




C2020-0815 Financial Task Force Recommendations – Implementation Approach and Resources

2020, July 27

Combined Meeting of Council



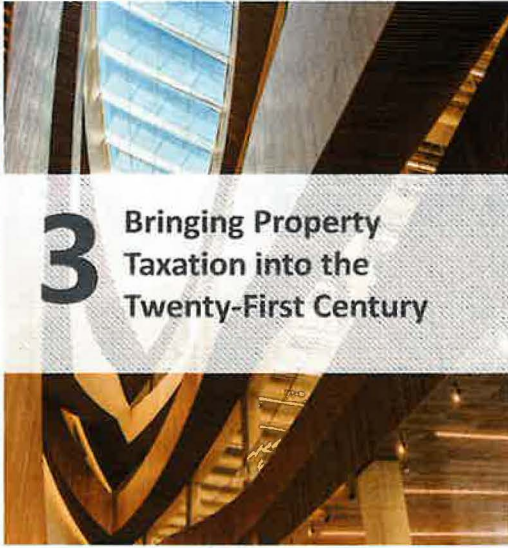
Key success factors identified by the Task Force



1 Improving the Understanding of Municipal Finance Circumstances




2 Responding to Calgary's Cyclical Economy using Existing Tools



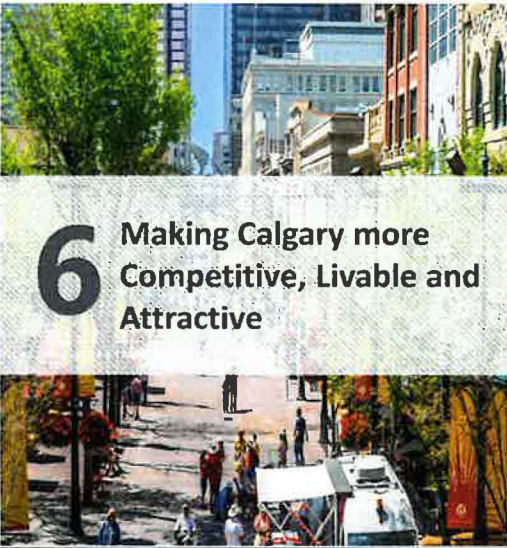
3 Bringing Property Taxation into the Twenty-First Century



4 Improving Tax Efficiency for Long-Term Fiscal Sustainability



5 Preparing for Changes that would occur as the economy evolves



6 Making Calgary more Competitive, Livable and Attractive

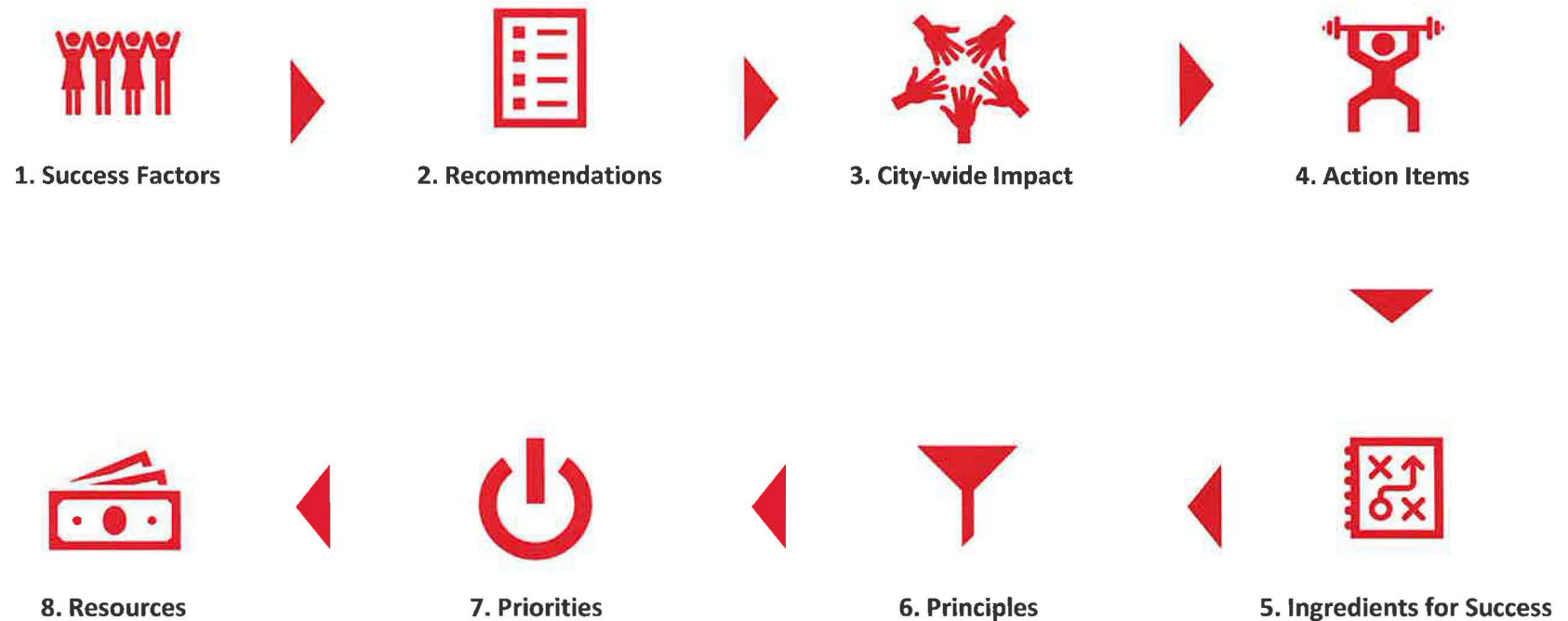


7 Supporting Regional Economic Development



8 Working Better with Partners in Achieving Progress

Implementation Approach and Resources





The 35 recommendations require City-wide effort

	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	
1	✓	✓	✓	✓	✓	✓	✓	1
2	✓	✓	✓	✓	✓	✓	✓	2
3	✓	✓	✓	✓	✓	✓	✓	3
4	✓	✓	✓	✓	✓	✓	✓	4
5	✓	✓	✓	✓	✓	✓	✓	5
6	✓	✓	✓	✓	✓	✓	✓	6
7	✓	✓	✓	✓	✓	✓	✓	7
8	✓	✓	✓	✓	✓	✓	✓	8
9	✓	✓	✓	✓	✓	✓	✓	9
10	✓	✓	✓	✓	✓	✓	✓	10
11	✓	✓	✓	✓	✓	✓	✓	11
12	✓	✓	✓	✓	✓	✓	✓	12
13	✓	✓	✓	✓	✓	✓	✓	13
14	✓	✓	✓	✓	✓	✓	✓	14
15	✓	✓	✓	✓	✓	✓	✓	15
16	✓	✓	✓	✓	✓	✓	✓	16
17	✓	✓	✓	✓	✓	✓	✓	17
18	✓	✓	✓	✓	✓	✓	✓	18
19	✓	✓	✓	✓	✓	✓	✓	19
20	✓	✓	✓	✓	✓	✓	✓	20
21	✓	✓	✓	✓	✓	✓	✓	21
22	✓	✓	✓	✓	✓	✓	✓	22
23	✓	✓	✓	✓	✓	✓	✓	23
24	✓	✓	✓	✓	✓	✓	✓	24
25	✓	✓	✓	✓	✓	✓	✓	25
26	✓	✓	✓	✓	✓	✓	✓	26
27	✓	✓	✓	✓	✓	✓	✓	27
28	✓	✓	✓	✓	✓	✓	✓	28
29	✓	✓	✓	✓	✓	✓	✓	29
30	✓	✓	✓	✓	✓	✓	✓	30
31	✓	✓	✓	✓	✓	✓	✓	31
32	✓	✓	✓	✓	✓	✓	✓	32
33	✓	✓	✓	✓	✓	✓	✓	33
34	✓	✓	✓	✓	✓	✓	✓	34
35	✓	✓	✓	✓	✓	✓	✓	35

Proposed measures for successful implementation



1

The formation of a Delivery Team to oversee implementation of the recommendations



2

Measurable and time-bound goals that link actions with desired outcomes

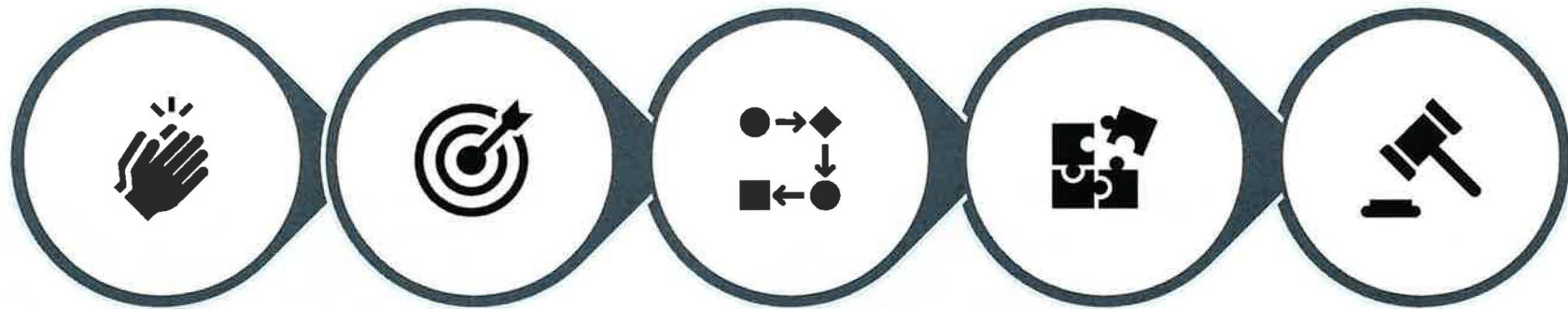


3

Routines that sustain urgency and help identify bottlenecks early for prompt resolution



The principles for successful delivery



Outcomes

Identification of 'eight' outcomes (not outputs) that would confirm success or failure.

Stretch Goals

Formulation of the stretch goals that would help deliver on the outcomes.

Roadmap

Creation of a roadmap following a full assessment of return on investment for prioritization.

Integration

Integration of actions into City activities and the approach for facilitating integration.

Accountability

Confirmation through robust accountability mechanisms that returns have materialized



Implementation would reflect anticipated benefits

Return on Investment (ROI)/ Benefits/ Value

Cost/ Effort/ Ease of Implementation

Low
(can rely only on the use of existing resources)

Potential Direct Monetary Benefits

Other Benefits

6 9 13

2 3 10

14 24 25

11 12 15

32 34 35

20 26

Proposed Priority (#1)

Proposed Priority (#3)

Proposed Priority (#2)

Proposed Priority (#4)

7 8 16 17

1 4

High
(would need investment in new resources)

18 19 21 22

5 23

28 30 31 33

27 29



Administration's recommendations

That Council:

1. Direct Administration to implement the 17 Financial Task Force recommendations that only require existing resources (expanded work programs or re-directed to prioritize the action items).
2. Direct Administration to implement the 18 Financial Task Force recommendations identified in Attachment 4 that require new one-time resources using the 2020 investment income attributable to the Fiscal Stability Reserve as the funding source for one-time funding components.
3. Approve up to \$4 million in one-time funding across City departments for 2020 and 2021 to be funded from the Fiscal Stability Reserve.
4. Direct Administration includes a request for the base funding required for implementation in 2021 and beyond in the Mid-Cycle Adjustment report to Council in November 2020.