

## Previous Council Direction: One Calgary

On 2005 January 31, Council approved the Multi-Year Business Planning and Budgeting Policy (CFO004). This policy was amended on 2008 January 14 and on 2012 April 9.

On 2008 April 28, Council Approved the User Fees and Subsidies Policy (CFO010) and later, on 2012 February 27, amended it (FCS2008, PFC2012-16) to provide a framework for decisions related to user fees.

On 2011 April 5, Council approved principles for setting indicative tax rates (C2011-31). These were updated on 2018 March 21 (C2018-0304).

On 2012 April 22, Council approved a modified four-year approach to business planning and budgeting (PFC2013-0338), to align to four-year election terms.

On 2014 September 15, Council approved the City Manager's Leadership Strategic Plan: Contract with Council (C2014-0703), which identified service plans and budgets as a key component of The City of Calgary's performance management system intended to support better delivery of services to communities, customers and Calgarians.

On 2015 November 25, the Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).

On 2017 March 07 (PFC2017-0234) Council received for information a report on Organizational Efficiency – Intentional Management including progress on the Leadership Strategic Plan.

On 2017 April 25 (C2017-0375), Council received for information a report on Service-Based Plans and Budgets.

On 2017 December 4 (C2017-1213), Council received "Setting your Council Directives for 2019-2022 (One Calgary)". The materials gathered in that document utilized data from multiple citizen engagements and surveys and was an input into setting Council's Directives for 2019-2022.

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 March 19 (PFC2018-0200), Council directed Administration to report back to Council, through the Priorities and Finance Committee in Q2 2018, with strategic growth recommendations that increase the level of City commitment and investment in new communities. Beginning with the 2019-2022 budget cycle, Administration was further directed to prioritize future growth areas, including financial implications for 2019-2022, future budget cycles, and how any funding gaps for operating and capital would be funded using property tax.

On 2018 March 19 (UCS2018-0223), Council approved Financial Plan 2019-2022 for Water and Wastewater Lines of Service.

Also on 2018 March 19, Council approved Financial Plan 2019-2022 for Stormwater Management Line of Service (UCS2018-0230), and Waste & Recycling Services Financial Plan 2019-2022 (UCS2018-0150)

On 2018 March 21 (C2018-0304), Council approved the updated principles for setting indicative tax rates and the updated Capital Infrastructure Investment Strategy. Council renamed this document the Capital Infrastructure Investment Principles. With respect to report C2018-0304, Council adopted the Motion Arising to direct Administration to return to the April 10 Priorities and Finance Committee with updated principles reflecting the incorporation of elements of value to citizens.

On 2018 April 10 (PFC2018-0445), Priorities and Finance Committee 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. These principles will be presented to Council on 2018 April 23 for approval.

On 2017 April 25, Administration provided Council with an overview of service plans and budgets (C2017-0375) which included key differences and benefits of the approach. Included in this report is the commitment that the plans and budgets would be approved by service rather than by department and business unit.

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.

On 2018 June 18 (C2018-0755) Council approved the application "Improving Budget Transparency" to the Council Innovation Fund. Also, on 2018 June 18 (C2018-0787) Council approved indicative rates for the Water Utility (Water, Wastewater, and Stormwater).

On 2018 July 30 (C2018-0900) Council – with regard to the New Community Growth Strategy – approved that (a) as part of One Calgary 2019-2022 four year plan and budget, a property tax rate increase of up to 0.75% in 2019 to fund the capital and direct incremental operating budgets necessary to support development of 14 new communities; approved that (b) as part of One Calgary 2019-2022 four year plan and budget, a water utility rate increase of up to 0.5% per year to fund the specific capital budget necessary to support development of these communities; confirmed (c) its intention to provide, through 2023 and future years' capital and

operating budgets, the necessary public infrastructure and services to serve and support these communities; and approved to (d) in 2022, use the Fiscal Sustainability Reserve (FSR), to a maximum of \$4 Million, to fund the cost of capital for the New Community Growth Strategy included in the One Calgary 2019-2022 budget, if required; and approved to (e) use the capacity that is created from the use of the FSR to fund, on a one time basis, the shortfall in operating cost in 2022 attributable to South Shepard.

At six committee meetings that took place during September 04-17, each committee received for information the respective service plan preview report that introduced the service plan previews for 47 service plan previews, and 18 civic partner business plan and budget presentations. The respective reports received for information are PFC2018-0974 (September 04 Priorities & Finance Committee), CPS2018-1018 (September 05 Community & Protective Services Committee), TT2018-1019 (September 06 Transportation & Transit Committee), UCS2018-1020 (September 12 Utilities & Corporate Services Committee), PUD2018-1021 (September 13 Planning & Urban Development Committee), and PFC2018-1038 (September 17 Priorities & Finance Committee). The first five committee meetings each heard services falling within each of the five citizen priorities, and the sixth (PFC) committee meeting heard from 18 civic partners, and four services that had yet to be heard, following the September 04 PFC meeting.

On 2018 September 25, Council received for information a report (C2018-1024) which introduced service plan previews for the 14 enabling services. (These 14 services were the remaining services, out of 61 total services, where service plan previews had yet to be provided, pursuant to the six September 04-17 meetings).

On 2018 September 25, Council received for information a report (C2018-1080) summarizing all 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 further analysis and conclusions developed by Administration. As part of this report, Council also directed Administration to proceed with the citizen research and engagement proposal to be undertaken in 2018 October and November. In this same report, a commitment was made by Administration to provide Council, at their 2018 October 11 meeting, with a "roll-up of all City research and engagement over the past year with a focus on service delivery".

On 2018 September 25, Council directed Administration in a motion arising to bring a report on the financial sustainability of Heritage Park to the 2018 November 14 One Calgary Council meeting including options for Council to consider.

The 2019-2022 One Calgary service plan previews concluded on 2018 September 25, with the presentation and discussion of 14 enabling services. On 2018 October 11, Council received for information report (C2018-1148) service plan preview feedback on enabling services which included a summary of feedback received from Council on these services in Attachment 1 and the facilitator's notes from the meeting in Attachment 2 for reference.

On 2018 October 11, Council received for information report (C2018-1150) outlining One Calgary 2019-2022 citizen research and engagement findings. The report included a roll-up of all research and engagement activities and tactics that have taken place in the last year. Many of the tactics and activities contained in the report were above and beyond those initiated by the

One Calgary process and were included because they present other insights into citizens' views on the importance, value, and satisfaction with the delivery of City services.

On 2018 October 11, Council also received report (C2018-1149) with the following recommendations that Council: 1) Receive this report for information; 2) Direct Administration to include in the 2018 November 14 One Calgary report to Council advice on potential additional investments and financing required in regard to the issues identified on Page 2 of Attachment 2 to C2018-1149, or, if information is not yet available for any of the issues, a status update and date when the information will be provided; and 3) Direct Administration to provide, by no later than 2018 Q4, a priority investment and financing plan for the potential material unfunded investments identified on page 15 of C2018-1149, or, if information is not yet available for any of the potential material unfunded investments, a status update and date when the information will be provided.