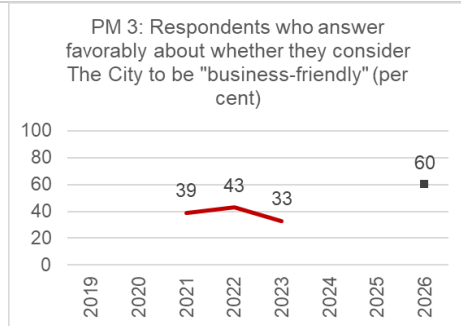
Status



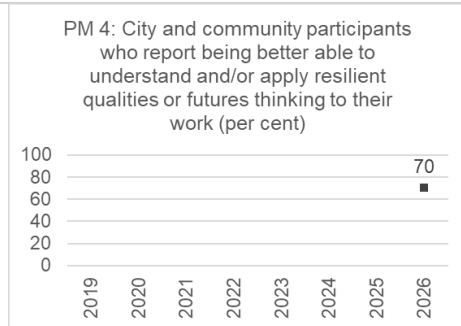
Governance and Policy continue to engage administration policy leads 8 to 12 times per year to facilitate policy development and revision. The addition of a template and guidance for corporate standards in 2023 increased the efficiency of policy review by improving the policy clarity and also by moving decision making on operational issues to the right organizational level.



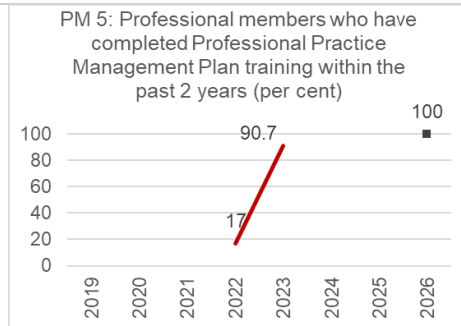
The Digital Service Squad continued to provide direct assistance to new entrepreneurs. We engaged with more than 200 entrepreneurs through seminars offered in the community.



We are working with the Customer Service and Communications to deepen our understanding of who is responding and the nature of their concerns to help address their issues. There were a number of prominent factors which may have influenced results based on the timing of the survey (Nov. 8 – 20, 2023) including: The Canadian Emergency Business Account loans that were coming due, Council 2024 budget deliberations and businesses affordability concerns due to rising costs.



A new leader for resilience & futures was hired - a plan to measure and track performance goals will be implemented in 2024. There may be an update to the performance metric as well.



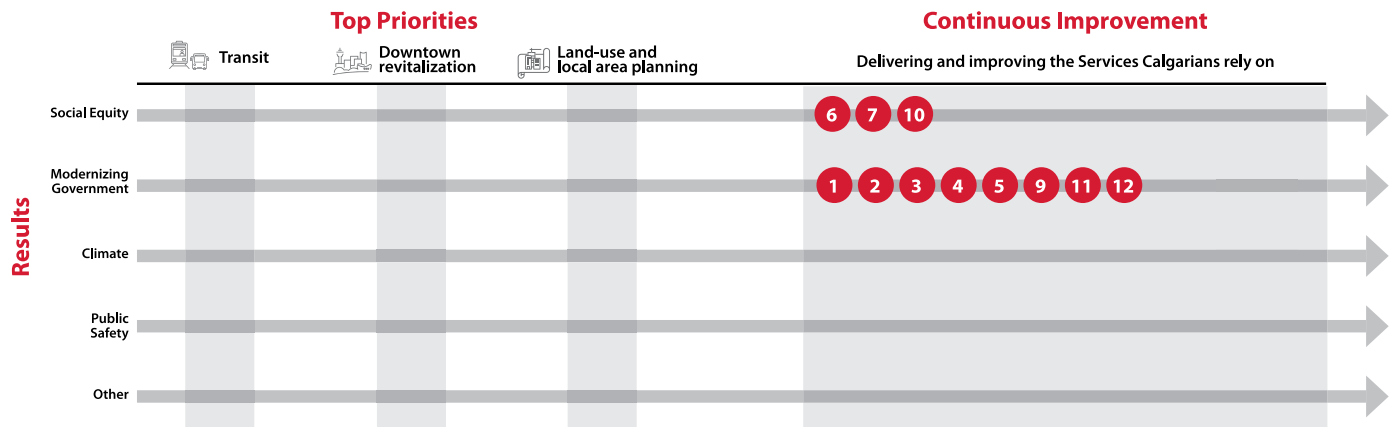
In 2023, the Professional Practice Management Plan training transitioned to a virtual format and was made mandatory through the Learning Management System. These enhancements significantly increased access and participation.













Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
 - Progressing as planned
 - Not progressing as planned
 - Not started
 - Initiative number

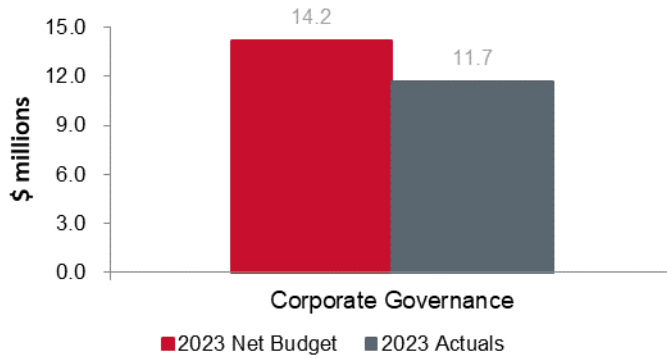
Initiative	Initiative Update	Status
1 Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.	Established the Policy Review Committee to ensure cross-corporate strategies and programs are reflected in corporate policies. Participants in the committee include Anti-Racism, Climate and Environment, Equity, Diversity, Inclusion and Belonging, Indigenous Relations and others. Expanded the governance framework to include the structured development of corporate standards in support of policy improvement. This results in a more streamlined approval process for policy owners making it easier to ensure policies and related governance are up to date.	
2 Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Completed a review of all capital Annual Investment Programs and selected programs and projects to yield \$130 million of funds for reallocation to other investments.	
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.	30 funding applications submitted to provincial and federal programs in 2023. Six applications proceeded to agreement execution in 2023. Significant applications submitted for the Disaster Mitigation Adaptation Fund (potential value \$93M) and the Green and Inclusive Community Buildings (potential value \$16M), await response from funders. Grant process is becoming more standardized across the organization.	
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.	We secured additional grant funding to continue to administer the Digital Service Squad. We established a program to build a framework for collaboration to ensure better alignment between The City and Calgary in the New Economy. We are leading a cross-corporate collaboration to explore an industrial incentive program. We continue to engage with the Business Advisory Committee and completed the directed Customer Service Training scoping.	

Initiative	Initiative Update	Status
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.	We supported the hospitality industry by engaging with the Business Advisory Committee. City accomplishments include: - Waived patio fees - Worked with several hotels with concerns about impacts to their business - Supported the Calgary Hotel Association with solutions when an increase in their property assessments would have resulted in financial hardship - Collaborated to mitigate the impact of city-led construction projects on businesses, including restaurants and coffee shops - Financially supported a program that provided live music from local musicians at local restaurants and cafes	
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.	Limited engagements with indigenous communities have occurred. Translation have been completed and a What We Heard report has been produced. Report scheduled to go to Intergovernmental Affairs Committee and Council in second quarter (Q2) of 2024.	
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.	Work was paused at the request of the Metis Nation Region 3 Government because of their internal governance and transition to the Otipemisiwak Metis Government.	
8 Effectively manage The City's reputation by proactively tracking and responding to issues that arise through-out The City.	The process of engaging the Executive Leadership Team in issues-based discussions has considerably evolved and furthered the organization's ability to identify and manage cross-corporate issues. This is complimented by engagement with all departments to identify issues, and support is provided to manage significant issues that may have an impact on the City's trust and reputation.	
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.	Advocacy with other orders of government is a core function of the Intergovernmental Relations team. Intergovernmental relations leads the work at The City relating to monitoring federal, provincial, regional and international dynamics. This monitoring ensures that all divisions are equipped to shape key policies, bylaws, procedures and priorities.	
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.	Futures thinking helps us to anticipate issues and opportunities and to support our use of strategy to ensure service delivery. We conducted and facilitated workshops and training sessions within the City and within the community to increase understanding and use of futures and resilience, resulting in strategies and decision making that increase the resilience of City services to better support the people of Calgary.	
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.	Worked on Triple Bottom Line policy as part of working group. Progress has been impacted by vacancies.	
12 Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.	Engaged policy leads to revise the policy review process for efficiency, effectiveness and compliance to process and content strengthen to focus on front line service delivery. This engagement has resulted in specific improvements being implemented in Q1 2024 including clarifying responsibilities for executive sponsorship of policy improvements and increased emphasis on policy implementation, measurement and impacts to organizational costs, efficiencies and barrier reduction. Established the Policy Review Committee to enhance compliance to cross-corporate strategies and programs within policies	



Service Updates on Financial Performance

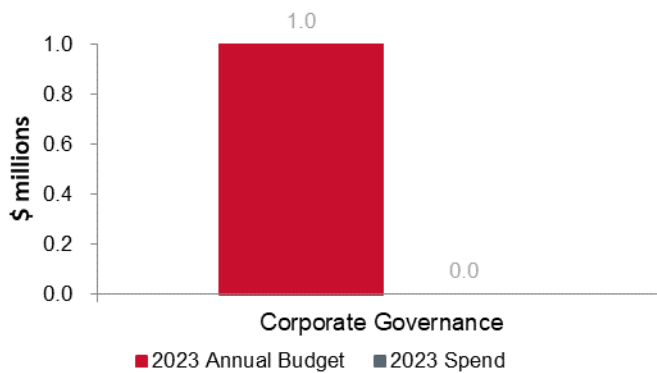
**Net Operating Budget and Actuals
as of December 31, 2023**



Operating Budget Updates - 2023 net operating budget vs actuals:

Corporate Governance has a favourable operating variance of \$2.5 million. The main reasons that have contributed to the variance are savings in salary and wages of \$1.7 million, due to intentionally managing the workforce, lower spending of \$0.7 million on contract and consulting costs; and savings in business expenses of \$0.3 million due to lower than anticipated training and business meetings expenses. The favourable variance is partially offset by unbudgeted communications expenses of \$0.2 million.

**Capital Budget and Spend as of December
31, 2023**



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

Corporate Governance has no capital spent in 2023. The capital budget is for the Indigenous Memorial Site which is in the engagement/pre-design phase. Most of the capital expenditures are anticipated for 2024.