

# Scope of Work and Extent of Involvement across City Departments

## Summary Scope of Work and Resource Implications

Recommendations	Chief Financial Officer's Dept*	City Manager's Office	Community Services Dept	Deputy City Manager's Office	Planning and Development	Transportation/Green Line	Utilities and Env. Protection	
Adopt an evidence-based approach to decision making (commit to a process)	1		✓					1
Adopt an evidence-based approach to decision making (sustain credibility)	2	✓	✓					2
Adopt an evidence-based approach to decision making (certainty and predictability)	3	✓	✓					3
Anticipate and respond to evolving economic conditions for residents and businesses	4	✓						4
Anticipate, prepare and support the transition to ever changing economic realities (#1)	5			✓				5
Anticipate, prepare and support the transition to ever changing economic realities (#2)	6		✓	✓				6
Anticipate, prepare and support the transition to ever changing economic realities (#3)	7	✓	✓					7
Anticipate, prepare and support the transition to ever changing economic realities (#4)	8			✓				8
Advocate for timely legislative changes by other orders of government	9		✓					9
Focus on long-term fiscal sustainability	10		✓					10
Continuously consider guiding principles to inform execution	11	✓	✓					11
Make sub-class legislation work including through legislative change remedies	12	✓	✓					12
Investigate cost-recovery with the province for services arising from changes	13	✓	✓	✓				13
Ensure funding for new services arising from co-delivery or full delivery of public services	14		✓	✓				14
Increase collaboration with regional neighbors for regional economic development (#1)	15		✓	✓				15
Increase collaboration with regional neighbors for regional economic development (#2)	16		✓	✓				16
Increase collaboration with regional neighbors for regional economic development (#3)	17		✓	✓				17
Achieve a balance between a great city to live and tax competitiveness	18	✓						18
Distribute tax responsibility appropriately through tax shares or pegging the mill rate	19			✓				19
Reduce tax volatility to limit risks associated with cost of living and doing business	20	✓	✓					20
Leverage untapped revenue potential from traditional municipal revenue sources	21		✓	✓				21
Develop and implement additional new economy revenue options	22		✓	✓				22
Enhance ongoing communication approach	23		✓	✓				23
Assess the cumulative impact of decisions	24							24
Motivate Calgarians to increase Tax Installment Payment Plan (TIPP) Program uptake	25	✓	✓					25
Maintain annual assessments to anticipate the evolving economy	26	✓		✓				26
Generate high-quality information for the tax decision and revise decision-making steps	27	✓						27
Quantify the cost and value of services and distribution of benefits (#1)	28		✓	✓				28
Quantify the cost and value of services and distribution of benefits (#2)	29		✓	✓				29
Quantify the cost and value of services and distribution of benefits (#3)	30		✓	✓				30
Affirm preference for tax stability over service stability and respond appropriately	31	✓	✓					31
Adjust tax rates for relief when needed and stabilize rates with reserves	32	✓						32
Investigate the crisis level vacancy in the downtown office market and respond with actions	33	✓		✓				33
Explore tax reform rather than using one-time measures repetitively	34	✓						34
Investigate the use of multi-year property assessment averages to reduce volatility	35	✓						35

Note \*: The involvement of the Solutions for Achieving Value and Excellence (SAVE) Program is covered under the Chief Financial Officer's Department.

✓ Some but limited participation in implementation

⊙ Active participation in implementation

# Identification of "New" Resource Implications across City Departments

## Summary Scope of Work and Resource Implications

	Existing	Additional	Department/BU/Section with Resource Need	To be confirmed in December 2020	
<b>Overall Delivery and Coordination</b>					
Recommendations Delivery Team Office		●	1 Implementation Delivery Coordination		
<b>Support for Delivery across City Departments</b>					
Adopt an evidence-based approach to decision making (commit to a process)	1	●	1 CFOD (Finance)		1
Adopt an evidence-based approach to decision making (sustain credibility)	2	✓			2
Adopt an evidence-based approach to decision making (certainty and predictability)	3	✓			3
Anticipate and respond to evolving economic conditions for residents and businesses	4	●	1 DCMO (CAI)		4
Anticipate, prepare and support the transition to ever changing economic realities (#1)	5		1 CMO (BLE)		5
Anticipate, prepare and support the transition to ever changing economic realities (#2)	6	✓			6
Anticipate, prepare and support the transition to ever changing economic realities (#3)	7	● ●	1 DCMO (CAI)	2 Transportation (Transit, Roads)	7
Anticipate, prepare and support the transition to ever changing economic realities (#4)	8	●	1 CMO (BLE), DCMO (CAI)		8
Advocate for timely legislative changes by other orders of government	9	✓			9
Focus on long-term fiscal sustainability	10	✓			10
Continuously consider guiding principles to inform execution	11	✓			11
Make sub-class legislation work including through legislative change remedies	12	✓			12
Investigate cost-recovery with the province for services arising from changes	13	●	1	1 CS (Fire)	13
Ensure funding for new services arising from co-delivery or full delivery of public services	14	✓	1		14
Increase collaboration with regional neighbors for regional economic development (#1)	15	✓			15
Increase collaboration with regional neighbors for regional economic development (#2)	16	● ●	2 CS (Recreation), DCMO (ICS)	4 UEP (Water), TRANS (CT, RDS, TP)	16
Increase collaboration with regional neighbors for regional economic development (#3)	17	● ●	1 CS (Recreation)	4 UEP (Water), TRANS (CT, RDS, TP)	17
Achieve a balance between a great city to live and tax competitiveness	18	● ●	1 DCMO (CAI)	1 UEP (Water)	18
Distribute tax responsibility appropriately through tax shares or pegging the mill rate	19	●	1 CFOD (coordinate independent, 3rd-party work)		19
Reduce tax volatility to limit risks associated with cost of living and doing business	20	✓			20
Leverage untapped revenue potential from traditional municipal revenue sources	21	● ●	3 CS (Recreation), DCMO (CAI), DCMO (Fleet)	5 CS (Fire), UEP (WRS), TRANS (CT, RDS, TP)	21
Develop and implement additional new economy revenue options	22	● ●	3 CFOD (Finance), CS (Recreation), DCMO (CAI)	6 Finance, Fire, WRS, CT, RDS, TP	22
Enhance ongoing communication approach	23	●	1 CFOD (CSC for enhanced communications)		23
Assess the cumulative impact of decisions	24	✓			24
Motivate Calgarians to increase Tax Installment Payment Plan (TIPP) Program uptake	25	✓			25
Maintain annual assessments to anticipate the evolving economy	26	●		1 CFOD (Assessment)	26
Generate high-quality information for the tax decision and revise decision-making steps	27	●	1 CFOD (Assessment)		27
Quantify the cost and value of services and distribution of benefits (#1)	28	●	2 CS (Community Standards), CS Recreation		28
Quantify the cost and value of services and distribution of benefits (#2)	29	●	2 CS (Community Standards), CS Recreation		29
Quantify the cost and value of services and distribution of benefits (#3)	30	●	2 CS (Community Standards), CS Recreation		30
Affirm preference for tax stability over service stability and respond appropriately	31	●	1 DCMO (Supply)		31
Adjust tax rates for relief when needed and stabilize rates with reserves	32	✓			32
Investigate the crisis level vacancy in the downtown office market and respond with actions	33		1 CMO (BLE)		33
Explore tax reform rather than using one-time measures repetitively	34	✓			34
Investigate the use of multi-year property assessment averages to reduce volatility	35	✓			35

 Using existing resources for implementation
  Additional resources needed when implementation
  Additional resources requirements could arise due to the speed and scale of implementation