



## What is the Service?

Governance and Corporate Management refers to the component of municipal government responsible for governing the municipality, providing direction and leadership to staff, and sustaining the organization.

*Corporate management activities include:*

- Chief Administrative Officer/City Manager
- Corporate Accounting
- Corporate Finance
- Debt Management & Investments
- Development Charges Administration
- Taxation
- Strategic Communications
- Protocol
- Real Estate and properties owned by the municipality but not used for service delivery

### Influencing Factors:

**Council:** Full-time vs. Part-time Councils.

**Government Structure:** Different tiers of municipal government and the corresponding differences in responsibilities for service provision. Responsibility for POA Courts, Property Assessment costs, property tax collection and write-offs and water and wastewater billing.

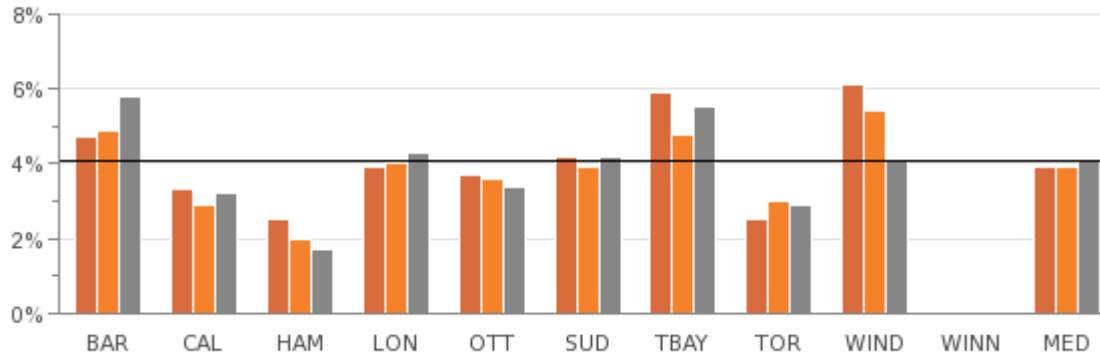
**Organizational Form:** Centralized vs. decentralized structure for administration services.

# General Government

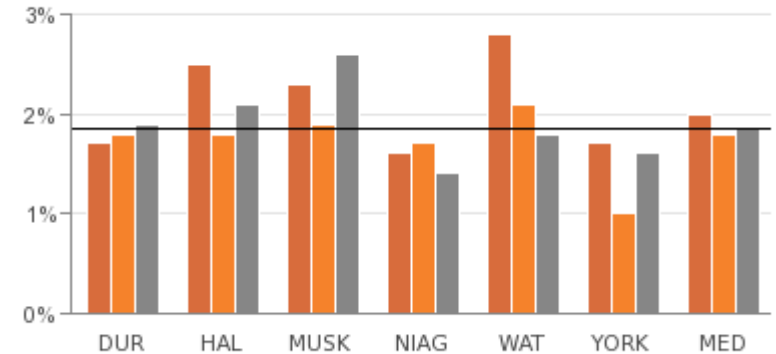
## What percent of total municipal operating cost is related to governance and corporate management?

Fig 8.1 Operating costs for Governance & Corporate Management as a Percent of Total Municipal Operating Costs

Single-Tier



Upper-Tier



2009	4.7%	3.3%	2.5%	3.9%	3.7%	4.2%	5.9%	2.5%	6.1%	N/A	3.9%	1.7%	2.5%	2.3%	1.6%	2.8%	1.7%	2.0%
2010	4.9%	2.9%	2.0%	4.0%	3.6%	3.9%	4.8%	3.0%	5.4%	N/A	3.9%	1.8%	1.8%	1.9%	1.7%	2.1%	1.0%	1.8%
2011	5.8%	3.2%	1.7%	4.3%	3.4%	4.2%	5.5%	2.9%	4.1%	N/A	4.1%	1.9%	2.1%	2.6%	1.4%	1.8%	1.6%	1.9%

Source: GENG901 (Efficiency)