



AGENDA

STRATEGIC MEETING OF COUNCIL

February 28, 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 - Amendments, C2018-0201
 - 9.2.2 Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022, C2018-0224
 - 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 Rivers District Community Revitalization Levy Discussion, C2018-0206
Held Confidential subject to Sections 16, 23, 24 and 25 of *FOIP*

12.2.2 City Charter Update (Verbal), C2018-0226
Held Confidential subject to Sections 23 and 24 of *FOIP*

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

14. ADJOURNMENT

Deputy City Manager's Office Report to
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2019-2022 Council Directives for One Calgary - Amendments

EXECUTIVE SUMMARY

During its Strategic Meeting on 2018 January 31, Council adopted the “Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets” (Report C2018-0115). Based on the discussion amongst Council during the presentation of the report the following Motion Arising was adopted:

“That Council direct Administration to bring forward amendments to the Council Priorities to include Indigenous Reconciliation Strategies and Watershed Management.”

This report presents the amendments to Council Priorities as directed for approval by City Council.

ADMINISTRATION RECOMMENDATION:

That Council adopts the additional amendments to the “2019-2022 Council Directives for One Calgary”

PREVIOUS COUNCIL DIRECTION / POLICY

Based on report C2018-0115 City Council adopted the “Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets” during its Strategic Meeting on 2018 January 31. Council also adopted a Motion Arising which directs Administration to bring forward amendments to the Council Priorities to include Indigenous Reconciliation Strategies and Watershed Management.

BACKGROUND

To develop its 2019-2022 Directives, Council considered the specific context that The City is operating under and the existing challenges and opportunities. During its debate of the Council Directives for 2019-2022, Council identified two strategic policy areas that were missing from the Directives: Indigenous Reconciliation Strategies and Watershed Management.

The final report of the *Truth and Reconciliation Commission of Canada (2015)* describes the need to develop a new vision for the relationship between Indigenous and non-Indigenous Canadians; this includes a commitment to restore mutual respect between peoples and nations. Understanding the harmful intergenerational impacts of residential schools is an essential element of the reconciliation process. The report calls upon municipal governments to provide education to public servants on the history of Indigenous peoples through skills-based training that addresses intercultural competency, conflict resolution, human rights and racism. Consistent with the *Truth and Reconciliation Commission* report, The City's *White Goose Flying* report identifies 18 Calls to Action that are within the municipal jurisdiction and which The City is directly responsible for implementing.

The City of Calgary has long-standing relationships with Treaty 7 First Nations, Métis Nation of Alberta Region 3 and organizations serving the urban Indigenous community. The 2019-2022 Council Directives reflect the strategic commitment of City Council to respect and work with these partners and to do its utmost to implement the *Truth and Reconciliation Commission* Calls to Action.

2019-2022 Council Directives for One Calgary - Amendments

In terms of watershed management, due to a changing climate, it is expected that how and when Calgary receives precipitation will change. The city's future water supply will be impacted by an increased likelihood of multi-year drought conditions. The Spring season and mountain snowmelt is expected to occur earlier in the year, and the growing season might become hotter and longer, putting higher demands on water supply. Warming temperatures will affect water quality, impacting the ability of water and waste water treatment facilities to meet Calgary's needs. It is also predicted that precipitation will fall with more intensity, increasing the risk of river flooding as well as localized flooding overwhelming the drainage and storm water management system.

Watershed management is important to protect Calgary's drinking water resources over the long term and ensure public health. Protecting the city's source water and ensuring a reliable, secure and high-quality water supply is essential for Calgary. Water supply and demand will need to be managed effectively, and water storage capacity will become an increasing priority in response to changing weather conditions.

As Council's Directives are focussed on achieving adaptability and resilience for the city of Calgary and all Calgarians, two additional Directives have been developed and included in the attached document, to respond to Council's direction and reflect necessary strategic actions to address Indigenous reconciliation and watershed management.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Two Directives have been included in the attached document "2019-2022 Council Directives to One Calgary" (Attachment 1). A Directive on Indigenous reconciliation strategies has been added to the "A well-run city" priority. Further, a Directive on watershed management is now included in the priority of "A healthy and green city".

All other amendments made during the Strategic Council Meeting on 2018, January 31 have also been incorporated in the attached document as well. The "2019-2022 Council Directives to One Calgary" document in Attachment 1 thus is a consolidated, updated version including all changes asked for by City Council.

Stakeholder Engagement, Research and Communication

According to Council's direction, the initial 2019-2022 Council Directives were made available to all City staff after the 2018, January 31 Strategic Council Meeting with the disclaimer that they are preliminary and awaiting confirmation of the meeting minutes at the 2018 February 26 Regular Meeting of Council. The disclaimer also references the carried motion arising directing Administration to include directives on Indigenous Reconciliation Strategies and Watershed Management and that these additional directives will be presented to Council at their 2018 February 28 Strategic Meeting for approval.

The finalized Council Directives will be posted on Calgary.ca and will also be provided to Council for any further use.

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.

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2019-2022 Council Directives for One Calgary - Amendments

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.

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)

2019-2022 Council Directives for One Calgary

2019 -2022 Council Directives for One Calgary

Imagine Calgary – 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. Attracting and retaining new talent must remain an important cornerstone of our economic strategy.</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 non-profit 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 work with other orders of government, non-profit and private sector partners to deliver programs to provide sufficient supply of affordable housing, while maintaining the safety and quality of the existing affordable housing stock. Further, The City must advocate to the provincial and federal governments to adequately fund their responsibility for affordable housing.</p>
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<p>A City of Safe and Inspiring Neighbourhoods</p>	<p>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.</p>
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<p>Council Directives</p>	<p>Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive for all Calgarians, including seniors and the disabled. 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 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, sustainably and sensitively 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 non-profit entities in conjunction with The City, to deliver programs 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 neighbourhoods 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>Integrated watershed management is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop our communities with a focus on achieving future water security and a sustainable water supply. Accordingly, watershed management must be integrated into our land use policies, plans and decisions. Accomplishing sustainable, effective watershed management within Calgary and the region will also require working collaboratively with other orders of government, adjacent municipalities, residents, landowners, developers, businesses, and the First Nations.</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 resilience and 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. Beyond removing barriers, The City must move to a culture that actively promotes businesses.</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> <p>The City must develop a positive, strong and enduring relationship with Treaty 7 First Nations, Métis Nation of Alberta Region 3, and all urban Indigenous Calgarians. Council is committed to developing a new vision of Truth and Reconciliation that acknowledges historical issues and challenges and focusses on a future of trust and mutual respect. We recognize that true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history. We will build capacity amongst City staff and all Calgarians to foster cultural humility and competency, understanding and sensitivity to support true partnership Indigenous partners.</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. **Corporate Alliances** – Council endorses strategically important relationships that promote community and city building.

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2018 February 28**

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Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022

EXECUTIVE SUMMARY

Making life better every day for Calgarians is our common purpose. The City of Calgary delivers on this purpose by being a service and results-driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of our plans, decisions and actions. The City of Calgary is currently delivering on the final year of Action Plan 2015-2018 and looking ahead to 2019-2022. Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 ('the Strategic Plan') will deliver on Council's direction through service plans and budgets that will be presented to Council in November. Ultimately, the work ahead is about better service delivery, demonstrating value for tax dollars, and contributing to quality of life. The journey to build the Strategic Plan and to deliver on it will involve the Calgary community, Council and Administration. This report provides an overview of the 'Three Conversations, One Calgary' framework, the journey to deliver the Strategic Plan, the list of City services and a prototype of the service plans and budgets document.

ADMINISTRATION RECOMMENDATION:

1. That Council approve 'Three Conversations, One Calgary' as the framework that will guide the development of The City's Strategic Plan for 2019-2022.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2005 January 31, Council approved the Multi-Year Business Planning and Budgeting Policy (CFO004). This policy was amended on 2008 January 14 and on 2012 April 9. The Policy outlines the approach to multi-year planning and budgeting that includes integration of plans and budgets and annual adjustments providing flexibility to respond to unforeseen circumstances and external factors.

On 2012 April 22, Council approved a modified four-year approach to business planning and budgeting (PFC2013-0338), to align to four-year election terms.

On 2014 September 15, Council approved the City Manager's Leadership Strategic Plan: Contract with Council (C2014-0703), which identified service plans and budgets as a key component of The City of Calgary's performance management system intended to support better delivery of services to communities, customers and Calgarians.

On 2014 November 24, Council approved *Action Plan* 2015-2018, as amended (C2014-0863). Since this time, the plans and budgets have been adjusted annually (C2015-0696, C2016-0863, C2017-1123) as part of the standard adjustments process outlined in CFO004 to allow for flexibility to respond to unforeseen circumstances and external factors.

On 2017 March 07 (PFC2017-0234) Council received for information a report on Organizational Efficiency – Intentional Management including progress on the Leadership Strategic Plan.

On 2017 April 25 (C2017-0375), Council received for information a report on Service-Based Plans and Budgets.

Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022

On 2018 January 31 (C2018-0115), Council adopted the "Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets". This included Council's Five Guidelines to Administration (Integrated Service Delivery, Engaged Leadership, Trust and Confidence, Investment and Value, and Corporate Alliances). Further, Council adopted a motion arising to direct Administration to bring forward amendments to the Council Priorities to include Indigenous Reconciliation Strategies and Watershed Management. C2018-0201 presents the amendments for Council's approval.

BACKGROUND

The City of Calgary is currently delivering on the final year of Action Plan 2015-2018. As Action Plan was being developed, Council identified where it was looking for organizational change. In response, the City Manager developed the Leadership Strategic Plan, approved by Council on 2014 September 15 (C2014-0703). It included five areas of focus: establish a cooperative and meaningful relationship with Council, cohesive leadership culture and collaborative workforce, better serve our citizens, communities and customers, focus immediate and collective attention on planning and building a great city, and strengthen the Corporation's financial position.

As shown in the Action Plan mid-year and year-end accountability reports, as well as in the 2016 Leadership Strategic Plan Progress Report (PFC2017-0234), a great deal of progress has been made since 2014. This includes the implementation of a performance management system with five components: service review and improvement, performance measurement and accountability, integrated risk management, individual performance development and service plans and budgets.

The Strategic Plan for 2019-2022 will build on the progress of the Leadership Strategic Plan by further embedding our 'One City, One Voice' corporate culture. The Strategic Plan will align the aspirations and expectations of the community with Council's direction to Administration. It will also align these aspirations, expectations and direction with service delivery through the service plans and budgets. This alignment will be demonstrated through a suite of documents that will be delivered to Council in November 2018.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Making life better every day for Calgarians is our common purpose. The City of Calgary delivers on this purpose by being a service and results-driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of our plans, decisions and actions. Fulfilling this purpose contributes to our vision: "Calgary: A Great Place to Make a Living, a Great Place to Make a Life". The City's Strategic Plan for 2019-2022 will advance our common purpose and vision. The work ahead is about continuing to advance service delivery, demonstrating value for tax dollars, and contributing to quality of life.

'Three Conversations, One Calgary' Framework

Attachment 1 provides a conceptual outline of the 'Three Conversations, One Calgary' framework that will guide the development of the Strategic Plan. This framework is based on The City's accountability model (shown below).

Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022

The City's Accountability Model



This model reflects three sets of relationships, conversations and results between:

1. Community and Council (Vision)
2. Council and Administration (Strategy)
3. Community and Administration (Value)

The Strategic Plan will align the aspirations and expectations of the community with Council's direction to Administration. Further it will align these aspirations, expectations and direction with service delivery through the service plans and budgets. This alignment will be demonstrated through a suite of connected documents that will be delivered to Council in November 2018.

This suite of documents, including the service-based plans and budgets, will address comments raised by Council as part of the Action Plan debrief conducted in February/March 2015. Specifically, the comments included that there was additional information in the binder that was redundant or repeated in various sections. Further, there were comments that it was hard to see how actions contributed to Council's Priorities.

Using a framework based on the three conversations of The City's accountability model establishes common language and alignment between roles, relationships and results. As such, the focus will be on delivering results to Calgarians through the delivery of services rather than on organizational structure. It will be easier to demonstrate the alignment of services to Council's Priorities, Council's Directives, and Council's Five Guidelines to Administration, and will better show levels of service and value for tax dollars. Further, it will be easier to demonstrate how services will be delivered in 2019-2022 to better serve citizens, communities and customers.

The Journey to Deliver the Strategic Plan

The journey forward will involve the Calgary Community, Council and Administration as we work together to advance our shared vision through the Strategic Plan. Attachment 2 details this

Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022

journey, which is about delivering better services to citizens, communities and customers in 2019-2022 and about contributing to quality of life.

Why "One Calgary"? The name was chosen because it is about working together as one for Calgary to ensure members of the community and customers experience The City's services as one. It focuses the organization on seamless service delivery rather than on organizational structure. To achieve this, three specific results have been identified:

1. The City's Strategic Plan for 2019-2022 is presented to Council in November 2018.
2. An integrated approach is taken to develop the Strategic Plan. This is in keeping with Council's guidelines for Administration and is reflective of a seamless approach to service delivery.
3. A service-based and results-based way of working is embedded going forward. As this result shows, the journey doesn't end in November 2018. It carries into 2019 and continues as the Strategic Plan is delivered in 2019-2022.

The journey in Attachment 2 demonstrates how these results will be achieved including a new collaborative and integrated approach to governance. Under the new governance, a service owner is assigned to each City service. These service owners will work together to deliver Council's direction by planning their service lines in an integrated way and proposing budgets to support the delivery of services. Collaboration is required to deliver on what is most important and place these interests ahead of those of any one department, business unit or service. The approach also recognizes that an organizational structure exists with accountabilities.

2019-2022 is the fifth multi-year business planning and budgeting cycle at The City of Calgary. There are many things about the One Calgary journey that are similar to previous planning and budgeting cycles. For example:

- Council's direction is the primary driver of the priorities and results.
- Plans and budgets will be integrated (meaning that the plans point the way to achieving the best result that is possible within budget limits).
- Public engagement is a key input.
- Performance measures and benchmarks are a key component.

There are also some new or evolved aspects to the One Calgary journey, including:

- A focus on services rather than organizational structure.
- Performance measures that are more outcome focused.
- A focus on integration within services and across services.
- Integration from a service perspective of operating and capital budgets.
- A stronger focus on evidence-based and data-based decision-making.

Public input is an important part of The City's planning and budgeting. It is important to understand the aspirations of the community and their expectations of local government. Further, it is important to understand the services the community values and why, as well as *what* they value about these services (i.e. value characteristics). Understanding the preferences of Calgarians will help The City determine how tax dollars will be invested over the next four

Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022

years. As detailed in Attachment 2, there will be multiple opportunities for Calgarians and stakeholders to participate.

The journey in 2018 to develop service plans and budgets that will deliver on Council's direction for 2019-2022 is about demonstrating service value, better delivering services and shifting our culture to being more service-focused. Attachment 2 outlines key points when Council is asked to provide direction and to inform the process. At the March 21st Strategic Meeting of Council, a financial outlook, Capital Infrastructure Investment Strategy and capital update, and existing public research/input will be discussed with Council. The April 25th Strategic Meeting of Council will focus on long-term user fee tax support rates, indicative tax rates, and indicative rates for the Waste & Recycling, Wastewater Collection & Treatment, Water Treatment & Supply, and Stormwater Management services.

The City's Services: Delivering Value through Service Plans and Budgets

Calgarians expect value for tax dollars and this is demonstrated through the many services provided by The City of Calgary. Attachment 3 provides the list of City services provided to the community as well as a prototype of the service plan and budget pages included in the Strategic Plan. A plan and budget will be prepared for each service, outlining how Administration will deliver on Council's direction and contribute to quality of life over the next four years.

Services are what matter to citizens, not how The City is organized. The shift from department-based to service-based plans and budgets effectively means that we are changing the conversation from *who* does things and *how* they do them, to *what* we are delivering and *why*. With information presented in this form, the connection to the community and their needs is much greater, and there is a clearer opportunity for Council to make decisions about service levels and expectations, as well as service value and costs.

Some services cross organizational lines (e.g. Sidewalks & Pathways). This provides the opportunity for better service integration between organizational units, since they will share a common purpose and performance measures. Having dedicated plans and budgets along service lines will therefore enable better service delivery.

Stakeholder Engagement, Research and Communication

As previously noted, this is The City's fifth multi-year business planning and budgeting cycle. Lessons learned from previous cycles were considered as part of the work to develop the approach outlined in this report. 2019-2022 builds upon the work done previously and introduces enhancements such as a service-based approach.

Research and engagement on the approach to service plans and budgets was conducted and incorporated into the new method. For example:

- Several Canadian cities that have moved to a service-based approach were studied and interviewed to obtain lessons learned and key success factors.
- Extensive engagement across the organization was conducted to develop the service list and to test the methods that will be used to develop the plans and budgets.
- The Citizens' View Panel was used to obtain feedback on the service names and descriptions to reflect plain language.

Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022

With respect to stakeholder engagement on content, the journey forward will draw heavily on existing citizen research and engagement to inform service priorities. Council's direct relationship with the community was the basis for establishing Council's direction, which is the primary driver for the content of plan and budgets. As outlined in Attachment 2, additional opportunities for public input are planned over the next nine months to inform the content of the proposed plans and budgets. These opportunities will be supported by robust, inclusive marketing and social media plans to ensure we reach as broad a demographic as possible.

Employees are a critical part of the journey forward. Change management and communications strategies and tactics will be used to ensure City employees are informed and engaged as the Strategic Plan is developed and delivered.

Strategic Alignment

As previously noted, the development of the Strategic Plan is one of the most significant pieces of work that The City undertakes as it advances our common purpose and helps to deliver on Calgary's vision for the future. The work aligns with Council policy and long-term planning and demonstrates where The City will focus over the next four years.

Social, Environmental, Economic (External)

Service Plans and Budgets are a tool that allows consideration of the social, environmental and economic environment during the business planning and budgeting process. The plans and budgets will be developed using a results-based performance framework, which includes information on how each City service contributes to quality of life results for Calgarians and their aspirations for the community.

Financial Capacity

Current and Future Operating Budget:

The work to develop the Strategic Plan, including the planned approach for involving the public, can be accommodated within previously-approved budgets. Should a different approach for public engagement be directed by Council, additional funding may be required.

Current and Future Capital Budget:

There are no capital budget impacts as a result of this report.

Risk Assessment

Integrated Risk Management is key component of The City's performance management system. As with previous business planning and budgeting cycles, consideration of risks is a key factor informing the development of plans and budgets. Given the city's current economic context, the Strategic Plan will need to consider risk in a different way, re-think assumptions, and place considerably more emphasis on weighing the costs as well as the benefits of risk mitigation strategies, to ensure that they provide good value. In other words, the organization may want to consider higher levels of tolerance for some types of risks, where the trade-offs between risk reduction and cost indicate that this is warranted. This mindset builds on recent developments in the organization, where a decision has been made to embrace or accept some risk to improve service value.

**One Calgary Report to
Strategic Meeting of Council
2018 February 28**

**ISC: UNRESTRICTED
C2018-0224
Page 7 of 7**

Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022

More specifically, risks have been identified and are being monitored as part of the work to develop the Strategic Plan. These include:

- Council may require more time to consider tax rates for planning purposes (i.e. indicative tax rates). A target date of April 25 (at the Strategic Meeting of Council) has been established. This is one month earlier than what was achieved in the preparation of Action Plan, which should create improved alignment between Council's direction and the service plans and budgets. The extra time to prepare the plans and budgets will allow for increased collaboration and integration within services and across services. Further, to help mitigate this risk, the March 21 Strategic Meeting of Council will include information to set the foundation for Council's discussions in April, including a financial outlook.
- While a great deal of progress will have been made on the approach to service plans and budgets by November, not all possible enhancements will be incorporated. This is a risk in that stakeholders may expect more than can be delivered during this cycle. To manage this risk, there will be extensive communication with stakeholders on what the service plans and budgets will include and what they won't include by November 2018. For example, a prototype (see Attachment 3) has been included with this report to demonstrate what Council and the public can expect in November 2018. Further, change leadership and change management practices are embedded as a key component of the work.
- Given the changes being incorporated into this planning and budgeting cycle, tight timelines are a risk. As outlined above, the three results for this work include delivering the Strategic Plan to Council in November 2018 and doing it in an integrated and collaborative way, while also making headway to embed a service-based and results-based culture in the organization. To manage this risk, an integrated approach to delivering the Strategic Plan is being used that leverages expertise and resources from across the organization. Further, while as much progress will be made as possible on integrating from a service perspective, there may be elements that will need to be incorporated in 2019-2022 with enhancements being introduced as part of the annual adjustments process.

REASON(S) FOR RECOMMENDATION(S):

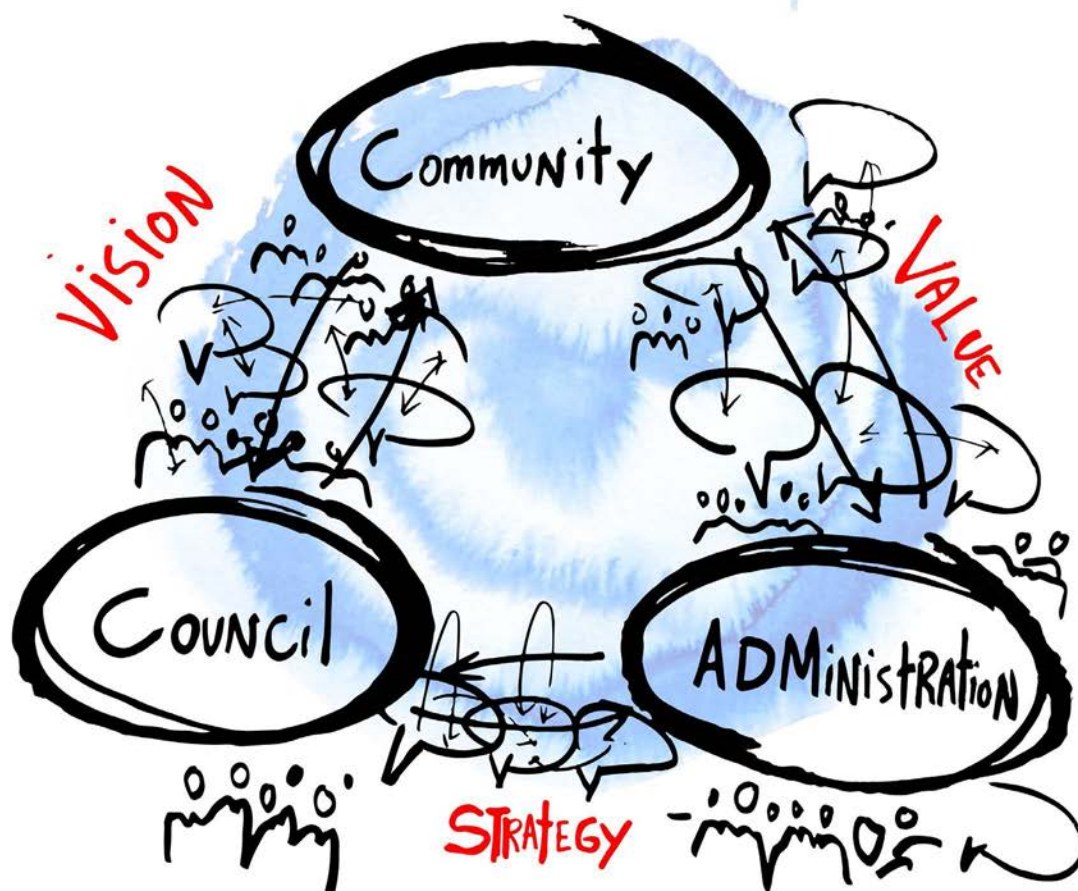
Consistent with Council Policy CFO004, 2019-2022 is The City's fifth business planning and budgeting cycle. Council is being asked to approve 'Three Conversations, One Calgary' as the framework that will guide the development of The City's Strategic Plan for 2019-2022. Council's Directives and Guidelines have been provided to Administration. Based on this, Administration will build the Strategic Plan, including service-based plans and budgets.

ATTACHMENT(S)

1. Attachment 1 – 'Three Conversations, One Calgary' Conceptual Framework
2. Attachment 2 – The Journey to Deliver The City's Strategic Plan for 2019-2022
3. Attachment 3 – Service Plans and Budgets: Final Services List and Prototype Plan & Budget Document

3 CONVERSATIONS, ONE CALGARY

THE City's STRATEGIC PLAN FOR 2019-2022



This document illustrates the framework that will guide The City of Calgary as we develop our Strategic Plan for 2019-2022. It describes the “three conversations” and provides examples of related documents.



IMAGINE CALGARY

- 100 YEAR Vision + GOALS -



Quality of Life
Results For Calgary

Citizen
Expectations

MEASURED
BY
QUALITY OF
LIFE

Council Priorities 2019-2022

- A Prosperous City
- A City of SAFE + INSPIRING Neighbourhoods
- A HEALTHY + GREEN City
- A City THAT Moves
- A WELL RUN City

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



Council Priorities &
Council Directives
2019-2022

Council's Five
Guidelines to
Administration

- INTEGRATED SERVICE DELIVERY
- ENGAGED LEADERSHIP
- TRUST AND CONFIDENCE
- INVESTMENT AND VALUE
- CORPORATE ALLIANCES.

MEASURED
BY

PUBLIC + EMPLOYEE
TRUST + CONFIDENCE

Administrations
Commitments

Corporate Culture
One City One Voice

Character:
behaving the right way

Competence:
doing the right things the right way

Collaboration:
working together for a common purpose

Commitment:
dedication to the greater public good

MAKING LIFE
BETTER
EVERY DAY



Service Plans
& Budgets

Service Name

Background

Definition

Importance

Assumptions

Annual Road Safety Program

Current State Service Value

X%	X%	XX	XX	\$100K/M	\$1K/M
Network (total)	Global of customer	R/F Customer's	Key insights		
Relationships	Relationships	Relationships			
Structure					

Customer
Feedback

Service Value

STRIKING A BALANCE BETWEEN
SERVICE + COSTS



What matters to you,
matters to us.



The Journey to Deliver The City's Strategic Plan for 2019-2022

Introduction

Making life better every day for Calgarians is our common purpose. The City of Calgary delivers on this purpose by being a service and results-driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of our plans, decisions and actions. Fulfilling this purpose contributes to our vision: "Calgary: A Great Place to Make a Living, a Great Place to Make a Life".

The City's Strategic Plan for 2019-2022 will deliver on Council's direction through service plans and budgets that will be presented to Council in November. This process is about bringing together pieces of the 'Three Conversations, One Calgary' framework to serve the community and contribute to quality of life in 2019-2022 and into the future. The journey to build the Strategic Plan will involve the community, Council and Administration.

The Journey – Five Focus Areas

Overall the journey will consist of five broad focus areas:

1. Getting Prepared, Working Together: June 2017 – October, 2017
2. Setting Council's Direction: November 2017 – February 2018
3. Integrating, Framing and Responding: February 2018 – June 2018
4. Reviewing, Finalizing and Deciding: July 2018 – November 2018
5. Delivering and Sustaining: December 2018 and 2019-2022

Throughout these focus areas, the three conversations described in Attachment 1 (between the community, Council and Administration) have been or will be integrated.

Focus Area 1: Getting Prepared, Working Together (June 2017 – October 2017)

During this focus area, the One Calgary team was established, a governance approach within Administration was put in place, and preliminary work on the service plans and budgets was undertaken. Further, an understanding of community priorities was formulated based on what was heard during the municipal election campaign. While this focus area is primarily complete, there is continued emphasis on working together in a collaborative and integrated way as the Strategic Plan, including service plans and budgets, is developed.

Focus Area 2: Setting Council's Direction (November 2017 – February 2018)

During this focus area, Council considered the context that The City is operating under and existing challenges and opportunities (as outlined in C2018-0115). Further, Council focused on creating a shared understanding of what was heard from Calgarians and other stakeholders during the municipal election. This understanding, along with framing the issues around two key questions ("What are Calgarians most concerned about?" and "What are Calgarians currently struggling with?"), resulted in the development of Council Directives. It is anticipated that this focus area will be complete with Council's final approval of its Directives on February 28.



Focus Area 3: Integrating, Framing and Responding (February 2018 – June 2018)

With Council's Directives now approved, this focus area shifts attention to Administration's response, including coming together in an integrated way to deliver better services for Calgary. The introduction of the 'Three Conversations, One Calgary' framework begins this focus area. Administration will be working together within services and across services to consider trends, the current environment, the current state of performance, and future service needs.

The public will be engaged during this timeframe, which will be used to inform the development of service plans and budgets. Based on learnings from past planning and budgeting cycles, engagement will take an online approach to be as inclusive as possible to the various demographics within the city. A sorting exercise on the value characteristics within each service line will be heavily marketed through a combination of channels to better understand what citizens value most about public-facing services. Through targeted media channels such as TV, digital ads and print publications, the aim is to reach a diverse audience of Calgarians. An information package will be provided to Council before the launch to enable sharing of the engagement opportunity through ward channels.

Further, Administration will work together to develop preliminary plans and budgets that are integrated from a service perspective and designed to deliver on Council's direction. Council will receive information about the financial outlook which will inform the discussion on indicative tax rates. The May, June and July Strategic Meetings of Council will focus on strategic discussions that continue the conversation with Council leading up to the presentation of preliminary service plans and budgets in September.

Focus Area 4: Reviewing, Finalizing and Deciding (July 2018 – November 2018)

With preliminary service plans and budgets developed, this focus area shifts the Administration to preparing presentations to Council in September. Through the Standing Policy Committee meetings and as part of the September Strategic Meeting of Council, Council and the public will be able to review and provide comment on the work that has been done. Following this, the proposed service plans and budgets will be finalized in preparation for November deliberations.

Focus Area 5: Delivering and Sustaining (December 2018 and 2019-2022)

Following Council deliberations and consideration of The City's Strategic Plan for 2019-2022, including service plans and budgets, the focus shifts to implementation and sustaining a service-based and results-based way of working going forward. This includes annual adjustments with regular consideration of public input gathered through ongoing research and engagement. This is what this work is all about – service delivery to citizens, communities and customers that delivers value for tax dollars and contributes to quality of life.

The Journey – Calgary Community

Our shared vision for Calgary – a great place to make a living, a great place to make a life – was reaffirmed by Council as part of the work to develop Council Directives for 2019-2022 (C2018-0115). As part of this work, Council focused on creating a shared understanding with respect to what they heard from Calgarians and other stakeholders during the municipal election campaign. This was one way in which the views of the Calgary community will be considered in the journey forward to develop the Strategic Plan.



The overall objective for involving the community as we work towards finalizing and implementing the Strategic Plan is that members of the public and other stakeholders have multiple opportunities for providing input. Further, it is important that information is readily available. This will mainly be achieved through online methods as well as robust, inclusive marketing and social media plans to ensure a broad audience is reached.

The method for ensuring public and stakeholder input is sought and incorporated includes:

- Using the most cost-effective methods to maximize participation and return on investment;
- Leveraging existing citizen and stakeholder research, data (e.g. 311, social media) and engagement; and
- Targeting “net new” engagement to fill specific gaps in existing knowledge.

This method aligns with the suggestion made by Council during the Action Plan 2015-2018 debrief (in February/March 2015) that it would be helpful to conduct regular and ongoing engagement throughout the cycle, thus reducing the need for intense engagement during the short time period when plans and budgets are being developed.

To implement this approach, there are four major touchpoints for public input:

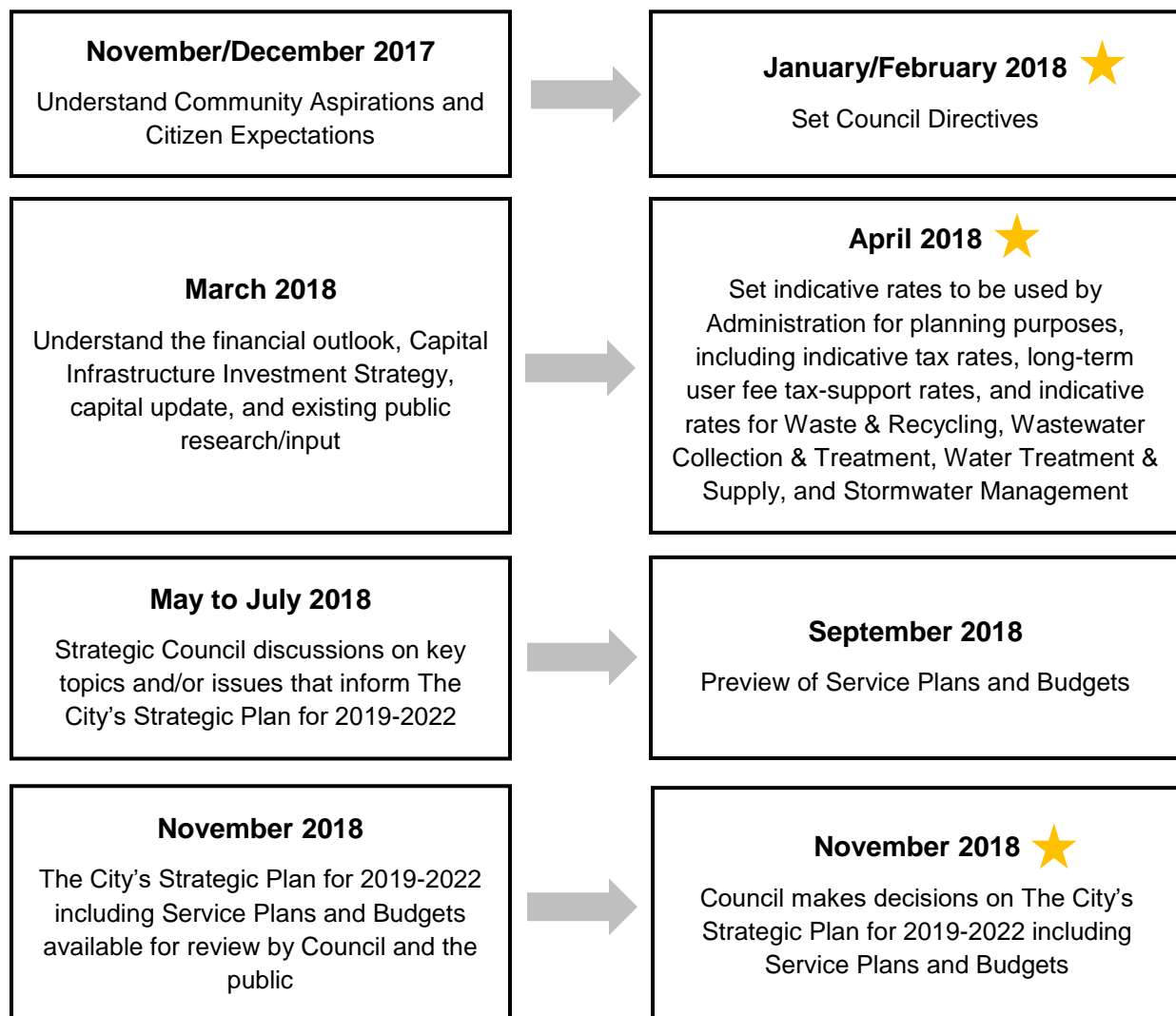
Timeframe	Informs	Public Input Focus	Approach/Format
December 2017	Council's Directives for 2019-2022	What did we hear on the campaign trail? What are citizen perceptions of quality of life? How is the community doing on key indicators?	Research report provided to Council as input to the 2017 December 4 Strategic Meeting of Council (Setting your Council Directives for 2019-2022 – C2017-1213).
March/April 2018	Service Plans and Budgets for 2019-2022	What have we heard from the community?	Research report to Council summarizing existing customer research and engagement from the past two to four years, including but not limited to Citizen Satisfaction Survey results.
		What is most important to you with respect to City services?	Rank value characteristics of public-facing services to determine what is most important to customers. Online engagement tool open to all members of the public (also available through 3-1-1) and online Citizens' View Panel.
September 2018	Service Plans and Budgets for 2019-2022	Are we focused on the things that you said were most important?	Public submissions at Standing Policy Committees following presentations of the preliminary service plans and budgets.



Timeframe	Informs	Public Input Focus	Approach/Format
November 2018	The City's Strategic Plan for 2019-2022, including service plans and budgets	Have we developed a Strategic Plan that reflects Council's direction and input from the community?	Public submissions during Council deliberations.

The Journey – Council

As we work together towards a Strategic Plan for 2019-2022 that will deliver on Council's direction, Council will be integrally involved. This will be achieved through regular touch points with Council as part of the monthly Strategic Meetings. The completed and planned focus of these meetings is outlined below with the yellow stars noting key decision points for Council.





The Journey – Administration

The One Calgary program is driving towards three key results, including embedding a service-based and results-based culture.

In 2014, the Leadership Strategic Plan was approved by Council (C2014-0703). It included five areas of focus: establish a cooperative and meaningful relationship with Council, cohesive leadership culture and collaborative workforce, better serve our citizens, communities and customers, focus immediate and collective attention on planning and building a great city, and strengthen The Corporation's financial position. A great deal of progress has been made in these areas since 2014. As well, progress has been made on integrated service delivery, engaged leadership and investment and value.

The Strategic Plan for 2019-2022 will build on the progress of the Leadership Strategic Plan and further embed our 'One City, One Voice' corporate culture. In addition, it will further advance The City's performance management system by putting in place service-based plans and budgets that shift focus from who delivers services to what will be delivered, how well and why, including contributions to the quality of life of Calgarians.

Part of this journey for Administration includes a different governance model that includes service owners for each of The City's services who will work together to deliver on Council's direction, develop service plans and propose budgets to support delivery of services. Collaboration is required to deliver on what is most important and place these interests ahead of those of any one department, business unit or service. The approach also recognizes that an organizational structure exists with accountabilities.

Employees are a critical part of the journey forward. Change management and communications strategies and tactics will be used to ensure City employees are informed and engaged as the Strategic Plan is developed and delivered.

More details on Administration's process for developing service-based plans and budgets is included in Attachment 3.

Service Plans and Budgets: Final Services List and Prototype Plan & Budget Document

Introduction

On 2017 April 25, Administration brought a report to the Strategic Meeting of Council (C2017-0375) outlining the proposed transition to a “service-based” approach to business plans and budgets that is planned for the upcoming (2019-2022) business cycle. The move to service-based plans and budgets was part of a new Performance Management System for The City of Calgary, which in turn was a core element of the Leadership Strategic Plan, approved by Council on 2014 September 15 (C2014-0703).

Moving to a service-based and results-based approach is becoming a leading practice for many cities across Canada, including Toronto, London, Winnipeg and Burlington. The approach that The City of Calgary is adopting, while a made-in-Calgary solution, is leveraging the experiences of other cities that have already moved in this direction.

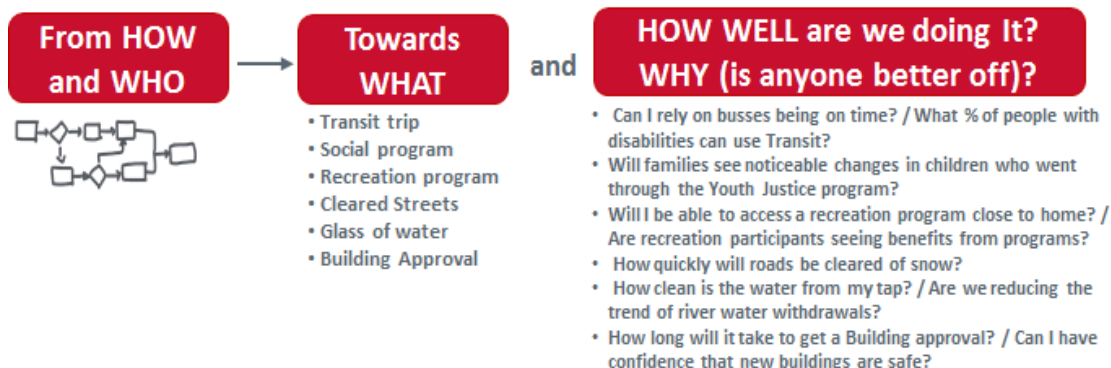
The April 2017 report described the reasons for the shift to a service-based approach, how it responds to Council’s previous direction to Administration, the benefits of the approach, and the larger context in which the change is taking place. During that discussion, Council members provided a number of comments, all of which have been taken into account by Administration in the work undertaken since last April.

Attachment 1 of this report describes The City’s overall strategic plan framework (“*Three Conversations, One Calgary: The City’s Strategic Plan for 2019-2022*”). Attachment 2 outlines the integrated and collaborative journey for developing the overall Strategic Plan. This attachment complements the others, focusing specifically on the third “conversation” – the service plans and budgets themselves – and reports on progress made with respect to:

- finalizing the list of City services, and
- developing a prototype showing the structure of the plan and budget document that will be presented to Council in November 2018.

Background: Benefits of Service-Based Approach

The April 2017 report described the benefits associated with moving to a service-based approach, and how it responds to Council’s imperatives. At the heart of the service-based approach is an intent to shift the conversation about services and budgets away from who provides services (e.g. what department or business unit) and how (e.g. processes), to what services are provided, why (to achieve what benefit) and how well (service value).



The table below shows how the shift to service-based plans and budgets directly addresses Council's Five Guidelines to Administration, as outlined on 2018 January 31 (C2018-0115).

Council Guideline	How Service-Based Plans and Budgets Respond
Integrated Service Delivery – <i>Council is consistent in its view that the Corporation needs to provide services in a much more coordinated and integrated way.</i>	Planning, budgeting and being accountable for service results brings together the organizational groups who are involved in delivering services, improves their collective understanding of service results and customer needs, and encourages better collaboration across the organization.
Engaged Leadership – <i>Council wants collaborative organizational leaders and managers that function together as a team.</i>	Focusing on what and why a service is provided, rather than who provides it and how, provides a clearer common purpose and a team focus for the organization's leaders, managers and employees.
Trust and Confidence – <i>Council is asking for an organization that is reliable, honest, effective and has Council's confidence and trust.</i>	A service-based approach provides greater transparency and better information to Council, which is a basis for trust. Service plans and budgets will show how services contribute to quality of life and to Council's Priorities, the tradeoffs between service cost and service levels, including the impacts of changing one or the other, and how City services compare with other organizations.
Investment and Value – <i>Council expects a sustainable financial plan from Administration that is responsive and creates value.</i>	By combining related functions in a single service plan and budget, and including information on service costs in relation to benefits, the service-based approach will provide clearer information on service value and will equip Council with better information for making decisions on service level investment.
Cooperative Alliances – <i>Council endorses strategically important relationships that promote community and city building.</i>	Focusing on what services are provided, for whom, and whether users of the service are better off as a result, strengthens the relationship between The City and Calgarians, helps to increase Administration's focus on citizen's, residents' and customers' needs.

Finalized Services List

The April 2017 report to Council included a list of City services. It was developed based on extensive consultation among service providers within Administration, research from other cities that have moved to a service-based approach, and with input from the Citizen Panel on service names and descriptions. Since then, service owners have been identified and they have begun the process of developing "baseline" descriptive information about each service, as well as understanding the current state and emerging issues related to each service.

As a result of this preliminary work, service owners have identified several cases where amendments to the original service list would better achieve the desired results. These changes achieve greater clarity, simplicity and citizen focus by ensuring that services are defined from an “outside-looking in” perspective, and focus on outputs and outcomes, rather than processes. In particular, several services that previously focused more on process (“how”) than on customers and deliverables (“what”) have been realigned.

Page 6 of this attachment shows the final services list. It is a mutually exclusive and collectively exhaustive catalogue of the 62 services that The City provides, which will be the basis for the plans and budgets brought to Council for approval.

The services list balances the need to keep related functions together with the need to provide sufficient granularity as the basis for decision-making. No single service grouping can completely address all diverse and competing needs. For example, combining services into a smaller number would keep more related functions together, but would result in less clarity about each service’s customers, product and purpose. Separating the services into a larger number would provide more detailed information, but would also separate functions that are closely related. Regardless of how the service list is defined, there will continue to be many instances where service owners need to collaborate across service lines in order to best serve Calgarians.

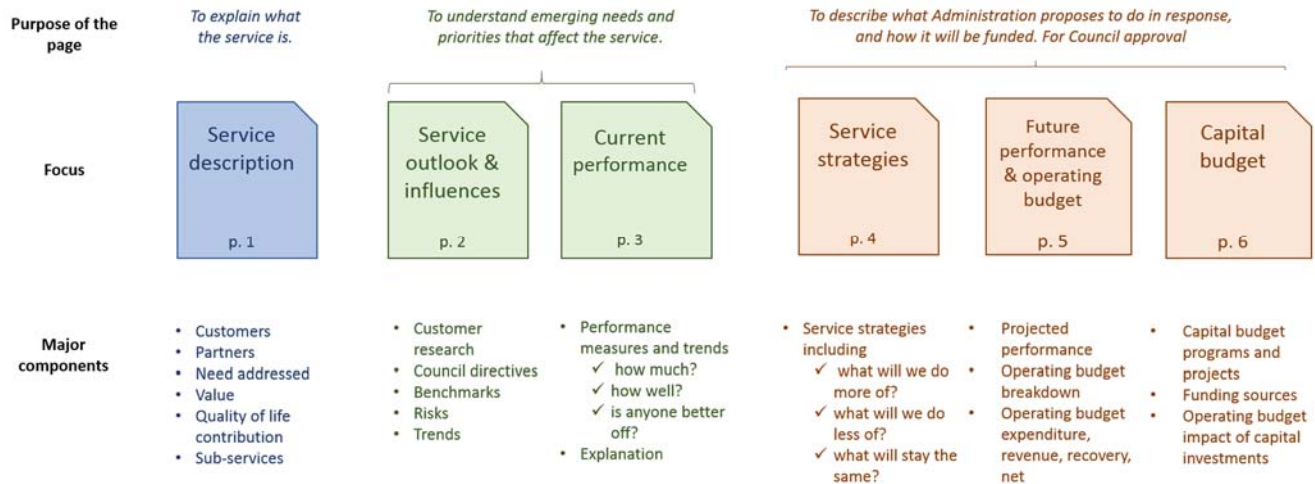
To ensure simplicity of the November report and presentation on service plans and budgets, the 62 services will be grouped in some way, most likely around the five Council Priorities (while still recognizing that each service contributes to more than one Priority).

The 2019-2022 cycle is the first time that The City will take a service-based approach to plans and budgets. As we learn from this experience, further changes may be made to the services portfolio and potentially incorporated through Adjustments (within the 2019-2022 cycle) or in future cycles. One specific issue previously identified by Council members is the question of full-costing, including potentially incorporating the costs of internal support services into external services. As noted in the April 2017 report, for the 2019-2022 cycle, Administration will continue to present support service plans and budgets separately. After approval of the 2019-2022 plans and budgets, Administration will investigate options for taking the next steps into full-costing.

Service Plans and Budgets Prototype

The One Calgary report that will be provided to Council in November 2018 will include a full suite of documents that will align with the Framework outlined in Attachment 1. The Service Plans and Budgets document addresses the “value” conversation on the right side of the diagram (Attachment 1, pages 1 and 4). The business plan and budget report to Council in November report is likely to include some context and summary information at the front and back and, as in the last cycle, additional and more detailed information will be available online. The majority of the pages will comprise the plans and budgets for each of the 62 services identified on the service list.

Changes associated with the shift to a service-based approach will be embedded in the service pages of the November document and, for this reason, Administration has put considerable effort into designing these pages in a way that will achieve the intended benefits and meet Council’s needs. The diagram below provides an overview of the services pages, with the full prototype provided at the end of this attachment (pages 7-12).



The service pages have been designed with the following key points in mind:

- The overall flow within the 6 pages for each service follows a logical progression, from describing the service (page 1) to assessing its current performance, outlook and how it may need to adapt to emerging influences (pages 2-3) to proposing strategies and performance results that respond to the emerging needs and priorities, along with budgets to support them (pages 4-6).
- The structure has been designed to keep all relevant information about each service (strategies, results, measures, budgets) close together to better inform Council's decisions. In particular, information that is interdependent (e.g. service strategies, performance and the associated budgets to support them) are kept side-by-side or on facing pages. This physical proximity of information is a key to keeping plans and budgets integrated, and to supporting Council's decision-making by linking the impact of service changes to budget changes.
- The document has been simplified significantly, removing much of the duplication that existed in previous plans and budgets. Much of the previous duplication was a direct result of the department based structure, where the same information was repeated at the department, business unit and sub-service levels, and in some cases across multiple departments and business units.
- The new document has, however, maintained key components of previous plans and budgets, such as inclusion of current and future performance results, integration of plans and budgets, link to Council Priorities and benchmarking information.
- The pages add some new elements:
 - ✓ Services pages will reflect contribution to the quality of life for the community that we serve.
 - ✓ Information on service value (the relationship between service cost and the benefits or results achieved) will be provided.
 - ✓ Each service will include information on service level options and the related budget impact.

The decision to bring an early document prototype to Council for review was deliberate, reflecting Administration's move to build a relationship of greater transparency, trust and confidence with Council and to solicit Council's participation in the design of the new approach. The prototype is still in rough form and further changes will be incorporated over the next few weeks in preparation for focusing on development of service plans and budgets that will deliver on Council's direction.

Next Steps

Service owners are already working on preparation of their plans and budgets. The receipt of Council's Direction on 2018 January 31 (C2018-0115) has provided guidance and direction to Administration to inform the development of plans and budgets. This is supplemented by existing citizen research, information on service trends, and review of existing performance measures and benchmarks. The organization's risk registers were updated late in 2017 and will be refreshed in the first half of 2018. With the completion of the new citizen research and engagement for One Calgary, scheduled for March/April, the last major piece of information about emerging needs and priorities will be in place. While it will always be necessary to be ready to adapt and respond to new emerging issues, Administration is now well on its way to having the information needed to develop proposed plans and budgets for the next four years.

Administration will continue to refine the document structure over the next few weeks, as additional feedback is received. The goal is to finalize the structure in mid-March so that the focus of work can fully shift to developing the content of the service plans and budgets.

2019-2022 Services List

- | | |
|---|--|
| <ul style="list-style-type: none"> • Affordable Housing • Appeals & Tribunals • Arts & Culture • Building Approvals • Business Licensing • Bylaw Education & Compliance • Calgary 9-1-1 • Corporate Citizen Engagement • Corporate Citizen Relationship Management • Corporate Research & Insights • City Auditor's Office • City Cemeteries • City Planning & Policy • Departmental Communications Consulting • Community Strategies • Corporate Governance • Corporate Security • Council & Committee Support • Data Analytics & Information Access • Development Approvals • Economic Development & Tourism • Emergency Management & Business Continuity • Environmental Management • Executive Leadership • Facility Management • Financial Support • Fire & Emergency Response • Fire Inspection & Enforcement • Fire Safety Education • Fleet Management • Human Resources Support | <ul style="list-style-type: none"> • Infrastructure Support • Insurance & Claims • IT Solutions & Support • Land Development & Sales • Legal Counsel & Advocacy • Library Services • Mayor & Council • Municipal Elections • Neighbourhood Supports • Organizational Health, Safety & Wellness • Parking • Parks & Open Spaces • Pet Ownership & Licensing • * Police Services • Procurement & Warehousing • Property Assessment • Public Transit • Real Estate • Records Management, Access & Privacy • Recreation Opportunities • Sidewalks & Pathways • Social Programs • Specialized Transit • Stormwater Management • Streets • Taxation • Taxi, Limousine & Vehicles-for-Hire • Urban Forestry • Waste & Recycling • Wastewater Collection & Treatment • Water Treatment & Supply |
|---|--|

* The Calgary Police Commission is a statutory body created under the Alberta Police Act to oversee the Calgary Police Service.

Insert Picture

Service Name

Description:

A brief description of the service.

Customers:

A brief description of customers who directly and indirectly benefit from the delivery of the service.

Output(s):

The final product(s) of the service delivered to the customer.

Partners:

Key partners who work with The City to provide the service.

Service Need (Value Proposition):

The customer expectations or needs that are met directly or indirectly by the service. It explains why the service is provided to satisfy specific customer needs and also how it contributes to community needs. It is also a summary of how the service adds value to customers through value characteristics, cost and how the service compares to alternatives. Ultimately, why the City provides the service rather than others and why customers use the service.

Current State Service Value

X%	X%	XX	XX	\$XXX.XM 2018 Operating Budget	\$X.XX 2018 Service Cost Ratio
Service Level / Performance Measure	Level of customer satisfaction	# of customers served	Key highlight	Funding Breakdown: X% Tax Support X% User Fees, Sales, Fines, Other X% Internal Recoveries	
				Key Capital Investments Key projects, programs & assets	

What the service is made up of

Listing of what the service is made up of and 2018 Operating budgets.

Connection to Quality of Life Outcomes / Citizen Expectations

How this service contributes to Q of L results (possibly even indicators)
 How this service contributes to Citizen Expectations (e.g. for Internal services – Well Run City) and Corporate measures

What we've heard and service outlook

WHAT WE HEARD: Customer & Citizen Research & Engagement Results

Can be quotes, can be specific % of respondents to questions, based on perspectives of the service and service value

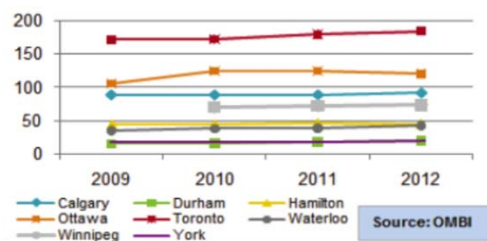
WHAT COUNCIL HAS DIRECTED: Council's Directives related to the service

Outline which Council's directives relate to the service

WHAT ARE WE WATCHING & RISKS

A brief list of the trends that may impact service delivery, new regulations, legislation etc. that may disrupt the service, change the way we think about delivering the service. This section also includes key risks.

BENCHMARKING

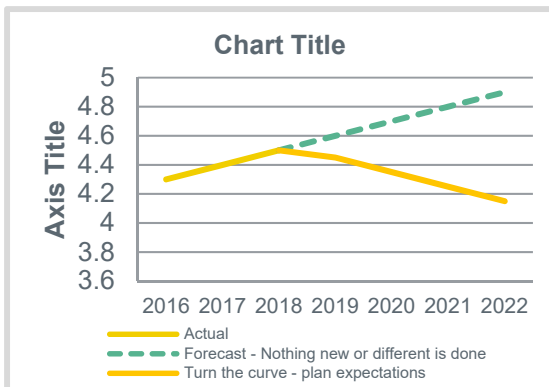
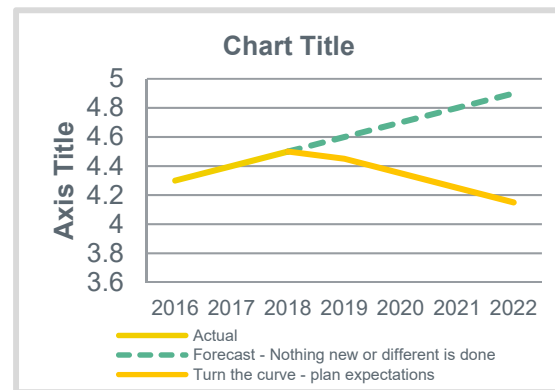
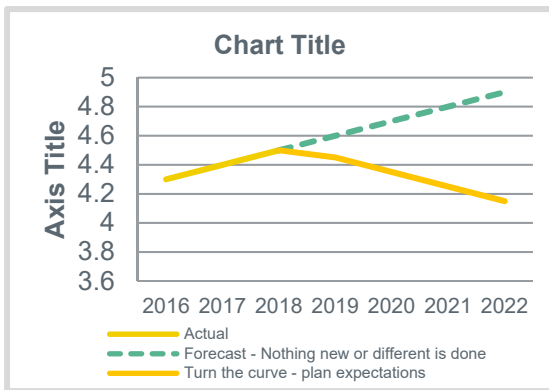
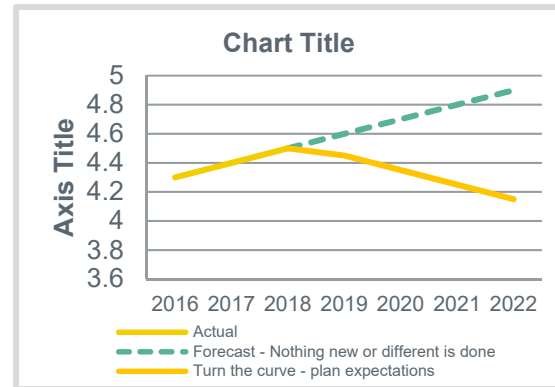
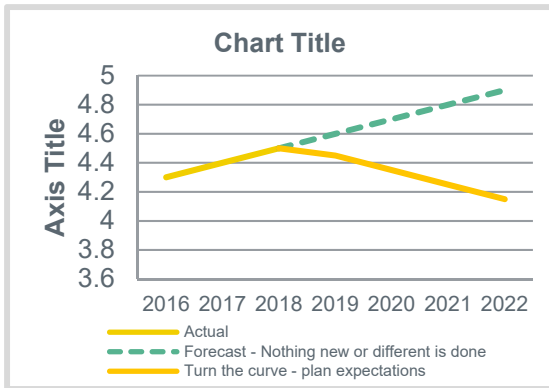


How the City is performing on key service characteristics in comparison to others.

WHAT MATTERS TO CALGARIANS

Value Dimension	Description
Reliability	Description of what Reliability means to this service
Timeliness	
Safety	

How is the Service performing, where we are headed and where we want to go



Story Behind the Numbers

Narrative behind the numbers. Why are the numbers the way they are? Why is the forecast as stated? Why do we want to turn the curve?

What do we propose to do

WHAT WE PROPOSE TO CONTINUE DOING

STRATEGY

Why?

A quick narrative based on Trends, Engagement, Alternative Comparison, Zero Based review recommendations etc.

WHAT WE PROPOSE TO DO LESS OF

STRATEGY	CHANGE PKG #

Why?

A quick narrative based on Trends, Engagement, Alternative Comparison, Zero Based review recommendations etc.


WHAT WE PROPOSE TO DO MORE OF OR INCLUDE AS A NEW OFFERING

STRATEGY	CHANGE PKG #

Why?

A quick narrative based on Trends, Technology shifts Engagement, Alternative Comparison. This could also include testing new trends, pilot projects etc.

What Operating Budget do we need to achieve these results and strategies?

Service Performance Results for 2019-2022	Current	2019 - 2022
Performance Measure 1		
Performance Measure 2		xx

BREAKDOWN OF NET OPERATING BUDGET

	2019	2020	2021	2022
Previous Year's budget				
Less Previous Year One Time				
Base				
Inflation				
Operating Impact of Previously Approved Capital				
Operating impact of new Capital (Incremental)				
Realignments				
One Time				
Sub-Total				
Service Change Recommendations				
CR Additions				
CR Reductions				
Total Budget				

For more information, click [here](#)

Total Operating Budget (\$000s) for Approval													
	2018 Budget	2019			2020			2021			2022		
	At March 31	Base	One Time	Total	Base	One Time	Total	Base	One Time	Total	Base	One Time	Total
Expenditures													
Recoveries													
Revenue													
Net													

Recommended Capital Investment to Support Service Delivery

Capital Budget for Council Approval

Activity	Description	2019 Request (\$000's)	2020 Request (\$000's)	2021 Request (\$000's)	2022 Request (\$000's)	2023+ Request (\$000's)	Total Request (\$000's)
Annual Investment Program(s)							
Activity 1							
Project(s)							
Activity 2	Project (A)						
Program(s)							
Activity 3							
Sub-Total (New Budget Requests)							
Previously Approved Budget Remaining							
Total Capital Investment							

For project dependencies identify dependency with a corresponding endnote reference. Refer to supplemental section for additional information.

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 1 – Budget Name

- Description (including funding), potentially adding link to business case:
- Operating Impact of Capital (for info, on operating):
- Funding source allocated

Project(s)

Activity 2 – Budget Name

- Description (including funding), potentially adding link to business case:
- Operating Impact of Capital (for info, on operating):
- Funding source allocated

Program(s)

Activity 3 – Budget Name

- Description (including funding), potentially adding link to business case:
- Operating Impact of Capital (for info, on operating):
- Funding source allocated

Notes:

- To identify the dependencies between multi-service requests