

## 2023-2026 Service Plans and Budgets – Moving Forward Together

### RECOMMENDATIONS:



That Council:

1. Receive this report for discussion and the Corporate Record; and
2. Approve the Capital Infrastructure Investment Drivers (Attachment 6).

### HIGHLIGHTS

- This report is intended to provide additional information to Council on how Administration will support the achievement of *Resilient Calgary: Council's Strategic Direction 2023-2026* as part of the next business cycle and share key elements and next steps required to develop the One Calgary 2023-2026 Service Plans and Budgets.
- **What does this mean to Calgarians?** Council and Administration work closely together to deliver on the aspirations of Calgarians and build public trust and confidence.
- **Why does this matter?** It is important that Council and Administration ensure strategic alignment as the organization develops its One Calgary 2023-2026 Service Plans and Budgets, providing City of Calgary leaders and employees with direction and focus for the next four years to advance quality of life in Calgary.
- There are several key elements outlined in this report that support the achievement of Council's strategic direction and help build trust and confidence:
  - The City of Calgary's (The City's) framework for accountability reflecting the strong relationships between Calgarians, Council, and Administration (Attachment 2).
  - A draft Strategic Alignment Summary showing how Council and Administration are strategically aligned, including the shared strategic agenda, and The City's One City, One Voice culture (Attachment 3).
  - Quality of Life Results and corresponding community indicators (Attachment 4).
  - Multi-Year Service Plan and Budget Principles (Attachment 5).
  - Capital Infrastructure Investment Drivers (Attachment 6). The proposed Capital Infrastructure Investment Drivers advance intentional management of capital in support of improved service delivery.
- The journey to build the One Calgary 2023-2026 Service Plans and Budgets will involve Council, Administration and Calgarians moving forward together. It will include multiple opportunities for Calgarians to get involved and for their insights to be used. The journey will also include ongoing conversations between Council and Administration to advance our shared strategic agenda.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

### DISCUSSION

Making life better every day 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 Calgarians at the forefront of our plans, decisions, and actions. This report provides Council and the public with important information, moving us forward together, as the One Calgary 2023-2026 Service Plans and Budgets are developed and delivered.

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### **Accountability Framework: Building Strong Relationships (Attachment 2)**

Accountability to advance our vision *Calgary: a great place to make a living, a great place to make a life* requires strong relationships between Calgarians, Council, and Administration. The Accountability Framework outlines this relationship and reflects the roles of Council and Administration, as well as the results we are collectively working to achieve through Vision (high quality of life), Strategy (public confidence and trust) and Value (valued services).

- Vision is what Calgarians aspire towards and Council's leadership role in defining The City's contribution to this vision. *Resilient Calgary: Council's Strategic Direction 2023-2026* represents this vision for the next four years.
- Strategy is what Council asks Administration to deliver over the next four years, and how Administration responds through good management.
- Value is how Administration will ensure Calgarians receive value through the services delivered over the next four years. This is represented in service plans and budgets.

### **2023-2026 Draft Strategic Alignment Summary and Shared Strategic Agenda (Attachment 3)**

The Draft Strategic Alignment Summary represents how Council and Administration are strategically aligned to deliver on Council's Strategic Direction. It includes a draft of the shared strategic agenda made up of Council's approved Focus Areas (i.e., what Council wants to focus on for the community), and Administration's Rethink to Thrive Focus Areas (i.e., how the organization works together to achieve Council's focus areas). It also includes high level information on The City's One City, One Voice culture, our shared organizational values, and our Performance Management System. This is presented in draft form as a more detailed document with additional information on how Administration proposes to achieve and measure progress for each Focus Area is developed to share with Council in the fall.

### **Quality of Life: An Evidence-Based Approach to Understanding our Community (Attachment 4)**

Quality of Life Results and community indicators enable us to make evidence-based decisions about which curves to turn through the services we deliver. Quality of Life Results are aspirational statements that describe the long-term, enduring well-being of children, adults, families, and communities in Calgary. Advancing quality of life in Calgary is not the responsibility of any single government, organization, or group. It requires the joint effort of many partners working together towards a common result, including governments, community groups, organizations, schools, private sector groups, and individuals. The City has a substantial role which is reflected through Council's leadership and through the delivery of services to our community.

### **Multi-Year Service Planning and Budgeting Principles (Attachment 5)**

Administration is actively engaged in the implementation of the Financial Task Force recommendations which seek to ensure more sustainable, long-term approaches to municipal fiscal issues. As part of responding to these recommendations, Council approved the established Principles to guide the decision-making process over multiple four-year business cycles and inform general practice across all different aspects of planning and budgeting activities. The 2023-2026 One Calgary Service Plans and Budgets will be developed with these Principles.

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### **Capital Infrastructure Investment Drivers (Attachment 6)**

Capital planning and investment plays a pivotal role in creating inclusive, equitable, accessible, and connected communities and dynamic economies, contributing to economic, social and climate resilience. By approving the Capital Infrastructure Investment Strategy in 2015 and re-affirming this strategy as the Capital Infrastructure Investment Principles in 2018, Council confirmed the role of capital investment in service delivery and improving city resilience.

The Principles are now proposed as the Capital Infrastructure Investment Drivers. They align with, and play, an important role in advancing the Multi-Year Service Planning and Budgeting Principles. A corporate approach to capital supported by the proposed Capital Infrastructure Investment Drivers guides The City in facilitating economic stimulus, maintaining, and preserving The City's infrastructure and community assets through lifecycle funding, building a great community through legacy investments, and leveraging external public and private investments. As we head into the One Calgary 2023-2026 Service Plans and Budgets with uncertainty in long-term capital funding, this approach is even more important.

### **Journey to Develop the One Calgary 2023-2026 Service Plans & Budgets (Attachment 7)**

This report is an important step on the journey to developing our service plans and budgets as it provides Council, citizens, and employees with important information to keep us strategically aligned – using Council's direction to move forward together applying the Council approved Multi-Year Service Planning and Budgeting Principles and the proposed Capital Infrastructure Investment Drivers to achieve the right balance of services to meet Calgarians' needs. The work ahead includes several key reports to Council on the path to November deliberations including the upcoming 2022 May 10 report to Council where guidance on funding City services will be sought. "One Calgary" will continue to be used as the reference for our service plans and budgets. It is about working together as one organization to deliver the services that are important to Calgarians in a seamless way.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

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

Input from Calgarians is a key component of the planning and budgeting process. The insight and input The City gets from citizen research and engagement helps us understand the needs of Calgarians and businesses, which allows us to shape our four-year service plans and budgets to better meet those needs. It is also important that the research and engagement be current because as Calgarians' needs change, the delivery of our services should adapt accordingly. As shown in Attachment 7, public engagement on service value took place in February and March. Results are now available on [engage.calgary.ca](https://engage.calgary.ca). In addition, there are upcoming opportunities in August and September for citizens and businesses to participate in the process and provide input. In the months ahead, spring pulse and business research will be conducted, with results available early July. In November, Council deliberations will include the opportunity for public submissions on the plans and budgets.

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### IMPLICATIONS

#### Social

The draft Strategic Alignment Summary and shared strategic agenda demonstrates Administration's strategic alignment to *Resilient Calgary: Council's Strategic Direction 2023-2026*, which includes social resilience as one of three foundations: "A city where people of all backgrounds belong. A community of people who support one another. A vibrant, safe and secure place to live, work and play. A city that does not tolerate hate; promotes community engagement and participation and actively works to address systemic discrimination in all forms. We live our commitment to reconciliation."

#### Environmental

The draft Strategic Alignment Summary and shared strategic agenda demonstrates Administration's strategic alignment to *Resilient Calgary: Council's Strategic Direction 2023-2026*, which includes climate resilience as one of three foundations: "A city that recognizes the climate emergency and does its part to limit global warming to 1.5 degrees Celsius. A more sustainable community that can manage the impacts of severe weather events; reduce emissions; build our green economy and play an active role in climate innovation."

#### Economic

The draft Strategic Alignment Summary and shared strategic agenda demonstrates Administration's strategic alignment to *Resilient Calgary: Council's Strategic Direction 2023-2026*, which includes economic resilience as one of three foundations: "A city where everyone participates in a strong, diverse economy. We remove barriers for business success, enabling businesses to start, grow and invest in our city. We are an incredible destination and a great place to live, work, grow and raise a family."

#### Service and Financial Implications

No anticipated financial impact from this report.

### RISK

As the One Calgary 2023-2026 Service Plans and Budgets are developed, there are several Principal Corporate Risks that will be kept at the forefront of decision-making.

- *Financial Sustainability Risk* – The City is anticipating a high degree of financial risk going into 2023-2026 due to funding constraints. For operating, this includes reduced revenue and failing to keep up with inflation. For capital, this includes delays or reductions to funding transfers from the provincial and federal governments, creating an inconsistent environment that impacts long-term planning. The 2022 May 10 Report to Council will seek direction to inform development of the service plans and budgets with consideration of this risk.
- *Reputation Risk* – Presentation of our draft shared strategic agenda and the journey ahead to develop the One Calgary 2023-2026 Service Plans and Budgets demonstrates that what is important to Council and the public has been heard and that The City will safely and effectively manage its resources and deliver valued services in an efficient, timely, fair, and equitable manner.
- *Service Delivery Risk* – This report outlines the link between quality of life, strategic direction, and areas of focus for transforming service delivery which is key to managing this

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risk. In addition, this risk is closely linked to risks in Capital Infrastructure, the management of which is supported by the Capital Infrastructure Investment Drivers provided for Council's approval.

- *Capital Infrastructure Risk* – Approval of the Capital Infrastructure Investment Drivers as recommended in this report supports management of this risk.

In addition, the One Calgary team regularly reviews and updates program risks and management of these risks. These include risks associated with leadership and team capacity and employee health, safety, wellbeing, and resilience.

### ATTACHMENTS

1. Attachment 1 - Background and Previous Council Direction
2. Attachment 2 - Accountability Framework: Building Strong Relationships
3. Attachment 3 - Draft 2023-2026 Strategic Alignment Summary
4. Attachment 4 - Quality of Life: An Evidence-Based Approach to Understanding our Community
5. Attachment 5 - Multi-Year Service Planning and Budgeting Principles
6. Attachment 6 - 2023-2026 Capital Infrastructure Investment Drivers
7. Attachment 7 - Journey to Develop the One Calgary 2023-2026 Service Plans and Budgets

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth	City Manager's Office	Approve
Carla Male	Chief Financial Officer's Department	Approve
Michael Thompson	Utilities & Environmental Protection	Approve
Stuart Dalgleish	Planning & Development	Inform
Chris Arthurs	Deputy City Manager's Office	Inform
Doug Morgan	Transportation	Inform
Katie Black	Community Services	Inform