

Resilient Calgary: Council's Strategic Direction, 2023-2026

RECOMMENDATIONS:

Review By: 2022 October 31

That Council:

1. Approve Attachment 1, "Resilient Calgary: Council's Strategic Direction, 2023-2026."
2. Direct that this Report and Attachment 1 be held confidential pursuant to section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* until Council approves Attachment 1 and rises and reports.
3. Direct that the closed meeting discussions be held confidential pursuant to section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2022 October 31.

HIGHLIGHTS

- The Recommendations represent the culmination of Council's collective effort to define its strategic direction and will enable Administration to action that direction through the 2023-2026 Service Plans and Budgets.
- Building Council's Strategic Direction began with the messages heard on the doorstep during last fall's municipal election and provides Calgarians with a clearer sense of how Council plans to deliver on that mandate.
- Council last met to discuss this matter during the 2022 February 28 Strategic Meeting, and tasked Administration and the external facilitator to incorporate feedback from that session and subsequent conversations and return to this meeting with a final product for decision.
- As the culmination of an exercise to define Council's Strategic Direction, alignment with Council's priorities is implied by the Recommendation.

DISCUSSION

- The Strategic Direction has been developed by Council, with leadership from the Office of the Mayor and facilitation from Dr. Kate Graham. Administration's function has been largely one of coordination and logistical support.
- The process began with the last election, when the now Members of Council (including the Mayor) engaged Calgarians in a conversation about priorities for the coming term.
- Armed with this experience, each Member of Council was engaged in November and December, to identify the priorities they would like to bring forward, generating a list of approximately 80 items, ranging from broad principles (e.g. Economic Resilience) to more concentrated policy goals (e.g. Downtown Revitalization) to specific projects (e.g. Event Centre).

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- Driving toward a more manageable and internally consistent Strategic Direction, Dr. Kate Graham led Council through several facilitated exercises over three Strategic Meetings (2021 December 13, 2022 January 18, and 2022 February 28). In between and since, Dr. Graham has engaged in one-on-one and small group discussions with Council and provided opportunities for written feedback. Without contributing to the content, Administration has provided a support function, helping incorporate and format Council input. The final product can be found at Attachment 1.
- "Resilient Calgary: Council's Strategic Direction" includes:
 - Three Resilience Principles to guide Council's decision making:
 - Economic resilience
 - Social resilience
 - Climate resilience
 - Five "Guiding Principles" for the next term:
 - Strengthen relationships with Calgarians
 - Deliver the right services
 - Build strong communities
 - Invest in infrastructure
 - Finance our future
 - Seven "Focus Areas" to deliver on this Strategic Direction:
 - Downtown revitalization
 - Social equity
 - Land use and local area planning process review
 - Transit
 - Hosting and hospitality
 - Global positioning and reputation
 - Modernizing government

Next Steps

- If Council approves the Recommendation here, the Strategic Direction will be made public. Although we are proposing that this document be considered final, and not envisioning any formal engagement for the purposes of revision, it will at Council's discretion to share this document further with Calgarians.
- While Administration is not planning any communication tied directly to this report and recommendation, Council's Strategic Direction will set the course for Administration's business planning over the next months and will be evident in the 2023-2026 Service Plans and Budgets slated to come before Council this November.
- In Q2, Council will have the opportunity to learn about economic forecasts and signal expectations to Administration of the funding amounts to consider in November 2022. Administration will use this direction to build the 2023-2026 Service Plans and Budgets.
- Following the funding conversation, Administration will use Council's Strategic Direction to prioritize investments in service delivery. Prioritization will focus on delivering the right balance of operating and capital investments to advance Council's focus areas while also continuing to deliver quality services to Calgarians.

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- Administration will present a high-level preview of the planned budget in Q3 for initial Council feedback, which will then be used to refine the 2023-2026 Service Plans and Budgets package.
- Administration will deliver the full, integrated package of documents to Council on 2022 November 7 and Council will deliberate 2022 November 21 to 25.

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

Although Council's Strategic Direction setting is informed by priorities heard from Calgarians, particularly during last fall's municipal election, the outputs, including Attachment 1, have not been the subject of formal engagement.

IMPLICATIONS

Social / Environmental / Economic

Economic, Social and Climate Resilience are characterized as the basis for Council decision-making and reinforces The City's existing commitment to these issues in all it does.

Service and Financial Implications

While most, if not all, elements of Council's Strategic Direction can find some support in The City's existing work, any service and financial implications will be identified in the coming weeks and months as Administration uses Council's direction to inform the Service Plans and Budget.

RISK

- Several risks were identified and addressed during the deliberations over the Strategic Direction, but there is no risk apparent in the approval of the Strategic Direction itself.
- As Administration looks to implement that direction, any associated risks will be identified for Council as they emerge.
- Delaying approval of the Strategic Direction could negatively impact the remaining steps in the development of the 2023-2026 Service Plans and Budgets.

ATTACHMENT

1. Resilient Calgary: Council's Strategic Direction, 2023-2026

**Deputy City Manager's Office Report to
Combined Meeting of Council
2022 March 29**

**ISC: UNRESTRICTED
C2022-0372
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General Manager/Director	Department	Approve/Consult/Inform
Executive Leadership Team	All	Consult

CITY OF CALGARY
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IN COUNCIL CHAMBER

MAR 29 2022

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