

Corporate Governance

Led by: Manager of Service Excellence in People, Innovation & 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

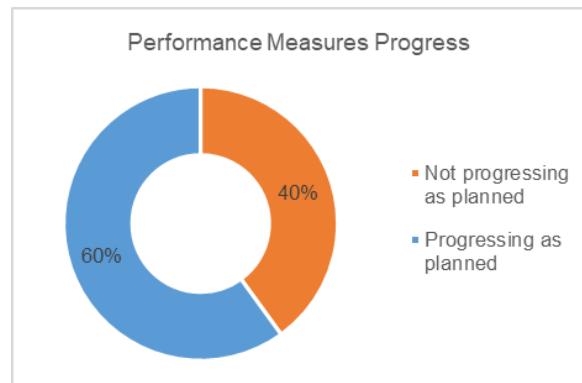
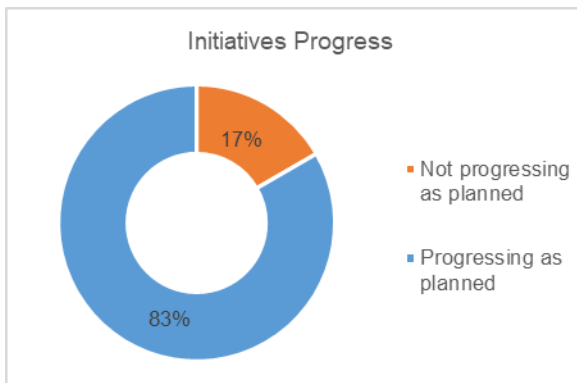
Successfully coordinated the delivery of the Federation of Canadian Municipalities (FCM) Conference and Tradeshow in June 2024. We increased opportunities for experiential learning and connections with Indigenous Peoples through leading and supporting initiatives and events including the annual Calgary Aboriginal Urban Affairs Committee Awards and the design of a ceremony room.

For our business community we coordinated an Open for Business campaign during the Feeder Main Break to support businesses in Bowness & Montgomery and responded to high volumes of support requests.

Level-up season 3 engaged thousands of students and we continued to pursue a United Nations Educational, Scientific and Cultural Organization (UNESCO) Chair related to resilience work.

Internally, we continued to provide thorough, timely analysis of federal and provincial legislation to Mayor, Council and ELT and worked with Administration colleagues to develop effective advocacy approaches. We advanced compliance with Professional Practice Management Plan training, completed an in-year capital recast, created a repository of after-action reports and key lessons learned to inform decision-making and risk mitigation and aligned the Council and Administration policy programs in response to Council direction.

Progress summary



Risk(s) impacting the progress

Inability to meet long-term growth plan
Provincial Government Rural Urban Divide
Inability to fund high priority capital projects



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

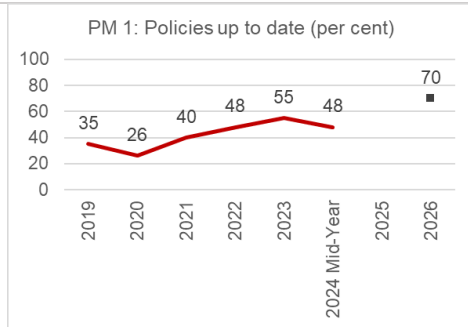
➔ Progressing as planned

⊖ Not progressing as planned

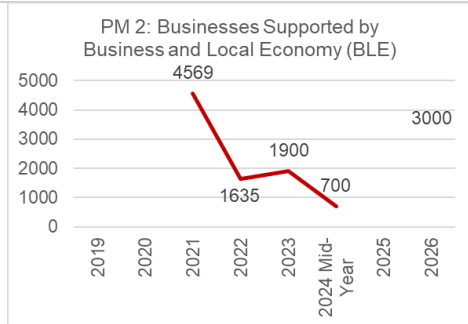
Performance Measures

Story behind the numbers

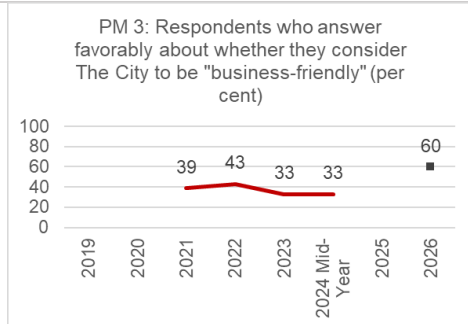
Status



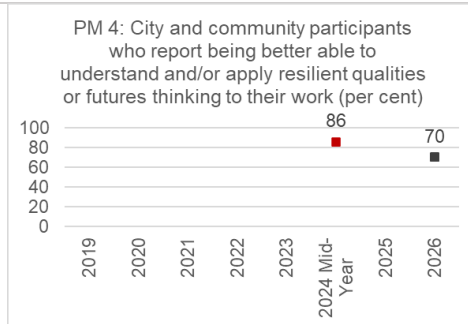
Interpretation of the up-to-date policy measure has been adjusted for 2024. Only policies that have completed an overall review following the Corporate process are now counted. This has resulted in reduction of Administration policies up to date as of this quarter. However, by no longer counting policies that have had a targeted change without a full review, this calculation now better demonstrates the proportion of policies that are current, relevant and responsive to current risks and opportunities. Through work currently in progress, this measure is still expected to achieve its 2026 target of 70% of policies up-to-date.



Other than Digital Service Squad, most of the rest of our work during the last six months involved indirect assistance to businesses. We have served 424 businesses directly through that program this year (completed service plans). We have also presented to many entrepreneurs through Build your Business programs offered by community partners such as Calgary Catholic Immigration Services.



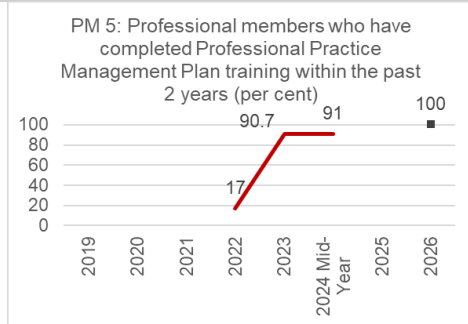
In the latest Business Perspectives Panel survey (end of 2024), 33 per cent of respondents said that The City supported a positive business environment citing "lack of vision" "high taxes" and "social disorder" as barriers to improving the business environment.



Strategic Foresight methodology offers a powerful toolkit for de-risking strategy against future disruptions, ensuring a more resilient and sustainable City. The training and workshops offered since January 2024 resulted in 86 per cent of participants feeling that the insights and tools acquired are useful for their work, with 81 per cent leaving the sessions with a strong understanding of how they will apply the new information.



Furthermore, 81 per cent of participants felt that the training/workshop helped facilitate new ideas about possible futures which, in turn, will foster greater resilience for The City and Calgarians.



The City has gone from about 70 per cent compliance to 90.7 per cent compliance in the last 4 quarters.





Progress on Service Delivery

PROGRESS STATUS



Completed



Progressing as planned



Not progressing as planned



Not started

FUNDING TYPE


















Capital



Operating

Initiative 1	Impact Area: Not applicable	Funding Type:
Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.		
UPDATE 	Launched the Policy Review Committee to enable input into each new and reviewed policy from a wide range of key internal areas including Anti-Racism, Indigenous Relations Office, HR, Law and others. Completed the transfer of responsibility for Council policies to Corporate Governance continuing the implementation of Council's direction for coordinated oversight of Council and Administration policies.	
Initiative 2	Impact Area: City-wide	Funding Type:
Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.		
UPDATE 	From January to June 2024, services submitted \$43 million worth of relinquishments. These funds will be reinvested in high priority unfunded infrastructure needs. Additional relinquishments will be completed Q3.	
Initiative 3	Impact Area: City-wide	Funding Type:
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.		
UPDATE 	Ten funding applications submitted to various provincial and federal programs so far in 2024, five applications are pending decisions. 30 active funding agreements being managed currently, with seven of these being new agreements executed in 2024.	
Initiative 4	Impact Area: City-wide	Funding Type:
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.		
UPDATE 	We expanded the number of Digital Service Squad team members (from 8 to 13) to serve even more businesses. We collaborated with colleagues across Administration on a number of initiatives including: the Main Streets Business Support Grant pilot, the Open for Business campaign in Bowness & Montgomery, and the 5G Discovery Zone. The Digital Services Squad has connected with nearly 8,000 businesses and provided complete digital presence plans to 1,450 businesses. We are also currently preparing a report recommending the transition of the Business Advisory Committee into Administration.	
Initiative 5	Impact Area: City-wide	Funding Type:
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.		

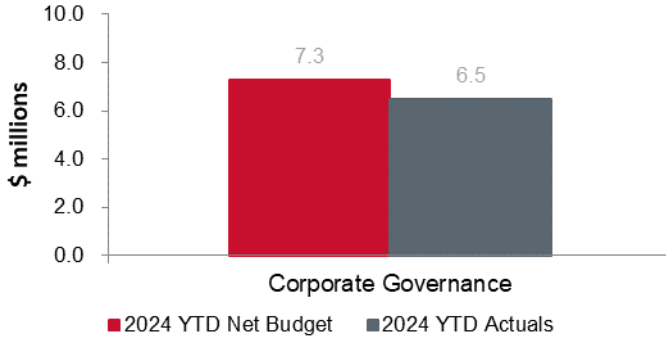
UPDATE 	We have maintained consistent communication with the Calgary Hotel Association and provided support to them as they have requested it. We are expanding our Support Local campaign to run all year round, not just around the winter holidays. The inaugural edition of the BLE newsletter (to be sent out the third week in July) includes information on how to support local businesses during events. In 2023, the Support Local campaign achieved a total of 1,264,181 impressions for our social campaign (in 2022 it was 510,794).		
Initiative 6	Impact Area: City-wide	Funding Type: 	
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.			
UPDATE 	What We Heard engagement report complete, validation of What We Heard report is underway with the Indigenous Nations who participated in the engagement. Preliminary indications that a pan-Indigenous approach to governance is challenging and The City may be better placed to focus on building individual relationship agreements with local Indigenous Nations that have capacity and request one.		
Initiative 7	Impact Area: City-wide	Funding Type: 	
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.			
UPDATE 	The Indigenous policy is up for review. Efforts will focus on doing an analysis of the current policy by Q2 2025 with the potential to address the concerns voiced with individual protocol or relationship agreements.		
Initiative 8	Impact Area: City-wide	Funding Type: 	
Effectively manage The City's reputation by proactively tracking and responding to issues that arise through-out The City.			
UPDATE 	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 complemented 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. This has included supporting both operational and communications responses to emerging issues impacting access to critical services and maintaining trust with Calgarians.		
Initiative 9	Impact Area: City-wide	Funding Type: 	
Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.			
UPDATE 	Advocacy with other orders of government remains 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, building relationships with key counterparts and developing advocacy approaches. This ongoing, comprehensive work ensures that all divisions are equipped to share key policies, bylaws, procedures and priorities.		
Initiative 10	Impact Area: Not applicable	Funding Type: 	
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.			
UPDATE 	Over the first half of 2024, we have successfully increased the futures thinking capacity of 442 individuals within The City and with equity deserving communities. These individuals are equipped to take these learnings back to their teams and communities, increasing the resilience and adaptability of Calgarians.		
Initiative 11	Impact Area: Not applicable	Funding Type: 	

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.		
UPDATE 	Through workshops and training sessions, 81 per cent of participants responded that they are equipped with new insights and tools to support greater resilience for Calgarians. As we bolster our service and product offerings to create greater impact on resilience, we recognize a need to assess and update The City's resilience strategy while continuing to partner with teams across The City to support on-going resilience efforts.	
Initiative 12	Impact Area: City-wide	Funding Type: 
Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.		
UPDATE 	Improve adherence to policies, standards and procedures through maturing governance practices and fostering policy compliance: In response to EC2022-0828, the Council policy program (116 policies) has been transferred to this service, and progress updates initiated; The Policy Review Committee has reviewed seventeen policies and standards, resulting in stronger coordination and communication of policy direction and implementation responsibilities across City policies; and the team has begun development of tools to monitor the impact and efficacy of the policy review and update process.	



Service Updates on Financial Performance

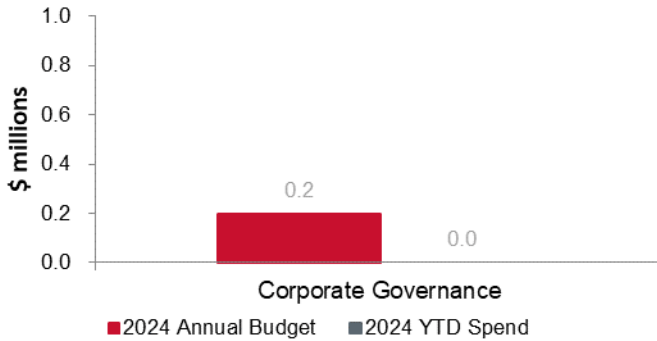
Net Operating Budget and Actuals as of June 30, 2024



Operating Budget Updates - 2024 YTD net operating budget vs actuals:

Corporate Governance has a favorable operation variance of \$0.8 million. The main reason that has contributed to the variance is savings in salary and wages of \$0.4 million due to intentionally managing the workforce, lower spending on contract and consulting services of \$0.3 million, savings in business expenses of \$0.2 million. The favorable variance is partially offset by unbudgeted communications expense of (\$0.1) million.

Capital Budget and Spend as of June 30, 2024



Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

Corporate Governance has spent 0 per cent of the 2024 capital budget. The capital budget is for the permanent Indian Residential School Memorial project which is in the design phase. Most of the capital expenditures for this project are anticipated in the construction phase in 2025.