



AGENDA

STRATEGIC MEETING OF COUNCIL

January 31, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
(None)
6. PRESENTATION(S) AND RECOGNITION(S)
7. CONSENT AGENDA
(None)
8. POSTPONED REPORTS
(includes related/supplemental reports)
(None)
9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 9.1 OFFICER OF COUNCIL REPORTS
(None)
 - 9.2 ADMINISTRATION REPORTS
 - 9.2.1 2019-2022 Council Directives for One Calgary, C2018-0115
 - 9.3 COMMITTEE REPORTS
(None)
10. ITEMS DIRECTLY TO COUNCIL
 - 10.1 NOTICE(S) OF MOTION
(None)

10.2 BYLAW TABULATIONS
(None)

10.3 MISCELLANEOUS BUSINESS
(None)

11. URGENT BUSINESS

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA
(None)

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 New Community Growth Strategy (Verbal Report), C2018-0122
Held confidential pursuant to Sections 23 and 24 of *FOIP*.

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

14. ADJOURNMENT

Upon Adjournment of the Strategic Meeting, Council will participate in an Indigenous Awareness and Training session, to be held in the Calgary Power Reception Hall.

**Deputy City Manager's Office Report to
Strategic Meeting of Council
2018 January 31**

**ISC: UNRESTRICTED
C2018-0115
Page 1 of 4**

2019-2022 Council Directives for One Calgary

EXECUTIVE SUMMARY

Council engaged Intergovernmental and Corporate Strategy (ICS) to develop and facilitate a strategic discussion with the objective of supporting Council's development of "Council's Directives to Administration for the 2019-2022 Service Plans and Budgets (One Calgary)". ICS recruited a team of subject matter experts to both facilitate the workshop and develop an information package "Setting your Council Directives 2019-2022 (One Calgary)". This information package was structured along the current 2015-2018 Council Priorities. Finally, the strategic discussion lead to the development of Council's Directives for 2019-2022.

ADMINISTRATION RECOMMENDATION:

1. That Council adopts "Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets".

PREVIOUS COUNCIL DIRECTION / POLICY

In 2004 March 16 Council approved a multi-year approach to planning and budgeting, covering the years 2006-08. This approach became a Council Policy on 2005 January 31 entitled "Multi-Year Business Planning and Budgeting Policy for The City of Calgary" (Policy Number: CFO004, as amended 2012 April 9), hereafter referred to as the "Multi-Year Business Planning Policy". The policy defines the approach and procedures required for the development of multi-year budgets and business plans for The Corporation.

BACKGROUND

Part A of the Multi-Year Business Planning Policy outlines the approach that The City will follow when developing multi-year operating and capital budgets, along with the accompanying business plans. In accordance with that policy, Council's role is to prepare a statement of its priorities and provide budget guidelines to Administration for the business and budget planning period.

The next multi-year business planning cycle is well under development and officially launched in 2017 November. Known as "2019-2022 One Calgary Service Plans and Budgets" (hereafter referred to as "One Calgary Program"), it marks The City's fifth multi-year business planning cycle. With each cycle both Council's approach to developing its priorities and guidelines, as well as Administration's practices and procedures for developing business plans and budgets have evolved.

To develop its 2019-2022 Directives, Council considered the specific context that The City is operating under and the existing challenges and opportunities. First and foremost are the current economic challenges that both The City and Calgarians are dealing with given the local economy's significant dependence on the oil and gas sector. Furthermore, Calgary has also experienced significant environmental and social shocks and stresses in recent years. These major influencing factors require a thoughtful and focussed strategic approach with the objective of supporting Calgarians and making Calgary's communities more adaptable and resilient for the immediate and long-term future. Council's Directives are focussed on achieving that adaptability and resilience, and are key for Administration to further deliver the One Calgary Program for 2019-2022.

2019-2022 Council Directives for One Calgary

Council's Directives will also be used to support the development of the Corporate Strategic Plan, and inform the development of coherent actions by Administration to implement Council's vision and achieve its defined purpose of "Making life better everyday for Calgarians".

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The facilitation team engaged by Council to support the development of Council's Directives for 2019-2022 utilized a best practice in designing the strategic conversation. This process involved three stages: levelling, shaping, and choosing.

The levelling stage is designed to ensure that the Mayor and all Councillors have the same level of information with respect to Calgarians' expectations. This stage focussed on creating a shared understanding with respect to what Council heard from Calgarians and other stakeholders during the municipal election. It also allowed for a check-in with respect to The City's progress and successes achieved for the existing 2015-2018 Action Plan. This information was communicated to Council in the document entitled "Setting your Council Directives for 2019-2022 (One Calgary)". The materials gathered in that document utilized data from multiple citizen engagements and surveys including the annual Citizen Satisfaction Survey, as well as various Administration accountability reports to Council. The data was analysed and integrated to provide a story behind the data. That story created a holistic picture of achievements, improvements, and identified opportunities and contributing factors to "turn the curve" and improve outcomes and results.

The shaping stage was conducted during the 2017 December 4 Strategic Council Meeting. The objective of the shaping stage is to enable Council to frame the issues around two key questions: "What are Calgarians most concerned about?" and "What are Calgarians currently struggling with?" By using the World Café method with a team of subject matter experts as facilitators, this facilitation technique allowed for equal input through focussed conversations from all Council Members and the Mayor. Council considered and discussed the challenges facing The City, Calgarians, the business community, and other stakeholders, and identified potential options and opportunities for Administration to act and address these issues. Given the current economic challenges facing The City, Council prioritized and focussed on a limited amount of interventions as presented by Council's Directives (Attachment 1).

The Directives listed in Attachment 1 are a direct result of the input gathered from Council during the Strategic Meeting on December 4th. The facilitation team collected over 400 comments during the meeting and sorted through all the information contained in those comments. Summaries of all the issues mentioned for each of the priority areas were drafted and ultimately integrated into the attached Directives.

Stakeholder Engagement, Research and Communication

Council's ongoing engagement with Calgarians culminated with the 2017 municipal election. The municipal election provided Calgarians and stakeholders an opportunity to express their opinions to Council with respect to the current and future direction of The City.

2019-2022 Council Directives for One Calgary

Council engaged a facilitation team to assist in the development of Council's Directives. The facilitation team met individually with Councillors to gather information about what they heard from citizens with regards to their concerns and aspirations. The team also gathered information and data from multiple citizen surveys and engagements (such as the annual Citizen Satisfaction Survey) to develop the information package "Setting your Council Directives for 2019-2022 (One Calgary)".

Some members of the facilitation team are also involved with the One Calgary Program Team to ensure alignment between political direction from City Council and Administration's ongoing development of the next four-year business planning and budget cycle.

Strategic Alignment

Council's Directives are the strategies that support and drive Administration's development of the 2019-2022 business planning and budget – the One Calgary Program.

Social, Environmental, Economic (External)

Council's Directives outline significant social, environmental or economic objectives and expectations that Administration is required to address with respect to the delivery of the 2019-2022 Service Plans and Budgets.

Financial Capacity

Current and Future Operating Budget:

Council's will set the indicative tax rate and provide guidance to the development of The City's future operating budget in accordance with the Multi-Year Business Planning Policy.

Current and Future Capital Budget:

Council's Directives outline priority and focus areas that will direct The City's capital investments for the 2019-2022 business planning cycle.

Risk Assessment

Council expects The Corporation, through the One Calgary Program, to identify the strategic risks, opportunities, benefits and costs associated with its directions and guideline to Administration.

**Deputy City Manager's Office Report to
Strategic Meeting of Council
2018 January 31**

**ISC: UNRESTRICTED
C2018-0115
Page 4 of 4**

2019-2022 Council Directives for One Calgary

REASON(S) FOR RECOMMENDATION(S):

Council's Directives and Guidelines to Administration are consistent with Council Policy CF0004 Multi-Year Business Planning and Budgeting and are used to describe Council's understanding of both citizen expectations and community aspirations with respect to "making life better everyday for Calgarians".

ATTACHMENT(S)

1. Attachment 1 – Council Directives to Administration for 2019-2022 Service Plans and Budgets (One Calgary).
2. Attachment 2 – "Multi-Year Business Planning and Budgeting Policy for The City of Calgary" (Policy Number: CFO004, as amended 2012 April 9.
3. Attachment 3 – Team Members

**Deputy City Manager's Office Report to
Strategic Meeting of Council
2018 January 31**

**ISC: UNRESTRICTED
C2018-0115
Attachment 1**

**Attachment 1: Council Directives to Administration for 2019-2022 Service Plans and
Budgets (One Calgary)**

imagineCalgary – 100-Year Vision and Goals

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place. Together, we continue to imagine a Calgary and a community where:

We are each connected to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for all of us.

We are each connected to our places. We treasure and protect our natural environment. Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of our surroundings.

We are each connected to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone, and people move freely between them.

We are each connected beyond our boundaries. We understand our impact upon and responsibility to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.

We can make it happen!

With purpose, drive and passion, Calgary will be a model city, one that looks after the needs of today's citizens and those to come. We make imagination real; it's the Calgary way. It's what we've always done and will always do.

Calgary: a great place to make a living, a great place to make a life.

A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
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Council Directives	<p>The City needs to continue building a local economy that is more resilient to changes in commodity prices. Although Calgary continues to diversify its economy and reduce dependency on the resources sector, Council acknowledges that more work is required. We need to update and implement Calgary's economic development strategy while maintaining support for our energy and technology industries.</p> <p>Recently Calgary Economic Development identified six potential industries that will drive economic growth and spur job creation. These all require attention and nurturing. For example, one of those growth industries, travel and tourism, needs to move to a new level with an enhanced focus on arts, culture, festivals, and winter activities.</p> <p>Accordingly, Calgary's new economic strategy must include policies that will attract these growth industries to Calgary, support Calgary's existing businesses, enhance support for entrepreneurs, and revitalize the city's downtown core. At the same time, The City needs to methodically remove red tape and barriers that impede businesses from locating to Calgary or interfere with existing businesses and new business start-ups.</p> <p>Many Calgarians continue to struggle with housing, income, and food instability. We must continue to implement Enough for All, Calgary's Poverty Reduction Initiative. Enhancing our partnerships with other orders of government, the nonprofit sector and businesses, will be critical to fully implement this initiative, and provide equitable access to services for all Calgarians.</p> <p>Finally, The City needs to deliver programs (including public-private partnerships) to provide a sufficient supply of affordable housing, while maintaining the safety and quality of the existing affordable housing stock.</p>
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A City of Safe and Inspiring Neighbourhoods	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.
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Council Directives	<p>Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive for all Calgarians, including seniors and people with disabilities. The City needs to work with community partners to address social issues impacting older Calgarians enabling them to receive the services they need to age in place.</p> <p>Our current method of relying on the community associations as the voice of the community must be re-examined. We need to engage Calgarians at the neighbourhood level in a way that encourages local community connections and active participation in civic life across all ages, cultures and stages of life. Calgarians have a vibrant community oriented culture that The City will support by improving connections among neighbours through community hubs and partnerships that support vulnerable individuals and families.</p> <p>Cherishing and protecting our heritage will enrich the sense of place in our communities. We need to ensure that The City's heritage processes are suitable to improve the protection and enhancement of heritage assets.</p> <p>We must also ensure that all communities are complete communities. Greenfield communities need to quickly grow to a scale where they can support community services such as transit. Developed communities need to be encouraged to re-develop sustainably and sensitively, in a way that accommodates changing community needs, and supports the public investment in them. Making it easier to build development that meets our Municipal Development Plan and the Calgary Transportation Plan will be essential to achieve this.</p> <p>Growth of the city needs to be managed in a way that achieves the best possible social, environmental and economic outcomes within financial capacities. The cost of growth needs to be minimized for The City while maximizing housing choice and affordability within these constraints.</p>
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A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.
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Council Directives	<p>Council's primary concern is with the safety of all Calgarians, therefore all modes of transportation must be safe.</p> <p>All options for mobility should be desirable. We want to make walking, cycling, and transit attractive choices for Calgarians while not unduly penalizing motorists.</p> <p>Innovative technology partnerships can help to build, fund and sustain a resilient transportation network. We need to recognize that The City cannot solve all transportation connectivity issues on its own – we need to identify and form partnerships with public, private sector and nonprofit entities to improve our transportation network, adopt new transportation business models, and position Calgary as a city that moves into the future.</p> <p>We need to develop and implement innovative and technological solutions with respect to existing and new transportation infrastructure that both enhances Calgarians' safety and reduces peak-hour traffic congestion.</p>
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A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighborhoods where residents connect with one another and can live active, healthy lifestyles.
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Council Directives	<p>Calgary needs to address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people. We need to lever incentives that focus on the economic benefits of addressing climate change (such as business diversification, job creation, opportunities for small businesses and all Calgarians) and align The City's climate change strategies with other orders of government and industry initiatives.</p> <p>Calgary and The City should become nationally and internationally competitive by embracing a low carbon economy, fostering alternative energies and developing strategies to reduce adverse impacts and vulnerabilities resulting from climate change.</p> <p>We must also develop strategies to create communities that support healthy lifestyles and interaction amongst residents (walkability, pedestrian, bike and public transit connections) to reduce and prevent social isolation. Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons.</p> <p>We need to continue to implement a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Continuous investment in indoor and outdoor recreation facilities that address the changing needs of Calgarians will be important to support healthy lifestyles for all.</p> <p>Finally, we must continue to make parks and green spaces a priority and proactively seek to increase green space in neighbourhoods.</p>
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A Well-Run City	Calgary has a modern and efficient municipal government that is focused on continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.
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Council Directives	<p>Council and Administration need to speak in a collective voice that improves communication with Calgarians to help them understand: the services The City delivers; how their taxes are invested; that their municipal government functions to serve Calgarians; and that their municipal government is well-run and efficient. We need to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs.</p> <p>We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing.</p> <p>We need to validate those rules and processes that support community engagement and activism while eliminating impediments to citizens who are trying to help make improvements in their communities.</p> <p>We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture, including City Council, that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve.</p>
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Council's Five Guidelines to Administration

Council's Five Guidelines to Administration outline the strategic objectives and expectations for the City Manager with respect to his leadership of The Corporation, his strategic priorities regarding culture, investment and value, and his operational focus on services delivery.

Council's Five Guidelines thus describe Council's expectation of Administration with regards to how it delivers services to citizens and customers. Following a model of integrated service delivery, working collaboratively across the organization, fostering a trustworthy relationship with Council, providing services with a customer focus in mind, and basing this all on a sustainable financial plan are overarching principles that Council expects Administration to follow while delivering on every Directive set by Council for the 2019-2022 One Calgary Program.

The following five Guidelines therefore define the high level "how" of Administration's Actions towards delivering on Council's Directives.

Council's Five Guidelines to Administration are:

1. **Integrated Service Delivery** – Council is consistent in its view that the corporation needs to provide services in a much more coordinated and integrated way
2. **Engaged Leadership** – Council wants collaborative organizational leaders and managers that function together as a team
3. **Trust and Confidence** – Council is asking for an organization that is reliable, honest, effective, and that has its confidence and trust
4. **Investment and Value** – Council expects a sustainable financial plan from Administration that is responsible and creates value
5. **Cooperative Alliances** – Council endorses strategically important relationships that promote community and city building.



Policy Title: Multi-Year Business Planning and Budgeting Policy for The City of Calgary
Policy Number: CFO004
Report Number: C2005-04, FCS2007-46
Approved by: City Council
Effective Date: 2005 January 31, and amended 2008 January 14 and amended 2012 April 9
Business Unit: Chief Financial Officer's Department

BACKGROUND

The work on integrating planning and budgeting began with Council's approval on 2004 March 16 of a multi-year approach to planning and budgeting, covering the years 2006-08. The benefits expected from this new approach, as identified by Council, included:

- providing a longer-term funding plan so that longer-term goals could be identified and achieved;
- providing citizens with more certainty about the direction of City services, finances, and tax levels;
- making more strategic use of Council's time in reviewing budgets and the Administration's time in preparing them; and
- instilling discipline to control spending plan changes.

PURPOSE

The purpose of this policy is to stipulate the approach to multi-year budgeting and business planning.

POLICY

(Multi-Year Planning and Budgeting Approach)

The following approach is used in order to meet Council's stated objectives for multi-year budgeting and business planning.

The scope of multi-year planning and operating and capital budgeting extends to all City departments, as well as the Calgary Police Service and any civic partners whose budget requests are included in the corporate business plan and budget document.



APPROACH/ PROCEDURE

A. Operating and Capital Budgets, Business Plans:

- i) The Administration prepares long-term forecasts as background information to Council's preparation of guidelines for three-year business plans and operating and capital budgets.
- ii) Council prepares a statement of its priorities for a three-year period and provides budget guidelines to the Administration that frame the preparation of three-year departmental business plans and corresponding budgets.
- iii) The Administration prepares business plans that reflect Council's priorities and guidelines, and which are achievable within the limits of the approved budget guidelines.
- iv) Council approves those business plans, including measures of performance.
- v) Based on the approved business plans, the Administration prepares detailed proposed three-year operating and capital budgets for Council approval.
- vi) The budget includes three years of property and business tax rates, utility rates and user fees, as well as changes to those rates and fees.
- vii) The capital budget continues to include a five-year plan.

POLICY

(Budget Adoption)

Municipalities are required by the Municipal Government Act to prepare balanced operating budgets for each calendar year, but it is possible to approve more than one year of budgets at the same time. Sections 242 (1) and 245 of the MGA require that an operating budget and a capital budget respectively must be adopted for each calendar year, so:

- A. Council annually adopts an operating budget and a capital budget after budget adjustments are made.

POLICY

(Business Plan and Budget Adjustment)

There are defined mechanisms to adjust the business plans, performance measures and targets, and operating and capital budgets after they are approved.



In this section “adjustment” is not synonymous with opening up the plans or budgets for a full-scale review. The intent is to adhere to the three-year business plans and the budgets that support them, and to provide the opportunity to fine-tune them only when circumstances warrant.

APPROACH/PROCEDURE

Adjustments to the Plans and Budgets:

- A. Include an annual adjustment process in the Council calendar for late in the fiscal year (November/December) to adjust the plans, measures and budgets for the following year(s) ; and
- B. Limit the scope of business plan and budget adjustments to respond to the following circumstances only:
 - i) external factors such as provincial or federal budgets, or changes imposed on pension plan contributions or WCB payments (for example);
 - ii) adjustments to the operating impacts related to capital project adjustments;
 - iii) unforeseen changes to economic forecasts affecting costs, service demand volumes, or revenue projections; and
 - iv) Council-directed changes to priorities, or results shown in performance reporting, that cause:
 - requests to carry over operating variances, and/or
 - business plan amendments that require budget changes; and
- C. Proposed changes to future years’ business plans and operating budgets should only be brought forward and approved once per year, during the annual adjustment review, so that all requests can be considered together; and
- D. Capital budget adjustments are more time-sensitive due to the construction season, and should not be restricted to once per year. Therefore, capital budget adjustments may be brought forward with the Mid-year and Year-end Reports on business plans and budgets, as well as during the annual adjustment process, with Council approval required for any adjustment exceeding \$200,000.



POLICY

(Carry Forwards)

The practice of carrying forward favourable or unfavourable departmental operating budget variances supports the view that Council has approved a spending plan covering more than an annual period, so that departments should be able to manage their spending in the context of more than one year. But the practice must be used sparingly, and for closely defined circumstances only.

APPROACH/PROCEDURE

- A. There will be no corporate unfavourable variance in any year of the multi-year plan.
- B. Any favourable corporate variance will be transferred to the Fiscal Stability Reserve (See Fiscal Stability Reserve Policy CFO002) at year end.
- C. The only favourable departmental variances that will be considered for carryover from years 1 and 2 within the three-year budget would relate to significant one-time projects included in the departmental business plans that cannot be completed before the end of the calendar year. Departments will inform Council of the reasons for the variance, and seek Council approval for a carryover, as part of the adoption of an amended budget.
- D. Unfavourable departmental variances in the operating budget must be carried over from years 1 and 2, with the department supplying a plan for Council approval as to how such negative variance will be mitigated in the following year(s) (see Budget Reporting Policies CFO006 for further clarification on the circumstances when carrying forward unfavourable variances is NOT required).

POLICY

(Fiscal Stability Reserve)

There is a need for contingency plans for handling unexpected events (e.g., natural disaster) or circumstances (e.g., drop in investment income) with significant financial impacts, which could arise during the period of the budget.

For the capital budget, changing circumstances would mean changes to the financing sources Council approves for the capital envelope. For the operating budget, the “Fiscal Stability Reserve” will be used.



APPROACH/PROCEDURE

See the Fiscal Stability Reserve Policy CFO002.

POLICY

(Budget Projections)

Ensure the connection between capital project approvals and their operating budget impacts is consistent with the careful planning and improved forecasts of costs and revenues that goes into multi-year planning and budgeting.

APPROACH/PROCEDURE

- A. Prepare three-year budget projections annually, that include both a base amount and three growth-related components, each shown separately:
- operating costs related to serving an increasing population and service area;
 - verifiable operating costs related to approved and anticipated capital programs; and
 - operating costs related to donated assets.

POLICY

(Linking Plans, Budgets and Measures)

Business plans, budgets and performance measures must all be integrated and linked, and Council must be informed of their status and progress through regular reporting and adjustments.

The City's integrated planning, budgeting and management process provides a number of benefits. First, the multi-year budget supports the business plans by ensuring that all efforts outlined in the plans are funded for the full three years. Thus, the plans are realistic and achievable. As well, the business plans support the budgets by providing Council and the public with commitments about what they can expect in public services based on the funding provided in the budget. Second, the integrated multi-year process ensures alignment among planning, budgeting, and managing, so that budget guidelines provide the funding envelope within which business plans are developed, business plans include performance measures for accountability, and performance reporting demonstrates what has been achieved in relation to the business plans.



APPROACH/PROCEDURE

- A. Provide Mid-year and Year-end reports to the Priorities and Finance Committee as the means by which Council is informed about the performance of the Corporation in relation to approved business plans (including Council Priorities and performance targets) and budgets.
- B. Continue the monthly monitoring and reporting of financial performance through the Executive Information Reports, including year-end projections.

AMENDMENTS

2008 January 14

2010 revision-number change from FCS005 to CFO004

PFC2012-34 – The key revisions made relate to the change in accountability reporting frequency from quarterly to twice per year (2012 April 09)

Attachment 3: Council Directives Support Team Members

Project Sponsor	Devery Corbin	Intergovernmental and Corporate Strategy
Project Leads	Anita Sharma Nicole Schaefer Robert Virkutis	Intergovernmental and Corporate Strategy
Core Data Team	Jason Morelyle Jason Cameron Jennifer Hardie-Connery Megan Dietrich Simon Cheng	Corporate Research, CSC Resilience and Infrastructure Calgary Corporate Initiatives One Calgary Program Office Intergovernmental and Corporate Strategy
Project Team	Kelly Gardner Lorna Wallace Christina Fuller	One Calgary Program Office Resilience and Infrastructure Calgary Calgary Growth Strategies
Event Facilitators	Rob Virkutis Nicole Schaefer	Intergovernmental and Corporate Strategy
Table Facilitators	Nicole Schaefer Christina Fuller Jeremy Clarke Megan Dietrich Neil Younger Jason Morelyle Jennifer Hardie-Connery Natasha Qereshniku Ashley Wedderburn Heather Galbraith	Intergovernmental and Corporate Strategy Calgary Growth Strategies Intergovernmental and Corporate Strategy One Calgary Program Office Intergovernmental and Corporate Strategy Corporate Research, CSC Corporate Initiatives One Calgary Program Office Intergovernmental and Corporate Strategy Resilience and Infrastructure Calgary