

CITY OF CALGARY
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02/05/2014

MAY 05 2014

ITEM: C2014-0401

CITY CLERK'S DEPARTMENT

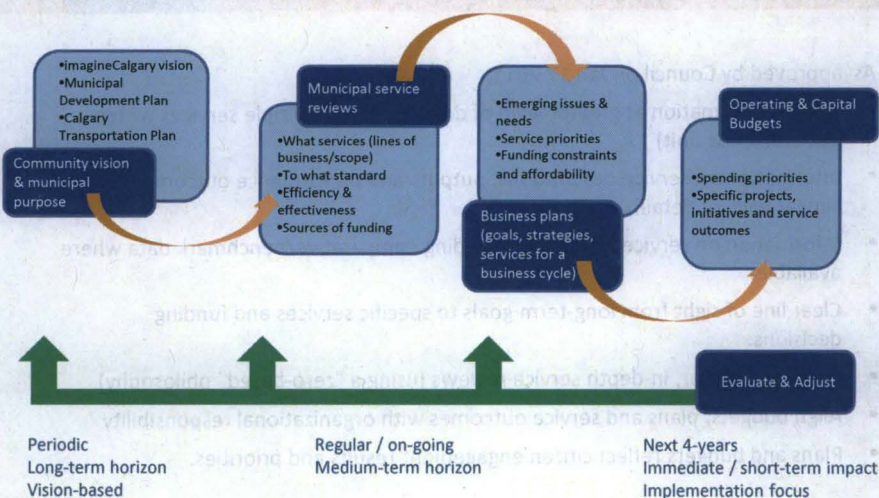
THE CITY OF CALGARY

Action Plan

2015 - 2018

Special Strategic Planning Meeting of Council
May 5th, 2014

Four-year Business Plan & Budget Process



"New Approach to Business Planning" (NABB)

NABB was introduced to achieve the following benefits:

- Informed and extensive citizen consultation.
- Clear, plain language information about services.
- Link service costs and funding level to outputs, outcomes.
- Provide detail about service costs, effectiveness and efficiency.
- Ensure long-term policy goals drive short-term service funding decisions.
- Support accountability: align budgets, plans and service outcomes with organizational responsibility.
- Ensure ongoing, regular, robust reviews of services.

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NABB Principles

As approved by Council on Jan 17 2011:

- Budget information at greater level of detail (e.g. for multiple services within each business unit)
- Information on service descriptions, outputs and performance outcomes at a similar level of detail.
- Information on service efficiency, including comparative/benchmark data where available.
- Clear line of sight from long-term goals to specific services and funding decisions.
- Ongoing, regular, in-depth service reviews (using a "zero-based" philosophy).
- Align budgets, plans and service outcomes with organizational responsibility.
- Plans and budgets reflect citizen engagement results and priorities.

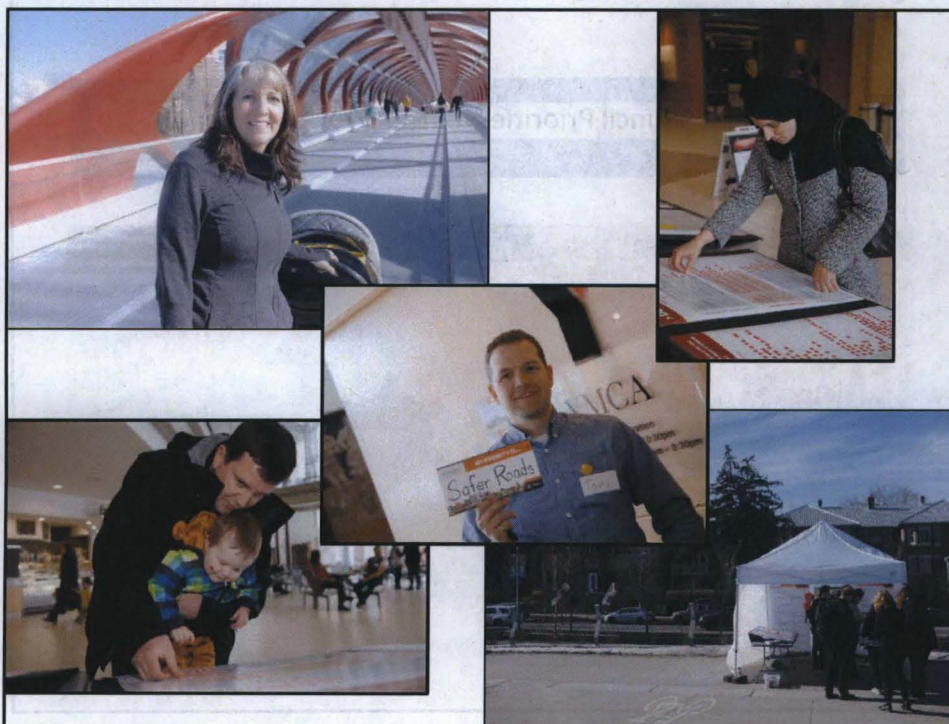
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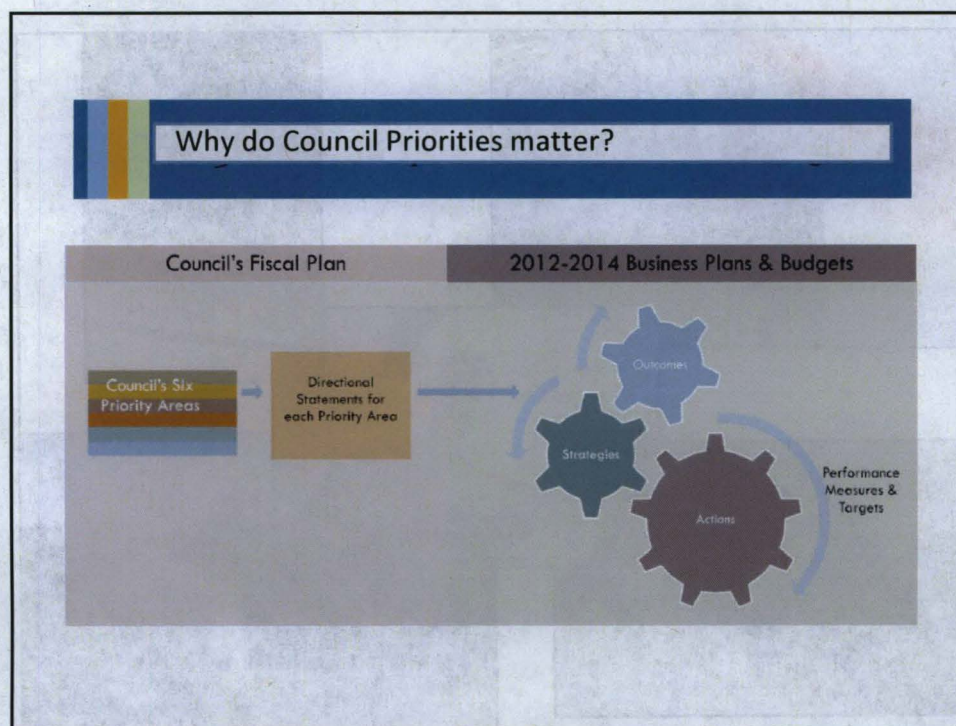
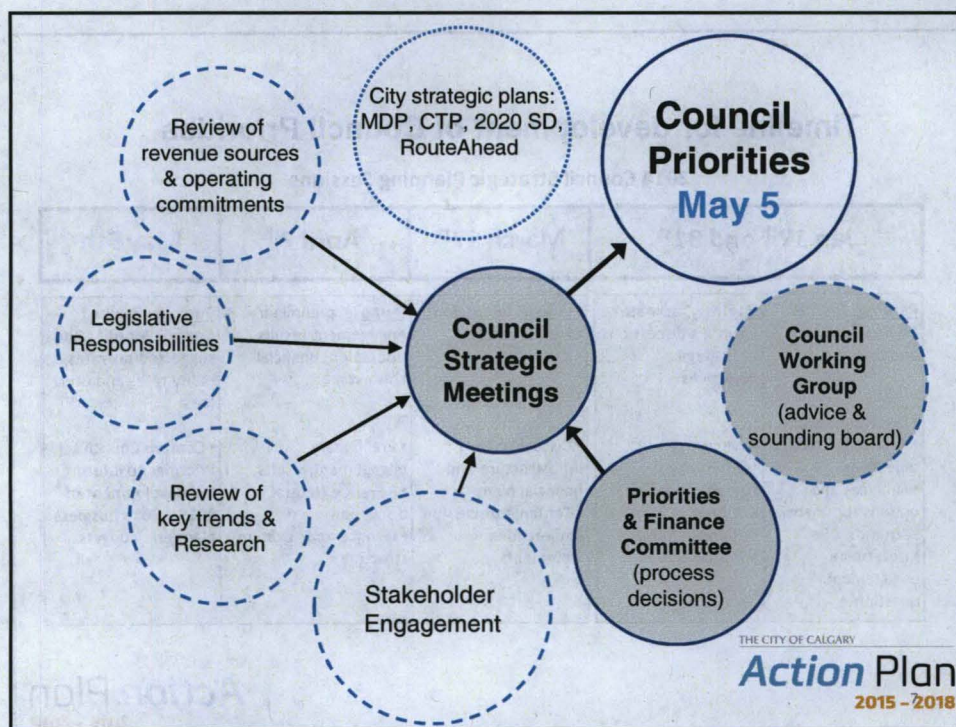
Timeline for development of Council Priorities

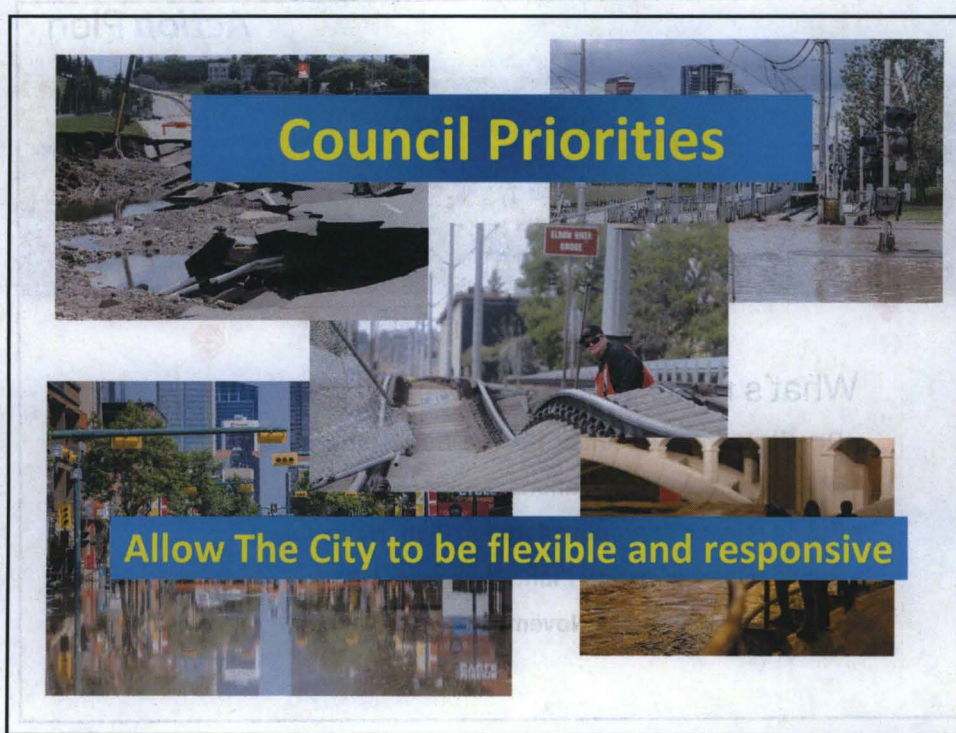
2014 Council Strategic Planning Sessions

| Jan 17 th and 31 st | March 17 th | April 7 th | May 5 th | |
|---|---|--|--|--|
| <p>Purpose: facilitate Council feedback and discussion on:</p> <ul style="list-style-type: none">• Draft framework• Potential strategic objectives• Finances and options for financial scenarios• Determine engagement question | <p>Purpose: facilitate Council's discussion of strategic objectives</p> <p>Review :</p> <ul style="list-style-type: none">• Other cities' strategic planning initiatives• Global, national and local trends | <p>Purpose: discussion of utility rates</p> <ul style="list-style-type: none">• Discuss utilities' infrastructure and financial plans• Continue discussion of directional statements | <p>Purpose: preliminary engagement results discussion; financial context</p> <ul style="list-style-type: none">• Preliminary engagement results• Revenue Neutral discussion• Finance and Taxation structure | <p>Purpose: finalize Council Priorities and suggested tax rates, utility rates and user fees</p> <ul style="list-style-type: none">• Confirm Council's Priorities to inform the development of 2015 – 2018 business plans and budgets |

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Action Plan 2015 - 2018

Council Priorities = Achievement for Calgarians

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What's next?

- Development of Business Plans & Budgets: May-September
- SPC/Committee presentations: September
- Public release of proposed *Action Plan*: November 4
- Public review of Action Plan: November 5-21
- Council deliberations: November 24 - December 5