



REVISED AGENDA

PRIORITIES AND FINANCE COMMITTEE

January 16, 2018, 9:30 AM
IN THE COUNCIL CHAMBER
Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart
Councillor S. Keating
Councillor J. Magliocca
Councillor W. Sutherland
Councillor E. Woolley

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2017 December 05
5. POSTPONED REPORTS
(including related/supplemental reports)
(None)
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 2018 Business Improvement Area Budgets and Enabling Bylaws, PFC2018-0013
 - 6.2 ZBR Program Update – January 2018, PFC2018-0017
 - 6.3 Downtown Parking Strategy Off-Site Improvements Fund, PFC2018-0004
 - 6.4 2018 Business Tax Rate Bylaw, PFC2018-0012
 - 6.5 Status of Outstanding Motions and Directions, PFC2018-0016

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS
(None)

7.2 NOTICE(S) OF MOTION
(None)

8. URGENT BUSINESS
(None)

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1.1 Naming of a City Park, PFC2018-0010
(Confidential pursuant to Sections 23 and 24 of *FOIP*)

9.2 URGENT BUSINESS
(None)

10. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**December 5, 2017, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor S. Keating (T&T Chair)
Councillor P. Demong (UCS Alternate)
Councillor J. Magliocca (PUD Chair)
Councillor W. Sutherland (UCS Chair)
*Councillor J. Farkas
*Councillor D. Farrell
*Councillor E. Woolley

ALSO PRESENT:

Chief Financial Officer E. Sawyer
City Manager J. Fielding
Deputy City Manager B. Stevens
General Manager K. Hanson
City Solicitor and General Counsel G. Cole
Acting City Clerk D. Williams
Legislative Recorder L. McDougall

1. CALL TO ORDER

Councillor Chu called the meeting to Order at 9:32 a.m.

2. OPENING REMARKS

Councillor Chu thanked all those in attendance at today's meeting, the first Priorities and Finance Committee of the new Council.

3. CONFIRMATION OF AGENDA

Moved by Councillor Sutherland

CONFIRM AGENDA, that the Agenda for the 2017 December 05 Regular Meeting of the Priorities and Finance Committee, be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 UNCONFIRMED MINUTES OF THE REGULAR MEETING OF THE
PRIORITIES AND FINANCE COMMITTEE, 2017 SEPTEMBER 05

Moved by Councillor Sutherland

That the Minutes of the Priorities and Finance Committee held on 2017
September 25, be confirmed.

MOTION CARRIED

Mayor Nenshi assumed the Chair at 9:34 a.m., and Councillor Chu returned to
his regular seat in Committee.

5. POSTPONED REPORTS

(No Items)

(includes related/supplemental reports)

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

6.1 Economic Development Investment Fund, PFC2017-1081

Distribution with respect to Report PFC2017-1081:

- A PowerPoint Presentation, from M. Moran, entitled "Economic Development
Investment Fund (EDIF) Report to Priorities & Finance Committee", dated
2017 December 05.

SPEAKERS

1. Mary Moran, President and Chief Executive Officer, Calgary
Economic Development
2. Jim Gray, Chairman of the Energy Group, Brookfield Asset Management

INTRODUCTION

Councillor Farkas introduced a group of students from David Thompson School
in Ward 11, along with their teachers, Trista Strickland, Heather Feke and
Meagan McMoran, and Tour Guides, Helen Tomicic and Phyllis Hawley.

3. Scott Hutcheson, Executive Chairman, Aspen Properties
4. Barry Munro, Partner, Ernst & Young

Moved by Councillor Woolley

That with respect to Report PFC2017-1081, Recommendation 1, the following be approved:

That the Priorities & Finance Committee recommends that Council:

1. Approve an additional allocation of \$90 million for the long-term funding value of the Economic Development Investment Fund (EDIF) for a total of \$100 million.

Opposed: Councillor Farkas

MOTION CARRIED

Moved by Councillor Woolley

That with Respect to Report PFC2017-1081, Recommendation 2, the following be approved:

That the Priorities and Finance Committee recommends that Council:

2. Direct Administration and Calgary Economic Development to report to the Priorities & Finance Committee with the EDIF Terms of Reference, including a strong governance structure, no later than 2018-Q1.

MOTION CARRIED

6.2 Silvera for Seniors Budget Review, PFC2017-1106

Distributions with respect to Report PFC2017-1106:

- A PowerPoint presentation, from Administration, entitled "Silvera for Seniors Budget Review", dated 2017 December 05; and
- A PowerPoint presentation, from A. Adamson, dated 2017 December 04.

CLERICAL CORRECTION

A clerical correction was noted to Report PFC2017-1106:

The first sentence on page 4 of 6, by deleting the word "it" following the words "questions which Administration, and by substituting with the word "in".

SPEAKERS

1. Arlene Adamson, Chief Executive Officer, Silvera for Seniors

The Priorities and Finance Committee recessed at 12:12 p.m. and reconvened at 1:07 p.m., with Mayor Nenshi in the Chair.

2. Linda Flanagan, Chief Financial Officer, Silvera for Seniors

Moved by Councillor Woolley

That, subject to Section 197 of the *Municipal Government Act*, and Section 24 of the *Freedom of Information and Protection of Privacy Act*, the Priorities and Finance Committee, now move into Closed Meeting, at 1:27 p.m., in the Council Lounge, to consider a confidential matter with respect to Report PFC2017-1106.

MOTION CARRIED

That, subject to Section 197 of the *Municipal Government Act*, the following members of Administration were in attendance, in Closed Meeting: D. Williams (Clerk), L. McDougall (Clerk), E. Sawyer (advice), B. Stevens (advice), K. Hanson (advice), D. Corbin (advice), L. Kerr (advice), S. Woodgate (advice), T. Goldstein (advice), T. Ward (advice) and C. Nkemdirim (advice).

The Priorities and Finance Committee reconvened, in Open Meeting, at 2:02 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Keating

That the Priorities and Finance Committee rise without reporting.

MOTION CARRIED**Moved by Councillor Sutherland**

That with respect to Report PFC2017-1106, the following be approved, **after amendment**:

That the Priorities and Finance Committee recommend that Council:

1. **Review Silvera for Seniors' 2018 capital and operating budgets, for consistency with The City's operating and budgeting principles;**
2. Request Silvera to pursue efficiencies and budget reduction measures to match the funding provided by The City through Action Plan 2015-2018 and the transitional funding provided by the Province;
3. Direct Administration to request that Silvera report annually to the Standing Policy Committee on Community and Protective Services as part of the Civic Partner Annual Report commencing in Q2 2018;
4. Direct Administration to request that Silvera's business plan and budget for the 2019-2022 budget cycle be approved as part of the One Calgary budget and business process. This will include a review of the current lodge portfolio to confirm the transition of aging lodges to new properties and request the removal of lodges that are under contract with Alberta Health Services to provide health services;
5. **Request Silvera for Seniors to submit their 2018 final budget plan once their Board has approved it and return to the Priorities and Finance Committee; and**
6. **Direct that the Closed Meeting discussions remain confidential subject to Section 24 of the *Freedom of Information and Protection of Privacy Act*.**

MOTION CARRIED

6.3 Stampede BMO Expansion Review - Update and Work Plan, PFC2017-1188

Moved by Councillor Sutherland

That with respect to Report PFC2017-1188, the following be approved:

That the Priorities and Finance Committee:

1. Receive this Report for information; and
2. Direct Administration to continue the Stampede BMO Expansion Review Work Plan as outlined in Attachment 1 and report back on findings and next steps no later than Q1 2018.

Opposed: Councillor Farrell

MOTION CARRIED

6.4 Report on Investment in Calgary's Cornerstone Arts Organizations, PFC2017-1202

Distribution with respect to Report PFC2017-1202:

- A PowerPoint presentation, from Administration, entitled "Report on Investment in Calgary's Cornerstone Arts Organizations", dated 2017 December 05.

SPEAKER

1. Patti Pon, President and Chief Executive Officer, Calgary Arts Development

Moved by Councillor Woolley

That the Recommendation contained in Report PFC2017-1202 be amended by adding a new Recommendation 2, as follows:

2. Direct Administration to hire a third party consultant to review the process undertaken to disperse these funds and report back to Council, through the Priorities and Finance Committee, with the review and any recommendations no later than Q2 2018.

ROLL CALL VOTE

For: (3): Mayor Nenshi, Councillor Sutherland, and Councillor Woolley

Against: (4): Councillor Chu, Councillor Keating, Councillor Magliocca, and Councillor Farrell

MOTION DEFEATED

Moved by Councillor Woolley

That the Recommendation contained in Report PFC017-1202 be amended by adding a new Recommendation 3 as follows:

3. Direct that Calgary Arts Development develop an Equity Diversity and Inclusion Framework as a part of their 2019-2022 Strategic Plan and bring forward for approval at the 2018 Shareholder meeting before moving forward on any further initiatives.

ROLL CALL VOTE

For: (1): Councillor Woolley

Against: (6): Mayor Nenshi, Councillor Chu, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Farrell

MOTION DEFEATED

Moved by Councillor Keating

That with respect to Report PFC2017-1202, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Receive for information this Report on the investment of the funds provided for the Cornerstone arts organizations.

Opposed: Councillor Chu and Councillor Woolley

MOTION CARRIED

6.5 Corporate Workforce Planning Update and Corporate Employee Survey Results (Verbal), PFC2017-1214

Distributions with respect to Report PFC2017-1214:

- A PowerPoint presentation entitled "Corporate Workforce Planning Update", dated 2017 December 05; and
- A PowerPoint presentation entitled "2017 Corporate Employee Survey Results", dated 2017 December 05.

Moved by Councillor Keating

That Section 78(2)(b) of the Procedure Bylaw 35M2017, be suspended in order that the Priorities and Finance Committee complete the remainder of today's Agenda.

MOTION CARRIED

Moved by Councillor Sutherland

That with respect to Report PFC2017-1214, the following be approved:

That the Priorities and Finance Committee receive the Corporate Workforce Planning Update and Corporate Employee Survey Results (Verbal) Reports for information.

The Priorities and Finance Committee recessed at 3:26 p.m. and reconvened at 3:37 p.m., with Mayor Nenshi in the Chair.

Moved by Councillor Chu

That Item 6.12, Report PFC017- 1131, be brought forward and dealt with immediately following Item 6.8, Report PFC2017-1101.

MOTION CARRIED

Moved by Councillor Chu

That Item 9.2, Report PFC2017-1238, and Item 9.3, Report PFC2017-1240, be brought forward and dealt with at this time.

MOTION CARRIED

6.6 Municipal Complex Structural Upgrade, PFC2017-1211

Distribution with respect to Report PFC2017-1211:

- Copies of a PowerPoint presentation, from Administration, entitled "Municipal Complex Structural Upgrade".

Moved by Councillor Woolley

That with respect to Report PFC2017-1211, the following be approved:

That the Priorities and Finance Committee recommends:

That Council approve the transfer of \$12.2 million in project costs to be spent in 2017 and 2018 to the Corporate Cost Program 861 for the Municipal Complex Structural Upgrade.

MOTION CARRIED

6.7 Plus 15 Program Implementation Plan, PFC2017-1102

Distribution with respect to Report PFC2017-1102:

- A PowerPoint presentation, from Administration, entitled "Infrastructure Calgary - Plus 15 Program Implementation Plan", dated 2017 December 05.

Moved by Councillor Farrell

That with respect to Report PFC2017-1102, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Receive the Plus 15 Program implementation plan in Attachment 1 and the Plus 15 Program Locations in Attachment 3 for information; and
2. Approve the requested capital budget as per Attachment 2 to be funded by corporate capacity identified by Infrastructure Calgary.

MOTION CARRIED

6.8 Corporate Security Capital Request – Implementation Plan, PFC2017-1101

Attachments 2 and 3 held confidential subject to Sections 23 and 24 of FOIP.

Distribution with respect to Report PFC2017-1101:

- A PowerPoint presentation, from Administration, entitled "Corporate Security Implementation Plan", dated 2017 December 05.

Moved by Councillor Chu

That with respect to Report PFC2017-1101, the following be approved:

The Priorities and Finance Committee recommend that Council:

1. Receive for information the Corporate Security Capital Request Implementation Plan in Attachment 1;
2. Approve capital budget as per Attachment 2, to be funded by corporate capacity identified by Infrastructure Calgary;
3. Direct that Attachment 2 remain confidential subject to Section 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy (FOIP) Act* until this Report has been approved by Council and the contracts for the projects considered in this Report are awarded, unless it is determined by the Directors of Corporate Security and Supply to be appropriate to release budget information in advance of contracts being awarded; and
4. Direct that Attachment 3 remain confidential subject to Section 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy (FOIP) Act*.

MOTION CARRIED

6.9 Assessment and Tax Circumstances Report, PFC2017-1083

Moved by Councillor Chu

That with respect to Report PFC2017-1083, the following be approved:

That the Priorities and Finance Committee recommend that Council under the authority of Section 347 of the *Municipal Government Act*:

1. Cancel 2015 and 2016 property and business taxes that meet Administration's circumstances criteria, for the amounts listed in the Attachment 1.
2. Cancel 2017 municipal property taxes for the qualifying non-profit organizations for the amounts listed in Attachment 2.
3. That Report PFC 2017-1083 be forwarded to the 2017 December 18 Meeting of Council.

MOTION CARRIED

6.10 2018 Business Tax Bylaw, PFC2017-1082

Moved by Councillor Chu

That with respect to Report PFC2017-1082, the following be adopted:

That the Priorities and Finance Committee recommend that Council

1. Give three readings to the proposed 2018 Business Tax Bylaw; and
2. That Report PFC 2017-1082 be forwarded to the 2017 December 18 Meeting of Council.

MOTION CARRIED

6.11 City Assessor Bylaw Amendment, PFC2017-1127

Moved by Councillor Chu

That with respect to Report PFC2017-1127, the following be approved, **after amendment**:

That the Priorities and Finance Committee recommend:

1. That Council Give three readings to the **proposed Bylaw to amend Bylaw 49M2007**; and
2. That Report PFC2017-1127 be forwarded to the 2017 December 18 Regular Meeting of Council.

MOTION CARRIED

6.12 Status Update on Project Management Practices and Capital Budget Process, PFC2017-1131

Distribution with respect to Report PFC2017-1131:

- A PowerPoint presentation, from Administration, entitled "Status Update on Project Management Practices and Capital Budget Process", date 2017 December 05.

Moved by Councillor Chu

That with respect to Report PFC2017-1131, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Receive this Status Update for information; and
2. Direct that Administration bring further updates on the capital budget process through the One Calgary program.

MOTION CARRIED

6.13 Status of Outstanding Motions and Directions, PFC2017-1080

Moved by Councillor Chu

That with respect to Report PFC2017-1080, the following be approved:

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

MOTION CARRIED

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

7.1.1 Referred Recommendation 10 of Report C2017-1123 (Attachment 11, 2017 Triennial Reserves), PFC2017-1241

Distribution with respect to Report PFC2017-1241:

- A PowerPoint presentation entitled "2017 Triennial Reserve Review Report and 2016 Report on Reserves and Long Term Liabilities", dated 2017 December 05.

CLERICAL CORRECTION

A clerical correction was noted to Report PFC-20171241:

By adding the header "11.2" to pages 1 through 13 of the second sub-attachment contained within the Attachment.

Moved by Councillor Woolley

That with respect Report PFC2017-1241, the following be approved:

That Council:

1. Approve the changes to reserves recommended by the 2017 Triennial Reserves Review as outlined in Attachment 11.1 and Attachment 11.2;
2. Approve the list of reserves to be reviewed in 2018 as outlined in Attachment 11.3;
3. Approve the amendment of the Community Sustainability & Public Art Reserve as outlined in Attachment 11.4; and
4. Receive for information the 2016 Report on Reserves and Long Term Liabilities, contained in Attachment 11.5.

MOTION CARRIED

7.2 NOTICE(S) OF MOTION

(none)

8. URGENT BUSINESS

(No Items)

9. CONFIDENTIAL ITEMS

- 9.1 Award Presentation to the 2017 December 11 Combined Meeting of Council, PFC2017-1238

Moved by Councillor Chu

That with respect to Report PFC2017-1238, the following be approved:

That the Priorities and Finance Committee recommends:

1. That Award Presentation PFC2017-1238 be added to the Agenda for the 2017 December 11 Combined Meeting of Council; and
2. That this Report is now Public.

MOTION CARRIED

- 9.2 Award Presentation to the 2017 December 18 Regular Meeting of Council, PFC2017-1240

Moved by Councillor Chu

That with respect to Report PFC2017-1240, the following be approved:

That the Priorities and Finance Committee recommends:

1. That Award Presentation PFC2017-1240 be added to the Agenda for the 2017 December 18 Regular Meeting of Council; and
2. That this Report is now Public.

MOTION CARRIED

10. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 5:12 p.m.

ROLL CALL VOTE

For: (4): Mayor Nenshi, Councillor Chu, Councillor Keating, and Councillor Demong

MOTION CARRIED

THE FOLLOWING ITEMS HAVE BEEN FORWARDED TO THE 2017 DECEMBER 18 REGULAR MEETING OF COUNCIL:

CONSENT:

6.1 Economic Development Investments Fund, PFC2017-1081

6.2 Silvera for Seniors Budget Review, PFC2017-1106

6.4 Report on Investment in Calgary's Cornerstone Arts Organizations, PFC2017-1214

6.6 Municipal Complex Structural Upgrade, PFC2017-1211

6.7 Plus 15 Program Implementation Plan, PFC2017-1102

6.8 Corporate Security Capital Request – Implementation Plan, PFC2017-1101

6.9 Assessment and Tax Circumstances Report, PFC2017-1038

6.12 Status Update on Project Management Practices and Capital Budget Process, PFC2017-1131

7.1.1 Referred Recommendation 10 of Report C2017-1123 (Attachment 11, 2017 Triennial Reserves), PFC2017-1241

OTHER:

(The following Report contains a Bylaw that requires reading by Council. Accordingly, it should be voted on separately.)

6.10 2018 Business Tax Bylaw, PFC2017-1082

6.11 City Assessor Bylaw Amendment, PFC2017-1127

The next Regular Meeting of the Priorities and Finance Committee has been scheduled to be held on 2018 January 16 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON 2018 JANUARY 16

CHAIR

ACTING CITY CLERK

UNCONFIRMED

2018 Business Improvement Area Budgets and Enabling Bylaws

EXECUTIVE SUMMARY

To approve the 2018 budgets for Calgary's 12 Business Improvement Areas (BIAs) (formerly known as Business Revitalization Zones or BRZs) and the enabling bylaws.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

1. Approve the proposed 2018 Business Improvement Area (BIA) budgets (Attachment 1) and authorize each BIA board to amend its respective budget by:
 - (a) transferring amounts to or from a BIA board's reserves, and
 - (b) transferring amounts between expenditures so long as the amount of the total expenditures is not increased;
2. Give three readings to the proposed 2018 BIA Tax Bylaw (Attachment 2);
3. Give three readings to the proposed 2018 BIA Tax Rates Bylaw (Attachment 3); and
4. Forward this Report and Attachments to the 2018 January 22 Regular Public Hearing of Council as a matter of Urgent Business.

PREVIOUS COUNCIL DIRECTION / POLICY

Annually, since the inception of BIAs in Calgary in 1984, Council has approved the BIA annual budgets and bylaws as required by the *Municipal Government Act* (MGA) and the *Business Improvement Area Regulation*, AR 93/2016.

BACKGROUND

The Province of Alberta passed enabling legislation in 1983 to allow municipalities to establish BIAs. The provisions are contained in MGA Section 50, as amended, and the *Business Improvement Area Regulation*, AR 93/2016 (the *BIA Regulation*). Legislation requires that, for each calendar year, Council:

- approve the BIA budgets (the *BIA Regulation*, Section 11);
- pass a BIA tax bylaw authorizing the imposition of a tax on the BIAs (the *BIA Regulation*, Section 20); and
- pass a BIA tax rate bylaw establishing the tax rates applicable to each BIA (the *BIA Regulation*, Section 21).

In accordance with the *BIA Regulation* (Subsection 13(1)) Council may, in its approval of the BIA boards' budgets, authorize the BIA boards to amend the budgets by:

- (a) transferring amounts to or from a BIA board's reserves, and
- (b) transferring amounts between expenditures so long as the amount of the total expenditures is not increased.

Administration is recommending that Council authorize BIA boards to amend the budgets in accordance with Subsections 13(1) and 13(2) of the *BIA Regulation* to allow BIA boards to more effectively manage their budgets to provide programming and services that is responsive to the needs of their business communities, while staying within the total expenditure approved by Council.

2018 Business Improvement Area Budgets and Enabling Bylaws

INVESTIGATION: ALTERNATIVES AND ANALYSIS

There are currently 12 BIAs in Calgary, including HIPville Business Improvement Area which was established in 2017. A list, including a reference to the bylaw which creates each respective BIA, is contained in Schedule "A" of the proposed 2018 BIA Tax Bylaw (Attachment 2). Each BIA Board of Directors has met and approved its 2018 program and budget requirements in accordance with their respective internal processes. The BIA budgets have been submitted to Administration and are included in this report for Council's approval.

Pursuant to the *BIA Regulation*, a BIA board must submit an annual proposed budget to Council for approval. The BIA levy is based on the BIAs' proposed budgets (Attachment 1), and is collected through a BIA tax (calculated by business assessment multiplied by the BIA rate) levied against each taxable business in the BIA. The BIA tax is reflected on each business tax bill.

The 2018 BIA Levy Summary and Budgets (Attachment 1) contains, for each BIA, a summary comparing the 2018 and 2017 BIA levy followed by the 2018 budget request. At the 2016 January 19 meeting of the Priorities and Finance Committee, Councillor Sutherland requested that Administration provide guidance or a template to the BIAs to facilitate the comparability of financial information between individual BIAs. Administration worked with the BIAs to enhance the BIA budget template to include a budget overview to discuss qualitative factors which have influenced the development of BIA budgets, as well as variance explanations. The budget overviews and variance explanations provided by individual BIAs are included verbatim and have not been edited for content. These templates, completed by each of the BIAs, can be found in Attachment 1.

The proposed 2018 Business Improvement Area Tax Bylaw must be passed annually if there is a BIA in a municipality.

The proposed 2018 BIA Tax Rates Bylaw sets the tax rates required to raise the BIA levy identified in each BIA budget.

Stakeholder Engagement, Research and Communication

In accordance with the *BIA Regulation* (Section 12), the Finance Business Unit mailed to taxable businesses in each of the 12 BIAs a copy of the appropriate 2018 BIA budget and notice of the date and place of the 2018 January 16 Priorities and Finance Committee Meeting, and the 2018 January 22 Combined Meeting of Council.

Strategic Alignment

The approval of the BIA budgets and enabling bylaws allows BIAs to receive funding to serve their business communities which supports Action Plan 2015 - 2018 and the following Council priorities:

- Making Calgary the best place in Canada for a business to start and flourish; and
- Making Calgary a place where every Calgarian lives in a safe, mixed and just neighbourhood and has the opportunity to participate in civic life.

2018 Business Improvement Area Budgets and Enabling Bylaws

Social, Environmental, Economic (External)

BIAs provide economic benefit to the city by creating a healthy environment for businesses within the BIA to grow and attract customers.

Financial Capacity

Current and Future Operating Budget:

The revenue raised as a result of the BIA levy is transferred directly to the respective BIA.

There is an annual impact to The City's operating budget of approximately \$400 thousand to provide support to BIAs. This consists of the provision of professional and administrative support in Calgary Neighbourhoods, and across the Corporation including Law, City Clerk's and Finance. This also includes one-time funding of \$25 thousand per year for the implementation of the Council approved *2015-2018 BRZ/BIA Business Plan*.

Current and Future Capital Budget:

There are no implications on the capital budget.

Risk Assessment

2018 business tax bills, including the BIA levy, are scheduled to be mailed on or before 2018 February 9. From the Council meeting on 2018 January 22 to the scheduled mailing date, limited time is available to complete required activities. A delay in approving the BIA budgets and third reading of the bylaws could delay the mailing of business tax bills.

REASON(S) FOR RECOMMENDATION(S):

The MGA requires Council to approve the BIA budgets and enabling bylaws annually to provide funding to the BIAs.

ATTACHMENT(S)

1. Attachment 1 – 2018 BIA Levy Summary and Budgets
2. Attachment 2 – Proposed wording for a 2018 Business Improvement Area Tax Bylaw
3. Attachment 3 – Proposed wording for a 2018 Business Improvement Area Tax Rates Bylaw

**CALGARY'S BUSINESS IMPROVEMENT AREAS (BIAs)
2018 ANNUAL BUDGETS
(SUMMARY)**

BUSINESS IMPROVEMENT AREA	2018 BIA LEVY \$	2017 BIA LEVY \$	
Mainstreet Bowness BIA	45,100	45,100	Attachment 1A
Calgary Downtown Association	1,586,825	1,586,825	Attachment 1B
Chinatown District BIA	160,000	160,000	Attachment 1C
4th Street South West BIA	205,800	205,800	Attachment 1D
HIPville BIA	124,000		Attachment 1E
Inglewood BIA	265,000	245,000	Attachment 1F
International Avenue BRZ	267,000	267,000	Attachment 1G
Kensington BRZ	220,000	220,000	Attachment 1H
Marda Loop BIA	189,000	188,986	Attachment 1I
Montgomery on the Bow BIA	70,000	74,000	Attachment 1J
17th Avenue Retail & Entertainment District BIA	410,800	404,600	Attachment 1K
Victoria Park BIA	389,436	384,062	Attachment 1L
Total	3,932,961	3,781,373	

2018 BIA Levy Summary and Budgets

ATTACHMENT 1A

Mainstreet Bowness BIA

2018 BUDGET

BUDGET OVERVIEW

Mainstreet Bowness went through a BIG change this year. The Mainstreets Program started and we received a newly paved road, crosswalks, and pedestrian refuge areas. All this change is for the better for the community and businesses in Bowness. However, communicating this to the community is key. We are the smallest BIA in Calgary and therefore, have certain challenges because of that.

The Executive Director's position is part-time. The hours were increased from 12.5 hrs/week from her first year as ED (the first ever ED for Mainstreet Bowness) up to 15 hrs/week. This allowed for more administration time, business/community engagement and meetings.

Because we are a very small BIA that can also be a challenge as well. Finding funds to help with streetscaping and marketing is a key to our Strategic Plan.

2018 BIA Levy Summary and Budgets

Mainstreet Bowness BIA

2018 BUDGET

	2018	2017	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$	%
<u>REVENUES</u>				
BIA Levy	45,100	45,100	0	0%
Grants	11,000	9,000	2,000	22%
Events Income	10,000	5,230	4,770	91%
Interest/Other Income	2,000	2,600	(600)	(23%)
Total Revenues	68,100	61,930	6,170	10%

EXPENDITURES

Administration	37,085	32,000	5,085	16%
Marketing/Communications	1,500	250	1,250	500%
Urban Devt.& Planning	0	0	0	0%
Streetscape Improvements	19,515	18,680	835	4%
Special Projects/Events	10,000	11,000	(1,000)	(9%)
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
Total Expenditures	68,100	61,930	6,170	10%

Surplus/(Deficit)	0	0
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OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1. Interest Income	2,000	0	2,000	N/A
2. Product Sales	0	0	0	0%
3.	0	0	0	0%
	2,000	0	2,000	0%

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets

ATTACHMENT 1B

Calgary Downtown Association

2018 BUDGET

BUDGET OVERVIEW

1. Zero Increase - Third consecutive year without a levy increase for ratepayers.

2. Increased Costs - The CDA will incur legal costs to re-create operating bylaws as well as costs for engagement consultations as a result of the impending consolidation of business tax with the non-residential property tax, requiring the collection of the BIA levy to be shifted from business tax to property tax.

3. Resiliency and Business Survival - High vacancy and unemployment rates in the downtown continue. To help businesses survive, and to entice reinvestment into the downtown, devoting resources to events, marketing and safety remain critical. The CDA will continue to advocate on behalf of businesses and collaborate with others to make downtown a prime destination for citizens, and visitors alike. In parallel, creating an attractive, animated and safe downtown will require a continued focus on urban design and planning.

2018 BIA Levy Summary and Budgets

Calgary Downtown Association

2018 BUDGET

	2018	2017	Change(INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$ %	
<u>REVENUES</u>				
BIA Levy	1,586,825	1,586,825	0	0%
Grants	55,000	16,000	39,000	244% Provincial and Federal Training and Employment grants + C2C grant
Events Income	60,000	63,000	(3,000)	(5%)
Interest/Other Income	10,000	12,500	(2,500)	(20%) Reduction in sponsorship
Total Revenues	1,711,825	1,678,325	33,500	2%

EXPENDITURES

Administration	231,425	217,500	13,925	6%
Marketing/Communications	698,400	685,000	13,400	2%
Urban Devt.& Planning	60,000	65,000	(5,000)	(8%)
Streetscape Improvements	0	0	0	0%
Special Projects/Events	502,000	490,000	12,000	2%
Public Safety & Social Issue	220,000	220,825	(825)	(0%)
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
Total Expenditures	1,711,825	1,678,325	33,500	2%

Surplus/(Deficit)	0	0
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OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets

ATTACHMENT 1C

Chinatown District BIA
2018 BUDGET

BUDGET OVERVIEW

2018 BIA Levy Summary and Budgets

Chinatown District BIA2018 BUDGET

	2018	2017	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$ %	
<u>REVENUES</u>				
BIA Levy	160,000	160,000	0	0%
Grants	0	0	0	0%
Events Income	0	0	0	0%
Interest/Other Income	81,900	70,000	11,900	17%
	Funds carried over from prior year (\$75,000). \$6,900 to be provided by Calgary Chinese Merchants Assoc for Banner program.			
Total Revenues	241,900	230,000	11,900	5%
<u>EXPENDITURES</u>				
Administration	114,562	93,396	21,166	23%
	CDBIA intends to hire a part time Executive Director in 2018. No Executive Director in 2017.			
Marketing/Communications	31,500	11,468	20,032	175%
	Launch of new website in 2018 listing all merchants in the CDBIA. Other promotional materials to advance the profile of businesses within the CDBIA.			
Urban Devt.& Planning	13,000	0	13,000	N/A
	No expenditures incurred in 2017 for this category. In 2018 the proposed ARP for Chinatown will commence and expenditures anticipated in consulting, presentation materials etc.			
Streetscape Improvements	40,500	39,015	1,485	4%
	Expenditures include weekly street cleaning, flower purchases and watering, and banner re-fresh.			
Special Projects/Events	0	10,045	(10,045)	(100%)
	Special events in 2018 to be self funded through ticket sales and sponsorship.			
Public Safety & Social	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
Total Expenditures	199,562	153,924	45,638	30%
Surplus/(Deficit)	42,338	76,076		

2018 BIA Levy Summary and Budgets

ATTACHMENT 1D

4th Street BIA 2018 BUDGET

BUDGET OVERVIEW.

1. Our BIA continues to deal with current economic downturn and to focus its efforts on highlighting our area through promotions, marketing, and streetscape initiatives.

2. We continue to examine our expenditures closely and make efficiencies wherever possible which has enabled us to increase our capacity without increasing our budget in our 4 years.

2018 BIA Levy Summary and Budgets

4th Street BIA

2018 BUDGET

	2018	2017	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$	%
<u>REVENUES</u>				
BIA Levy	205,800	205,800	0	0%
Grants	0	0	0	0%
Events Income	0	0	0	0%
Interest/Other Income	0	0	0	0%
Total Revenues	205,800	205,800	0	0%

<u>EXPENDITURES</u>				
Administration	91,300	91,800	(500)	(1%)
Marketing/Communications	57,500	54,000	3,500	6%
Urban Devt.& Planning	5,000	5,000	0	0%
Streetscape Improvements	34,000	39,000	(5,000)	(13%)
Special Projects/Events	18,000	16,000	2,000	13%
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
Total Expenditures	205,800	205,800	0	0%

Surplus/(Deficit)	0	0
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OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets

ATTACHMENT 1E

Hipville BIA 2018 Budget

BUDGET OVERVIEW

1. This is the first year of the HIPville BIA. The first half of the year will be occupied with setting priorities, planning and organizing.
2. A search for a full-time executive director will begin in January. We plan to have a person in place by April 1.
3. Planning and priority setting will be the business of the committees on Urban Det. & Planning, Streetscape Improvements, and Public Safety & Social Issues. A nominal amount of \$1000 has been allocated to each of these committees to cover communications, surveys and other sundry expenses. We expect to have proposed programs and amounts in the 2019 budget.
4. Special Project / Events - the area has previously organized a large event called "Rides n Rods" for several years and, with a full-time BIA employee, may undertake this event again, depending on members' wishes. Prior to BIA incorporation, a successful business luncheon was organized and attended by many BIA members and outsiders. These events are planned to take place every 3 months.

2018 BIA Levy Summary and Budgets

<u>EXPENDITURES</u>				
Administration	80,000	80,000	N/A	One F/T position starting April, calculated at 78000 annual salary x 3/4 year. HR search expense. Office supplies. Photocopy expenses. Strategic Planning Session (\$5000).,
Marketing/Communication	25,000	25,000	N/A	Advertising expenses, postage & flyer delivery, website development & maintenance, publication of BIA directory, community relations and meetings.
Urban Devt.& Planning	1,000	1,000	N/A	Committee expenses for first year.
Streetscape Improvement	1,000	1,000	N/A	Committee expenses for first year.
Special Projects/Events	10,000	10,000	N/A	One annual community event (e.g. Rides n Rods) and 4 smaller, quarterly events (e.g. BIA business luncheons with guest speaker).
Public Safety & Social Issues	1,000	1,000	N/A	Committee expenses for first year.
Capital Assets	5,000	5,000	N/A	Laptop computer, Printer/Scanner/Fax.
Other - BIA Specific	5,000	5,000	N/A	Auditor and AGM expenses.
Total Expenditures	128,000	0	128,000	N/A
Surplus/(Deficit)	0	0		

2018 BIA Levy Summary and Budgets

ATTACHMENT 1F

Inglewood BIA
2018 BUDGET

BUDGET OVERVIEW

2018 BIA Levy Summary and Budgets

Inglewood BIA

2018 BUDGET

	2018	2017	Change (INC./(DEC.))		<u>Rationale:</u>
	\$	\$	\$	%	
<u>REVENUES</u>					
BIA Levy	265,000	245,000	20,000	8%	increase in streetscape maintenance and social media expenditures
Grants	0	0	0	0%	
Events Income	0	0	0	0%	
Interest/Other Income	0	0	0	0%	
Total Revenues	265,000	245,000	20,000	8%	
 <u>EXPENDITURES</u>					
Administration	110,000	105,000	5,000	5%	
Marketing/Communications	35,000	30,000	5,000	17%	
Urban Devt.& Planning	0	0	0	0%	
Streetscape Improvements	70,000	60,000	10,000	17%	
Special Projects/Events	50,000	50,000	0	0%	
Public Safety & Social Issue	0	0	0	0%	
Capital Assets	0	0	0	0%	
Other - BIA Specific	0	0	0	0%	
Total Expenditures	265,000	245,000	20,000	8%	
 <u>Surplus/(Deficit)</u>					
	0	0			

OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets

ATTACHMENT 1G

INTERNATIONAL AVENUE BRZ 2018 BUDGET

BUDGET OVERVIEW

Many opportunities continue to be developed and pursued due to the street upgrade. Our Team will continue with a retail recruitment and retention strategy and be adaptable to opportunities as they arise.

A new special event to be launched in addition to our successful food tours, one time events and the Best of the East SB.

BRZ specific - EMERGE Market, EMERGE HUB Co-working, and EMERGE Incubators continue to build community capacity and create positive economic spin-offs for area.

Streetscape, public safety, and urban design- we will continue to improve and create a more pleasant community in which to live and shop.

2018 BIA Levy Summary and Budgets

International Avenue BRZ

2018 BUDGET

	2018	2017	Change (INC./(DEC.))		Rationale:
	\$	\$	\$	%	
<u>REVENUES</u>					
BIA Levy	267,000	267,000	0	0%	
Grants	65,000	67,000	(2,000)	(3%)	
Events Income	18,000	15,000	3,000	20%	
Associate Fees/Sponsorsh	12,000	11,000	1,000	9%	
Rental income	17,000	6,500	10,500	162%	EMERGE co-w orking HUB
Interest/Other Income	143,500	225,952	(82,452)	(36%)	CARES funding for EMERGE CED strategy
Total Revenues	522,500	592,452	(69,952)	(12%)	

<u>EXPENDITURES</u>					
Administration	82,000	81,000	1,000	1%	
Marketing/Communications	91,500	91,500	0	0%	
Urban Devt.& Planning	64,500	76,500	(12,000)	(16%)	
Streetscape Improvements	86,000	74,500	11,500	15%	
Special Projects/Events	72,500	72,500	0	0%	
Public Safety & Social Issue	48,500	48,500	0	0%	
Capital Assets	8,600	5,000	3,600	72%	Contingency
Other - BIA Specific	68,900	142,952	(74,052)	(52%)	Year two of CED project
Total Expenditures	522,500	592,452	(69,952)	(12%)	

Surplus/(Deficit)	0	0
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OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets

ATTACHMENT 1H

KENSINGTON BRZ 2018 BUDGET

BUDGET OVERVIEW

Our public realm is in good shape (replaced in 2015) so some of streetscape budget has been transferred to events budget to pay for new street festival (Spend a Day in Kensington's Diagon Alley)

2018 BIA Levy Summary and Budgets

Kensington BRZ

2018 BUDGET

	2018	2017	Change (INC./DEC.)	<u>Rationale:</u>
	\$	\$	\$	%
<u>REVENUES</u>				
BIA Levy	220,000	220,000	0	0%
Grants	0	2,000	(2,000)	(100%)
Events Income	0	0	0	0%
Interest/Other Income	0	0	0	0%
Total Revenues	220,000	222,000	(2,000)	(1%)

EXPENDITURES

Administration	99,200	95,825	3,375	4%
Marketing/Communications	69,600	69,600	0	0%
Urban Devt.& Planning	0	0	0	0%
Streetscape Improvements	5,625	22,000	(16,375)	(74%)
Special Projects/Events	35,075	20,075	15,000	75%
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	12,500	12,500	0	0%
Total Expenditures	222,000	220,000	2,000	1%

Surplus/(Deficit)	(2,000)	2,000
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OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1. sponsorship	0	22,775	(22,775)	(100%)
2. event subsidy	0	6,050	(6,050)	(100%)
3.	0	0	0	0%
	0	28,825	(28,825)	(100%)

Details of "Other-BIA Specific" expenditure

1. AGM	0	0	0	0%
2. Board meetings	0	0	0	0%
3. Audit/Bookkeeper	0	0	0	0%
4. Other meetings	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets**ATTACHMENT 11****Marda Loop BIA**
2018 BUDGET**BUDGET OVERVIEW**

1. In 2017 we established a registered society, the Festival Society of Marda Loop, which has taken over responsibility for the Marda Gras Street Festival, which had another successful year. Our budget reflects this change, as the Festival Society takes on Marda Gras revenue and costs, direct and some indirect. The Marda Loop BIA and the Festival Society of Marda Loop work closely together. It is our hope and expectation that Marda Gras and other projects will benefit from society status.
2. Development and growth continues in Marda Loop. 2016 saw the opening of Garrison Corner; 2017 saw the opening of the Odeon commercial building. Two more mixed use buildings are under construction and will open in 2018. Another mixed use building has been approved, and other projects are being proposed. We have also lost some businesses, and have some vacancies, but the growth trajectory has increased the amount of commercial space, the number of businesses, and the assessment base as well.
3. Last year we increased the BIA levy amount proportionate with this growth, so the business rate remained much the same. In 2018, the amount of commercial space coming on line and number of businesses we serve will again increase, but in view of the general economic and tax environment, and the availability of reserves, we have decided to not increase the levy in 2018.
4. We are increasing our investment in marketing and promotional events 2018 to support our businesses and enliven Marda Loop. Some of these events are in early planning stages and, while we have budgeted for the expenditure, the launch of some initiatives may depend on the realization of sponsorship revenue. There will be continued support for the Marda Gras Street Festival.
5. In 2018 we and our neighbors in the Marda Loop and Richmond/Knob Hill community associations will be engaging in Main Streets planning. We are in particular interested in the planning, funding and implementation of Streetscape and mobility improvements, which are very much needed given the growth and the transformation of the business district.

2018 BIA Levy Summary and Budgets

Marda Loop BIA

2018 BUDGET

	2018	2017	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$ %	
<u>REVENUES</u>				
BIA Levy	189,000	188,986	14	0%
Grants	10,000	10,000	0	0%
Events Income	0	67,000	(67,000)	(100%) Marda Gras income moved to Festival Society
Interest/Other Income	73,000	36,800	36,200	98% Includes sponsorship and draw from reserve
Total Revenues	272,000	302,786	(30,786)	(10%)
<u>EXPENDITURES</u>				
Administration	93,460	130,798	(37,338)	(29%) Reduced costs, some costs moved to Festival Society
Marketing/Communications	61,000	45,000	16,000	36% Increased marketing investment
Urban Devt.& Planning	0	2,949	(2,949)	(100%) Addressed in Administration or Streetscape
Streetscape Improvements	34,000	57,000	(23,000)	(40%) Improvement and maintenance continues, but waiting for streetscape planning in 2018 to better define future opportunities and potential costs.
Special Projects/Events	81,000	67,039	13,961	21% Support for festivals, events and promotions, including Marda Gras and new projects.
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
Total Expenditures	269,460	302,786	(33,326)	(11%)

Surplus/(Deficit)	2,540	0
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OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1. Draw from reserve	52,000	32,000	20,000	63%
2. Sponsorship, interest, mi:	21,000	4,800	16,200	338%
3.	0	0	0	0%
	73,000	36,800	36,200	98%

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets

ATTACHMENT 1J

Montgomery on the Bow BIA 2018 BUDGET

BUDGET OVERVIEW

1. Throughout 2017 the crime rate including serious crimes has risen in Montgomery. After a number of conversations with our Community Services Officer we have decided upon a course of action. Together with CPS and our Montgomery Community Association we will be developing an aggressive Crime Prevention Program. WE will be utilizing the Community Standards Fund Grant to help finance this effort as well as BIA revenues.
2. Because of lack of funds in previous years we have not been able to invest in any major marketing campaigns. With the decision to forego the expense of an Executive Director (savings of \$45,000 to \$55,000/year) we have over the past 18 months been able to accumulate sufficient funds to invest heavily in marketing. This will include the hiring of a marketing organization to assist in the development of a long range marketing and branding strategy.
3. We have within the boundaries of our BIA a very strategically placed park. The City of Calgary has designated this park as a Category C. This means little in the way maintenance and by mid summer the park appears like an abandoned farmers field. Being unappealing it is avoided by local residents and frequented by a rather unsavory group of people. It is our intention to negotiate an agreement with City Parks to have the BIA maintain the park. We have allocated funds to retain a landscaping company to provide these services.
4. Although it places a heavy workload on our Board we will continue to operate in 2018 without an Executive Director. We are a committed group of volunteers and care deeply about our business community and have all agreed to put in the effort required to support our businesses. To operate in this fashion is only possible through the extraordinary efforts of the City's BIA Liaison group. We are very grateful for this support and believe it is an essential component for the success if the whole BIA community.

2018 BIA Levy Summary and Budgets

Montgomery on the Bow BIA

2018 BUDGET

	2018	2017	Change (INC./DEC.)	<u>Rationale:</u>
	\$	\$	\$ %	
<u>REVENUES</u>				
BIA Levy	70,000	74,000	(4,000)	(5%)
Grants	8,000	6,000	2,000	33% Community standards fund grants
Events Income	0	0	0	0%
Interest/Other Income	2,000	0	2,000	N/A GST rebate
Total Revenues	80,000	80,000	0	0%
<u>EXPENDITURES</u>				
Administration	12,000	30,000	(18,000)	(60%) Wages/Storage/Office Supplies
Marketing/Communications	50,000	10,000	40,000	400%
Urban Devt.& Planning	0	0	0	0%
Streetscape Improvements	30,000	28,500	1,500	5% Park maintenance/ banners
Special Projects/Events	40,000	1,500	38,500	2567% Business district entrance signage/business fair
Public Safety & Social Issue	10,000	6,000	4,000	67% Graffiti/Crime Prevention
Capital Assets	0	0	0	0%
Other - BIA Specific	0	6,000	(6,000)	(100%)
Total Expenditures	142,000	82,000	60,000	73%
Surplus/(Deficit)	(62,000)	(2,000)		

OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

General Notes

We will be carrying an estimated \$120,000 surplus into 2018. Based on our projected 2018 expenses, this should leave us with approximately \$59,000 moving into 2019.

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets**ATTACHMENT 1K****17th Ave Retail & Entertainment District BIA**
2018 BUDGET**BUDGET OVERVIEW**

1. As our BIA is currently in the midst of a complete reconstruction project of 17th Ave SW. businesses have seen a drastic impact to businesses and require additional support re: communications, messaging and marketing. Our focus will be to drive foot traffic to the Ave, support positive messages to target audiences of all the ways to access our BIA; and increase frequency of real time information to our BIA members (and when possible to the public) using an integrated marketing, promotional and events strategy. The budget is reflective of this necessity.

2. Our BIA will be facing challenges such as accessibility to our businesses, patron/visitor parking concerns, safety and security issues. All of which require additional support for marketing & communication (signage, way finding); The BIA will need additional campaigns and support around our image; specifically regarding safety and the overall experience that one can still have within our BIA while construction is ongoing.

3. Development of new programs and events to drive engagement and pedestrian traffic to our BIA are required. These events and programs will include partnerships with different members of the community, both internal and external to our BIA. Previously designed events, new events and new programs will require additional administrative and event coordination support prior to launching key initiatives. These projects are necessary to encourage visitors who may be inclined to avoid construction zones, to still visit our area and support our businesses.

4. Budget is reflective of ongoing streetscape and public realm programs that support a safe and appealing pedestrian environment.

2018 BIA Levy Summary and Budgets

17th Avenue Retail & Entertainment District BIA

2018 BUDGET

	2018	2017	Change (INC./DEC.)	<u>Rationale:</u>
	\$	\$	\$	%
<u>REVENUES</u>				
BIA Levy	410,800	404,600	6,200	2%
Grants	0	0	0	0%
Events Income	0	0	0	0%
Interest/Other Income	75,000	75,000	0	0%
Total Revenues	485,800	479,600	6,200	1%
<u>EXPENDITURES</u>				
Administration	80,750	77,050	3,700	5%
Marketing/Communications	190,313	183,680	6,633	4%
Urban Devt.& Planning	9,007	15,750	(6,743)	(43%)
				Reallocated funds towards Marketing and Communications to support a higher frequency of communication between the BIA Board and it's members; and between the BIA and the public, of the ongoings re. the 2018 construction season via digital marketing, new sletters, and traditional tactics (mail, postcards, information sessions).
Streetscape Improvements	77,500	75,750	1,750	2%
Special Projects/Events	111,223	111,600	(377)	(0%)
Public Safety & Social Issue	17,007	15,770	1,237	8%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
Total Expenditures	485,800	479,600	6,200	1%
Surplus/(Deficit)	0	0		

OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1. Contingency for operator	75,000	75,000	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	75,000	75,000	0	0%

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2. 141249569,,,PFC2018-0013 Attachment 1	0	0	0	0%
3. UNRESTRICTED	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets

ATTACHMENT 1L

Victoria Park BIA 2018 BUDGET

BUDGET OVERVIEW

1. The Victoria Park BIA's 2018 budget is reflective of an overall decrease in assessed value of \$9,481,958 between September 2016 and September 2017.
2. The Board of Directors of the BIA elected to make cuts in some program and service areas in order to maintain our levy rate within the 0.006 to 0.0075 region.
3. The budget of the Victoria Park BIA was approved by the Board of Directors and presented to our members at our annual general meeting on November 23, 2017.

2018 BIA Levy Summary and Budgets

Victoria Park BIA

2018 BUDGET

	2018	2017	Change (INC./DEC.)	<u>Rationale:</u>
	\$	\$	\$	%
<u>REVENUES</u>				
BIA Levy	389,436	384,062	5,374	1%
Grants	7,000	10,000	(3,000)	(30%)
Events Income	0	0	0	0%
Interest/Other Income	32,358	52,800	(20,442)	(39%)
Total Revenues	428,794	446,862	(18,068)	(4%)
<u>EXPENDITURES</u>				
Administration	155,606	145,721	9,885	7%
Marketing/Communications	102,411	98,369	4,042	4%
Urban Devt. & Planning	62,216	60,761	1,455	2%
Streetscape Improvements	16,800	25,750	(8,950)	(35%)
Special Projects/Events	37,000	61,500	(24,500)	(40%)
				Scale back in some service areas and completed project
Public Safety & Social Issue	53,761	53,761	0	0%
Capital Assets	1,000	1,000	0	0%
Other - BIA Specific	0	0	0	0%
Total Expenditures	428,794	446,862	(18,068)	(4%)
<u>Surplus/(Deficit)</u>				
	0	0		

OTHER INFORMATION (Below this line) (Optional):

Details of "Other Income"

1. Interest	1,200	1,200	0	0%
2. Banner replacement	0	0	0	0%
3. Carry over	31,158	42,800	(11,642)	(27%)
	32,358	44,000	(11,642)	(26%)

Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	0	0	0	0%

2018 BIA Levy Summary and Budgets

Victoria Park

The levy is made up of:

	2018	2017
Victoria Park	368,936	363,562
TransAlta flat rate	20,000	20,000
First street improvement area	500	500
	<u>389,436</u>	<u>384,062</u>

**PROPOSED WORDING FOR A BYLAW PROVIDING FOR
TAXATION OF BUSINESS IMPROVEMENT AREAS IN
THE CITY OF CALGARY FOR 2018**

WHEREAS the Council of The City of Calgary ("**Council**") has the authority to provide for the taxation of business improvement areas in accordance with Section 381 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 (the "Act"), and the regulations passed thereunder;

AND WHEREAS Council has established various business improvement areas in the City of Calgary, which are set out in Schedule "A" to this Bylaw;

AND WHEREAS Council desires to provide for the taxation of business improvement areas for 2018;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. This Bylaw may be cited as the "2018 Business Improvement Area Tax Bylaw".
2. In this Bylaw, the term "Business Improvement Area" may be referred to as "BIA".
3. All businesses operating within each of the BIAs identified on the attached Schedule "A", which forms part of this Bylaw, shall be taxed at a rate or rates to be passed annually for each BIA, except businesses that are referred to in Sections 351 or 375 of the Act.
4. In 2018, the City Assessor shall prepare and record on an assessment roll, assessments of taxable businesses operating within each BIA for the purposes of the BIA tax.
5. To prepare the BIA tax for each BIA in Schedule "A", the
 - (a) assessments of businesses prepared for the business tax;
 - (b) method of assessment used to prepare the business tax;
 - (c) basis upon which the business tax and penalties are imposed; and
 - (d) procedure for pro-rating and rebating business taxes,

as set out in the 2018 Business Tax Bylaw, are hereby adopted.
6. This Bylaw comes into force on the date it is passed.

SCHEDULE “A”**TO THE “2018 BUSINESS IMPROVEMENT AREA TAX BYLAW”**

BUSINESS IMPROVEMENT AREA	BYLAW NUMBER:
Mainstreet Bowness Business Improvement Area	55M2016
Calgary Downtown Association	38M2017
Chinatown District Business Improvement Area	43M2015
4 th Street South West Business Improvement Area	59M2016
HIPville Business Improvement Area	40M2017
Inglewood Business Improvement Area	36M2017
International Avenue Business Revitalization Zone	58M2016
Kensington Business Revitalization Zone	56M2016
Marda Loop Business Improvement Area	52M84
Montgomery on the Bow Business Improvement Area	54M2016
17 th Avenue Retail & Entertainment District Business Improvement Area	39M2017
Victoria Park Business Improvement Area	57M2016

**PROPOSED WORDING FOR A BYLAW PROVIDING FOR 2018 TAX RATES OF
BUSINESS IMPROVEMENT AREAS IN THE CITY OF CALGARY**

WHEREAS the Council of The City of Calgary ("Council") is authorized to provide for the taxation of business improvement areas in accordance with Section 381 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, (the "Act") and the regulations passed thereunder;

AND WHEREAS Council has provided for the taxation of business improvement areas for 2018 in Bylaw Number __M2018;

AND WHEREAS Council has established various business improvement areas in the City of Calgary, which are set out in Schedule "A" to this Bylaw;

AND WHEREAS Council has approved funds for each business improvement area based upon the proposal submitted by the board of each business improvement area;

AND WHEREAS Council deems it necessary to provide a business improvement area tax for each business improvement area at a rate or rates Council considers sufficient to raise the approved amounts payable to each business improvement area;

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS
FOLLOWS:**

1. This Bylaw may be cited as the "2018 Business Improvement Area Tax Rates Bylaw".
2. In this Bylaw, the term "Business Improvement Area" may be referred to as "BIA".
3. For the year 2018, there is hereby imposed a tax rate or rates for each BIA indicated in Schedule "A" to this Bylaw, which is attached to and forms part of this Bylaw.
4. The tax rate or rates specified in Schedule "A" for a BIA are imposed upon all businesses operating within the BIA, except businesses that are referred to in Sections 351 and 375 of the Act.
5. Each year, a business tax notice sent to a taxable business within a BIA, to whom this Bylaw applies, shall include a statement showing the BIA tax payable.

6. The taxes imposed pursuant to this Bylaw are due and payable at the same time business taxes in the City of Calgary are due and payable for 2018, and are subject to the same penalties for unpaid taxes.
7. This Bylaw comes into force on the date it is passed.

TEXT FOR DISCUSSION ONLY

SCHEDULE "A"**TO THE 2018 BUSINESS IMPROVEMENT AREA TAX RATES BYLAW**

BUSINESS IMPROVEMENT AREA	BYLAW NUMBER	TAX RATE 2018
Mainstreet Bowness Business Improvement Area	55M2016	0.0180
Calgary Downtown Association	38M2017	0.00198
Chinatown District Business Improvement Area	43M2015	0.00606
4 th Street South West Business Improvement Area	59M2016	0.0121
HIPville Business Improvement Area	40M2017	0.0118
Inglewood Business Improvement Area	36M2017	0.0177
International Avenue Business Revitalization Zone	58M2016	0.0145
Kensington Business Revitalization Zone	56M2016	0.0173
Marda Loop Business Improvement Area	52M84	0.0207
Montgomery on the Bow Business Improvement Area	54M2016	0.0141
17 th Avenue Retail & Entertainment District Business Improvement Area	39M2017	0.0175
Victoria Park Business Improvement Area (excluding the First Street Improvement Area)	57M2016	0.0081
First Street Improvement Area		0.0087

ZBR Program Update – January 2018

EXECUTIVE SUMMARY

The Zero-Based Review (ZBR) program complements The City of Calgary's other continuous improvement activities by adding a periodic, more thorough review of whether the right services are being provided in the right way. This work is especially important in the current economic climate when resources are limited but the demand for City services is not.

Eight ZBR reviews have been completed since 2012. In 2017, \$15 million was realized in annual financial gains as a result of these reviews, bringing the total realized to date to \$27.3 million. These gains are part of the total \$57.3 million (low estimate) to \$68.2 million (high estimate) in annual financial gains identified through the ZBR program. This is the first ZBR program status update report to present a year-over-year forecast of when the remainder of these financial gains will be realized. It also introduces progress tracking by individual recommendation, to give a more granular view than the previous reporting at the level of the whole review.

The City has also realized benefits in the form of service effectiveness, including better customer service, reduced environmental impact and improved public safety. These results are diverse in nature and may be harder to quantify, making it difficult to present them as a single headline measure. Administration is developing measures to better capture effectiveness gains.

While the program is now delivering substantial results, and the overall quality of the reviews is rising, the identification of new gains for 2017 is more modest than in previous years. This is due to resourcing challenges in the ZBR team throughout the year, including the loss of one position and delays in hiring staff. To ensure the continued high quality of the reviews, some significant delays have resulted. Work is underway to get the program back on track. Two reviews are currently underway and more are in preparation. The impact on results is, however, projected to continue through 2018.

This report presents updates on the progress and results of all current and past reviews (Attachment 1) together with case studies that illustrate the wide range of tangible benefits being delivered for Calgarians as a result of the ZBR program (Attachment 2).

Detailed updates are provided on the implementation of the Parks and Calgary Building Services reviews (Attachments 3 and 4). Finally, this report presents a progress report on the IT and Recreation reviews currently underway (Attachments 5 and 6).

ZBR Program Update - January 2018

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. Receive for information:
 - a. Zero-based Review (ZBR) Program Dashboard (Attachment 1);
 - b. Service Improvement Case Studies (Attachment 2);
 - c. Parks ZBR – Implementation Update (Attachment 3);
 - d. Calgary Building Services ZBR – Implementation Update (Attachment 4);
 - e. Information Technology ZBR – Progress Report (Attachment 5);
 - f. Recreation ZBR – Progress Report (Attachment 6).

PREVIOUS COUNCIL DIRECTION / POLICY

The ZBR program was created by Administration as part of its response to Council's direction to become "a more effective and disciplined organization" (C2011-55).

The program has evolved over time, driven by both the changing circumstances since its inception and the continuous improvement ethos of the ZBR program itself. Direction for the program is therefore contained in a number of previous reports to Council, including:

- The initial report establishing the program and setting up the pilot (FCS2011-31);
- A follow-up report, modifying some program parameters, reflecting lessons learned in the pilot (PFC2012-0492);
- Approval of the ZBR program for 2013 and 2014 (subjects and resources), with further method improvements (PFC2012-0713);
- Approval of the 2015-2018 ZBR program (subjects and resources), with further method improvements (PFC2014-0554);
- Two information reports prepared in response to a Council inquiry, detailing the relationship between ZBRs and Audits, explaining the costing methods used and proposing further enhancements (PFC2015-0903 and PFC2016-0518); and
- Approval of a new program mandate and reporting approach to enable the program to continue delivering results in the face of changing circumstances and new requirements (PFC2016-0883).
- The first overall ZBR program update presenting the status of all reviews, in line with the new reporting approach (PFC2017-0431).

BACKGROUND

The ZBR program is one of the tools that Administration is using to execute Council's five imperatives. As established in the Leadership Strategic Plan (C2014-0703), the ZBR program is part of Administration's Performance Management System, which is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens. This system is comprised of five interconnected elements (Figure 1).

ZBR Program Update - January 2018

Figure 1: Performance Management System



The ZBR program draws on all elements of the Performance Management System to identify efficiency and effectiveness improvements. It has the greatest intersection with the "Service Review and Improvement" strand, where the ZBR program complements The City's other continuous improvement activities by adding a periodic, more thorough review of whether the right services are being provided in the right way.

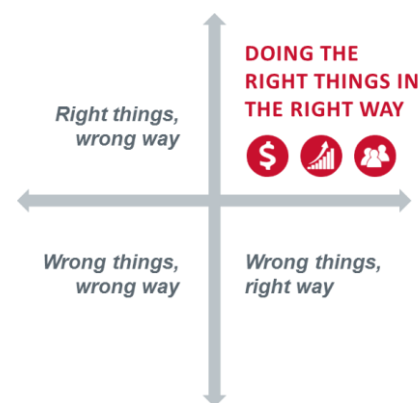
The integration of the "Service Review and Improvement" strand with the others is an important part of every ZBR. For example, employing an "Integrated Risk Management" approach allows for recommendations, and subsequent implementations, to effectively assess and balance risk versus benefits – this leads to more informed decision making. Another example is the review-wide consideration of "Performance Measurement and Accountability" that is built into measuring the success of new recommendations as well as instilling measurement and accountability into the ongoing operations and planning of the subject business area.

The ZBR program exists to:

1. Increase the value Calgarians get from their tax dollars by improving the efficiency, effectiveness and sustainability of services; and
2. Build the organization's capacity for continuous service improvement.

This work is especially important when resources are limited but the demand for City services is not. The recent economic downturn has increased the pressure for Administration to use fewer resources without compromising service quality, and incremental budget cuts are no longer enough to address this challenge. By first asking fundamental questions about whether we are doing the 'right things', the ZBR program lays a foundation for true efficiency (Figure 2).

Figure 2: Effectiveness and efficiency



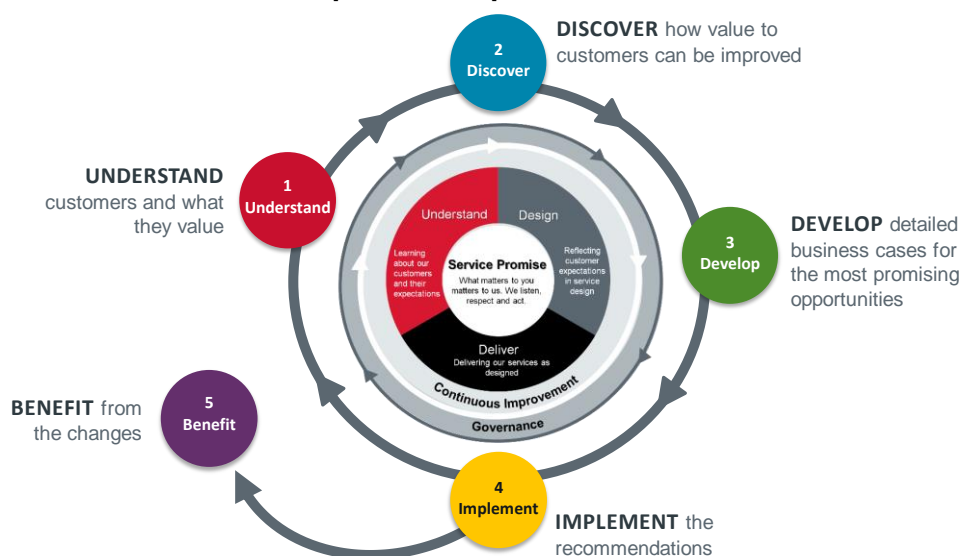
ZBR Program Update - January 2018

INVESTIGATION: ALTERNATIVES AND ANALYSIS

ZBR Program Status: January 2018

ZBRs use a continuous improvement process based around The City of Calgary's Customer Service Approach (Figure 3), starting with the 'Understand' phase on the left side of the circle, below.



Figure 3: The ZBR continuous improvement process



ZBR projects are listed below by their stage in this process. ZBR Program Updates to PFC, like this report, occasionally offer additional detail on progress in attachments. The goal of this reporting is to bring timely progress updates on all projects. Information on where more in-depth detail can be found is also provided.

ZBR Program Update - January 2018

Summary of Benefit & Implement Stages

Stage	Business Area	Last Update
	Fleet Parks Roads Water Services	PFC2012-0492 This report: Attachment 3 TT2015-0792 UCS2016-0169, next update in Q2 2018
	Fire Calgary Transit Water Resources Calgary Business Services	PFC2015-0695 PFC2017-0431 PFC2016-0660 This report: Attachment 4

Note on definition of terms below

The terms 'Benefits Identified' and 'Benefits Realized' found below refer to:

- Benefits Identified: A recommendation has been made that, when implemented, has a potential benefit associated with it and a plan to achieve these benefits is being developed or implemented.
- Benefits Realized: A recommendation has been implemented and benefits are being experienced financially and/or through non-financial improvements.

Overall Program Summary for Benefit & Implementation Stages

- Eight reviews have been completed since 2012 representing 67% of City services, as measured by September 2016 gross operating budget.
- Total annualized financial gains identified in these reviews are between \$57.3 million (low estimate) and \$68.2 million (high estimate).
- To date, the ZBR program has identified \$10 dollars in annual financial gains for every one-time \$1 dollar spent.
- Many of the recommendations from completed reviews have now been implemented and are resulting in real benefits for citizens. Details of these reviews (with PFC report dates) are presented in Attachment 1.
- In 2017, \$15 million in additional annual financial gains were realized.
- The total realized annual financial gains now amount to \$27.3 million.
- The City has also realized benefits in the form of service effectiveness, including better customer service, reduced environmental impact and improved public safety. These results are diverse in nature and may be harder to quantify, making it difficult to present them as a single headline measure. Administration is developing measures to better capture these effectiveness gains; in the interim, a collection of case studies is provided in Attachment 2 as examples.
- The timeline to realize benefits is dependent on several factors including when a ZBR was completed, the nature and complexity of the recommendation and reliance on sequencing with other projects. Some of the recommendations arising from ZBRs are relatively easy to implement and benefits are realized right away. Others are more


ZBR Program Update - January 2018

fundamental changes and in these cases, while the benefits are often more significant, it can take several years for implementation to be completed and for benefits to manifest.

Specific Project Updates for Benefit & Implementation Stages

- Attachment 3 provides an update on implementation of the Parks ZBR. Two of six recommendations have been completed and four more are in a planning or implementation phase.
- Calgary Building Services has completed an implementation plan and has initiated implementation of recommendations ahead of schedule. All recommendations are scheduled for completion by the end of 2018 with financial benefits to begin in early 2018. Attachment 4 provides an update on this review.
- Water Resources will be providing an implementation plan and detailed update in Q2 2018.

Summary of Develop Stage

Stage	Business Area	Last Update
	Information Technology	This report: Attachment 5
	Recreation	This report: Attachment 6

- The IT ZBR Steering Committee has identified eight improvement opportunities that should be pursued further. Two of these opportunities have already been completed. The remainder will continue to be pursued in 2018. Further details are provided in Attachment 5.
- In the past, ZBRs were completed in full, prior to providing updates to Council. This is the first time that the initial results of a review have been presented as soon as the first opportunities have been completed. This improves transparency and removes a potential source of delay to implementation.
- The quality of reviews has also been increased, such that reviews are now more detailed and robust than in the past. In the IT ZBR, for example, the level of detail for each opportunity at the start of the Develop phase is comparable to that achieved at the end of the earliest reviews. This allows for increased confidence in the recommendations and reduces the risk that the identified benefits cannot in practice be achieved.
- A great deal of work has been done on the Recreation ZBR, and phase one is now nearing completion. The review is on track to deliver both direct benefits and indirect benefits, most especially through greater clarity on the service purpose and strategy. This clarity will ensure that Recreation focuses its efforts and resources on those specific programs and services that are most aligned with its mandate and purpose, in order to achieve maximum value (i.e. benefits in relation to cost). This work will result in a significant “paradigm shift” for Recreation over the long term. The output will inform future service planning via One Calgary. There have been some challenges, however, including changes in the Director, the ZBR Steering Committee Chair and in Corporate

ZBR Program Update - January 2018

Initiatives staffing, all of which have affected the pace of the Recreation ZBR. In balancing time, cost and quality it is quality that is the key driver for the program, and the final report of the Recreation ZBR has therefore been delayed to ensure these high standards can be maintained. Administration will now report back on the results of this review in Q2 2018.

Summary of Discover & Understand Stages

Stage	Business Area	More Information
	Supply Land	Project delayed Project delayed
	Law Corporate Security Facility Management ESM	Foundational work delayed on four remaining projects

- As an outcome of the IT ZBR, additional opportunities with corporate-wide applicability have been uncovered related to the role and mandate of enabling services and the use of internal recoveries. Further analysis has been undertaken to understand these opportunities and build business cases to describe their potential impact to the organization. Administration is currently determining how best to progress these opportunities and will report back to Council on next steps by Q2 2018.
- Some early research work has been conducted related to scope a 'Land' ZBR, covering how the corporation addresses challenges and opportunities related to buying, managing and selling land. This project has been delayed due to internal resource constraints (see below) and is expected to be reinitiated later in 2018.
- Foundational work to build understanding in Supply, Corporate Security, Law, Facility Management and ESM has begun. Work will continue in 2018 and will inform the selection and scoping of future review areas.

Resource challenges in 2017 and 2018

As indicated in Attachment 1, resource constraints have caused several projects to be delayed or placed on hold in 2017. These are the result of the loss of one previously-approved position, as well as delays in hiring replacement staff (to address turnover). With the reinstatement of the lost position (via the November 2017 Adjustments process), and recent approval for exemptions to the hiring freeze, the program is expected to return to full staffing levels in 2018. The delayed and suspended projects will be re-initiated as resourcing allows. However, this delay will cause a future lag in results as fewer reviews were completed in 2017, and consequently fewer gains were identified. As well, even with approvals to hire replacement staff, it will take some time to recruit and on-board new staff, with the result that the impacts of 2017 staffing losses will continue to be felt for some time.

ZBR Program Update - January 2018

It is still expected that the target of reviewing 80% of The City's services by 2020 will be met.

Data Development

In response to the direction of the Priorities and Finance Committee in the last ZBR Program Update in May 2017 (PFC2017-0431), work has been undertaken to better track the progress of individual recommendations including year-over-year forecasting of financial benefits. Greater detail has been included in the ZBR dashboard presented in Attachment 1.

Work continues to improve how effectiveness gains are reported (in addition to efficiency gains) and how the ZBR program reports on its objective of capacity building for service improvement within the organization.

While this work continues, Attachment 2 includes case studies that demonstrate both ZBR-driven improvements as well as continuous improvements undertaken across The City.

Stakeholder Engagement, Research and Communication

Many stakeholders were engaged in the creation of this report:

- Content was created and tested with the Recreation and IT ZBR Steering Committees, and all Directors of business units that have already completed or are in the midst of completing a ZBR.
- Staff across the organization collaborated to collect data on benefits realized to date as well as service improvement case studies.
- As agreed in an earlier report on ZBR program governance (PFC2015-0903), Administration provided an opportunity for Councillors to provide input to the internal service ZBRs in May and June of 2017. Further opportunity will be provided in 2018.

Strategic Alignment

The ZBR program is part of the Performance Management System, which in turn is one component of the Leadership Strategic Plan (C2014-0703). Along with these other elements, the ZBR program helps the organization respond to Council's five imperatives of integrated service delivery, engaged leadership, increased trust and confidence, a public service culture and investment and value. In particular, the ZBR program supports Stage 3 of the Leadership Strategic Plan "Road Map" as it is a tool to help improve organizational efficiency.

Social, Environmental, Economic (External)

There are no direct implications from this report.

ZBR Program Update - January 2018

Financial Capacity

Current and Future Operating Budget:

The ZBR program helps the organization to manage operating costs, which is particularly important in the current economic downturn. This report presents identified and realized reductions in operating budgets.

Current and Future Capital Budget:

The ZBR program also helps the organization to manage capital costs. This report presents identified and realized reductions in capital budgets.

Risk Assessment

This report primarily focuses on ZBR program results achieved to date. Therefore, there are no significant risks directly associated with this report.

REASON(S) FOR RECOMMENDATION(S):

This report fulfills Administration's commitment to provide regular updates to Council on the ZBR program under new reporting arrangements, as agreed by the Priorities and Finance Committee in November 2016 (PFC2016-0883).

ATTACHMENT(S)

1. ZBR Program Dashboard
2. Service Improvement Case Studies
3. Parks ZBR – Implementation Update
4. Calgary Building Services ZBR – Implementation Update
5. Information Technology ZBR – Progress Report
6. Recreation ZBR – Progress Report

PROGRAM PURPOSE

The Zero-Based Review (ZBR) program exists to:

- Increase the value Calgarians get from their tax dollars by improving the efficiency, effectiveness and sustainability of services; and
- Build the organization’s capacity for continuous service improvement.

The ZBR program complements The City’s other continuous improvement activities by adding a periodic, more thorough review of (a) **whether the right services are being provided**, and (b) whether they are provided **in the right way**.

It also helps to support internally-driven continuous improvement by developing skills, tools and other resources within the organization.

PROGRAM OBJECTIVES

The ZBR program is mandated to deliver:

- Substantial efficiency gains including cash savings, productivity gains and cost avoidance.
- Tangible improvements in service effectiveness including service outcomes, customer satisfaction, employee morale, safety and partner relationships.
- Increased ability to identify and deliver further efficiency and effectiveness improvements internally, on an ongoing basis.

DATA DEVELOPMENT LIST

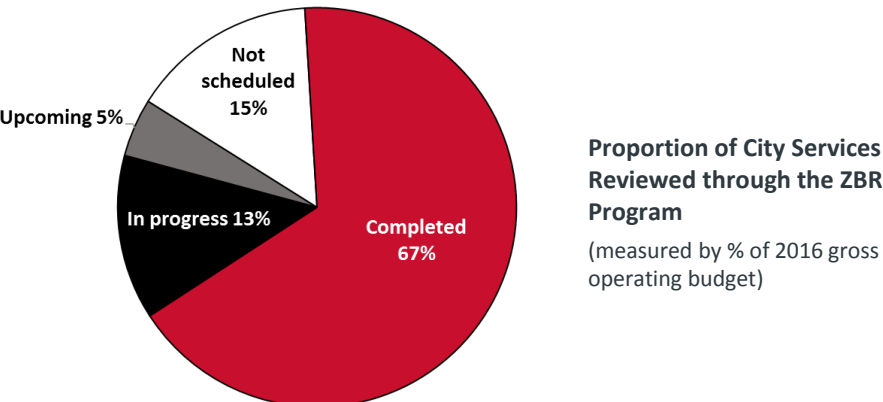
This report presents for the first time: tracking of results achieved and implementation progress for each ZBR recommendation (rather than just at the overall review level), as well as year-over-year forecasts of benefit realization.

Additional work is underway to improve tracking of service effectiveness gains and options for measuring the ZBR program objective of building capacity for service improvement within the organization.

With an eye to developing measures which can assess capacity building within Business Units as well as across the Corporation, staff involved in the implementation of past ZBRs have been engaged to identify key options and opportunities.

PROGRAM PERFORMANCE: HEADLINE MEASURES

How much did we do?

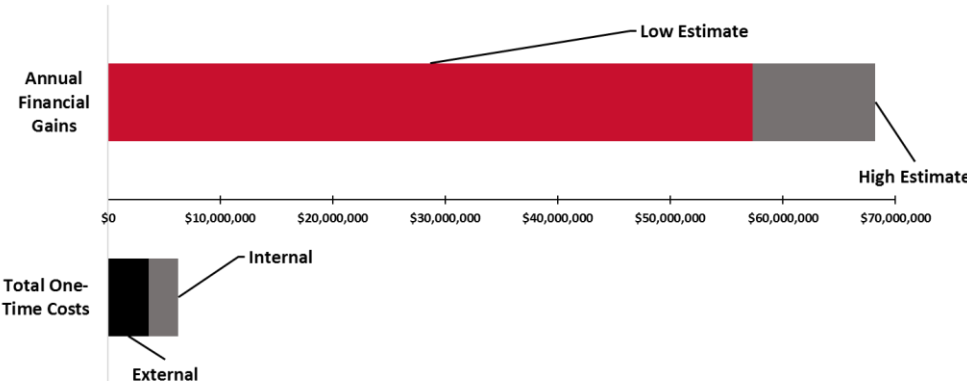


Story behind the data:

- To date, ZBRs have been completed on 67% of City services, measured by the 2016 gross operating budget. The program is on track to meet the goal of reviewing 80% of City services (by gross operating budget) by 2020.
- Looking forward, the focus of the ZBR program in 2018 will continue to be on The City’s internal services.
- These services have smaller budgets but are key drivers of whole organization efficiency. As such, the maximum value to be gained from these reviews lies not inside each business unit but in the business relationships and processes between them – and those they serve.
- Improvements in these areas will have far-reaching benefits across the corporation.
- The quantity of ZBR work completed in 2017 is less than originally forecast. ZBR completions were affected by both the workforce planning project and the hiring freeze. With the reinstatement of one position, the addition of another, and approval to begin hiring in January 2018, it is expected that program capacity will be restored partway through 2018.

ISC: Unrestricted

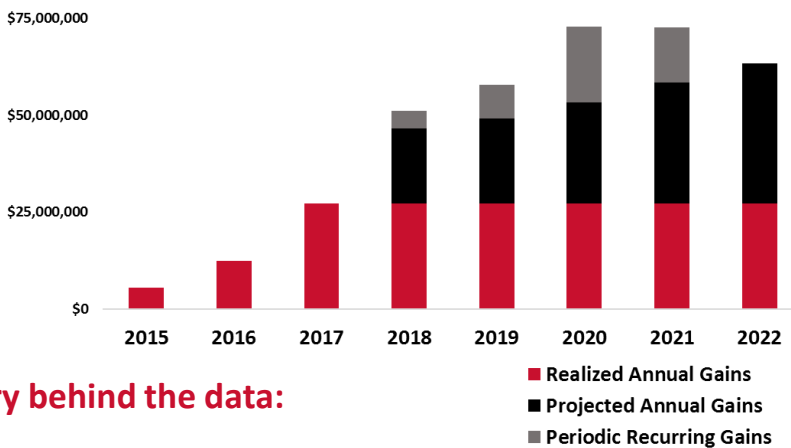
How well did we do it?



Story behind the data:

- The total annual financial gains identified by the ZBR program to date are between \$57 million (low estimate) and \$68 million (high estimate) after full implementation. Financial gains include cost savings, productivity gains, cost avoidance and increased revenue.
- Efficiency and effectiveness improvements go hand-in-hand. Beyond the financial gains, over half of the ZBR recommendations identify advances such as improved service outcomes, higher customer satisfaction and increased employee morale.
- The estimated cost of undertaking the eight completed ZBRs was around \$7 million, including the pilot project with Fleet. This includes internal costs (staff time) and external costs (consulting contracts). This does not include costs associated with implementing the recommendations.
- Comparing costs and financial benefits, there have been about \$10 in annual financial gains identified per one-time \$1 spent on the program. All costs for the IT ZBR are included, while additional gains identified from this ZBR will not be added until 2018.
- The annual financial gains include annual gains plus the periodic recurring gains which are averaged over the implementation period.

Is anyone better off?



Story behind the data:

- For the first time a forecast for financial gains from the first eight completed ZBR projects is presented. Financial benefits are more than budget savings – they also include cost avoidance, increased revenue, and improved productivity.
- This forecast shows that the majority of the annually recurring gains from the eight ZBR projects completed by 2016 will be realized by the end of 2018. As additional ZBR projects are completed, projections for future gains will increase accordingly.
- In addition to annual financial gains, which recur every year, a number of recommendations identify recurring cost avoidance or other gains which are realized at different frequencies. These are identified as periodic gains.
- Business Units that have completed ZBR projects in the past are now adapting their tracking to regularly report on and forecast financial gains. The degree of accuracy in predictions will improve with time as this becomes an upfront requirement for Business Units completing their ZBR projects.



ZBR PROJECT IMPLEMENTATION TRACKER

Business Unit	Reported to PFC	Current Status of Recommendations			Financial Benefits - Annual Gains		Annual Gains Realized To Date
		Total Recommendations	Number Being Implemented	Number Complete	Low Estimate	High Estimate	
Fleet (pilot project)	July 2012	8	0	8	-	-	Implementation Complete
Parks	July 2014	6	2	4	\$4.3M	\$4.3M	\$2.4M
Roads	Oct 2014	5	1	4	\$1.4M	\$1.9M	\$10.2M
Water Services	Mar 2015	5	5	0	\$2.4M	\$6.1M	\$8.6M
Fire	Nov 2015	4	4	0	\$14.1M	\$15.1M	\$5.0M
Calgary Transit	June 2016	7	5	2	\$10.3M	\$11.1M	\$1.1M
Water Resources	Sept 2016	4	4	0	\$17.0M	\$20.5M	-
Calgary Building Services	Nov 2016	4	3	1	\$3.2M	\$4.6M	-
IT	Jan 2018 (1 st report)	TBD	TBD	TBD	\$4.6M*	\$4.6M*	
ZBR Program Total	Jan 2018	43	27	16	\$57.3M	\$68.2M	\$27.3M

* To date, 2 initial opportunities from the IT ZBR have been finalized. Further gains will be identified as more opportunities are developed.

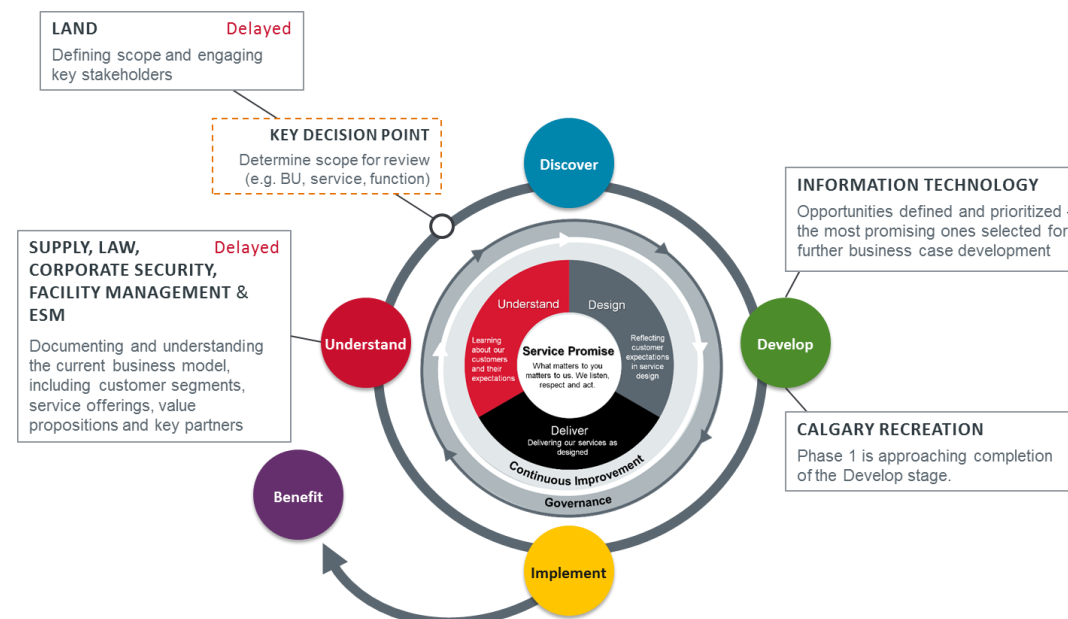
STATUS OF ZBRs PLANNED AND UNDERWAY

Resourcing the ZBR Program

Resourcing constraints have caused early-stage ZBRs to be delayed or placed on hold. Staff reductions, as well as the hiring freeze and hiring restrictions have prevented the ZBR team from advancing projects as scheduled.

The ZBR team was originally tasked with completing 2 ZBRs per year. A decision to increase this to 3 per year was made in 2014, and Council approved the addition of 1 FTE via Action Plan to support this accelerated timeline. However, this 'growth' position was removed in early 2017 through the Workforce Planning Project. In November 2017, Council approved the addition of 2 FTEs to the program - one of which will reinstate the lost position, and one net new position, which will initially help to clear the backlog and, in the long term, will accelerate the program modestly. Overall, these challenges have slowed the identification of improvement opportunities, and this will continue well into 2018, due to the time lag from recruiting and training new staff.

Mapping ZBRs to the continuous Improvement Process



KEY MILESTONES



The **Parks ZBR** is nearing full implementation. In conjunction with Recreation, Parks has developed a Playfield Strategic Plan which is an important step to implementing the last recommendation to increase playfield utilization and cost recovery. A more detailed progress update is included as attachment 3.



While implementation is still in progress, the **Roads ZBR** has already significantly exceeded the upper estimate identified by the ZBR review. All remaining financial gains are expected to be realized in 2018, with an additional \$3.8 million anticipated.



The **Water Services ZBR** implementation is well underway. With the financial gains realized in 2017, Water Services has exceeded the gains originally estimated. Some small additional financial gains of around \$0.3 million are expected in 2018.



The **Fire ZBR** implementation has so far resulted in \$5.0 million in annual gains. Fire is currently developing a Training Academy Master Plan, with additional annual revenue of up to \$200 thousand forecast starting in 2019.



The **Calgary Transit ZBR** implementation plan was completed in May 2017. Financial gains have begun to be realized in 2017, with additional benefits being realized in each year until 2021.



Three of the recommendations from the **Water Resources ZBR** are being implemented with the first financial gains being forecast for 2018. An implementation plan for the fourth recommendation is currently being developed and will be presented as part of the ZBR Program Update in Q2 2018.



The implementation plan for the recommendations made during the **Calgary Building Services ZBR** is included as attachment 4. Substantial progress has been made on all three recommendations with financial gains expected to begin in 2018.



A summary report on the **Recreation ZBR** is included as attachment 6. Phase 1 is now in its final stages, with a Peer Review planned for Q1 2018. The final report on phase 1, and a proposal for Phase 2, will be presented to Council in late Q2 2018.



The **IT ZBR** has completed business cases for two opportunities – Customer Journey Mapping and Right Devices – and is currently developing business cases on a number of other opportunities. An update is provided in Attachment 5.



The **Land ZBR** has emerged from an initial review of the Law business unit. This ZBR is in the early stages of the Understand phase and has been delayed due to resourcing constraints.



Next ZBR Program Report: Q1/Q2 2018

Service Improvement Case Studies: ZBR Initiatives

SECTION OVERVIEW

These case studies illustrate the wide range of tangible benefits being delivered for Calgarians as a result of the ZBR program.

Each case study highlights the opportunity that was identified, the action taken and the result. The results include cost savings as well as service effectiveness gains, such as better customer service or reduced environmental impact.

The effectiveness gains are diverse in nature and may be harder to quantify than financial gains, making it difficult to present them as a single headline metric. Administration is developing performance measures to better capture the effectiveness gains in future reports.

The ZBR program is mandated to deliver improvements in:

EFFICIENCY

 Cash savings

 Productivity gains

 Cost avoidance

CAPACITY BUILDING

 Continuous improvement

EFFECTIVENESS

 Service outcomes

 Customer satisfaction

 Employee morale

 Safety

 Partner relationships

Customer Segmentation in IT



1 Opportunity

- The ZBR program, in partnership with CSC's Customer Experience Team, piloted a customer segmentation approach during the Calgary Building Services Review.
- Customer segmentation offers new perspective on how to think about customers either externally or (as in the case of IT internally).
- Even though the IT ZBR hasn't been completed yet, benefits of customer segmentation are already being realized.

2 Action

- Segmentation created a robust picture of each role in the organization and how they consume technology.
- This proved especially valuable when rolling out technology upgrades to field staff – New understandings of this nomadic group allowed IT to hone their engagement plan and very selectively target this audience.


3 Is anyone better off?

- Client segmentation significantly enhanced the reach of the IT client satisfaction survey from 1,500 to over 5,000 City staff which means better customer insights, which can be applied to future improvements.
- Recognizing the need to service field staff in-person led to pop-up events at locations with large numbers of staff who work remotely – the most effective way to reach them. In total 18 events were held in 15 locations reaching 1,800 people.
- Customer insight work, based on the understanding of different segments, is continuing with customer journey mapping (in partnership with IT's enabling partners in Corporate Analytics & Innovation, Supply Management and Corporate Security) for investments in technology.

EFFICIENCY

 Cash savings

 Productivity gains

 Cost avoidance

CAPACITY BUILDING

 Continuous improvement

EFFECTIVENESS

 Service outcomes

 Customer satisfaction

 Employee morale

 Safety

 Partner relationships



1 Opportunity

- Develop a street light maintenance strategy that supports multiple service providers through a competitive bidding process, places defined standards of service and performance measures into the contract, and addresses inventory costs.


2 Action

- The purchasing strategy for materials was changed to bundle street light components with similar traffic signal components.
- Specialized street light maintenance services (e.g. critical pole replacement) were tendered separately from the primary 'lights out' contract.


3 Is anyone better off?

- The new purchasing strategy resulted in an average 37% reduction in the cost of steel poles and 19% reduction in the cost of concrete bases.
- In 2015, by coordinating the purchases of streetlight poles and bases with the Traffic Signal program, an estimated \$1 million in capital was saved compared to 2014 costs. Maintaining this purchasing strategy in 2016 resulted in an estimated savings of \$1.6 million that was invested back into the streetlight maintenance program.
- Contractors that have focused on specific types of work have worked more efficiently, giving Roads better value and increasing the impact of our budget on our critical maintenance backlog. For example, with the same budget Roads has been able to increase the rate of critical street light pole replacement by a factor of three.

EFFICIENCY

 Cash savings

 Productivity gains

 Cost avoidance

CAPACITY BUILDING

 Continuous improvement

EFFECTIVENESS

 Service outcomes

 Customer satisfaction

 Employee morale

 Safety

 Partner relationships

Service Improvement Case Studies: Continuous Improvement Initiatives

SECTION OVERVIEW

The ZBR program draws on all elements of the Performance Management System to identify efficiency and effectiveness improvements. It has the greatest intersection with the “Service Review and Improvement” strand, where the ZBR program complements The City’s other continuous improvement activities.

These case studies provide examples of service improvements undertaken outside of the ZBR program, which demonstrate Administration’s increasing capacity for continuous improvements in line with the second purpose of the ZBR program.

The **Performance Management System** is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens.



Transit going Wireless for Maintenance



1 Opportunity

- Maintaining Transit's 220 ticket vending machines is a big job!
- In the past, getting repair details on the machines required being at Spring Gardens Transit Technology Building and travelling from there to any of Transit's 45 C-Train stations.
- This required Fare Service Technicians to spend significant time in-transit (pun intended) between locations.

2 Action

- Since August 2016, field technicians have adopted network-connected iPads that provide real-time information on the status of ticket vending machines.

3 Is anyone better off?

- The iPads provide technicians with much better information to plan their days – they significantly reduce travel time, speed up response time and improve capacity which means more repairs per day.
- Technicians are, on average, completing 10 to 15% more tasks per day which represents a productivity gain of more than \$2400 per month. This results in a better customer experience as more machines are brought back into service every day while also freeing up time for this team to complete other tasks.

EFFICIENCY

Cash savings

Productivity gains

Cost avoidance

CAPACITY BUILDING

Continuous improvement

EFFECTIVENESS

Service outcomes

Customer satisfaction

Employee morale

Safety

Partner relationships

Water Services Energy Use



1 Opportunity

- Reduce energy usage or explore options to generate additional energy to offset commercial energy usage.

2 Action

- In 2016, the Bonnybrook Wastewater Treatment Plant began generating its own electricity using natural gas and biogas, a product of the wastewater treatment process available at no cost to The City.
- The Glenmore Water Treatment Plant has completed the installation of a 291kW solar photovoltaic power generation system.

3 Is anyone better off?

- On-site power generation at the Bonnybrook plant has resulted in savings of \$3 million and a reduction in greenhouse gas emissions.
- Although only a small portion (2%) of the Glenmore Water Treatment Plant's total electrical loads is anticipated to come from the sun, it will offset the power demand of over 45 average Calgary homes (330,000 kWh/year).

EFFICIENCY

Cash savings

Productivity gains

Cost avoidance

CAPACITY BUILDING

Continuous improvement

EFFECTIVENESS

Service outcomes

Customer satisfaction

Employee morale

Safety

Partner relationships



Reducing Red Tape for Secondary Suites



1 Opportunity

- Calgary has a large number of existing illegal secondary suites with a high risk of being unsafe.
- One of the reasons owners choose to keep a suite illegal is that the development permit process is time consuming and costly.
- A building permit and safety inspections cannot be obtained without a development permit.

2 Action

- As of March 2017, a development permit exemption program for secondary suites that comply with all the rules in the Land Use Bylaw was standardized.
- A new way of processing secondary suite permits was created that saves customers an average of 30 days of application processing time and saves staff an average of 5 hours per application.

3 Is anyone better off?

- Since the development permit exemption was standardized, 129 secondary suite owners have made a building permit application to make their suite safe for their tenant.
- This has saved 3,870 days of processing time for the owners of suites who want to make them safe and legal. This also saved 645 staff hours because of faster permit processing time.
- This eliminated one disincentive related to cost and time for homeowners, which is a major factor in seeing an increase in the number of legal and safe suites in Calgary.

EFFICIENCY

Cash savings

Productivity gains

Cost avoidance

CAPACITY BUILDING

Continuous improvement

EFFECTIVENESS

Service outcomes

Customer satisfaction

Employee morale

Safety

Partner relationships

Calgary



PARKS ZBR Implementation Update

**PFC2018-0017
Attachment 3**

January 16, 2018





PFC2018-0017 Attachment 3 Parks ZBR Implementation Update

Background

In September 2014, the Priorities and Finance committee approved recommendations resulting from the Parks ZBR (PFC2014-0470):

Recommendation Topic	Description
1 Performance Management & Maintenance Standards	1) Improving accountability and productivity by implementing maintenance standards across the city; 2) developing a consistent and formal performance management system for staff; and, 3) implementing the efficiency and effectiveness performance measures developed for all major lines of service.
2 Increased Productivity	Increasing the productivity of seasonal staff through changes to existing practices.
3 Cost Savings	Expansion of third party contracting and the potential increase of naturalization in selected park spaces.
4 Levels of Service Provisions	Investigate further the planning and development process through which assets are acquired to ensure the growing asset portfolio is sustainable.
5 Playfields Utilization & Cost Recovery	Develop a playfield strategy in conjunction with Recreation and to increase the hourly rate of playfield rentals to recover 50% of the maintenance costs.
6 Other Recommendations	Six recommendations that supplement others made through the ZBR. They include improving communication and enhancing collaboration across service lines.



(Cont'd) Background

Initial estimates indicated that \$4.3 million in annual financial benefits could be achieved through a mix of productivity gains, cost savings and increased revenue generation once fully implemented. These savings targets were incorporated into the Action Plan 2015-18 as reductions. In addition to the quantifiable financial benefits, there are other equally important service efficiency gains resulting from improved staff morale, greater accountability, a higher level of customer service and environmental benefits.

**Progress Update**

All recommendations resulting from the Parks ZBR are on track, and full realization of financial benefits is anticipated by Q4 of 2020.

Two of six recommendations have been completed and four more are in a planning or implementation phase. By 2017, this work has yielded a recurring financial savings of approximately \$2.4 million dollars. This savings will grow to \$3.8 million in 2020 as additional savings are realized related to Increased Productivity, Playfield Utilization & Cost Recovery and Cost Savings. Of note, the expected potential savings of the Playfield Utilization & Cost Recovery recommendation has been recast.

Recommendations	Current Status	Originally Predicted	Realized Annual Savings		Anticipated Annual Savings			
			2015	2016	2017	2018	2019	2020
Performance Management and Maintenance Standards	Complete	\$0	-	-	-	-	-	-
Increased Productivity	Being implemented	\$570,000	\$180,000	\$483,000	\$483,000	\$570,000	\$570,000	\$570,000
Playfield Utilization and Cost Recovery	Implementation being planned	\$1,240,000	-	-	-	-	\$275,000	\$555,000
Level of Service Provisions	Being implemented (ongoing)	\$0	-	-	-	-	-	-
Cost Savings	Being implemented	\$2,500,000	\$577,000	\$1,031,000	\$1,888,000	\$2,715,000	\$2,715,000	\$2,715,000
Other Recommendations	Complete	\$0	-	-	-	-	-	-
Parks (Total)		\$4,310,000	\$757,000	\$1,514,000	\$2,371,000	\$3,285,000	\$3,560,000	\$3,840,000

*Note: Upon further analysis, Parks has readjusted the savings potential of the Playfield Utilization and Cost Recovery recommendation. Listed above, the originally predicted savings was to be \$1,240,000. This has been readjusted to \$555,000 realized annually in 2020 and beyond. Notwithstanding, Parks has sought additional savings in other areas to make up this difference – an additional \$470,000 of savings found is discussed in the Continuous Improvement section later in this document.

Performance Management & Maintenance Standards

ZBR recommendations in this category have been completed.

Increased Productivity Recommendations

ZBR recommendations around most of the productivity gains have been realized. The balance are under way.

Playfield Utilization & Cost Recovery Recommendations

In a 2014 PFC report (PFC2014-0470) it was noted that the expected savings related to the increase in playfield rates required further investigation that would be done through the development of a Sports Field Strategic Plan for implementation in 2017. This work was completed jointly by the Parks & Recreation business units in 2016. The ZBR recommendation moved fees to 50% of the maintenance costs. Results of analysis showed that most fees for adults are within a best practice range. Only the fee for youth was substantially below the 50th percentile. This would not generate the revenue anticipated neither would it be a citizen or politically acceptable direction.



(Cont'd) Playfield Utilization & Cost Recovery Recommendations

A joint four year implementation plan commenced in 2017 including items that will potentially increase revenue not tied to youth fees. These recommendations included:

- Reclassification of sports fields based on emerging user needs.
- Development of quality & maintenance standards aligning with revised classifications.
- Task tracking of maintenance costs.
- Collection of user data and improved booking process for optimization of fields.
- Development of a partnership strategy.

Each component of the Sports Field Strategic Plan is critical to informing a new, more tailored framework for rates and fees.

The implications of this sports field strategy to the Parks ZBR is expected to have a modest positive revenue impact in 2019 and beyond as noted in the chart above.

Level of Service Provisions Recommendations

Parks and the development industry continue to meet annually around development agreements and are taking steps to ensure that local park development has long term sustainability and to ensure the right amenities in the right locations.

Cost Savings Recommendations

ZBR recommendations in this area have been completed with the exception of the naturalization item. That work is underway and also tied to targets in the Biodiversity Strategic Plan.

Other Recommendations

All recommendations listed in the 'Other' category have been completed and were not recommendations generating financial savings.

Continuous Improvements

Parks could foresee not realizing \$1.2 million in increased revenue from playfields in 2016 and has taken steps to find additional efficiencies and effectiveness to offset the revenue shortfall originally predicted. A number of other efficiencies and process improvements completed have yielded \$470,000 in recurring savings. These included initiatives such as LED lighting, fleet reductions, IT account cleanup and the modernization of some electrical systems.

The implementation of the Parks ZBR recommendations converged with the development of a Parks in-house tool to evaluate and manage the customer level of service (CLOS) delivered in regional parks as these parks are site specific. This also aligned with ever improving asset management and data. This convergence allows Parks staff to manage the parks system thoughtfully and strategically; aligning expenditures to value received and insuring a resilience within the system to both increasing citizen use and enjoyment as well as climate events. This, combined with ongoing pilot projects at the local park level, will inform work into the next budget cycle and the final implementation of the Parks ZBR.





Calgary Building Services ZBR Implementation

January 17, 2018

2018 Update Report

Introduction

Planning & Development is about building Calgary for everyone. Whether you're a citizen, community member or a customer looking for information or services, we're focused on making it faster and easier to find what you need. People who access Planning & Development services put their trust in City experts to make their project or business a success. The role of Calgary Building Services is to ensure that development is realized and buildings are safe, so that our city grows to meet the needs of Calgarians today and into the future.

Calgary Building Services (CBS) works with a diverse cross section of customers and citizens, ranging from do-it-yourself homeowners to world class architects and engineers who are designing and constructing complex mixed use buildings. As the primary point of contact for Planning & Development customer transactions, CBS helps customers, citizens and communities meet their goals with a mixture of front counter, online, call centre, information, and technical support services.

The first recommendation of the Zero-Based Review (ZBR) was to focus the review on customer segments and improving their experience. The exercise to understand our customer base revealed that homeowners and small business owners comprise 79% of our customers. Homeowners and small business owners, require the most information and technical support services to help them realize their project or business goals.

The ZBR report, presented to Council in November 2016 centered on improving the customer experience and on managing the costs of improvements. This report highlights key changes underway within CBS to deliver the ZBR recommendations and to ensure our services are easy, intuitive, accessible, and that improvements are enduring.

ZBR Implementation Plan Summary

The balance to improving services and managing costs includes the understanding that while homeowners and small business customers represent 79% of our customer base, they generate only 8% of the permit fees. This makes interactions with these customer segments very costly compared to other customer segments. If we do not improve our service delivery, there would be a 20% increase in cost per customer contact over the span of 5 years.

There were three focus areas of the ZBR:

- Develop a self-directed online experience for our homeowner and small business customers
- Simplify our processes and business rules
- Adopt a portfolio management decisions making framework.

Because there is a need to create a more positive customer experience now and in the near future, we have elected to accelerate the recommended implementation timeline. The original plan was to spend 2017 planning and preparing for the ZBR recommendations and to implement recommendations from 2018 through to 2020. Because of the heightened need to improve the business environment in Calgary, we prioritized the execution of the ZBR recommendations. This work began in 2017 and is scheduled to be largely completed in 2018.

Since the ZBR recommendations were presented to City Council in November 2016, we strengthened the connection with customers by working closely with them to understand their needs and expectations. Based on our input, the webpages on Calgary.ca were updated make them more intuitive, helping customers and citizens find what they need.

To improve efficiency and convenience for citizens and customers accessing our services, a formalized risk-based decision-making model for inspectors has been adopted. This aligns inspection requirements with their associated risks, reducing the need for homeowners and small business owners to make time for an inspection that isn't necessary.

As progress continues on the 2017 ZBR commitments, we have shifted focus from being rules-based and process oriented to an outcome-based organization founded on the customer's perspective, with the goal of helping Calgarians build and improve their home, start and grow or change a business, and keeping communities safe.

The ZBR estimated annual financial benefits will be realized in the form of lowering our cost on a per transaction basis over time. This will be achieved by creating a simplified business model, adopting a formal risk based approach and providing better self-directed services.

To meet the long-term cost savings gained from the recommendations of the ZBR, an initial investment is required to ensure a successful self-directed, online experience for homeowners and small business owners.

As a result of accelerated ZBR implementation, we have recast the 2018 and 2019 ZBR financial benefit numbers to reflect higher costs in the early adoption years than originally anticipated. This also means that the return on investment will be higher than anticipated for the year 2019. The financial benefits stated in the ZBR for the years 2020 through 2022 are based on the assumption of a 15% increase in online activity year over year. Since implementation in early December, There has been an increase of 20% in homeowner online applications. This is important because it means less administration staff costs and reduced customer interaction time which has a direct relationship to the cost per transaction.

CBS ZBR Annual Financial Benefit Summary – Portfolio Management

(Investment in \$ thousands)

	2017	2018	2019	2020	2021	2022
Yearly	100	---	---	---	---	---
Cumulative	100	100	100	100	100	100

(Savings in \$ thousands – improvements in project planning and avoiding unsupported work)

	2017	2018	2019	2020	2021	2022
Yearly	---	1,200	1,200	1,200	1,200	1,200
Cumulative	---	1,200	2,400	3,600	4,800	6,000

CBS ZBR Annual Financial Benefit Summary – Business Model Simplification

(Investment in \$ thousands)

	2017	2018	2019	2020	2021	2022
Yearly	4,700	8,000	---	---	---	---
Cumulative	4,700	12,700	12,700	12,700	12,700	12,700

(Savings in \$ thousands – operating cost avoidance)

	2017	2018	2019	2020	2021	2022
Yearly	---	721	1,205	1,532	1,974	2,061
Cumulative	---	721	1,926	3,458	5,434	7,495

Key Recommendations

Recommendation #1

Provide services to home/small business owners that enable customers to be self-directed

What we have already achieved

- **In May 2017**, two Customer Ambassadors joined the team – one focusing on the needs of homeowner customers, and the other focusing on small business owners. The Customer Ambassadors are there to help



homeowners and businesses who are overwhelmed; not understanding the processes, or frustrated by some aspect of their experience. This level of interaction then leads to potential process changes. Staff have also been versed in these areas of concern for customers and they know that the Customer Ambassadors can assist staff address a customer issue. These two positions and their interactions with citizens and customers helped us, as an organization, create the self-directed online customer journey.

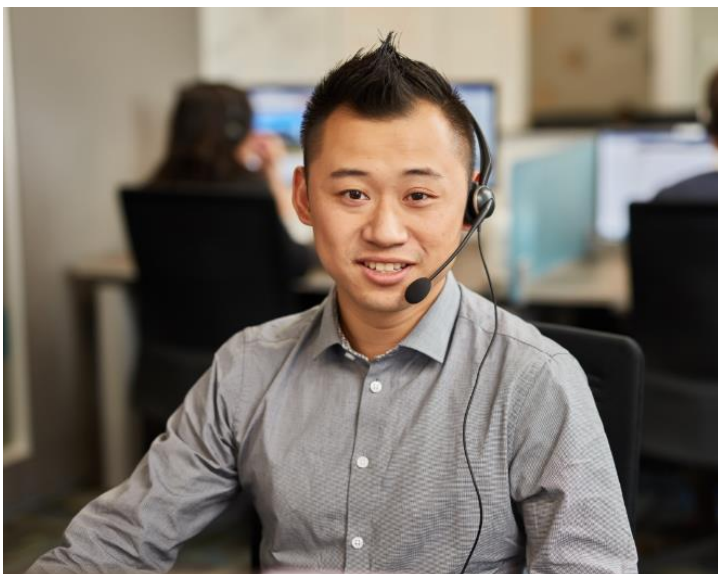
- **In June 2017**, the Planning & Development pages on Calgary.ca were reviewed and updated, making it easier to find safety, bylaw and permit information.

- **In July 2017**, a new checklist was developed for customers applying for home improvement permits. These checklists help guide people through all of the steps required to apply for permits that gets their home improvements done.
- **In August 2017**, focus groups were conducted through Ipsos Reid with both homeowners and business owners to gather feedback on intuitive web design, help staff to understand the customer's journey and to simplify the experience for the customer.
Volume of visits to our Calgary.ca home improvement pages are trending up:
 - 2016 – 140,000
 - 2017 – 174,000 (mid-November)
increase of 35% on an annualized basis
- Customer satisfaction with online content is headed in the right direction:
 - 2016 – 63% satisfaction
 - 2017 – 67% satisfaction
- **In September 2017**, we launched the myBusiness awareness campaign, notifying business owners that they can pay for business license renewals online.
By creating awareness of online resources as a source of information for small business customers, there has been increases to the new web page Calgary.ca/mybusiness:
 - 2017 September – 5,181
 - 2017 October – 11,034 (113% increase)
- **In October 2017**, we introduced a new, straightforward application process that consolidates 51 applications into a single application form. The new approach cuts red tape and takes the guessing game out of

permitting requirements. Homeowners no longer need to determine when a building, development or trade permit is required as City staff will coordinate these needs on their behalf.

- **In December 2017**, Planning & Development announced that homeowners can now apply online for the most popular home improvement permits. This will save time and money for people who use our services by avoiding a trip to City Hall to apply in person at the permit counter for:
 - Basement developments and interior renovations
 - Garages and decks
 - Homeowner plumbing and electrical permits
- Progress is being made towards helping home and small business owners to be fully self-directed

Services available or going on line	2017	2018
Booking inspections for home improvement projects	✓	
Business 101 online - providing business basics, planning resources, licencing, and business tax information,	✓	
Simplified checklist available on line to guide customers through various home improvement journeys	✓	
Pay for a business licence renewal	✓	
Demolition permits for contractors	✓	
Enhanced information online geared towards home/small business owners	✓	
Basement development and interior renovations	✓	
Garages	✓	
Decks	✓	
Homeowner electrical and plumbing permits	✓	
Development Permits for changing the use in a commercial building		✓
Development Permits for home-based businesses		✓
Automatic notification of an expiring development permit		✓
Mobile App for homeowners to book inspections		✓
Online chat for homeowners		✓
Enhanced online guide for small businesses dealing with land use, licencing, and permit approvals		✓
Pay for a new business licence		✓



- Based on market trends, industry baselines and the current adoption rates, the participation rate of self-directed online services is anticipated to reach 60% by the end of 2022. This participation rate would create a 23% drop in cost per customer contact; going from the current \$65 to an anticipated \$50. This will allow us to provide better service to an increasing customer base (and increasingly diverse) without increasing our costs.
- Our business imperative is that maintaining the status quo would have an adverse effect on our costs and will increase the customer contact cost to an estimated \$78.

What we are working towards

- Inspection booking app:** By Q1 2018, homeowners will be able to book their home improvement inspections using our 311 app. This customer segment will no longer need to contact 311 by phone, and email confirmations will offer reminders of what inspections are booked.
 - Home sales & Real Property Reports online submissions:** By Q2 2018, citizens who are selling their home will be able to submit their Real Property Report online and upload required documentation. Homeowners will no longer need to visit City Hall and apply in person.
 - Online business license registration and renewals:** In 2016, we introduced online business licence applications, but the service could not be completed online. By Q2 2018, business owners will be able to complete their online business licence experience by being able to apply and pay for a new business licence and business licence renewal.
- | Year | # of New Business Licenses | # applied online | % applied online |
|------------|----------------------------|------------------|------------------|
| 2016 | 9483 | 1270 | 13% |
| 2017 (Oct) | 6917 | 1578 | 23% |
| 2018 | 9500 | 4275 | 45% |
- Live online customer service assistance:** By Q4 2018, citizens and customers will be able to chat with staff online. People using this service will experience online assistance/support through a two-way dialogue to replicate their face to face experience while not having to come

downtown.

Recommendation #2 – Improve home/small business owner processes and supporting business rules by using a risk based approach.

What we have already achieved

- In April 2017**, we changed the application requirements for relaxations on existing properties to simplify the process for homeowners, saving customers time and money. Homeowners, real-estate agents, and lawyers often work together to ensure a smooth home sale transaction, but sometimes an existing structure on the property (such as a deck or a shed) fails to meet the rules of the Land Use Bylaw. In 2016, nearly 1,500 development permits were applied for by a homeowner for a bylaw relaxation. The new process reduces time, money, and stress for the homeowner during the home sale process while still providing the same service for citizens and adjacent homeowners to provide input on these relaxations.
 - The need for homeowners to make a second trip to the planning services counter has been reduced by not requiring a copy of their Land Title, and allowing for photos of the existing structures to be provided digitally at a later time.
- From May – July 2017** Although we are focused on improving the online experience for customers and citizens, many people continue to visit the front counter for services, which is why renovations were made to improve the counter experience as well. This has helped to decrease transaction time and improve the customer experience.
- When citizens, communities and customers encounter inconsistent information and confusing processes, some dissatisfaction will occur. Although wait times and total amount of time spent at the counter is important, it is more important that the right service, product or information has been provided by the end of the transaction. By using simple & informative plain language, we adjusted the amount of information required by customers during the application intake phase. This has led to more consistent information being provided and has reduced the average total time a customer spends at the counter.

Reduced # of visits to the front counter	1,600 customers applying online (15% of homeowner permits) 1,000 applications eliminated due to Land Use Bylaw changes 1,200 coordinated permits related to the sale of a house
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- **In May 2017**, we streamlined the application process for a Change of Use development permit to improve timelines and create more certainty for business owners. This has resulted in the following benefits:

- In some cases, ownership changes can now be applied for over the phone and instantly approved.
- No need for a site plan or floor plan.
- All information can be submitted in one form instead of in multiple documents.
- An average business owner saves two to three weeks in preparation time.

being introduced to allow enhanced resource scheduling, giving customers the freedom to select an inspection time frame that suits their availability.

- **Improved measurement and service monitoring:** By Q2 2018 we will have mature metrics which will effectively delineate between outputs and outcomes, focusing on the customer's experience.

Amount of paper saved	5,200 pages if 15% of homeowners apply online	9,000 pages from simplified/eliminated documents required for permit applications
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Recommendation 3 – Adopt a business portfolio management framework to improve the governance, management, and monitoring of projects required to meet Council priorities and action plans.

What we have already achieved

- **In 2017**, we made it easier for event organizers by allowing a development permit approval for annual events (such as Stampede) to last for three years if certain criteria are met.
- **Land Use Bylaw improvements:** Small businesses and homeowners have unique and sometimes urgent needs when it comes to accessing City services. Cost and time savings are important to ensure that businesses can be up and running as efficiently as possible and that homeowners are able to complete projects on time and on budget. Land Use Bylaw (LUB) changes are only one way in which to assist these customers. Recommendations were brought forward to Council through the Planning & Urban Development Committee (PUD2017-1165), which propose changes to the LUB that will clarify use definitions, remove redundancies, align better with the Alberta Building Code and eliminate some unnecessary process requirements.
- **In January 2017**, the Planning & Development Projects Oversight Committee was established to provide strategic direction and set priorities for Planning & Development's major operating and capital projects. Having prioritized select projects, within capacity limits, that are projected to bring the greatest value to customers, citizens and communities, the committee provides a monthly forum for project reporting and accountability.
- In June 2016, PD had 65 projects on the business plan. To date, the Planning & Development Projects Oversight Committee has refined the improvement project listing to nine in-flight projects, refocusing the projects on improving the citizen, customer, and community experience.
 - This includes the refinement of the 2017 and 2018 Calgary Building Services capital budgets directed towards projects, reducing program budgets by \$4.3 million in 2017, and an additional \$8.4 million in 2018.

What we are working towards

- **Simplified business permitting process:** By Q1 2018 there will be a simplified application intake process for opening a business in Calgary and for homeowners improving their home, saving them time, and in many cases reducing their costs.
- **Improved inspection booking convenience:** By Q2 2018 new workflow management tools are
- The decisions made at the Committee establish the priorities for the improvement projects, and course corrections are made as required.
- Through the implementation of the Projects Oversight Committee, accountability on the quality, time, and budget for each project is established at the onset, and are managed as a program.

PFC2018-0017

ISC: Unrestricted

- Some of the achievements of the projects that report to the Projects Oversight Committee are reflected in the achievements referenced in recommendations 1 and 2, and include:

Contractors and home builders can now apply and pay online for all residential permits, track projects and manage inspections.

Benefits for customers:

- Apply online 24/7.
- Book an inspection that has a window of time without needing to call 311.
- Instant correspondence; emails are sent out at each stage.
- No finding or paying for downtown parking or standing in line.
- No more printing multiple copies of drawings.
- Customer can update permit details online such as:
 - Contact information, contractor changes and drawings.

Improved notices for planning and building approvals which are simple, informative and transparent.

Benefits for citizens, communities and customers:

- Plain language is used for all notices online, onsite and in the mail.
- The new notices will continue to improve based on feedback received from Council and citizens.
- The Planning & Development Online Development Map (Calgary.ca/development) now has an improved user experience and includes all development permit applications.
- Online feedback opportunities which, for example, generated comments on the new notices:
 - 413 citizens completed a survey on the improvements,
 - 72% saw improvements in the new notices,
 - 83% said the new notices clearly communicate how to learn more,
 - 80% said new notices clearly show what is proposed, and
 - 64% said they would go to Calgary.ca/development or call 311 to learn more about an application.
- The onsite development notices, as of November 30, 2017, are now larger, written in plain language, and include a location map.

- The re-designation letters that are sent to citizens in the mail now have new templates, content and mail-out process.
- More information is available more easily for citizens and communities.
- Real-time updates and status is available online.
- Content can be shared through social media.
- Links to relevant policy are available online.
- Location maps are now included on the onsite notice posting.

What we are working towards

- In 2018**, all services are planned to be online, complete with digital submission and circulation. The projects that report to the Project Oversight Committee will be focusing on further transitioning Planning & Development services online for citizens, customers, and communities, as well as working towards fully digitizing approvals, reducing paper requirements for our home and small business customers, as we modernize building and development approvals in Calgary.

Conclusion

The ZBR program helped us establish focus on two customer segments that needed more focus. We have accelerated the timelines to meet the deliverables to which we committed, for these two customer segments, well ahead of schedule.

Through this work, we have also established a way of working on improvements that is more effective, in that it both targets improvements that are most valued by our customer, citizen and/or community, and where time to implementation is quicker.

This is a way of working, which creates an unwavering focus on who we serve, and establishes a legacy that will last beyond the core implementation time frame of this ZBR.





Update on Information Technology ZBR

PFC2018-0017

Attachment 5

January 16, 2018





PFC2018-0017 Attachment 5

Update on Information Technology ZBR

Following a review of IT's key services, benchmarking surveys, processes, initial performance metrics as well as a series of workshops with staff and clients, the IT ZBR project team identified 44 opportunities for improvement related to IT's services. Eight of these were selected by the Steering Committee for further development. These improvement opportunities fall within three topic areas which are provided through IT's operations:

1

Workforce Productivity

2

Managing Software
Assets

3

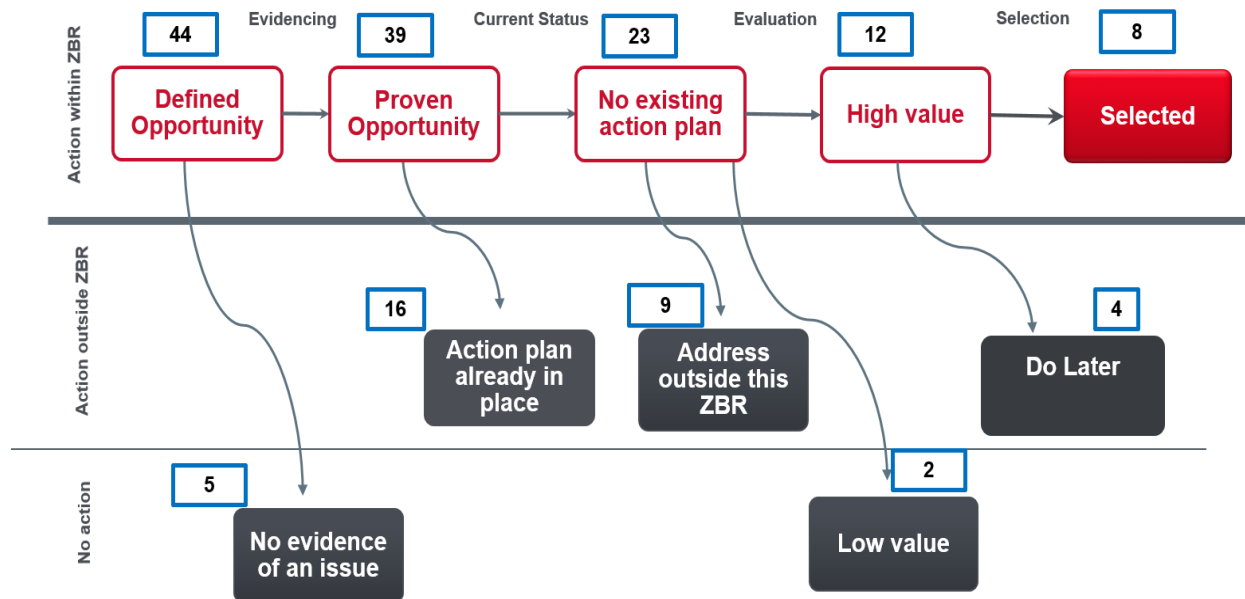
Managing Lines of Business
System Operations

The opportunities were scrutinized and filtered using criteria that included:

- Strategic alignment with:
 - Enhancing and creating a collaborative and service-based organization
 - Ensuring financial sustainability
- Sequencing opportunities so that opportunities that are dependent on the completion of other projects are pursued at a later date
- Potential for greater benefits to the corporation related to savings, service quality, increasing organizational capacity etc.



Selection Process of Opportunities to pursue for IT ZBR



NOTE: Included among the nine opportunities to be ‘Addressed outside this ZBR’ is a corporate opportunity to review The City’s approach to internal cost recovery.

Two of the eight selected opportunities have already been completed by Administration and are delivering benefits. These are:

Customer Journey Mapping

Understand the journey an internal customer follows when they have identified that a significant technology investment (and therefore service from IT) is needed for their business. The key benefit of this work is that it enables other improvement opportunities within the topic areas of Managing Software Assets and Managing Lines of Business System.

Right Devices

This opportunity relates to rationalization of personal productivity devices (desktops/laptops and desk phones/smart phones) throughout the Corporation, ensuring that each user has the right device(s) – no more and no less – to do their job. The Business Case for the Right Devices opportunity has been completed by Administration and falls within the Workforce Productivity Service provided by IT. The key benefits of this work are in annual financial gains: \$786k in direct cost savings with an additional productivity gain worth an estimated \$3.8 million. There are also some important non-financial benefits. A summary may be found below.



Right Devices - Summary of Opportunity

Since 2012 the number of workforce productivity devices (desktops, laptops (including Windows-based tablets), Virtual Desktop Infrastructure (VDI) devices, and smart phones) has grown by 34 per cent (not including desk and cell phones). As City staff become more mobile, and with the implementation of initiatives under Tomorrow's Workplace, The City is seeing a shift away from the use of desktops towards more mobile devices such as laptops (including Windows-based tablets) and smart phones. Since 2012, laptops and Windows-based tablets, have increased from 1,806 to 4,725 (262 per cent). With such a large increase in laptops/tablets, The City is also seeing an increase in the number of staff with multiple workforce productivity devices. Based on analysis, approximately 1,200 City staff have multiple devices (desktop computer and laptop and/or Windows-based tablet).

With advances in virtual desktop technology, IT is moving those staff who work primarily at their desks from traditional desktops to virtual desktops (Virtual Desktop Infrastructure (VDI)). In 2016, IT deployed 110 VDI devices but it is estimated that a further 4,400 users could be transferred from a traditional PC to a VDI device.

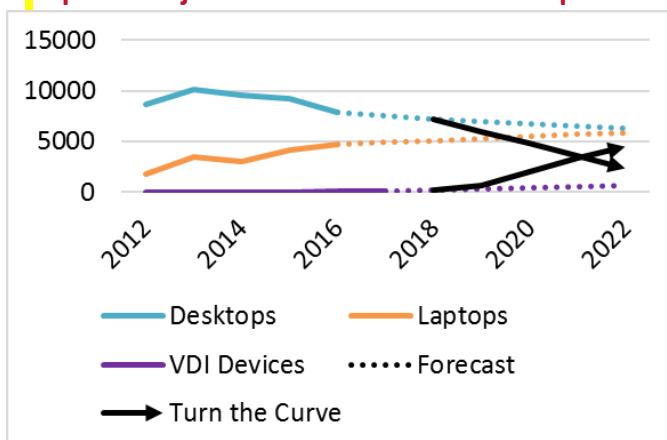
Case for Change

IT will enhance its device advisory service (including staff, processes, procedures, communications, training and other support materials). This service would include assessing both workforce productivity and telephony devices needed for staff to do their job, drawing on Tomorrow's Workplace work styles while considering business operational needs. The enhanced services will guide and direct each business area toward the technology that best suits their needs, so that the most cost-effective solution is deployed and duplicate devices are eliminated unless they are absolutely necessary.

Three segments of City users would be affected:

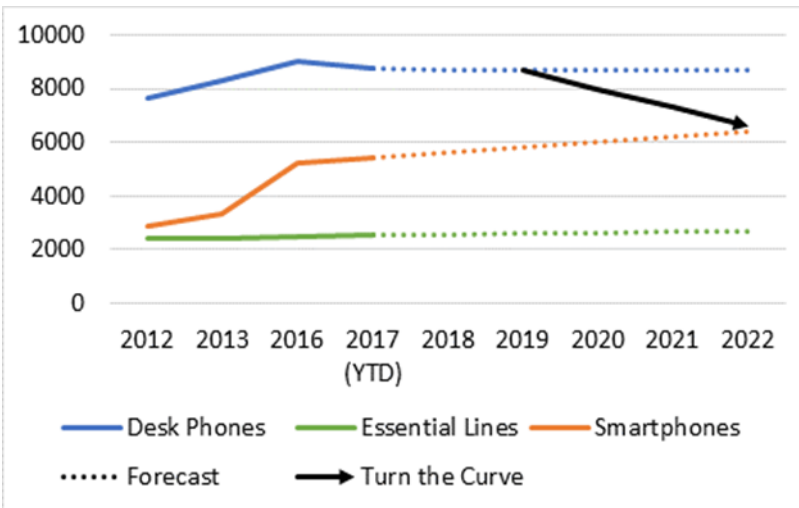
1. Users with more than one workforce productivity device, e.g. desktop and laptop and/or Windows-based tablet.
2. Users on traditional desktops that are candidates to use Virtual Desktop Infrastructure (VDI) devices.
3. Staff that have both a smart phone and desk phone.

Graph 1: Projected number of workforce productivity devices



Since 2012, the total number of workforce productivity devices (desktops, laptops including, Windows-based tablets, VDI devices) has grown from 10,469 to 12,657 (21 per cent). Approximately 4,400 traditional desktops users are projected to move to Virtual Desktop technology. In addition, converting users with multiple devices to one device can be started immediately in 2018. There will be cases where multiple devices are justified, however, 1,140 (90 per cent) redundant windows-based devices can be removed by 2019.



Graph 2: Projected Number of Smart Phones and City managed landlines

Since 2012 City managed smart phones have increased from 2,881 in 2012 to 5,200 in 2016 (80 per cent).

Approximately 2,100 users with a smart phone and desk phone could have their desk phone removed.

In addition to these direct cost savings for IT, there would be additional savings that could be achieved throughout The City's operations through the implementation of this opportunity. Specifically, corporate cost savings of \$177,000 could be realized through the reduction of energy consumption with fewer devices and desktops being used.

Summary of Expected financial gains (in \$000's) of implementing the 'Right Device' business case:

Phase	2018	2019	2020	2021	Exp. Annual Savings 2022 on	5 Year Total 2018-22
Phase 1- One Device	\$134	\$268	\$402	\$402	\$402	\$1,608
Phase 2 - Desktop to VDI	\$0	\$16	\$56	\$96	\$127	\$295
Telephony	\$0	\$20	\$40	\$60	\$80	\$200
Total Project Savings in IT	\$134	\$304	\$498	\$558	\$609	\$2,103
Operating Savings (IT)					\$378	
Capital Savings					\$231	
Savings outside of IT						
Corporate Energy Savings	\$0	\$22	\$78	\$133	\$177	\$410
Total Project Savings	\$134	\$326	\$576	\$691	\$786	\$2,513

NOTE: There are \$486,000 in implementation costs (from 2018-2022) for this business case that will be absorbed through in current IT operation costs. For full details of cost and benefit calculations please see the business case which is available upon request.



It is also estimated that The City will achieve a further \$3.8 million in productivity gains as users experience a reduction in the time lost related to IT issues for each of their devices. This estimate is based on data about the end user costs of desktop ownership compiled by Gartner Research.

- Gartner's work quantifies a reduction in end user time for a VDI device compared to a traditional PC at around \$266¹. Multiplied by the anticipated 4,400 devices The City expects to convert, a total productivity gain of around \$1.17 million is expected.
- Gartner further estimate that around \$2,346 in total end user time¹ is used per desktop. Multiplied by the anticipated reduction of 1,140 desktop computers, a further productivity gain of around \$2.67 million is expected.

Note that these productivity gains will not result in any budget reduction, since they represent a few hours of time per person across over 5,500 staff: approximately one third of The City's workforce. It nevertheless represents a significant release of staff capacity for higher value work.

The annual productivity gains as well as the energy cost savings would be realized once the opportunity has been fully implemented in year five (2022).

Expected non-recoverable productivity gains (in \$000's):

Benefit	2018	2019	2020	2021	Exp. Annual Savings 2022 on	5 Year Total 2018-22
User Productivity Gains	\$0	\$1,038	\$2,295	\$3,552	\$3,845	\$10,730

Non-Financial Benefits

Along with the cost savings and productivity gains noted above, this opportunity also has non-financial benefits. These include:

- Helps support cultural change throughout the organization to intentionally manage assets more efficiently.
- Improves IT lifecycle process; optimizes use of devices; potential for asset recovery.
- Supports flexible working and business continuity.
- Continues with Tomorrow's Workplace initiatives; avoids future real estate costs.
- Improved IT security with VDI.

¹After adjustment for salary inflation and conversion from US to Canadian dollars.



Next Steps for IT ZBR in 2018

In 2018 Q1/Q2, Corporate Initiatives will engage external consultants to pursue four of the remaining opportunities for the IT ZBR:

- Enabling and Implementing Application Portfolio Management Processes
- Rationalizing Existing Applications
- Diagnosis, Resolution and Prevention of System Outages
- Total Cost of Ownership of Business Systems

In addition, Administration will pursue another opportunity related to optimizing the levels of service IT offers its clients.

Other Opportunities to be pursued in 2018

There are also two opportunities, which came out of the IT ZBR but apply across the corporation. The first relating to clarifying and agreeing to the mandate and authority of each internal service over decisions and strategic corporate direction within their own service areas. Secondly, a corporate opportunity to review The City's approach to internal cost recovery.

Administration will provide an update on these opportunities later in 2018.



Update on Recreation ZBR

PFC2018-0017
Attachment 6

January 16, 2018



As noted in the ZBR Program Update in May 2017, the Recreation ZBR was separated into two major phases. Completion of the Phase 1 report has been affected by a broadening of the Phase 1 scope in April, and also by internal and external resource constraints and competing work priorities.

Phase 1 opportunities originally focused on optimizing Calgary Recreation's directly-delivered services. As a result of the consultant's review, supplemented by business model analysis workshops that CI led with the Recreation Management Team (RMT), it was determined that the biggest opportunity is to ensure that Recreation provides *the right services* before ensuring that services are provided *in the right way*.

This has meant expanding Phase 1 of the Recreation ZBR to develop a clearly-stated and well-communicated purpose and role for Municipal Recreation in a highly competitive and evolving market sector, and to then use this to focus Recreation's resources and efforts in areas that will result in the greatest service value and results. This strategic work is foundational to building an effective and efficient organization. It is the first step in ensuring alignment between Calgary Recreation's aspirations and its operations, which will result in a more focused business unit delivering services demanded by customers in a streamlined fashion. Thus, the Recreation ZBR is first about service focus and alignment. Additionally, the Recreation ZBR has identified some short and medium-term service improvement opportunities that can be implemented while Recreation moves towards its longer-term mandate and focus.

The final Phase 1 report (to be presented to the PFC in Q2 2018) will address both short-term optimization and long-term strategic opportunities:

- 1 Focus Area 1: Laying a Strategic Foundation** – The role of Municipal Recreation in a highly competitive and changing market. Why does Calgary Recreation exist?
- 2 Focus Area 2: Translate Purpose into Action** – A change in thinking and building an operational model that supports the vision. What are the right services to deliver to whom?
- 3 Focus Area 3: Optimize Direct Delivery** – Implementing short- and medium-term service improvement opportunities. How best to deliver those services?

Despite the resource challenges noted above, phase 1 of the Recreation ZBR is now in its final stages, with a Peer Review planned for Q1 2018 and final report for late Q2 2018.

Phase 2 is the development of an evidence-based decision framework for determining who is best suited to operate *new* recreation facilities and other key recreation decisions. The framework needs to be flexible and transparent and would provide a consistent and defensible-decision making process.

While a Service Delivery Decision Framework is key to increasing stakeholder satisfaction and mitigating some of the risks of large capital investments, the Steering Committee recognizes the resource limitation in both CI and Calgary Recreation. At this point in time, the Steering Committee is seeking more input on the options for this work, including input from members of Council. A proposal for this work will be presented in Q2 2018.



Downtown Parking Strategy Off-Site Improvements Fund

EXECUTIVE SUMMARY

Administration is proposing the creation of a new Off-Site Transportation Improvements in Lieu of Parking capital reserve to facilitate the implementation of the approved changes to the Downtown Parking Strategy (Section 6) of the *Calgary Parking Policies* (TP017).

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend to Council:

1. Approve the creation of the Off-Site Transportation Improvements in Lieu of Parking Fund per the terms in the Attachment; and
2. That this Report be directed to the 2018 February 20 Public Hearing of Council to be heard in conjunction with the proposed Land Use Bylaw and Land Use Planning Policy amendments.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2017 May 29 Regular Meeting, Council approved report TT2017-0383 – “Downtown Parking Strategy Policy Revisions”, which contained the following direction:

“That the SPC on Transportation and Transit recommend that Council

1. Replace Section 6 in *A Parking Policy Framework for Calgary* (TP017) in its entirety with the contents in Attachment 2.
2. Adopt “Appendix 2 – Parking Reduction Fee per Stall for Downtown Parking Policy” for inclusion in *A Parking Policy Framework for Calgary* (TP017) as contained in Attachment 5.
3. Direct Administration to update the Land Use Bylaw, ARPs, and any other affected policies to fully implement the downtown parking strategy no later than Q1 2018.
4. Direct Administration to bring a new reserve request template for the parking reduction fee contributions generated through voluntary reductions to the Priorities and Finance Committee for approval no later than Q1 2018.”

BACKGROUND

Over the past two years, Administration, in conjunction with key stakeholder groups, conducted a review of the Downtown Parking Strategy. Through this process, Council approved the following changes to the strategy:

- Conclude the existing cash-in-lieu program. This would allow downtown office developments to build 100 per cent of the required office parking on-site in new developments.
- Allow for relaxations up to 50 per cent below the parking requirement, so long as a financial contribution is made for each stall not provided on-site. The contributions would be used to fund both transportation improvement projects in the Centre City, as well as parking at LRT stations.

Downtown Parking Strategy Off-Site Improvements Fund

The office parking requirement rate of 1 stall per 140 square-metres of gross usable floor area was unchanged as part of the review.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

From a financial perspective, the changes to the Downtown Parking Strategy result in the following outcomes:

- The existing (outgoing) cash-in-lieu program will no longer receive contributions from new developments in the downtown. This is the program that has been historically used by the Calgary Parking Authority to build new parkades in the downtown. It is identified as the “Cash in Lieu of Parking Fund” in The City’s long-term reserves report.
- Funds in the existing cash-in-lieu program will be used to fund the new East Village parkade on 9th Avenue SE. It is expected that this outlay will exhaust all downtown-allocated funds in the account (current balance of the Downtown fund is \$12.9 million)
- The proposed (new) fund will be used to collect monies from new developments in the downtown where parking relaxations could be granted reducing the amount of physical parking built on-site. The per stall fee calculation, as approved by Council on 2017 May 29, is contained in Appendix 2 of *Calgary Parking Policies* (Attachment 1).
- The new fund will be used to fund off-site transportation improvements in the Centre City and for parking at LRT stations per the policy.
- Individual projects will be identified based on the availability of funds. Generally, the monies will help accelerate existing infrastructure plans that support the policy objectives by complementing other funding sources.

The terms for the new fund, called the Off-Site Transportation Improvements in Lieu of Parking Fund are laid out in the Attachment 2. A capital reserve is proposed, to be funded by per-stall contributions from developments that voluntarily provide less than the total vehicle parking requirement on site. The reserve terms are flexible so that the reserve can be used for additional geographic areas in the future if so desired through future policy amendments.

The Transportation department would be responsible for the monitoring and tracking of balances in the reserve. Projects would be selected and funded in alignment with corporate infrastructure investment priorities established by Infrastructure Calgary, and in accordance with the policy objectives. Balances and projects using the funding would be posted on The City’s website.

The target balance of the reserve would be zero, as the intention is to put the monies to work as they become available. However, in cases where the monies are being assembled for a larger or longer-term project, they may remain in the reserve in the interim.

The existing Cash In Lieu of Parking Fund was reviewed as a possible location to collect funds from the new off-site improvement program. The primary reasons this approach was not used are to prevent confusion with regards to existing cash-in-lieu programs (such as the Chinatown cash-in-lieu program) encompassed by the existing fund, and different oversight (Calgary Parking Authority for existing cash-in-lieu programs, versus the Transportation department for the proposed off-site improvement fund).

Downtown Parking Strategy Off-Site Improvements Fund

Stakeholder Engagement, Research and Communication

Stakeholders involved in the Downtown Parking Strategy review (Calgary Downtown Association, Building Owners and Managers Association [BOMA], NAIOP) have been engaged and are supportive of the revised strategy. They are aware of this step to formally create the reserve.

Strategic Alignment

Creation of the reserve supports implementation of the approved policy. The policy supports transportation improvements that would facilitate many of the objectives in the Centre City Plan and station area plans, and is well aligned with the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP).

Social, Environmental, Economic (External)

The benefits from the revised Downtown Parking Strategy were discussed in report TT2017-0383.

Financial Capacity

Current and Future Operating Budget:

Administration of the new reserve can be accommodated within existing resources.

Current and Future Capital Budget:

Expenditures for transportation improvements will be transferred to budgeted programs as projects are identified. Since there is a wide range of projects that the funds can be used for (Centre City, LRT Parking), there is no single budget program that the funds will be transferred to. Project selection will be coordinated through the Infrastructure Calgary process.

Risk Assessment

A risk of using a reserve model is that the money could sit unused. Administration will work to ensure that the money is used in a timely manner on projects that align with the approved policy.

REASON(S) FOR RECOMMENDATION(S):

Creation of the reserve will facilitate the implementation of the Council-approved revisions to the Downtown Parking Strategy and allow transportation improvements to be implemented beyond additional parking inventory.

ATTACHMENT(S)

Attachment 1 – *Calgary Parking Policies* Appendix 2 – Parking Reduction Fee per Stall for Downtown Parking Policy

Attachment 2 – Off-Site Transportation Improvements in Lieu of Parking Fund Reserve Terms

The purpose of the per stall reduction fee in lieu of providing downtown parking is to fund improvements to other travel options that would be used instead of driving. The objective is to determine a fee rate that considers the cost savings to the development, provides a meaningful contribution to other travel options and is not prohibitively high as to discourage this option. While each building has unique site characteristics, an average cost approach over several scenarios has been used.

To determine the per stall reduction fee for downtown parking stalls, Administration analyzed the per stall costs of three different sized underground prototypical parkades. The goal of the analysis is to isolate the cost of providing an additional parking stall to a development. To do this, it has been assumed that there is no development above the parking.

Three different sized underground prototypical parkades were analyzed (quarter block, half block and full block) to determine the costs. Additionally, costing was analyzed for all levels between one and seven to determine how the fee varied with the depth of the parkade.

For 2016, the range of incremental costs for the three differently sized prototypical parkades are illustrated in the below chart. In general, it was found that cost efficiencies were achieved the deeper the parkade was constructed.

Parkade Level	¼ Block Development	½ Block Development	Full Block Development
P1	\$67,100	\$51,000	\$45,700
P7	\$52,400	\$40,300	\$37,300

The average cost of the above scenarios is \$48,967. This value will form the basis of the per stall reduction fee amount.

As the parking reduction fee is meant to provide a meaningful contribution to alternative modes of transportation in the Centre City or LRT parking while still being an economical option for a development, the fee will be set at 90% of the calculated average cost of an additional stall to a development.

Combining the above, for 2016, the per stall parking reduction fee is \$44,070 (90% * \$48,967).

The reduction fee per stall will be indexed to the Calgary Construction Cost Index annually. The reduction fee per stall will be reanalyzed and updated every five years with changes being approved from the General Manager of Transportation.

For example, if the Calgary Construction Cost Index increased by 2% in 2017, the fee would be adjusted as follows: Previous Year Fee * Per Cent Change in Calgary Construction Cost Index = Current Year Fee

For this example:

$\$44,070 \text{ (2016 Fee)} * 1.02 = \$44,951.40 \text{ (2017 Example Fee)}$.

The division of the per stall reduction fee contributions between alternative modes of transportation infrastructure in the Centre City and LRT parking is calculated using the mode split information into the downtown during the morning peak. For 2016, the division is 90% to the Centre City and 10% to LRT parking. This shall be recalculated and updated every five years in conjunction with the reduction fee recalculation.

Appendix A

Reserve Template – Request to Create a New Reserve

Reserve Name Off-Site Transportation Improvements in Lieu of Parking Fund

Purpose of New Reserve

The purpose of the reserve is to hold monies collected from developments in lieu of providing on-site vehicle parking. The money is to be used for a range of transportation improvements identified, by area, in section 6 of Council Policy *Calgary Parking Policies* (TP017). The intent of the policy is to improve off-site infrastructure for all travel options in parking areas when vehicle parking is not provided on-site.

Type of Reserve

Capital

Expected Time Period

Ongoing; will receive voluntary contributions from developments that do not provide the required amount of vehicle parking on-site.

Specific project or on-going program

Ongoing; will incrementally fund transportation improvements in collection areas as deposits are received. As funds are realized, they will be transferred into project budgets to enable construction of improvements.

Anticipated funding Source

The funding source will be voluntary contributions from developments that do not provide the required amount of vehicle parking on-site.

Calculations Associated with Funding Source(s) (if required)

The per stall fee required for each stall not provided is determined by Appendix 2 in Council Policy TP017. Section 6 of the policy outlines the rational for area parking fees.

List Budget Programs Affected

There is no single budget program that would be affected. Affected programs will depend on the nature of the use of the received funds.

Anticipated Target Balance for the Reserve

The target balance for the reserve should be zero. The intent is to use the reserve to hold monies until transportation improvements are identified and then draw down the reserve to fund said improvements. However, in cases where the monies are being assembled for a larger or longer-term project, they may remain in the reserve in the interim.

Other Reporting Requirements

No additional formal requirements. Reporting to stakeholders will be provided via The City's website on the use of funds and reserve balance (this will be coordinated by the Transportation department).

List and explain any Condition(s) and/or Restrictions

The funds should be used for transportation improvements in the areas identified by policy in section 6 of Council Policy TP017. They should not be used for operational expenses.

Consequence of not creating the reserve

If no reserve were created, there will be no place to collect funds received from new developments. This would negate the ability to achieve Council's approved policy.

Reserve Review Guideline

Three-year review cycle is appropriate.

List Key operating and financial contacts responsible (for information purposes only).

Financial – Finance Lead, Transportation Planning & Roads, Finance
Operating – Manager, Transportation Strategy, Transportation Planning

2018 Business Tax Rate Bylaw

EXECUTIVE SUMMARY

Council approval is required for the 2018 Business Tax Rate Bylaw.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that:

1. Council give three readings to the proposed 2018 Business Tax Rate Bylaw setting the 2018 Business Tax Rate at 0.0161.
2. This Report and Attachments be forwarded to the 2018 January 22 Public Hearing of Council as a matter of Urgent Business.

PREVIOUS COUNCIL DIRECTION / POLICY

Council approved PFC2017-1082, 2018 Business Tax Bylaw, on 2017 December 18 and gave three readings to the 2018 Business Tax Bylaw. With respect to business tax, Council approved C2017-1123 Action Plan 2018 Adjustments which included the 2018 business tax as a municipal revenue source with a "0 percent tax rate increase" for the twenty fifth year in a row.

Council approved the consolidation of business tax revenue into the non-residential property tax, based on the following schedule for the incremental transfer of budgeted business tax revenues, adjusted for physical growth and contingency amounts in future years, to the non-residential property tax:

- (a) zero per cent in 2013,
- (b) 10 per cent in each of the years 2014 - 2015, and
- (c) 20 per cent in each of the years 2016 - 2019,

with the business tax, for business tax revenue purposes, eliminated in 2019.

BACKGROUND

The *Municipal Government Act* (MGA) requires the following for any municipalities to levy business tax:

- Section 247 – adopt the annual operating and capital budgets before adopting the annual business tax rate bylaw.
- Section 371 – pass a business tax bylaw; and
- Section 377 – pass a business tax rate bylaw.

Council has adopted the Action Plan 2018 Adjustments (includes the 2018 business tax budget) and passed the 2018 Business Tax Bylaw.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

2018 business assessment notices were mailed on 2018 January 04. The 2018 business tax bill will reflect the phase out of 80 percent (10 per cent in each of the years 2014 - 2015, 20 per cent in each of 2016 - 2018) of the business tax revenue into non-residential property tax due to consolidation. The 2018 business tax bills are to be mailed on or before 2018 February 09 with taxes being due on 2018 March 30. 2018 will be the last year for business tax mailings as 2019

2018 Business Tax Rate Bylaw

is the first year of full consolidation of Business Tax with the non-residential property tax. Current year penalty dates are 2018 April 01 and July 01.

Attachment 1 (Supporting Data - 2018 Business Tax Rate Bylaw) contains a summary of the business tax rates and revenue since 1999. This attachment also describes a number of factors in calculating the 2018 Business Tax Rate.

Stakeholder Engagement, Research and Communication

All business owners in Calgary have received their 2018 Business Assessment Notices. The City has continued to keep taxpayers informed throughout the business tax consolidation process through letters and inserts included with property and business assessment notices. In addition, Assessment offers a year-round Customer Inquiry Service to answer assessment and business tax consolidation related questions.

Strategic Alignment

The recommendation is in alignment with the direction in Council's Action Plan 2015-2018 for Calgary.

Social, Environmental, Economic (External)

The Business Tax Rate Bylaw will set the rate at which business premises will be taxed.

Financial Capacity

Current and Future Operating Budget:

The net 2018 business tax revenue is estimated at \$44.4 million and this has been incorporated in the Action Plan 2018 Adjustments adopted by Council on 2017 November 27.

Current and Future Capital Budget:

Business tax revenues along with the property tax revenues are part of the source of capital funding in Corporate Program (Capital Financing Costs).

Risk Assessment

Appropriate allowances and provisions have been established for reductions in assessment.

2018 business tax bills are to be mailed on or before 2018 February 09. From the Council meeting on 2018 January 22 to the scheduled mailing date, limited time is available to complete required activities. A delay in third reading of the bylaw could delay the mailing of business tax bills.

REASON(S) FOR RECOMMENDATION(S):

The 2018 Business Tax Rate Bylaw is need for The City to collect business taxes in 2018. Action Plan 2018 Adjustments for Calgary included and relied on the business tax as a municipal revenue source.

2018 Business Tax Rate Bylaw

ATTACHMENT(S)

1. Attachment 1 – Supporting Data - 2018 Business Tax Rate Bylaw
2. Attachment 2 – Proposed 2018 Business Tax Rate Bylaw XX2018

SUPPORTING DATA 2018 BUSINESS TAX RATE BYLAW

TAX RATE HISTORY

YEAR	TAX RATE (%)	TAX RATE	Net Revenue
1999	10.09	0.1009	\$128.3 million
2000	9.90	0.0990	\$132.1 million
2001	9.73	0.0973	\$138.5 million
2002	9.04	0.0904	\$146.6 million
2003	8.96	0.0896	\$148.4 million
2004	8.93	0.0893	\$150.2 million
2005	8.77	0.0877	\$154.0 million
2006	8.66	0.0866	\$156.5 million
2007	7.81	0.0781	\$168.1 million
2008	7.09	0.0709	\$178.8 million
2009	6.54	0.0654	\$182.4 million
2010	6.73	0.0673	\$186.0 million
2011	7.87	0.0787	\$189.7 million
2012	8.09	0.0809	\$194.6 million
2013	7.58	0.0758	\$206.7 million
2014	6.56	0.0656	\$190.5 million
2015	5.71	0.0571	\$174.7 million
2016	4.27	0.0427	\$131.7 million
2017	3.08	0.0308	\$88.3 million
2018 (Proposed)	1.61	0.0161	\$44.4 million

Note: The changes in the rate since the introduction of annual market value assessments in 1999 reflects the annual market changes of the assessment base to achieve revenue neutral and Council's direction of "0% tax rate increase". Starting in 2014, the business tax rate is also affected by consolidating business tax revenue into the non-residential property tax on the following schedule approved by Council:

- 10 per cent in each of the years 2014 – 2015, and
- 20 per cent in each of the years 2016 – 2019.

FACTORS IN DETERMINING THE 2018 BUSINESS TAX RATE

- The annualized value of the previous year's business assessment base reduced by 0.2% during 2017.
- The net 2018 business tax revenue, before the business tax consolidation, including allowance for tribunal losses and estimated net growth, amounted to \$88.7 million.
- The net 2018 business tax revenue, after the business tax consolidation, amounted to \$44.4 million.

**PROPOSED WORDING FOR THE 2018
BUSINESS TAX RATE BYLAW**

THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

Purpose

1. The purpose of this Bylaw is to provide a business tax rate for 2018.

Title

2. This Bylaw may be cited as the "2018 Business Tax Rate Bylaw".

Business Tax Rate

3. The business tax rate for 2018 shall be 0.0161.

General Matters

4. This Bylaw comes into force on the date it is passed.

Status of Outstanding Motions and Directions

EXECUTIVE SUMMARY

Outstanding items for the Priorities and Finance Committee as of 2018 January 05.

ADMINISTRATION RECOMMENDATION:

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

PREVIOUS COUNCIL DIRECTION / POLICY

On 2012 April 03, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions.

BACKGROUND

None.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

None.

Stakeholder Engagement, Research and Communication

None.

Strategic Alignment

This report is in alignment with the mandate of the Priorities and Finance Committee.

Social, Environmental, Economic (External)

None.

Financial Capacity

Current and Future Operating Budget:

None.

Current and Future Capital Budget:

None.

Risk Assessment

This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration. No specific risks are associated with this report. Any risks associated with a specific direction or motion will be dealt with in the context of the report on that direction or motion.

REASON(S) FOR RECOMMENDATION(S):

This report assists with the Priorities and Finance Committee to proactively track and manage its work.

ATTACHMENT(S)

Status of Outstanding Items for the Priorities and Finance Committee

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0016

As at 2018 January 05

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
ECONOMIC DEVELOPMENT INVESTMENT FUND	2017 December 05	PFC2017-1081	Direct Administration and Calgary Economic Development to report to the Priorities & Finance Committee with the EDIF Terms of Reference, including a strong governance structure, no later than 2018-Q1.	2018 Q1
SILVERA FOR SENIORS BUDGET REVIEW	2017 December 05	PFC2017-1106	Request Silvera for Seniors to submit their 2018 final budget plan once their Board has approved it and return to the Priorities and Finance Committee;	2018 Q1
STAMPEDE BMO EXPANSION REVIEW – UPDATE AND WORK PLAN	2017 December 05	PFC2017-1188	Direct Administration to continue the Stampede BMO Expansion Review Work Plan as outlined in Attachment 1 and report back on findings and next steps no later than Q1 2018.	2018 Q1
REPORT ON INVESTMENT IN CALGARY'S CORNERSTONE ARTS ORGANIZATIONS	2017 December 05	PFC2017-1202	Direct Administration to hire a third party consultant to review the process undertaken to disperse these funds and report back to Council, through the Priorities and Finance Committee, with the review and any recommendations no later than Q2 2018.	2018 Q2

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0016

As at 2018 January 05

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
ACTION PLAN 2018 ADJUSTMENTS, BYLAWS 45M2017 AND 46M2017	2017 November 27	C2017-1123	<p>BE IT RESOLVED that Council direct Administration to determine the cost of extending the Municipal Non-Residential Phased Tax Program (PTP) C2017-0057 in order to cap non-residential property tax increases based on changes to certain non-residential properties' assessed value at 5 per cent for 2018;</p> <p>BE IT FURTHER RESOLVED that Council direct Administration to fund either the PTP extension or a more efficient way to provide this tax relief to businesses of up to \$45 million from the (year-end savings or) Fiscal Stability Reserve;</p> <p>BE IT FURTHER RESOLVED that Council direct Administration to report back to the Priorities and Finance Committee not later than Q1 2018.</p>	2018 Q1

Status of Outstanding Items for the Priorities and Finance Committee

As at 2018 January 05

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
INDEPENDENT REVIEW OF NON-RESIDENTIAL ASSESSMENT AND COMPLAINTS (MAYOR NENSHI)	2017 September 11	NM2017-38	<p>NOW THEREFORE BE IT RESOLVED that Council directs Administration to engage a consultant to conduct an independent review of the non-residential assessment process to determine if changes could be implemented within the bounds of the legislation to increase fairness, transparency and equity from the standpoint of all non-residential taxpayers, while taking into consideration associated financial risks to The City.</p> <p>AND BE IT FURTHER RESOLVED that Council directs Administration to engage a consultant to conduct an independent review of the non-residential complaint process to determine if changes could be implemented within the bounds of the legislation to the manner in which non-residential taxpayers can seek review of nonresidential property assessments.</p> <p>AND BE IT FURTHER RESOLVED that the independent review include an examination of the non-residential assessment complaint processes in The City of Edmonton and other relevant jurisdictions to determine what practices, if any, The City of Calgary could emulate to ensure greater fairness, transparency and predictability.</p> <p>AND BE IT FURTHER RESOLVED that the independent review examine non-residential assessment complaint best practices, associated financial risks and applicable legislation from other jurisdictions, for the timely and equitable resolution of assessment complaints.</p> <p>AND BE IT FURTHER RESOLVED that the independent review identify and recommend potential changes to the assessment complaint process in the <i>Municipal Government Act</i> for Council to consider adopting as an advocacy position to the province.</p> <p>AND BE IT FURTHER RESOLVED that a report return to the Priorities and Finance Committee no later than Q2 2018.</p>	2018 Q2

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0016

As at 2018 January 05

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
DOROTHY MOTHERWELL TAX PENALTY RELIEF (CLLR WOOLLEY)	2017 September 11	NM2017-30	<p>AND FURTHER BE IT RESOLVED that Council direct Administration to:</p> <ul style="list-style-type: none"> Investigate the current tax forgiveness programs and legislation within large Canadian municipalities and provincial and federal governments; Review the impact to The City's tax revenues and the legal ramifications of cancelling taxes and penalties due to extraordinary circumstances; <p>And return to Council with recommendations, through Priorities and Finance Committee, no later than Q2 2018.</p>	2018 Q2
REVIEW OF COUNCIL'S PROCEDURE BYLAW	2017 July 31	PFC2017-0433	<p>Direct Administration to bring forward a Procedure Bylaw review on the items listed in "Opportunity for Future Improvements", contained on Page 7 of this report, including investigating methods and strategies to streamline public hearing processes and including a review of how public hearings are conducted in other jurisdictions, and report back to Council through the Priorities and Finance Committee with recommendations no later than Q4 2018.</p>	2018 Q4

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0016

As at 2018 January 05

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
INVESTMENT IN CALGARY'S CORNERSTONE ARTS ORGANIZATIONS	PFC 2017 July 18 Combined Meeting of Council 2017 July 31	PFC2017-0593	Direct Calgary Arts Development to work with the Cornerstones to develop a sustainability framework and report back to Council through Priorities and Finance Committee with an update no later than Q2 2018.	2018 Q2
SCOPING AND PLANNING FOR A SINGLE POINT OF ENTRY TO THE NON MARKET HOUSING SYSTEM	2017 June 06	PFC2017-0221	Direct Administration to proceed with the next phase of implementation for a One Window coordinated intake process and report back to Council through the Priorities and Finance Committee by Q4 2018	2018 Q4
STRATEGIC GROWTH AND OUTLINE PLAN APPLICATIONS IN DEVELOPING AREAS	PFC 2017 June 06 Combined Meeting of Council 2017 July 31	PCF2017-0480	Direct Administration to continue working with Industry on developing process for strategic growth analysis and decisions, and bring an update report to the Priorities and Finance Committee no later than 2018 Q1	2018 Q1

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0016

As at 2018 January 05

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
DOWNTOWN PARKING STRATEGY POLICY REVISIONS	2017 May 17	TT2017-0383	Direct Administration to bring a new reserve request template for the parking reduction fee contributions generated through voluntary reductions to the Priorities and Finance Committee for approval no later than Q1 2018.	2018 Q1
ZBR PROGRAM UPDATE – MAY 2017	2017 May 16	PFC2017-0431	That the Priorities and Finance Committee recommend that Council: Approve Administration's request to defer the report on the Water Resources ZBR implementation plan to Q2 2018.	2018 Q2
COMMUNITY ECONOMIC RESILIENCY FUND – INNOVATION FUNDING	2017 March 21	PFC2017-0298	Request that Calgary Economic Development include evaluation results for the first year of the three year pilot as part of the annual report on implementation of the 10 Year Economic Strategy by 2018 May.	2018 May

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0016

As at 2018 January 05

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
COUNCIL INNOVATION FUND APPLICATION – WALK21 COMMUNITY MICROGRANTS	2017 March 21	PFC2017-0289	That the Priorities and Finance Committee recommends that Council approve the Council Innovation Fund Application – Walk21 Community Microgrants in the amount of \$172,500 and Administration report back to the Priorities and Finance Committee no later than Q4 2019.	2019 Q4
MUNICIPAL NAMING, SPONSORSHIP AND NAMING RIGHTS POLICY, IMPLEMENTATION AND RECOMMENDATIONS DEFERRAL REPORT	PFC 2017 March 21 Combined Meeting of Council 2016 April 11	PFC2017-0274 C2016-0218	That the Priorities and Finance Committee recommends that Council defers the implementation report on the Municipal Naming, Sponsorship and Naming Rights Policy, including any recommended amendments, to a meeting of the Priorities and Finance Committee no later than the end of Q1 2018	2018 Q1
10 YEAR ECONOMIC STRATEGY UPDATE	Priorities and Finance Committee 2015 December 15	PFC2015-0821	That the Priorities and Finance Committee: 2. Direct Calgary Economic Development Ltd. To provide an annual report on Building on our Energy: an Economic Strategy for Calgary to the Priorities and Finance Committee no later than May each year, commencing 2016 May.	2018 May

Status of Outstanding Items for the Priorities and Finance Committee

PFC2018-0016

As at 2018 January 05

ATTACHMENT

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
BUSINESS TAX CONSOLIDATION – 2016 ANNUAL STATUS REPORT	Combined Meeting of Council 2016 June 13	C2016-0455	That Council: 2. Direct Administration to bring the remaining status update reports and final status update report to the Priorities and Finance Committee in May of each applicable year.	In May of each applicable year.
CORPORATE AFFORDABLE HOUSING STRATEGY	Regular Meeting of Council 2016 July 25	PFC2016-0512	3. Direct Administration to provide a progress update on the Implementation Plan to Council through the Priorities and Finance Committee by Q2 in 2017 and 2018;	2018 Q2