



**Calgary**  **SOURCES OF INFORMATION**



- Council Engagement
- Citizen and Business Engagement
- Citizen Research
- Economic Scenarios
- U of C Research: Social Impacts of an Economic Downturn
- City Staff Engagement

4

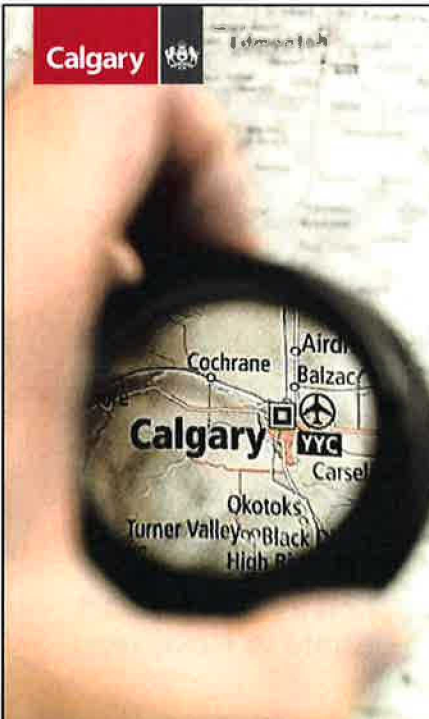



**Calgary** 

**WHAT HAVE WE LEARNED?**

- Longer road to recovery than originally anticipated.
- Changes to citizen priorities.
- Decline in citizen willingness and ability for property tax and fee increases.
- Some populations have been particularly hit hard, with significant human impacts as a result.
- Community organizations are stressed.
- Changes in assessment values.
- City revenues are lower than forecast.

5



**Calgary** 

**SITUATION**

The economic downturn has affected many Calgarians – both individuals and businesses.

The City needs to take action to ease taxes and fees, and address some critical emerging needs, to help during these difficult times.

6






# MAKING LIFE BETTER EVERY DAY

## OUR RESPONSE TO DATE

- Implementation of several economic resilience initiatives.
- Resilience Budget lowering the 2016 tax rate increase.
- Continuous management of workforce to deliver efficient and effective services.
- Investment in capital infrastructure.
- Partnering with other levels of government to align efforts.

**Calgary** 


**COUNCIL'S DIRECTION:  
JUNE 27 AND SEPTEMBER 19, 2016**

**June 27, 2016**

- 2017 tax rate increase of 1.5%, with one-time rebate → effectively 0% for 2017
- Make permanent 2016 freeze in transit, parks, recreation and pet service fees.
- Direct Administration to identify specific additional initiatives targeted to areas of greatest need.


**September 19, 2016**

- Reduction in utility and drainage rate increases
- Bring proposed 2017 fee reduction for Green Cart to the Mid-Cycle Adjustments debate in November.



## Proposed Adjustments - Overview

| Tax Relief  | Fee Relief   | Targeted Initiatives  |
|---|--|-----------------------|
| <b>\$73</b><br>million<br>+<br><b>\$35</b><br>million<br>revenue drop<br>absorbed | <b>\$66</b><br>million<br>\$16 million for<br>approval | <b>\$9</b><br>million |



## A Well-Run City

### Tax Rate Reductions


- Reduce 2017 Tax Rate increase to 1.5% + one-time rebate (effective rate of 0% in 2017).  
(Previously Approved)
- How this will be delivered: Funded from further efficiencies, service reductions and corporate costs (For Approval)



Calgary

A Healthy Green City


PREVIOUSLY APPROVED



Reduced rate increase for Utilities

Inspiring Neighbourhoods


PREVIOUSLY APPROVED



Freeze in Recreation, Parks, Pet fees (2016)


A City That Moves

PREVIOUSLY APPROVED




Freeze in Transit fees (2016)

PROPOSED FOR APPROVAL



Green Cart < 2017 rate Landfill Tipping fees\*

PROPOSED FOR APPROVAL



Planning, development & building fees


\* Changes approved by Council on November 14.

Calgary


A Prosperous City

Targeted Initiatives


Proposed for Approval




Affordable Housing



Emergency Resilience Fund



Festivals & Ward Events



Small Businesses

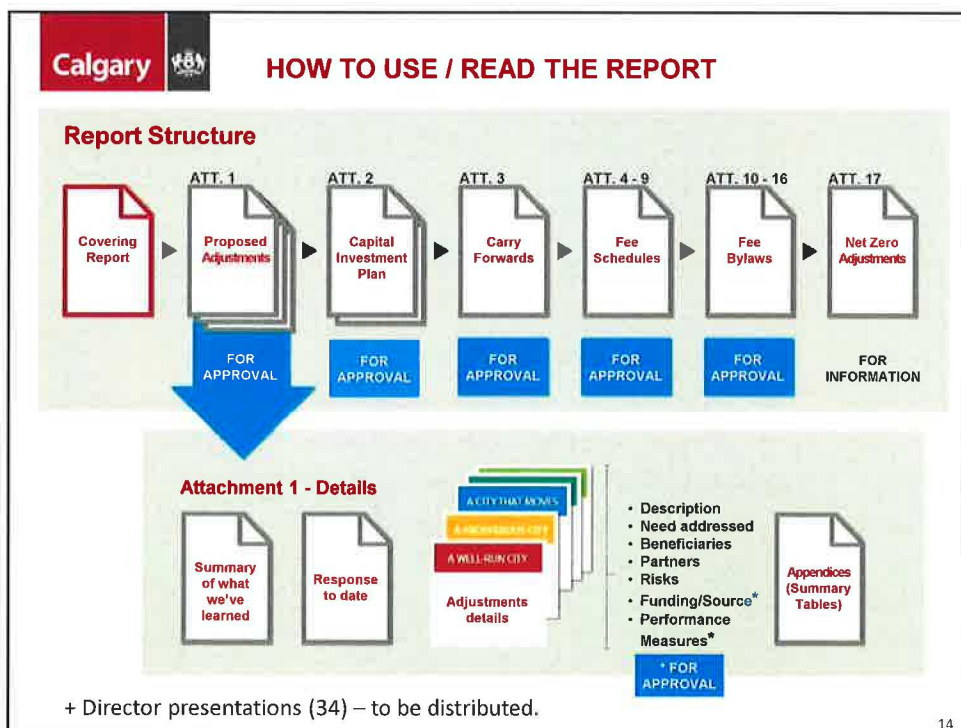
6

## Targeted Initiatives

Proposed for Approval

Pedestrian Strategy

Transit Infrastructure



**RECOMMENDATIONS**

1. Approve proposed Adjustments (Attachment 1)
2. Approve Capital Investment Plan (Attachment 2)
3. Authorize DCMO to continue to identify capital funding and transfer to Budget Savings Account.
4. Direct DCMO to return to Council by 2017 Q2 with recommendations for investment projects.
5. Adopt the 2017 operating and capital budgets, as adjusted.
6. Approve proposed carry-forward of 2016 unspent operating budget (Attachment 3).
7. Approve amended fee schedules (Attachments 4-9)
8. Approve amended user fee bylaws (Attachments 10-16)
9. Receive for information the net-zero operating Adjustments (Attachment 17)