

**Deputy City Manager's Office Report to  
Strategic Meeting of Council  
2018 January 31**

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C2018-0115  
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## **2019-2022 Council Directives for One Calgary**

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### **EXECUTIVE SUMMARY**

Council engaged Intergovernmental and Corporate Strategy (ICS) to develop and facilitate a strategic discussion with the objective of supporting Council's development of "Council's Directives to Administration for the 2019-2022 Service Plans and Budgets (One Calgary)". ICS recruited a team of subject matter experts to both facilitate the workshop and develop an information package "Setting your Council Directives 2019-2022 (One Calgary)". This information package was structured along the current 2015-2018 Council Priorities. Finally, the strategic discussion lead to the development of Council's Directives for 2019-2022.

### **ADMINISTRATION RECOMMENDATION:**

1. That Council adopts "Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets".

### **PREVIOUS COUNCIL DIRECTION / POLICY**

In 2004 March 16 Council approved a multi-year approach to planning and budgeting, covering the years 2006-08. This approach became a Council Policy on 2005 January 31 entitled "Multi-Year Business Planning and Budgeting Policy for The City of Calgary" (Policy Number: CFO004, as amended 2012 April 9), hereafter referred to as the "Multi-Year Business Planning Policy". The policy defines the approach and procedures required for the development of multi-year budgets and business plans for The Corporation.

### **BACKGROUND**

Part A of the Multi-Year Business Planning Policy outlines the approach that The City will follow when developing multi-year operating and capital budgets, along with the accompanying business plans. In accordance with that policy, Council's role is to prepare a statement of its priorities and provide budget guidelines to Administration for the business and budget planning period.

The next multi-year business planning cycle is well under development and officially launched in 2017 November. Known as "2019-2022 One Calgary Service Plans and Budgets" (hereafter referred to as "One Calgary Program"), it marks The City's fifth multi-year business planning cycle. With each cycle both Council's approach to developing its priorities and guidelines, as well as Administration's practices and procedures for developing business plans and budgets have evolved.

To develop its 2019-2022 Directives, Council considered the specific context that The City is operating under and the existing challenges and opportunities. First and foremost are the current economic challenges that both The City and Calgarians are dealing with given the local economy's significant dependence on the oil and gas sector. Furthermore, Calgary has also experienced significant environmental and social shocks and stresses in recent years. These major influencing factors require a thoughtful and focussed strategic approach with the objective of supporting Calgarians and making Calgary's communities more adaptable and resilient for the immediate and long-term future. Council's Directives are focussed on achieving that adaptability and resilience, and are key for Administration to further deliver the One Calgary Program for 2019-2022.

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Council's Directives will also be used to support the development of the Corporate Strategic Plan, and inform the development of coherent actions by Administration to implement Council's vision and achieve its defined purpose of "Making life better everyday for Calgarians".

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The facilitation team engaged by Council to support the development of Council's Directives for 2019-2022 utilized a best practice in designing the strategic conversation. This process involved three stages: levelling, shaping, and choosing.

The levelling stage is designed to ensure that the Mayor and all Councillors have the same level of information with respect to Calgarians' expectations. This stage focussed on creating a shared understanding with respect to what Council heard from Calgarians and other stakeholders during the municipal election. It also allowed for a check-in with respect to The City's progress and successes achieved for the existing 2015-2018 Action Plan. This information was communicated to Council in the document entitled "Setting your Council Directives for 2019-2022 (One Calgary)". The materials gathered in that document utilized data from multiple citizen engagements and surveys including the annual Citizen Satisfaction Survey, as well as various Administration accountability reports to Council. The data was analysed and integrated to provide a story behind the data. That story created a holistic picture of achievements, improvements, and identified opportunities and contributing factors to "turn the curve" and improve outcomes and results.

The shaping stage was conducted during the 2017 December 4 Strategic Council Meeting. The objective of the shaping stage is to enable Council to frame the issues around two key questions: "What are Calgarians most concerned about?" and "What are Calgarians currently struggling with?" By using the World Café method with a team of subject matter experts as facilitators, this facilitation technique allowed for equal input through focussed conversations from all Council Members and the Mayor. Council considered and discussed the challenges facing The City, Calgarians, the business community, and other stakeholders, and identified potential options and opportunities for Administration to act and address these issues. Given the current economic challenges facing The City, Council prioritized and focussed on a limited amount of interventions as presented by Council's Directives (Attachment 1).

The Directives listed in Attachment 1 are a direct result of the input gathered from Council during the Strategic Meeting on December 4<sup>th</sup>. The facilitation team collected over 400 comments during the meeting and sorted through all the information contained in those comments. Summaries of all the issues mentioned for each of the priority areas were drafted and ultimately integrated into the attached Directives.

### **Stakeholder Engagement, Research and Communication**

Council's ongoing engagement with Calgarians culminated with the 2017 municipal election. The municipal election provided Calgarians and stakeholders an opportunity to express their opinions to Council with respect to the current and future direction of The City.

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Council engaged a facilitation team to assist in the development of Council's Directives. The facilitation team met individually with Councillors to gather information about what they heard from citizens with regards to their concerns and aspirations. The team also gathered information and data from multiple citizen surveys and engagements (such as the annual Citizen Satisfaction Survey) to develop the information package "Setting your Council Directives for 2019-2022 (One Calgary)".

Some members of the facilitation team are also involved with the One Calgary Program Team to ensure alignment between political direction from City Council and Administration's ongoing development of the next four-year business planning and budget cycle.

### **Strategic Alignment**

Council's Directives are the strategies that support and drive Administration's development of the 2019-2022 business planning and budget – the One Calgary Program.

### **Social, Environmental, Economic (External)**

Council's Directives outline significant social, environmental or economic objectives and expectations that Administration is required to address with respect to the delivery of the 2019-2022 Service Plans and Budgets.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Council's will set the indicative tax rate and provide guidance to the development of The City's future operating budget in accordance with the Multi-Year Business Planning Policy.

#### ***Current and Future Capital Budget:***

Council's Directives outline priority and focus areas that will direct The City's capital investments for the 2019-2022 business planning cycle.

### **Risk Assessment**

Council expects The Corporation, through the One Calgary Program, to identify the strategic risks, opportunities, benefits and costs associated with its directions and guideline to Administration.

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**REASON(S) FOR RECOMMENDATION(S):**

Council's Directives and Guidelines to Administration are consistent with Council Policy CF0004 Multi-Year Business Planning and Budgeting and are used to describe Council's understanding of both citizen expectations and community aspirations with respect to "making life better everyday for Calgarians".

**ATTACHMENT(S)**

1. Attachment 1 – Council Directives to Administration for 2019-2022 Service Plans and Budgets (One Calgary).
2. Attachment 2 – "Multi-Year Business Planning and Budgeting Policy for The City of Calgary" (Policy Number: CFO004, as amended 2012 April 9).
3. Attachment 3 – Team Members