

**Planning & Development Report to
Priorities and Finance Committee
2018 September 04**

**ISC: UNRESTRICTED
PFC2018-1023**

One Calgary 2019-2022. A Well-Run City – Service Plan Previews

EXECUTIVE SUMMARY

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. One Calgary continues to work to integrate operating and capital budgets and balance the 2019-2022 plan and budget within the indicative tax rate set by City Council on 2018 April 25.

On 2018 September 04 Priorities and Finance Committee will be presented with the preliminary results of this work with regards to the citizen priority “A well-run city” and the City services that have been grouped under this priority. These services are an integral part of the overall corporate strategy that forms the comprehensive One Calgary 2019-2022 plan and budget.

Please note that services have been grouped according to the Council directives and priorities that they align closest with. In some cases, the alignment may appear as somewhat artificial. The services were grouped in this manner to improve the presentation to Committee and so as not to overwhelm each Committee session. This approach allows for a more in-depth and structured conversation with Committee on a limited amount of services, as opposed to discussing all City services at once. It is also acknowledged that there is overlap between services and various priorities; more services than appear under each priority contribute to that priority and the respective Council Directives.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee receive this report for information.

On 2018 January 31 (C2018-0115), Council adopted the “Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets”. Further, Council adopted a motion arising to direct Administration to bring forward amendments to the Council Priorities.

On 2018 February 28, Council adopted amendments to the 2019-2022 Council Directives (C2018-0201) and approved “Three Conversations, One Calgary” as the framework that will guide the development of The City’s Strategic Plan for 2019-2022 (C2018-0224).

On 2018 April 23 (PFC2018-0445), Council approved The City’s Strategic Plan Principles, which introduce a set of five overarching principles and associated value dimensions for One Calgary which will guide the development of the 2019-2022 service plans and budgets.

On 2018 April 25 (C2018-0489) Council approved the indicative property tax rate and the indicative rates for the Waste & Recycling service. At the same meeting, Council referred the decision on indicative rates for Water Utilities (Water, Wastewater and Stormwater) to the 2018 June 18 Strategic Council Meeting.

On 2018 May 16 (C2018-0586) Council approved the long-term tax support rates, and the deferral of long-term tax support rates for Appeals and Tribunals to the 2019 service plans and budgets adjustment process.

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BACKGROUND

2018 September 04 Priorities and Finance Committee is the first meeting of a series of successive conversations throughout September to support City Council's expressed desire to be strategic about resource decisions for the 2019-2022 plans and budget.

Acknowledging that we are still eight weeks away from presenting the 2019-2022 plan and budget in November, these conversations are not designed for Council members to make final decisions. Rather, Council will receive information on all of The City's 61 services throughout the September preview, and will be asked to provide feedback which will be used to determine required changes to finalize the 2019-2022 service plans and budgets.

On 2018 September 04 One Calgary will present to the Priorities and Finance Committee, after the One Calgary 2019-2022 corporate introduction (PFC2018-0974), the service plan previews of the services for the "A well-run city" citizen priority. Administration seeks to gather feedback from Committee members if the overall focus of the services responds appropriately to the aspiration of the citizen priority as a whole, and whether the intended emphasis and the preliminary service levels for each of the services meet the expectations set by Council Directives, the City's long-term plans and policies, and by Calgarians.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Citizen priority "A well run city"

The aspiration for this citizen priority is described as follows:

"Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners and others."

City Council provided the following directives for this priority:

Council and Administration need to speak in a collective voice that improves communication with Calgarians to help them understand: the services The City delivers; how their taxes are invested; that their municipal government functions to serve Calgarians; and that their municipal government is well-run and efficient. We need to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs.

We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing. Beyond removing barriers, The City must move to a culture that actively promotes businesses.

We need to validate those rules and processes that support community engagement and activism while eliminating impediments to citizens who are trying to help make improvements in their communities.

We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve.

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The City must develop a positive, strong and enduring relationship with Treaty 7 First Nations, Métis Nation of Alberta Region 3, and all urban Indigenous Calgarians. Council is committed to developing a new vision of Truth and Reconciliation that acknowledges historical issues and challenges and focusses on a future of trust and mutual respect. We recognize that true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history. We will build capacity amongst City staff and all Calgarians to foster cultural humility and competency, understanding and sensitivity to support true partnership Indigenous partners.

Service plan previews

Committee will be presented with a preview of the following services that most closely align with this priority:

- Appeals & Tribunals
- Citizen Information & Services
- Citizen Engagement & Insights
- City Auditor's Office
- Corporate Governance
- Council & Committee Support
- Executive Leadership
- Mayor & Council
- Municipal Elections
- Property Assessment
- Records Management, Access & Privacy
- Taxation

The services under “a well-run city” strive to ensure that The City functions as a modern form of local government, that interactions between citizens and The City are as transparent and seamless as possible, and that overall good customer service is achieved. Citizens will most likely experience interaction with these services when The City engages with Calgarians on large projects, The City surveys residents about City services, when citizens vote during municipal elections, or when property values are assessed, and citizens receive their tax bills. The services that contribute to the priority of “A well-run City” may therefore not be experienced on an every-day-life basis, but during special occasions. While several of the services under this priority were not included in recent public engagement initiatives, citizens are of the opinion that services such as Municipal Elections, Property Tax Management, and Corporate Citizen Engagement (a combination of the two citizen related services mentioned above) are very important. The City's information service 3-1-1 is highly appreciated amongst citizens and they would like to see the same or more investment in this service as well as in Citizen Engagement.

Attachment 1 includes the draft of the first two pages of the 2019-2022 plans and budgets for each service. The information contained in these two pages includes a description of each service and its customers, the value proposition for the service in question, some key measures such as benchmarks, key highlights and performance measures, and context for the service such as the Council directive that is related to the service, research & engagement results and risks.

Council will be presented information about the intended emphasis for each service and a preliminary assessment of the service level as part of the report presentation. This information is still being finalized and could therefore not be included in this report. It should be noted that “service emphasis” needs to be understood in the broader context of One Calgary. Focus and emphasis can be achieved in different ways, only one of which is actual monetary investment.

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Other opportunities include collaboration and support between services (many-to-many relationships), efficiencies and effectiveness that provide a more focussed approach to service delivery (concentrate on what matters most to citizens) or a reprofiling of how a service is delivered.

Stakeholder Engagement, Research and Communication

The work of One Calgary involves service leaders from across the organization and engaged with service owners for all 61 services lines on a regular basis. Results from the One Calgary public engagement and market research conducted throughout the program were used to guide the development of the 2019-2022 plans and budgets to date. Communication about the process in general and specific aspects in particular were provided to service owners, City staff and the public on a regular basis.

Strategic Alignment

The One Calgary program implements The City's strategic plan "Three Conversations. One Calgary" and follows Council's Five Strategic Plan Principles (PFC2018-0445). The program directly addresses the commitment to service-based plans and budgets and contributes to Council's Five Guidelines to Administration approved by Council on 2018 February 28 (C2018-0201): integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances.

Social, Environmental, Economic (External)

The One Calgary 2019-2022 service plans and budget consider the social, environmental and economic environment during the business planning and budgeting process. The plans and budget will be developed using a results-based performance framework. This includes information on how each City service contributes to quality of life for Calgarians and their aspirations for the community.

Financial Capacity

Operating and capital budgets have been integrated under the umbrella of One Calgary.

Current and Future Operating Budget:

The service levels that will be recommended in November for the 2019-2022 plans and budgets will be expected to be attainable within the indicative tax rate range set by Council on 2018 April 25. Due to ongoing work to balance the operating and capital budgets, specific budget information will not be provided during the September service plan previews.

Current and Future Capital Budget:

Infrastructure Calgary is currently reviewing capital investment requests and working to optimize the capital funding resources available for the 2019-2022 plan and budget cycle. The recommended capital budget will be presented to Council in November.

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Risk Assessment

The One Calgary 2019-2022 service plans and budget must be considered in the context of realistic external changes that can have a significant impact on The City's financial capacity. The areas of focus and strategies captured within this report and the attached material should be seen as part of a long-range plan with focus on a 4-year increment. It will be important to ensure sufficient contingency and resiliency within the next four-year plans and budget for The City to react to changes due to a potential new provincial government, ever-fluctuating natural resources prices and other external factors.

REASON(S) FOR RECOMMENDATION(S):

The September 2018 preview of service plans allow Administration to gather feedback from City Council that will be used to guide the finalization of the One Calgary 2019-2022 service plans and budgets which will be tabled for approval in November. As such no decision is required from Council during this preview.

ATTACHMENT(S)

1. Attachment 1 – First two pages of One Calgary 2019-2022 service plans and budget pages for A Well-Run City.