



# 2023 November Adjustments Process Debrief

C2023-1296

2023 December 19



# Summary of Input from 2022 December 13 Strategic Session

**Goal:** A budget process that gives us **clarity** on a **shared and focused** direction with **line of sight** on how we'll get there.

Regular touchpoints, options and feedback

Show connections between budget and outcomes

Reflect Calgarians' needs and wants

## Theme 1 More Involvement

Bring Council along on the budget's development:

- Build in feedback time, not only milestones
- Include information on what is being considered earlier
- Balance informal and formal ways of hearing from Council

## Theme 2 More Focus

Refine Council's priorities to add clarity and focus:

- More iterative process for strategic direction and priority development
- Define priorities in a way that describes what success looks
- Allocate budget to priority, transformational activities

## Theme 3 Make Connections

Clearly show the line between the budget and what it will do:

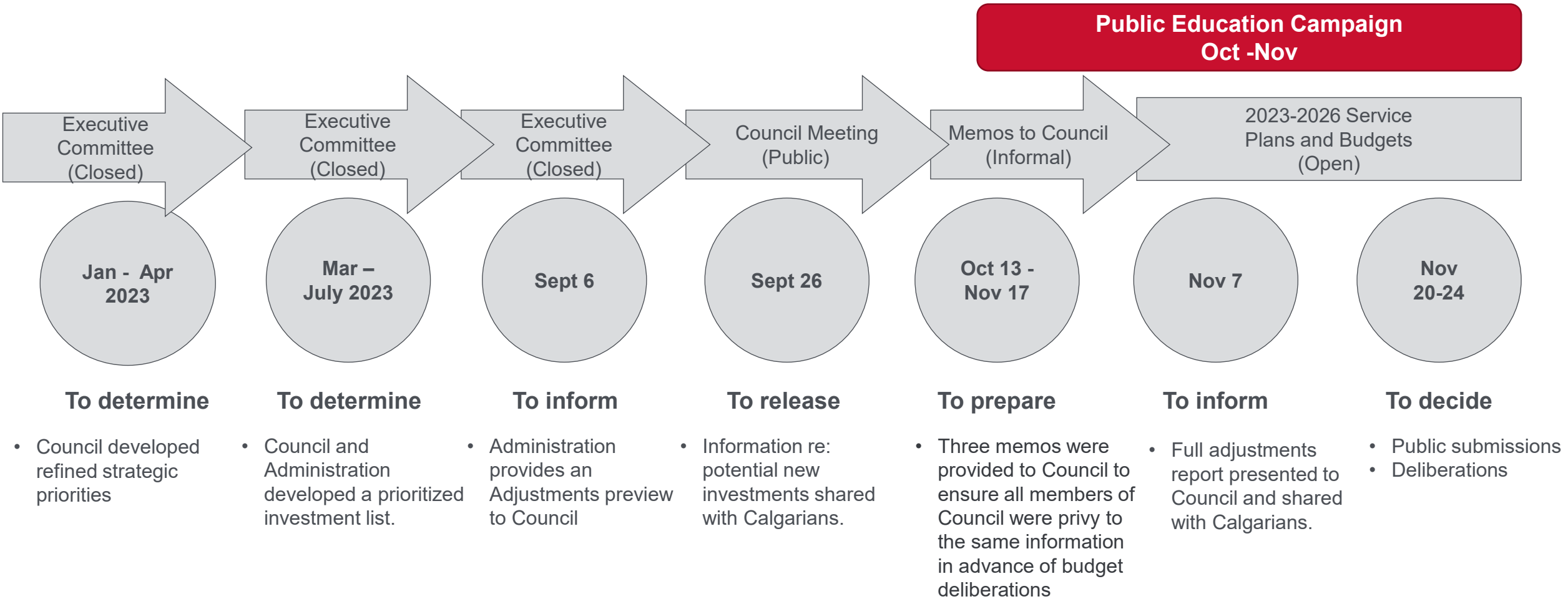
- Better show how we will deliver on our strategic direction
- Illustrate ongoing versus transformational work
- Better reflect the impact of capital investment on operating budgets
- Show the budget aspect of planning throughout the year

## Theme 4 Keep it Clear and Simple

- Use plain language
- Develop shared meaning



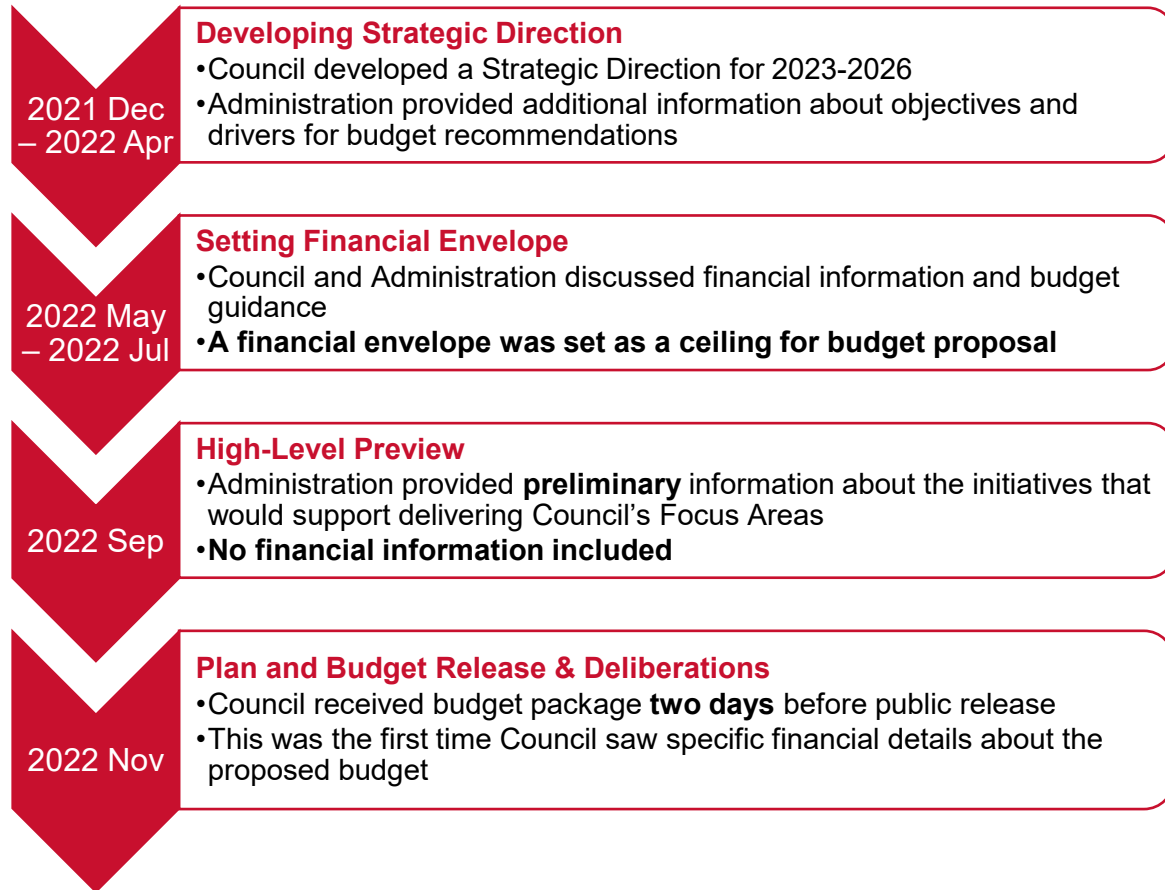
# The pathway to the 2023 November Adjustments



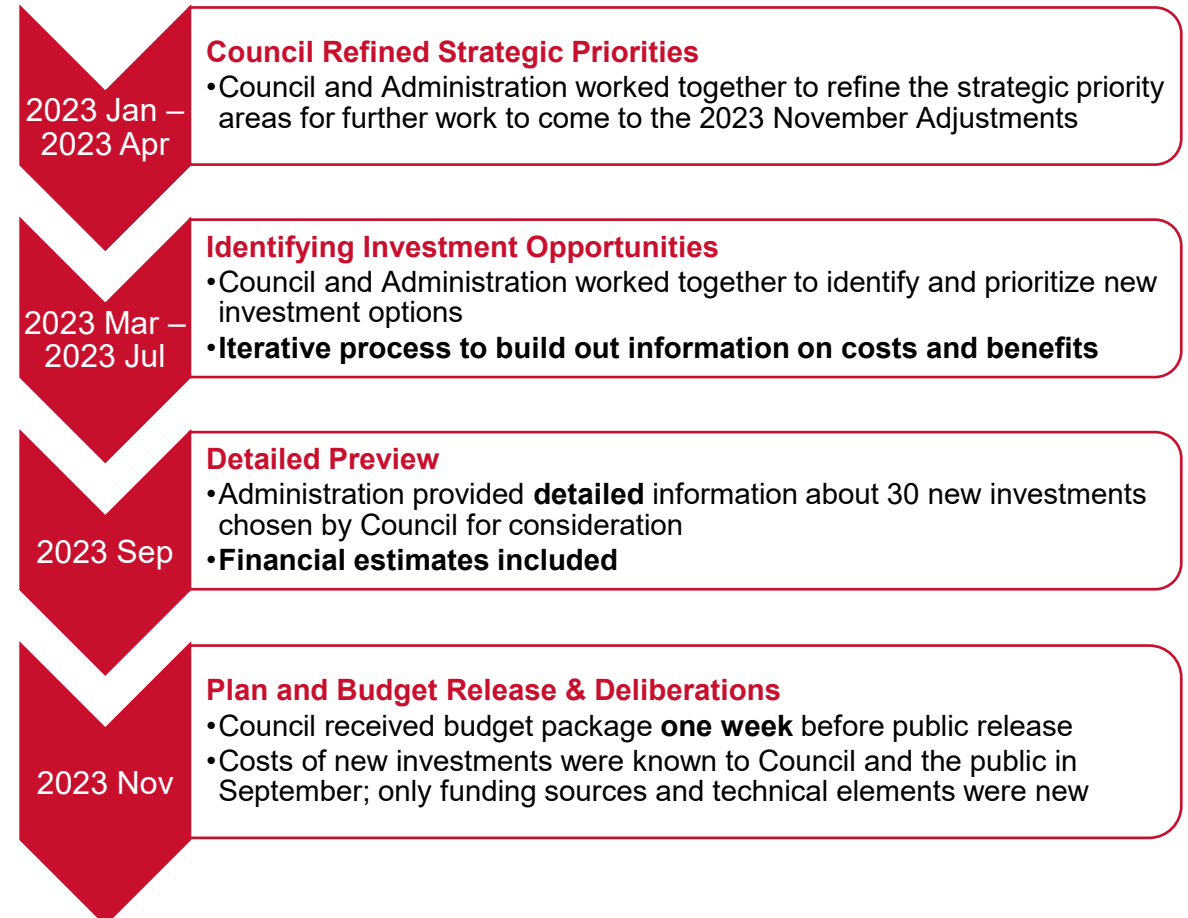


# Evolution of the Plan & Budget Process

## 2022



## 2023



# Recommendations

That with respect to Confidential 2024-2026 Service Plan Highlights and 2023 November Adjustments Debrief 2023-1296, the following be approved:

1. Direct Administration to incorporate Council feedback from the 2023 December 19 Strategic Session of Council (C2023-1296) as set out in Confidential Distribution 1 regarding the Adjustments to the 2023-2026 Service Plans and Budgets in the development of a plan and schedule for the 2024 Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.
2. Direct Administration to publicly release Confidential Attachment 2 immediately following the 2023 December 19 Strategic Meeting of Council.
3. Direct that the Confidential Report, Confidential Attachments, Confidential Distributions and 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 2026 December 31.
4. Direct that, notwithstanding recommendation 3, the Confidential Attachments be released to Corporate Planning and Performance, to be shared with Administration, only where required, to support next steps.