

2016 Intergovernmental Activities Summary

EXECUTIVE SUMMARY

Intergovernmental & Corporate Strategy (ICS) is pleased to provide the 2016 Intergovernmental Activities Summary, which summarizes the intergovernmental and advocacy activities undertaken to advance corporate priorities and Intergovernmental Affairs Committee direction. This report illustrates how ICS serves City of Calgary Administration, Council and Calgarians to build and strengthen relationships and partnerships with other orders of government on shared legislative, regulatory and strategic goals.

ADMINISTRATION RECOMMENDATION(S)

That the Intergovernmental Affairs Committee receive the 2016 Intergovernmental Activities Summary for information.

PREVIOUS COUNCIL DIRECTION / POLICY

At its meeting on 2012 April 23, Council approved IGA2012-17 which was a 2011 update of The City's intergovernmental positions.

As well, at its meeting on 2013 March 7, Intergovernmental Affairs Committee approved the updated Intergovernmental Policy Issues and Position Statements.

The Procedure Bylaw 44M2006 outlines the mandate of the Intergovernmental Affairs Committee of Council as: (a) preparing representations on the impact of other governments' policies on The City, (b) co-ordinating long term growth and development plans between Calgary and other municipalities, and (c) developing strategies to address the needs of affordable housing in Calgary (addition through Bylaw 51M2007)

This mandate is internally described as supporting Council directions and advancing The City of Calgary's strategic interest by focusing on evolving government relations conversations into corporate strategy actions.

BACKGROUND

The 2016 Intergovernmental Activities Summary presents the advocacy activities we have engaged in to best represent the interests and public policy goals of the corporation by aligning to and delivering on specific priorities outlined in the Leadership Strategic Plan, Action Plan 2015-2018 and mandate of the Intergovernmental Affairs Committee of Council.

In keeping with our advocacy role in the corporation, Intergovernmental & Corporate Strategy is also the advisory group for the members of Council who are appointed to represent The City on two municipal associations: the Alberta Urban Municipalities Association (AUMA) and the Federation of Canadian Municipalities (FCM). We conduct research and analysis, and gather information – in consultation with subject matter experts throughout The Corporation – to assist these Councillors with their City of Calgary response to resolutions, policy papers and recommendations for action by these two associations.

For the purposes of this report, only 2016 advocacy activities are highlighted. With future reporting and measurement in mind, Intergovernmental & Corporate Strategy has started to use The City of Calgary Results Based Accountability (RBA) method to measure the performance of

2016 Intergovernmental Activities Summary

our advocacy initiatives. By applying the RBA method we can track and assess the policy and legislative environment to measure the need for intergovernmental relations and advocacy, as well as drive towards and ensure the right outcomes. In particular, reports will include both progress and performance highlights of the modernized Municipal Government Act, new City Charter and Growth Management Board in addition to issue-specific advocacy activities and collaboration tables.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The process of managing the interconnectedness of government relations and corporate strategy is based on a platform of a number of best practices that leading organizations use to influence public policy and other regulatory matters.

Best practices include:

- Alignment of government relations strategy with corporate goals and priorities (leadership strategic plan).
- A proactive government relations strategy and team.
- An active legislative tracking and policy performance and measurement tool (under construction).
- Active relationship building with stakeholders and partners.
- The use of formal advocacy, consultation and collaboration tools and standards.

These best practices have been incorporated into our mandate in order to advance strategic interests and serve citizens.

Stakeholder Engagement, Research and Communication

Intergovernmental & Corporate Strategy engages and collaborates with all departments at The City of Calgary to advance City of Calgary positions and priorities with other orders of government. The activities presented in this report reflect this collaborative approach.

Strategic Alignment

Our goal for the intergovernmental relations and advocacy activities we undertake on behalf of The City of Calgary is to inform and influence the decisions and actions of other governments. This is critical for an organization like ours in order to mitigate negative impacts and create the legislative and fiscal frameworks The City needs to support its operational requirements, achieve its strategic goals, and, ultimately, better serve Calgarians. These actions are achieved through alignment with the following outcomes from the Corporate Action Plan 2015-2018 and the Leadership Strategic Plan:

Action Plan 2015-2018 tasks Intergovernmental & Corporate Strategy with the following outcomes and strategic priorities related to advocacy:

- Seek out partnerships with other governments and community partners to achieve community well-being (P5).
- Advance collaboration across the Corporation to ensure alignment of intergovernmental priorities, and a consistent approach and Corporate message (P5.1).

2016 Intergovernmental Activities Summary

- Develop and undertake advocacy strategies that support departments' initiatives to further community well being (P5.2).
- Finalize a new City Charter with the province (W1).
- Engage the Government of Alberta on new fiscal and legislative policies (W1.1).

Alignment with our Leadership Strategic Plan as follows:

1. Establish a cooperative and meaningful relationship with Council
 - Build a shared strategic agenda focused on Council priorities, through the City's Action Plan.
2. Cohesive leadership culture and collaborative workforce
 - Engage and focus administrative leadership on the shared strategic agenda.
3. Focus immediate and collective attention on planning and building a great city
 - Work with partners to build trust and together address future growth related investment matters.
4. Strengthen the Corporation's financial position
 - Secure provincial commitment through City Charter negotiations and MGA review.

Social, Environmental, Economic (External)

The 2016 Intergovernmental Activities Summary advance corporate priorities and IGA Committee direction to support a range of social, environmental and economic outcomes.

Financial Capacity

Current and Future Operating Budget:

N/A

Current and Future Capital Budget:

N/A

Risk Assessment

N/A

REASON(S) FOR RECOMMENDATION(S):

This report highlights the advocacy work undertaken by Intergovernmental & Corporate Strategy on behalf of The City of Calgary. It reflects the many key issues and opportunities that have been advanced by ICS in collaboration with all City departments under the direction of the Intergovernmental Affairs Committee of Council.

ATTACHMENT

2016 Intergovernmental Activities Summary