

Background

Context

Faced with a continued economic downturn and the impacts of COVID-19, The City must take bold and immediate action to innovate how we deliver services to help keep taxes affordable. The Solutions for Achieving Value and Excellence (SAVE) program supports The City's financial sustainability and is on track to identify and realize \$24 million in savings in 2021 and \$50 million in 2022, as directed by Council.

Previous Council Direction

The SAVE program, previously known as the Strategy for Improving Service Value (SISV), was introduced to Council in 2019 July 16 (C2019-0883).

On 2019 July 29, Notice of Motion 2019-1011, Delivering Modern & Affordable Municipal Services in an Environment of Economic Constraint, directed Administration to seek proposals from external experts about services available to assist Council and Administration to achieve savings on the delivery of municipal services, capitalize on revenue generation opportunities, and identify short and longer-term efficiencies, all while considering Citizen Priorities and Council Directives within an environment of economic restraint.

On 2019 November 29 (C2019-1052), Council directed that the SAVE program identify strategies and tactics to reduce the responsibility of taxpayers for the remainder of the One Calgary cycle, including:

- Target a reduction in operating budgets of an additional \$24 million in 2021 and \$50 million in 2022 in order to deliver modern and affordable municipal lines of service within our City mandate;
- Target new or improved revenue streams for the City, including but not limited to Park'n'Ride fees, licensing fees and better investment income options;
- Ensure all current initiatives being undertaken related to savings and efficiency be wrapped into the above process going forward (including initiatives like Zero Base Reviews, any potential sub service reviews and staff consultations); and
- Present preliminary results and actions to the 8 September 2020 Priorities and Finance Committee to inform November 2020 budget deliberations.


Administration was to also provide regular updates through the Priorities and Finance Committee as a standing agenda item from December 2019 to September 2020.

In addition, Administration was to report back to the Priorities and Finance Committee (PFC) in Q1 of 2020 on components of the SAVE program, including anticipated activities and costs to undertake the scope of work identified in C2019-1011, Delivering Modern & Affordable Municipal Services in an Environment of Economic Constraint, which was passed unanimously by Council.

On 2020 April 6, Council approved the recommendations from SAVE Program Update PFC2020-0284, which included "that Council commit to trust the processes and endeavor to provide confidence to citizens and encouragement to staff".

On 2020 July 20, Council received the SAVE program's Core Service Review (C2020-0862) for the Corporate Record and discussion, and directed that it be held confidential pursuant to the *Freedom of Information and Protection of Privacy Act*.

SAVE Timeline



July 16, 2019	C2019-0883	The SAVE program, previously known as the Strategy for Improving Service Value (SISV), was introduced to Council
July 29, 2019	Notice of Motion 2019-1011	Council directed Administration to seek proposals from external experts about services available to assist Council and Administration to achieve savings on the delivery of municipal services, capitalize on revenue generation opportunities, and identify short and longer-term efficiencies, all while considering Citizen Priorities and Council Directives within an environment of economic restraint.
November 29, 2019	C2019-1052	Council directed that the SAVE program identify strategies and tactics to reduce the responsibility of taxpayers for the remainder of the One Calgary cycle, including a reduction in operating budgets of \$24 million in 2021 and \$50 million in 2022 in order to deliver modern and affordable municipal lines of service within our City mandate.
April 6, 2020	PFC2020-0284 SAVE Program Update	Council approved the recommendations which included “that Council commit to trust the processes and endeavor to provide confidence to citizens and encouragement to staff.
July 20, 2020	C2020-0862 SAVE Core Service Review	Council received C2020-0862 for the Corporate Record and discussion, and directed that it be held confidential pursuant to the Freedom of Information and Protection of Privacy Act.

Bylaws, Regulations, Council Policies

None