

Select a department Report to**Select a meeting type**

Click or tap to enter a date.

ISC: CONFIDENTIAL

IGA2021-0794

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RECOMMENDATION(S):**Review or Release By: [yyyy mmmm dd] or Do not release.**

Identify the recommended action(s)/result detailed in the report. Consult City Clerks for further information. Depending on the number of recommendations, edit the section title to RECOMMENDATION or RECOMMENDATIONS.

HIGHLIGHTS

This section is comprised of clear and concise statements about the report. Readers should understand the purpose of the report, and why it is in front of them now (timing). Section is written in bullet points only.

Is not a cut/past from elsewhere in the report, nor should there be any information that is not explained elsewhere in the cover or attachments.

In addition to the above, this section specifically needs to include the following (in order):

- First bullet outlines the reasons for the recommendations.
- Second and third bullets answers:
 - What does this mean to Calgarians? Include “What does this mean to Calgarians?” as the intro text to this bullet, and then provide the answer.
 - Why does this matter? Include “Why does this matter?” as the intro text to this bullet, and then provide the answer.
- Fourth – seventh bullets contain the critical points of the report
- Eighth bullet lists the most recent Council Direction (one only) – any additional points including reference to the Council approved Service Plans and Budgets, to be included in an attachment
- Final bullet (below) identifies the Strategic Alignment to Council’s citizen priorities – any additional points to be included in an attachment.
- **Strategic Alignment to Council’s Citizen Priorities:** Strategic Alignment.
- **Background and Previous Council Direction is included as Attachment 1.**

DISCUSSION

This section forms the bulk of the Cover Report.

- Council reports must be written for average citizens - use simple language with no technical terms, acronyms or jargon. As much as possible, use short sentences written in the active voice.
- Present a holistic corporate assessment of the issue, opportunity or risk.
- Provide evidence-based recommendations, such as the story behind performance measures and/or indicators.
- Summary of the ‘work’ that was completed included here.
 - Includes summary of relevant research
 - Includes any consultation with internal business units
- Provide technical information and details in attachments, but only if that information is important to the recommendation/decision points.

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- *OPTIONAL* Options can be presented for consideration (*must be feasible, limited, clearly articulated – summary in cover report. Details should be presented in attachment for Council's reference*).
- Final paragraph should identify next steps

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- Public Engagement was undertaken
- Public Communication or Engagement was not required
- Public/Stakeholders were informed
- Stakeholder or customer dialogue/relations were undertaken

This section will summarize what you heard, from whom, and how it impacted project decisions. A separate attachment should be included for any significant engagement. Identify any work done under each of the sub-headings:

Select one (or more) of the options below:

- 1) Public Engagement was undertaken (by the Engage Resource Unit or by individual BUs)
- 2) Public Communication or Engagement was not required on this project
- 3) Public/Stakeholders were informed (communicate out to public) – include methods
- 4) Stakeholder or customer dialogue/relations was undertaken (i.e., specific group, can include customer groups)

If yes to public engagement (consult/empower),

- *Include if it was directed by Council.*
- *Using the following prompts, briefly explain what was done, and the results.*

Who was involved (include what barriers to input was identified, how you worked to reduce them; and what groups were you not able to reach):

What we did (tactics, including when):

What we heard (key issues/ideas/opportunities):

What was done with that info.

IMPLICATIONS

Social

Social, Environmental and Economic Implications

Content in this section supports the Triple Bottom Line Policy, and the Quality of Life indicators, and more specifically the following policies, strategies, plans or initiatives:

Social

- Social Wellbeing Policy.

Please see the Social Considerations in Reports – Guidelines for more information.

If not applicable, type “Not Applicable”

Environmental

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Environmental

- Indicate how your project, program, or service has been viewed through an environmental lens giving consideration to air, water, waste, land, and biodiversity.
- Indicate how your project, program, or service has been viewed through a climate lens and has considered climate change through climate mitigation measures (reduced greenhouse gas emissions) and climate adaptation measures (reduced climate-related risk).

For additional guidance, refer to the Environmental Policy, Climate Resilience Strategy, and Environmental Implications Guidelines for more information.

If not applicable, type "Not Applicable"

Economic

Economic

- Indicate how your project, program, or service has been viewed through an economic resilience lens, giving consideration to: supporting business growth (e.g., business friendly initiatives); embracing participation for all (e.g., economic resilience strategy); promoting fiscal responsibility (e.g., consistent with Financial Task Force recommendations); and/or elevating economic priorities (e.g., reviving Calgary's downtown core; Downtown Strategy). See the Guiding Questions for Economic Implications supporting document. If not applicable, type "Not Applicable"

Service and Financial Implications

Choose an item.

Include actual figure

Provide brief information on the implications for the service as it relates to approved Service Plans and Budgets. This includes implications for the relevant Citizen Priority, Council Directive(s), strategies, and performance measures.

<Select One from the drop-down menu. If more than one is required, highlight "other" and then manually type in the sources/impact.

- Existing Operating funding - Base
- Existing Operating funding – Base in Prog. #488 & Self-Supported Funding in Revolving Fund Reserve for General Land Purchases (RE&DS only)
- Existing Operating Funding – Base in Prog #488 & Self-Supported Funding in the Real Estate Services Reserve (RE&DS only)
- Existing Operating funding - One-time
- New Operating funding request
- Existing Capital funding - Base
- Existing Capital funding - One-time
- Existing Capital funding – One-time in Prog. #695 and Self-Supported Funding in the Revolving Fund Reserve for General Land Purchases (RE&DS only)
- New Capital funding request
- Self – Supported funding

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- Tax – Supported funding
- Cost Savings
- Increase in rates or fees
- Decrease in rates or fees
- No anticipated financial impact
- Council Innovation Fund request; other.

Opportunity cost of pursuing the recommendation

- *As our environment becomes more resource constrained, pursuing one course of action will likely involve not pursuing others even though they may have equal merit. While it might sometimes be difficult to quantify an opportunity cost there's likely some value in letting Council know that decisions have impacts which might not always be readily or immediately apparent, and that Administration has considered them.*
- Timing of cash flows/expenditures

RISK

When writing this section, provide risk information and analysis associated with the proposed report recommendation(s). Significant risks must be disclosed to Council or the Administrative Leadership Team to support informed decision-making.

This section may include:

- 1. Identified risks (positive or negative) that could impact The City that are related to the proposed recommendation and/or other options considered.*
- 2. Information on how likely the risks are to happen and the impacts on the Calgary community or The City.*
- 3. The anticipated impacts on priorities, desired results and policies.*
- 4. The strategies in place to ensure success of the proposed recommendation and to manage the risks. (note that mitigation is only one way to manage risk, so provide a comprehensive view of risk management).*

Please refer to the [IRM Guidelines and Instructions for Report Writers](#). Any statements on legal risk should be completed by the Law Business Partner.

ATTACHMENT(S)

1. Previous Council Direction, Background
- 2.

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform

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