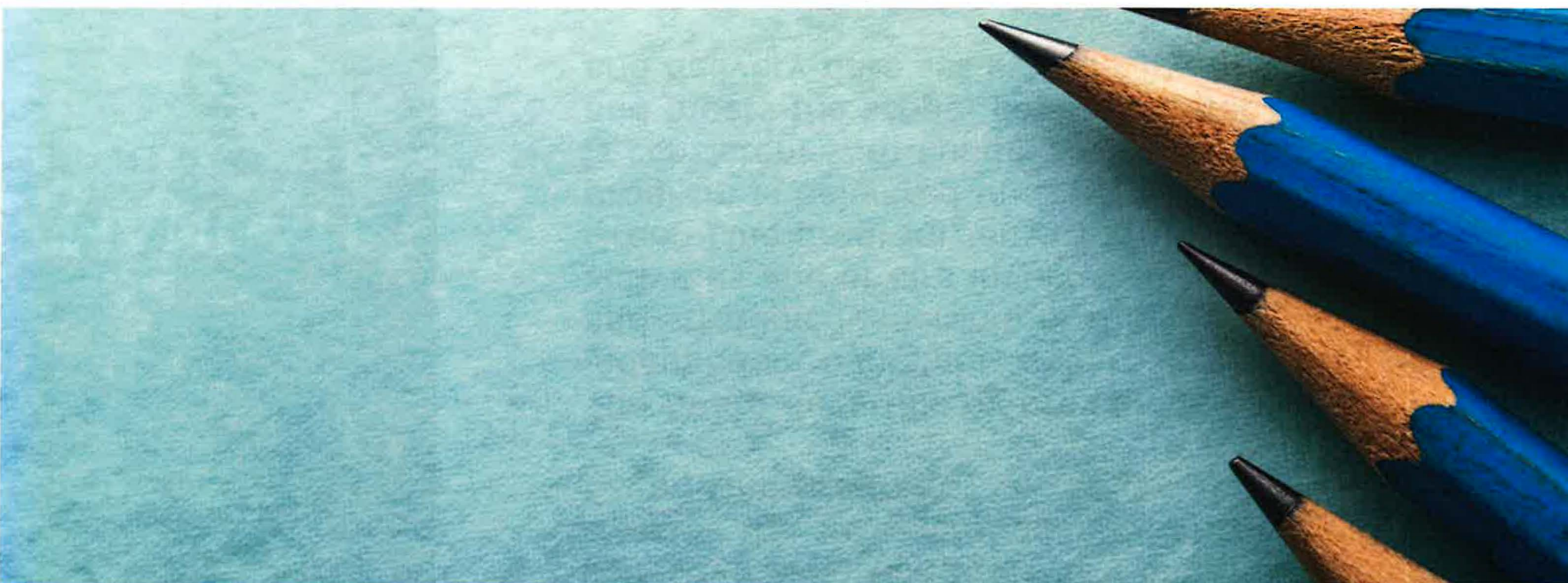


Green Line Board **PowerPoint**



SETTING BOARD OBJECTIVES & SELF-EVALUATION

Green Line Board



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MANDATE

'The mandate of the Board is to use its collective expertise to govern and oversee the successful delivery of the Green Line program.

The Board does this by providing independent oversight, governance and strategic leadership of the activities and affairs involved in the Green Line program, ensuring the program is delivered in a manner that is consistent with Funding Agreements and meets the scope, capital budget and delivery date set by the City.'

* Page 5, Green Line Board Manual



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AUTHORITY

Section 5, Green Line Bylaw: The Board is to “use its collective expertise to govern and oversee the successful delivery of the Program”

Page 15, section 6 of the Green Line Governance Manual: The Board has responsibility to “evaluate the effectiveness of the Board, Board Chair, Vice Chair, and Board members, as well as the Board/CEO relationship and the relationship among the Board, CEO and City

Page 31, Governance and HR Committee Terms of Reference of the Green Line Governance Manual: The Committee will “support the annual review processes to evaluate the Board, Board Chair, Vice Chair, Board members and Board Secretariat”.



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VALUE OF SETTING OBJECTIVES AND SELF-ASSESSMENT

Setting objectives and
conducting self-
assessments drive
continual learning and
improvement

Addresses competency
gaps and identifies areas
of required knowledge,
ability and commitment

Timely corrections and
interventions smooth
out wide fluctuations in
performance

Gives voice to all board
members

Creates confidence in
governance



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PRINCIPLES OF EFFECTIVE EVALUATION

What does a Board assess:

- Board and Committee Effectiveness
- Identified Leadership Roles (Board Chair, Vice Chair, Committee Chairs, Board Secretariat)
- Meeting identified Board objectives

Four elements to successful assessments:

- Commitment of all directors to participate and a shared understanding and acceptance of benefits of the evaluation
- Thoughtful process to ensure timeliness and useful evaluation
- Specific, appropriately chosen tools to ensure information gathered is useful
- Follow up after the assessment to ensure that areas of concern are addressed and that evaluation information reaches the correct individuals

GREEN LINE BOARD OBJECTIVES

Board Effectiveness:

- strong attendance, engagement and alignment with Board values (identified in the Board Governance Manual), and succession planning

Measures:

- Board and Committee evaluation questionnaires

Accountability:

- process managed by GovHR Committee (annual process early in calendar year)
- to be reported to Board

CEO Performance:

- smooth onboarding/transition of role
- CEO fully competent with Board's confidence

Measures:

- Quarterly updates; review progress and outcomes against approved annual CEO objectives

Accountability:

- process managed by GovHR Committee and Board Chair (annual process early in calendar year)
- to be reported to Board

Stakeholder relations:

- earn and maintain confidence of City Councillors and representatives of funding partners & identified stakeholders

Measures:

- Semi-annual meetings with City Councillors and funding partners for feedback
- Stakeholder surveys from community influencers (e.g. vocal supporters/opponents, community groups/impacted communities and businesses)

Accountability:

- Board Chair to initiate semi-annual City Council and funding partner meetings
- Stakeholder surveys to be managed by GovHR Committee who will review and report to Board (mid year)

3rd Party Due Diligence/Risk Management:

- confidence of board through 3rd party due diligence of major procurement processes, assessment and evaluation prior to decision making

Measures:

- Identification of independent expertise and resources/research needed to support Green Line Board oversight and evaluation of key contracts

Accountability:

- Board Chair to work with CEO, GovHR Committee and Budget & Risk Committee to determine appropriate 3rd party due diligence requirements (to be confirmed with annual board calendar planning and with each agenda planning)



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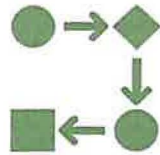


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Report GLB2021-1462

NEXT STEPS



Board to review and agree to identified Board/Committee objectives



Governance and HR Committee to establish process (timelines) and tools to self-assess performance against Board/Committee objectives



Self-evaluation tools including:

- Real time discussions and feedback each meeting on meeting processes, dialogue, meeting content and agendas
- Board Chair having periodic 1:1 discussions with individual board members focused on value and satisfaction
- Annual survey assessment of Board members and key management of performance against specified objectives, and of the effectiveness of Committee and identified board roles

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