

Council’s Refined Strategic Direction

Background

Council initiated discussions on how to improve the 2023-2026 Service Plans and Budgets as part of the deliberations stemming from the 2022 Nov. 8 Regular Meeting of Council ([C2022-1051](#)).

7. Council directs Administration to come prepared for the 2022 December 13 Strategic Meeting of Council to engage in:

- a. a review of practices, policies and procedures (including the budget process) and communications that were successful or unsuccessful in 2022; and
- b. creation of a process by which Council will provide guidance/direction to Administration to:
 - i. revisit the existing budget process to examine its merits and challenges,
 - ii. explore ways of ensuring that future budget documents better align with Council’s Plain Language Policy CS014;
 - iii. potentially reconstruct the 2024, 2025 and 2026 budgets with Administration to ensure future base operating and capital budgets include the investments necessary to advance Calgary as an increasingly equitable and accessible city - including but not limited to investments in housing, mobility and transit – are embedded in future base operating and capital budgets; the reconstructed base budgets for future; and
 - iv. revisit operating and capital plans and priorities to ensure expeditious delivery of projects and programs that are rooted in the core values and policies of Council, including but not limited to truth and reconciliation, the 5A Network, low-income transit passes, improved transit frequency, affordable housing, mental health supports, and equity index maps.

Progress to date

| Date | Outcome of the discussion |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2022 Dec. 13 Strategic Session | Council directed Administration to add a standing Agenda Item entitled “Budget Process Refinement” to the Executive Committee, beginning in 2023, in accordance with section B.6(a) of the Procedure Bylaw 35M2017 (C2022-1364). |
| 2023 Jan. 31 Executive Committee | Council initiated the conversation on strategic priorities and directed Administration to separate the work between the business planning process refinement and the refinement of strategic priorities. |

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| 2023 Feb. 1 Strategic Session | Council directed Administration to develop a Terms of Reference for a Budget Document Design & Process Refinement Working Group and return to Council for approval by 2023 February 14 (C2023-0136). |
| 2023 Feb. 14 Regular Session of Council | Council approved the Terms of Reference for an Administrative Working Group, which all members of Council have the option to attend. |
| 2023 Feb. 28 Executive Committee | As a result of the establishment of the Working Group on 2023 Feb. 14, and to better distinguish between the two emergent workstreams, the standing agenda item at Executive Committee was renamed to "Strategic Discussion on Building and Delivering on Plans and Budgets." |
| 2023 Mar. 22 Executive Committee | Council reviewed draft refined strategic priorities. |
| THIS MEETING 2023 Apr. 18 Executive Committee | Administration recommends that the Executive Committee recommend that Council approve this document (Attachment 1 of EC2023-0272) and that it be released publicly following Council approval at the Regular Meeting of Council on 2023 April 25. |

Council's Refined Strategic Direction

Through thoughtful and in-depth discussions, the Executive Committee has developed a recommended refinement to Council's Strategic Direction 2023-2026 (C2022-0372). This identifies 3 Top Priorities and the 4 most important Result areas, in addition to continuing to deliver and continually improve the services Calgarian rely on, clarifying which elements of the strategic direction should be the focus for investment, accelerated delivery, and communications, amongst other things. The Refined Strategic Direction will serve as guidance for adjusting the service plans and budgets for the remainder of the 2023-2026 Service Plans and Budget cycle.

Top three priorities:

- Transit
- Downtown Revitalization
- Land Use & Local Area Planning

Four result areas:

- Public Safety
- Climate
- Modernizing Government
- Social Equity

Future discussions will explore and confirm further investments and actions required to support services in delivering the three top priorities, achieving the four results and continued efficient and effective service delivery.

