

One Calgary Report to
Special Meeting of Council
2018 October 11

ISC: UNRESTRICTED
C2018-1148

One Calgary 2019-2022: Service plan preview feedback on enabling services

EXECUTIVE SUMMARY

As part of a continued effort toward better demonstrating value to Calgarians, The City of Calgary is moving to service-based plans and budgets and a more collaborative, integrated and strategic approach to the planning and budgeting process. This includes ongoing opportunities for Council members and Calgarians to provide input into The City's draft 2019-2022 service plans and budgets before they are tabled for approval in 2018 November.

The 2019-2022 One Calgary service plan previews concluded on 2018 September 25, with the presentation and discussion of 14 enabling services. The feedback received from Council on these services is summarized in Attachment 1 and the facilitator's notes from the meeting are included in Attachment 2 for reference.

On the whole, Administration concluded the proposed service plans for the enabling services largely meet expectations. The majority of feedback received was general feedback and minor comments about the services. In the case of one service, Infrastructure Support, there was a question about whether additional investment is needed to address potential risks associated with infrastructure in "poor to critical" physical condition. This has been added to the consolidated list of items for potential additional discussion or investment (see report C2018-1149) arising from all service plan previews. This will form part of a strategic discussion with Council on 2018 October 11, and the input received will guide the finalization of the proposed service plans and budgets.

ADMINISTRATION RECOMMENDATION:

That Council receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 September 25, Council received for information a report (C2018-1080) summarizing the information obtained through the 47 service plan previews and 18 civic partner business plan and budget presentations that took place during September 04-17, as well as analysis and conclusions developed by Administration.

On 2018 September 25, Council received for information a report (C2018-1024) which introduced service plan previews for the 14 enabling services, specifically:

- Corporate Security
- Data Analytics & Information Access
- Facility Management
- Financial Support
- Fleet Management
- Human Resources Support
- Infrastructure Support
- Insurance & Claims
- IT Solutions & Support
- Legal Counsel & Advocacy
- Organizational Health, Safety & Wellness
- Procurement & Warehousing
- Real Estate
- Strategic Marketing & Communications

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BACKGROUND

The purpose of the September 04-25 service plan previews was to provide an opportunity for Council members and citizens to preview and provide input, feedback and guidance on the proposed 2019-2022 service plans prepared by Administration, as well as Civic Partners' business plans and budgets. This feedback informs Administration as its work continues to prepare proposed 2019-2022 service plans and budgets, scheduled to be made available to Council and the public on 2018 November 14, with Council's deliberations scheduled for 2018 November 26-30.

The 14 enabling services presented on 2018 September 25 concluded the service plan previews. These services are unique as they do not relate to a particular Citizen Priority; rather, they are foundational to all Citizen Priorities and enable all other City services to deliver on Council Directives, long-term policy and plans, and citizen expectations. Enabling services therefore were not grouped under one Citizen Priority and were discussed together at the Special Meeting of Council on 2018 September 25.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The service plan preview of the enabling services on 2018 September 25 produced valuable insights and feedback for Administration, which will be used to further inform the preparation of proposed 2019-2022 service plans and budgets. The specific feedback and key action items for each of the 14 enabling services are summarized in Attachment 1. For reference, the full text of the facilitator's notes captured during the discussion is also provided in Attachment 2.

On the whole, Administration concluded that the enabling services are largely meeting expectations. General feedback and minor comments have been captured and will be considered by service owners in finalizing their proposed service plans and budgets.

As outlined on 2018 September 25, there are three types of feedback received through the service plan previews that would necessitate further discussion with Council. There was one item raised during the enabling services preview that requires further discussion, as summarized in the table below:

Type of Feedback	Additional items arising from the enabling services preview on 2018 September 25
Service Plans to better align with Council's past discussions in November	N/A <i>(No new items identified during the enabling services preview)</i>
Items for Potential Additional Investment in November	Infrastructure Support service – is additional investment needed to address potential risks associated with infrastructure in "poor to critical" physical condition?

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Candidates for further discussion or review during 2019-2022	N/A <i>(No new items identified during the enabling services preview)</i>
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This item regarding the Infrastructure Support service has been added to the consolidated list of all issues requiring further discussion with Council as a result of the September 04-25 service plan previews on all 61 services. This consolidated summary is presented as part of report C2018-1149 (Attachment 2) and will form part of a strategic discussion on 2018 October 11.

Stakeholder Engagement, Research and Communication

Citizen input is a critically important part of determining The City's focus for the 2019-2022 service plan and budget. The One Calgary citizen engagement strategy is woven throughout the development of the 2019-2022 service plan and budget and has included multiple touchpoints with citizens over the course of 2018.

The enabling services, as internally-facing services, use feedback from internal customers and clients to inform their proposed 2019-2022 service plans and budgets. Highlights of customer feedback, including the service value dimensions most valued by customers, were presented as part of the service plan preview on 2018 September 25. This feedback was used to inform the proposed 2019-2022 service levels as well as efficiency and effectiveness improvements.

Strategic Alignment

The One Calgary program implements The City's "Three Conversations, One Calgary" framework 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: integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances (C2018-0201).

The draft One Calgary 2019-2022 service plans presented during the service plan preview include strategies that advance all Citizen Priorities and Council Directives and contribute to multiple directives where similar outcomes are sought. The enabling services presented on 2018 September 25 are foundational to all Citizen Priorities and enable all other City services to deliver on Council Directives, long-term policy and plans, and citizen expectations.

Social, Environmental, Economic (External)

Social, environmental and economic guidance is provided through City policies, Citizen Priorities, and Council Directives, all of which guide Administration in developing the 2019-2022 service plans and budgets. During the service plan preview, Council and Committee members

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provided input on social, environmental and economic issues, which will be used to inform the proposed 2019-2022 service plans and budgets.

Financial Capacity

Current and Future Operating Budget:

The proposed service plans presented during the September 04-25 service plan preview are achievable within the indicative rate ranges approved by Council on 2018 April 25. There were no specific items identified by Council through the 14 enabling services service plan preview that would require additional operating budget beyond what is currently proposed.

Current and Future Capital Budget:

Capital budget recommendations remain in progress and are considered draft at this time. A detailed capital update will be provided to Council on 2018 October 11 (C2018-1149), which includes information about addressing the infrastructure gap.

Risk Assessment

The risks associated with preparing and approving four-year plans and budgets include directional alignment risk, risk of not meeting service delivery expectations, financial risks, and changes in circumstances that take place during the four-year business cycle.

This report represents one part of the process in addressing directional alignment and expectations risk. By having ongoing dialogue with Council about expectations through the service plan preview process, proposed service plans and budgets can be better informed.

Financial risks are being addressed by providing Council with information, as early as it is available, about financial resource availability and capacity to meet 2019-2022 operating and capital service demands. During the 2019-2022 period, ongoing accountability and reporting processes maintain currency with actual expenditures and revenues, as compared to budget. Included in the financial risks are risks associated to funding level changes resulting from negotiations with the Province on the Fiscal Framework. Funding levels that are lower than expected will result in the need to revise the capital budget. Administration will continue to advise Council as negotiations proceed.

Changes in circumstances, such as the economy, are addressed through monitoring and reporting processes, and the “adjustment” provision that is built into The City’s multi-year cycle.

REASON(S) FOR RECOMMENDATION(S):

The recommendation is intended to address Council’s receipt of the feedback obtained on the enabling services presented and discussed during the final service plan preview meeting on 2018 September 25. This information will inform the proposed 2019-2022 service plans and budgets tabled in 2018 November.

ATTACHMENT(S)

1. Feedback on enabling services
2. Facilitator’s notes from the 2018 September 25 enabling services preview