

Mid-Cycle Adjustments Touchpoints

The expected Mid-Cycle Adjustments (MCA) process touchpoints are listed in Table 1, along with their purpose and importance to the final decisions Council will make in 2020 November regarding adjustments to the 2021 service plans and budgets.

These touchpoints may be modified based on developing situations with COVID-19 and oil prices.

Table 1: Mid-Cycle Adjustment: touchpoints	
Date / Estimated Date	Item, purpose and importance to Mid-Cycle Adjustment process
2020 March – October	<p>Citizen Research Results</p> <ul style="list-style-type: none"> The results include information from: 2020 Spring Pulse Survey (C2020-0474); multiple 2020 Citizen Perspectives Surveys - COVID-19 Snapshots; City of Calgary Municipal COVID-19 Study; Overview of COVID-19 Public Opinion Research; multiple Business Perspectives Surveys; and Citizen Satisfaction Survey.
Monthly starting 2020 April 30	<p>COVID-19 Service Plans and Budget Monthly Updates</p> <ul style="list-style-type: none"> April 30 Report: (C2020-0504) Provides an update on the current service and financial impacts due to COVID-19 and a 2020 year-end projection given the most current situation. Shows the service and financial gap and how Administration is proposing to close that gap. Provides insight into relaunch activities for 2020. Creates an understanding for Council of services baseline starting point for Mid-Cycle Adjustments.
2020 June 10	<p>Calgary & Region Spring Economic Outlook 2020-2025 report</p> <ul style="list-style-type: none"> Provides forecasts such as population, housing starts and GDP, which services can then use to project service plan and budget impacts for 2021 and beyond. The report develops insights about the impacts of external events on the local economy to support the financial and physical planning of the city. It provides a useful basis for decision-making by outlining and clarifying the economic opportunities and threats the region faces.

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2020 June 29	Financial Task Force Report (C2020-0742) <ul style="list-style-type: none"> The Task Force's mandate was to identify and assess innovative solutions for short-term economic mitigation, long-term economic recovery, and revenue options to improve The City's financial resilience.
2020 July 22	2021 Assessment Roll Information Session <ul style="list-style-type: none"> An update on the preparation of the 2021 Assessment Roll, including current market trends, impacts associated with the COVID-19 pandemic, data challenges, risks and associated mitigation strategies.
2020 July 27	Indicative Tax Rate Report <ul style="list-style-type: none"> Council's opportunity to provide Administration direction regarding the 2021 tax rate that they want Administration to use to build service plans and budget.
2020 July 27	Implementation Work Plan for Financial Task Force Recommendations
2020 September 8	SAVE Program Update to PFC <ul style="list-style-type: none"> Present preliminary results and actions to inform November 2020 budget deliberations.
2020 October	2020 Growth Strategy Monitoring Report <ul style="list-style-type: none"> As part of the Citywide Growth Strategy, this report provides Council and stakeholders with data and analysis on growth trends, including private development progress and City investment status. This growth data and analysis helps inform Council decisions on (1) whether previously approved capital and operating investments are helping to achieve the growth that was assumed at the time of the previous decisions, (2) how and where Council can make future investments in a way that helps achieve strategic citywide growth, and (3) whether investment timing and priorities need to be re-evaluated and shifted to address market shifts.
2020 October 13	Indicative Utility Rates report <ul style="list-style-type: none"> The overall financial impact to property taxpayers derives from the combined effect of taxes and utility rates.

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2020 October	<p>Calgary & Region Fall Economic Outlook 2020-2025 report</p> <ul style="list-style-type: none"> Provides updates on economic indicators throughout the year to develop insights about the impacts of external events to the local economy. See description of Calgary & Region Spring Economic Outlook 2020-2025 report above for more info.
2020 November 2	<p>2021 Preliminary Assessment Roll</p> <ul style="list-style-type: none"> Provides Council with early information, before November budget adjustment deliberations, on preliminary 2021 assessment information. This report provides an estimate only of the 2021 assessment roll based on market information known to date and does not reflect physical growth. The 2021 assessment roll will not be finalized until 2021, at the time of mailing the assessment notices.
<p>2020 November 9 (report)</p> <p>2020 November 23-27 (Council deliberations)</p>	<p>Mid-Cycle Adjustment report to Special Council Meeting – Adjustments to One Calgary Service Plans and Budgets</p> <ul style="list-style-type: none"> Recommended adjustments to 2021 service plan and budgets will be released publicly so that citizens and Council have time to review before deliberation week. Service plan and budget documents will include: <ul style="list-style-type: none"> SAVE program outcomes Operating and capital budget continuity schedules User fee and rate changes Performance measures changes Service strategy changes Carry forward operating adjustments Council makes final decisions regarding sources of funding (tax rates and user fees) and service plan and budgets (operating and capital) to be implemented for 2021.
2021 March	<p>2020 Year End Accountability Report</p> <ul style="list-style-type: none"> Enables Council and citizens to ensure the objectives of the Service Plans and Budgets are being achieved and provides a springboard for improving service value. Summarizes how Administration is delivering on Citizen Priorities Tracks approved performance measures Updates on how strategies are progressing Compares budgeted expenditures to actuals and explains any variances.

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2021 April	2021 Property Tax Bylaw