



Report Number: C2019-1011

Meeting: Council Meeting

Meeting Date: 2019 July 29



NOTICE OF MOTION

RE: Delivering Modern & Affordable Municipal Services in an Environment of Economic Constraint

**Sponsoring Councillors: Chahal; Chu; Colley-Urquhart; Davison; Demong;
 Gondek; Keating; Magliocca; Sutherland**

WHEREAS

1. There is a need to further accelerate the modernization of City operational and service delivery practices within a robust and sustainable municipal fiscal management system;
2. The City of Calgary is confronting significant fiscal short and long term challenges arising from current economic circumstances;
3. To assist in meeting these challenges, Council required further 2019 budget reductions along with the continuance of zero-based reviews;
4. Council was recently briefed by Administration on various other service efficiency initiatives that are currently underway or contemplated in the Corporation;
5. Despite these efforts, The City acknowledges certain resource limitations and constraints in its ability to respond to these challenges in a timely manner;
6. A strategic approach to balance the need to respond to fiscal challenges while still achieving Citizen Priorities (A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A City that Moves, A Healthy & Green City, and a Well-Run City) and Council Directives (the actions required to achieve Citizen Priorities) while ensuring the effective and efficient delivery of City services is required; and
7. City Council and Administration would mutually benefit from securing external independent advice and resources on these matters from those with current experience in performance improvement practices that drive accountability for achieving measurable results;

NOW THEREFORE BE IT RESOLVED THAT:

1. Administration be directed to release as soon as possible, a Request for Qualifications (RFQ) to seek proposals from external experts about services available to assist Council and Administration in achieving the aforementioned with outcomes including but not limited to:
 - a) Delivering on Citizen Priorities and Council Directives within an environment of economic constraint;
 - b) Mechanisms for reducing the cost of delivering municipal services while taking into account Administrative initiatives and projects already underway and intended to contribute to this objective;
 - c) Capitalizing on revenue generating opportunities available to The City; and
 - d) Developing solid business cases for short and longer-term efficiencies across the Corporation that advance the achievement of Citizen Priorities and Council Directives within an environment of economic constraint.

2. Responses to the RFQ must include but not be limited to:
 - a) The respondent's experience in advising on and supporting transformational change in organizations delivering multiple services;
 - b) Clear statements of deliverables and the value of those deliverables in terms of achieving Council and Administration's mutual objectives;
 - c) A comparative analysis (gap) between current work underway in the Corporation and work recommended to achieve the outcomes listed in the preamble of this Notice of Motion;
 - d) Recommended actions and options along with associated cost estimates and realistic timeframes; and
 - e) The nature and extent of City staff resources required to assist in producing the deliverables within the proposed options, associated cost estimates and timeframes; and
 - f) Change management and change leadership advice.

3. And report back with a verbal status update through the Priorities and Finance Committee no later than October 2019.