



The Journey to Deliver The City's Strategic Plan for 2019-2022

Introduction

Making life better every day for Calgarians is our common purpose. The City of Calgary delivers on this purpose by being a service and results-driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of our plans, decisions and actions. Fulfilling this purpose contributes to our vision: "Calgary: A Great Place to Make a Living, a Great Place to Make a Life".

The City's Strategic Plan for 2019-2022 will deliver on Council's direction through service plans and budgets that will be presented to Council in November. This process is about bringing together pieces of the 'Three Conversations, One Calgary' framework to serve the community and contribute to quality of life in 2019-2022 and into the future. The journey to build the Strategic Plan will involve the community, Council and Administration.

The Journey – Five Focus Areas

Overall the journey will consist of five broad focus areas:

1. Getting Prepared, Working Together: June 2017 – October, 2017
2. Setting Council's Direction: November 2017 – February 2018
3. Integrating, Framing and Responding: February 2018 – June 2018
4. Reviewing, Finalizing and Deciding: July 2018 – November 2018
5. Delivering and Sustaining: December 2018 and 2019-2022

Throughout these focus areas, the three conversations described in Attachment 1 (between the community, Council and Administration) have been or will be integrated.

Focus Area 1: Getting Prepared, Working Together (June 2017 – October 2017)

During this focus area, the One Calgary team was established, a governance approach within Administration was put in place, and preliminary work on the service plans and budgets was undertaken. Further, an understanding of community priorities was formulated based on what was heard during the municipal election campaign. While this focus area is primarily complete, there is continued emphasis on working together in a collaborative and integrated way as the Strategic Plan, including service plans and budgets, is developed.

Focus Area 2: Setting Council's Direction (November 2017 – February 2018)

During this focus area, Council considered the context that The City is operating under and existing challenges and opportunities (as outlined in C2018-0115). Further, Council focused on creating a shared understanding of what was heard from Calgarians and other stakeholders during the municipal election. This understanding, along with framing the issues around two key questions ("What are Calgarians most concerned about?" and "What are Calgarians currently struggling with?"), resulted in the development of Council Directives. It is anticipated that this focus area will be complete with Council's final approval of its Directives on February 28.



Focus Area 3: Integrating, Framing and Responding (February 2018 – June 2018)

With Council's Directives now approved, this focus area shifts attention to Administration's response, including coming together in an integrated way to deliver better services for Calgary. The introduction of the 'Three Conversations, One Calgary' framework begins this focus area. Administration will be working together within services and across services to consider trends, the current environment, the current state of performance, and future service needs.

The public will be engaged during this timeframe, which will be used to inform the development of service plans and budgets. Based on learnings from past planning and budgeting cycles, engagement will take an online approach to be as inclusive as possible to the various demographics within the city. A sorting exercise on the value characteristics within each service line will be heavily marketed through a combination of channels to better understand what citizens value most about public-facing services. Through targeted media channels such as TV, digital ads and print publications, the aim is to reach a diverse audience of Calgarians. An information package will be provided to Council before the launch to enable sharing of the engagement opportunity through ward channels.

Further, Administration will work together to develop preliminary plans and budgets that are integrated from a service perspective and designed to deliver on Council's direction. Council will receive information about the financial outlook which will inform the discussion on indicative tax rates. The May, June and July Strategic Meetings of Council will focus on strategic discussions that continue the conversation with Council leading up to the presentation of preliminary service plans and budgets in September.

Focus Area 4: Reviewing, Finalizing and Deciding (July 2018 – November 2018)

With preliminary service plans and budgets developed, this focus area shifts the Administration to preparing presentations to Council in September. Through the Standing Policy Committee meetings and as part of the September Strategic Meeting of Council, Council and the public will be able to review and provide comment on the work that has been done. Following this, the proposed service plans and budgets will be finalized in preparation for November deliberations.

Focus Area 5: Delivering and Sustaining (December 2018 and 2019-2022)

Following Council deliberations and consideration of The City's Strategic Plan for 2019-2022, including service plans and budgets, the focus shifts to implementation and sustaining a service-based and results-based way of working going forward. This includes annual adjustments with regular consideration of public input gathered through ongoing research and engagement. This is what this work is all about – service delivery to citizens, communities and customers that delivers value for tax dollars and contributes to quality of life.

The Journey – Calgary Community

Our shared vision for Calgary – a great place to make a living, a great place to make a life – was reaffirmed by Council as part of the work to develop Council Directives for 2019-2022 (C2018-0115). As part of this work, Council focused on creating a shared understanding with respect to what they heard from Calgarians and other stakeholders during the municipal election campaign. This was one way in which the views of the Calgary community will be considered in the journey forward to develop the Strategic Plan.



The overall objective for involving the community as we work towards finalizing and implementing the Strategic Plan is that members of the public and other stakeholders have multiple opportunities for providing input. Further, it is important that information is readily available. This will mainly be achieved through online methods as well as robust, inclusive marketing and social media plans to ensure a broad audience is reached.

The method for ensuring public and stakeholder input is sought and incorporated includes:

- Using the most cost-effective methods to maximize participation and return on investment;
- Leveraging existing citizen and stakeholder research, data (e.g. 311, social media) and engagement; and
- Targeting “net new” engagement to fill specific gaps in existing knowledge.

This method aligns with the suggestion made by Council during the Action Plan 2015-2018 debrief (in February/March 2015) that it would be helpful to conduct regular and ongoing engagement throughout the cycle, thus reducing the need for intense engagement during the short time period when plans and budgets are being developed.

To implement this approach, there are four major touchpoints for public input:

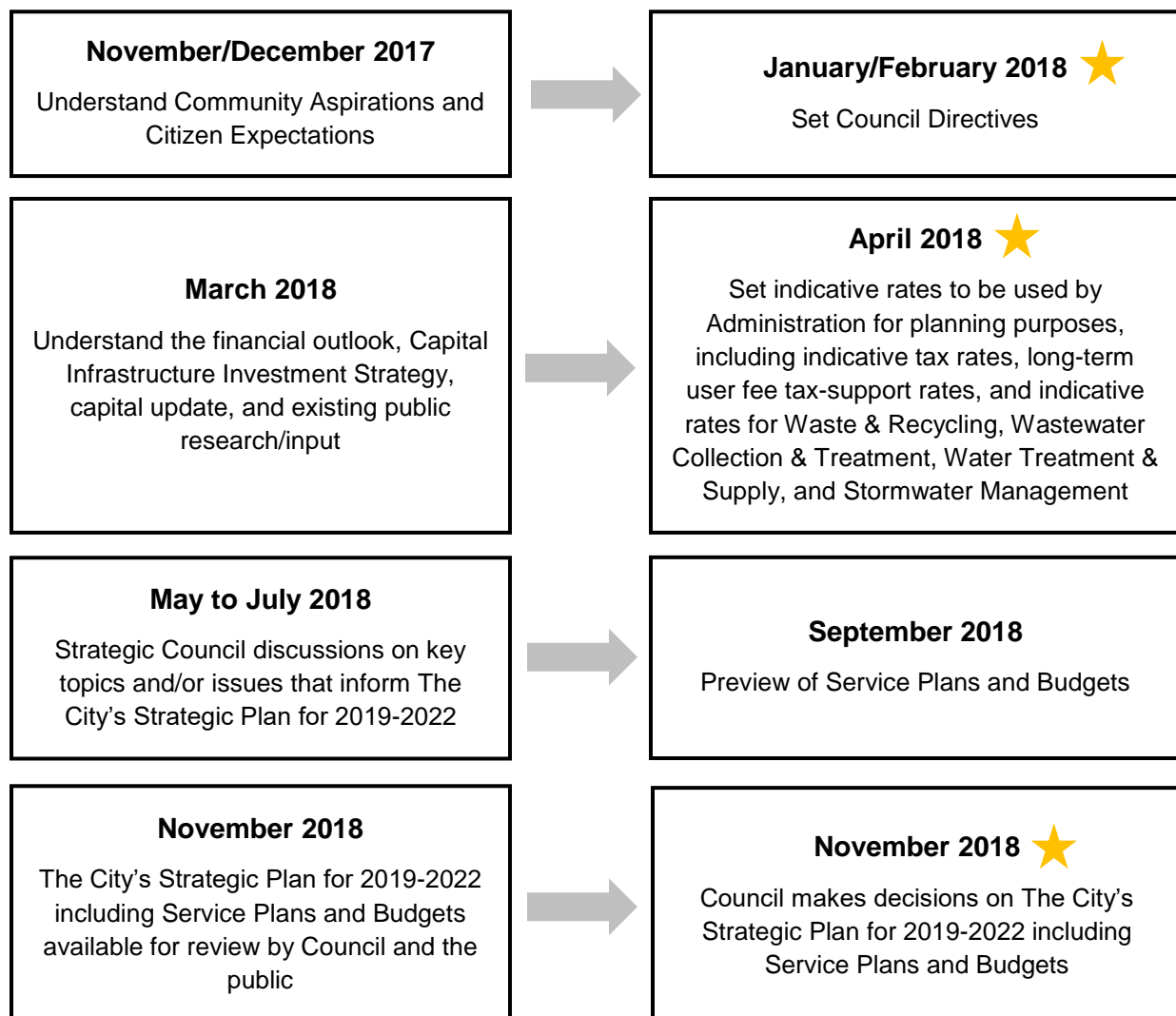
Timeframe	Informs	Public Input Focus	Approach/Format
December 2017	Council's Directives for 2019-2022	What did we hear on the campaign trail? What are citizen perceptions of quality of life? How is the community doing on key indicators?	Research report provided to Council as input to the 2017 December 4 Strategic Meeting of Council (Setting your Council Directives for 2019-2022 – C2017-1213).
March/April 2018	Service Plans and Budgets for 2019-2022	What have we heard from the community?	Research report to Council summarizing existing customer research and engagement from the past two to four years, including but not limited to Citizen Satisfaction Survey results.
		What is most important to you with respect to City services?	Rank value characteristics of public-facing services to determine what is most important to customers. Online engagement tool open to all members of the public (also available through 3-1-1) and online Citizens' View Panel.
September 2018	Service Plans and Budgets for 2019-2022	Are we focused on the things that you said were most important?	Public submissions at Standing Policy Committees following presentations of the preliminary service plans and budgets.



Timeframe	Informs	Public Input Focus	Approach/Format
November 2018	The City's Strategic Plan for 2019-2022, including service plans and budgets	Have we developed a Strategic Plan that reflects Council's direction and input from the community?	Public submissions during Council deliberations.

The Journey – Council

As we work together towards a Strategic Plan for 2019-2022 that will deliver on Council's direction, Council will be integrally involved. This will be achieved through regular touch points with Council as part of the monthly Strategic Meetings. The completed and planned focus of these meetings is outlined below with the yellow stars noting key decision points for Council.





The Journey – Administration

The One Calgary program is driving towards three key results, including embedding a service-based and results-based culture.

In 2014, the Leadership Strategic Plan was approved by Council (C2014-0703). It included five areas of focus: establish a cooperative and meaningful relationship with Council, cohesive leadership culture and collaborative workforce, better serve our citizens, communities and customers, focus immediate and collective attention on planning and building a great city, and strengthen The Corporation's financial position. A great deal of progress has been made in these areas since 2014. As well, progress has been made on integrated service delivery, engaged leadership and investment and value.

The Strategic Plan for 2019-2022 will build on the progress of the Leadership Strategic Plan and further embed our 'One City, One Voice' corporate culture. In addition, it will further advance The City's performance management system by putting in place service-based plans and budgets that shift focus from who delivers services to what will be delivered, how well and why, including contributions to the quality of life of Calgarians.

Part of this journey for Administration includes a different governance model that includes service owners for each of The City's services who will work together to deliver on Council's direction, develop service plans and propose budgets to support delivery of services. Collaboration is required to deliver on what is most important and place these interests ahead of those of any one department, business unit or service. The approach also recognizes that an organizational structure exists with accountabilities.

Employees are a critical part of the journey forward. Change management and communications strategies and tactics will be used to ensure City employees are informed and engaged as the Strategic Plan is developed and delivered.

More details on Administration's process for developing service-based plans and budgets is included in Attachment 3.