

### **Previous Council Direction**

On 2018 November 19, PFC2018-1134 Council directed Administration to convene a Financial Task Force comprised of internal and external experts to develop a strategy on (a.) short term mitigation, (b.) long term solutions, and (c.) revenue options to improve financial resiliency. City Administration was to return to Council through Priorities and Finance Committee with the recommended membership, framework, and terms of reference no later than Q1 2019.

On 2019 March 18, C2019-0352 Downtown Tax Shift Response – Updated, Council directed Administration to refine further and update the Financial Task Force’s proposed roles and responsibilities and bring an updated Terms of Reference for the Financial Task Force for discussion and consideration of Council by 2019 April 1.

On 2019 April 1, C2019-0352 Downtown Tax Shift Response – Updated, Council directed Administration to further refine and update the proposed roles and responsibilities of the Financial Task Force and bring an updated Terms of Reference for the Financial Task Force for discussion and consideration of the Priorities and Finance Committee no later than June 2019.

On 2019 May 27, Council approved that with respect to Report PFC2019-0451, a Tax Shift Assessment Working Group be struck with a mandate to assess the best options for greater tax parity between assessment classes.

On 2019 May 27, Council approved, with respect to Report PFC2019-0590, the immediate termination of the investigation and implementation of a Small Business Resilience Grant program, based on the findings in a consultant’s report and clear feedback from the community of stakeholders and a confidential attachment.

Rather than implement the Small Business Grant Program, Council directed Administration to “commit \$70.9 million of one-time funding (\$44M from the Fiscal Stability Reserve and \$26.9M within the Budget Savings Account) for strategies related to short term mitigation measures or potential long term solutions for business in Calgary, to be determined through the work of the Financial Task Force (to be formed once the Terms of Reference are approved) and/or the

working group, with options to be recommended to Council through Priorities and Finance Committee no later than November 2019.”

On 2019 June 10, due to the persistent impact of the Downtown Tax Shift and prevailing economic conditions, Council held a special meeting on 2019 Budget Strategies. A primary outcome was Notice of Motion C2019-0782 that directed 2019 budget cuts.

On 2019 June 17, for Report PFC2019-0707, Council approved the Terms of Reference of the Financial Task Force, as amended, and directed Administration to commence the Task Force setup. Council directed the Financial Task Force to develop a strategy on (a.) short term mitigation, (b.) long term solutions, and (c.) revenue options to improve financial resiliency.

On 2019 July 16, Report C2019-0883 on the Initial Work Plan for Sub-Service Reviews was presented to Council. Through debate, Council amended Notice of Motion C2019-0782 (from 2020 June 10) to include multi-year budget cuts for 2019, 2020 and 2021. With the link between Service Reviews and Multi-Year permanent budget cuts drawn by Council, Administration set to work on the Strategy for Improving Service Value (SISV) to achieve the reductions. SISV was renamed Solutions for Achieving Value and Excellence (SAVE) program. It also led to a distinction between a sharper focus on revenue options through the Financial Task Force and cost reduction options through the SAVE program.

On 2020 February 3, Council approved that with respect to Report C2020-0163, The City of Calgary Financial Task Force continue to achieve their outcomes based on their Council approved Terms of Reference that includes potential recommendations for municipal tax and revenue policy reform and that this form the basis for any recommendations regarding the property tax system, including property tax assessment, to the Province or any expert task force formed by the Province regarding municipal financing;

On 2020 June 29, for Report C2020-0742, Financial Task Force Report and Recommendations, Council approved the following:

1. Accept the reports and recommendations of the Financial Task Force in Attachments 2 and 3;

2. Direct Administration to scope the costs of implementation based on Administration's responses and timelines in Attachment 5 and report to Council with a request for approval of resources, where appropriate by 2020 July 29;
3. Direct the City Manager to assign a lead to monitor and report back with a semi-annual schedule for reporting on the implementation of the Financial Task Force's recommendations;
4. Receive a presentation and this report as part of the Council orientation in 2021; and
5. Thank the citizen volunteers for their professional contributions and their passion for Calgary's success.