



Financial Task Force Implementation Update

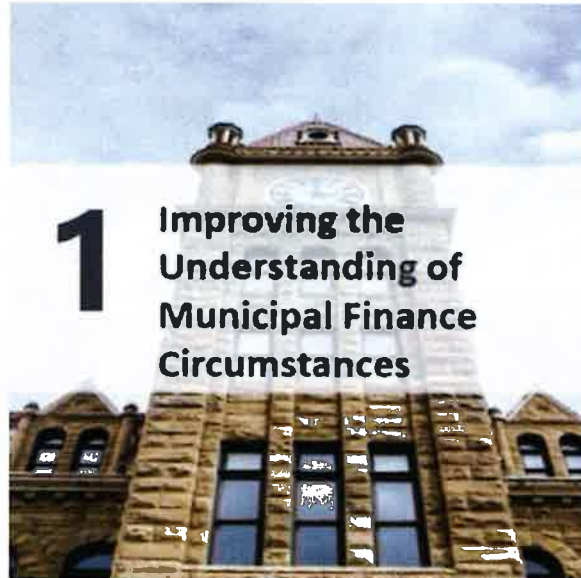
PFC2021-0796

2021 June 08

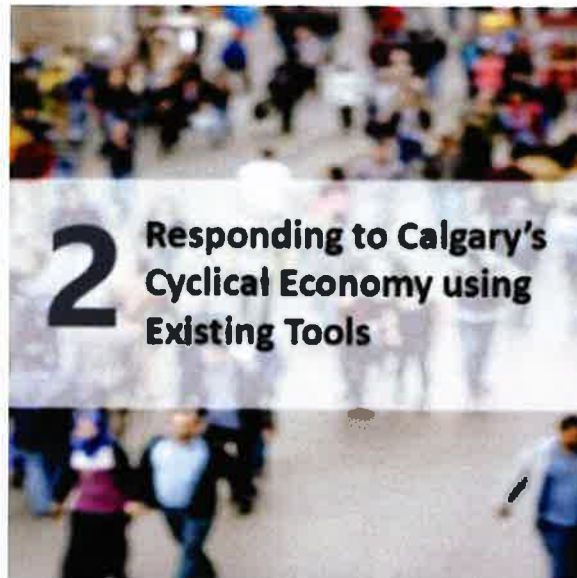




Key Progress



1 Improving the Understanding of Municipal Finance Circumstances



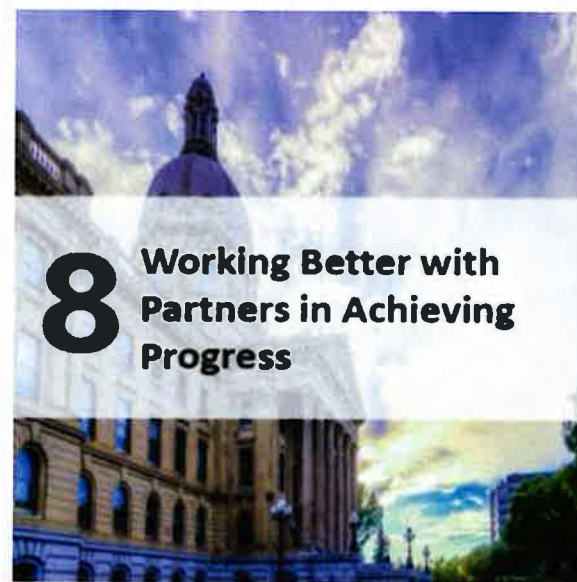
2 Responding to Calgary's Cyclical Economy using Existing Tools



4 Improving Tax Efficiency for Long-Term Fiscal Sustainability



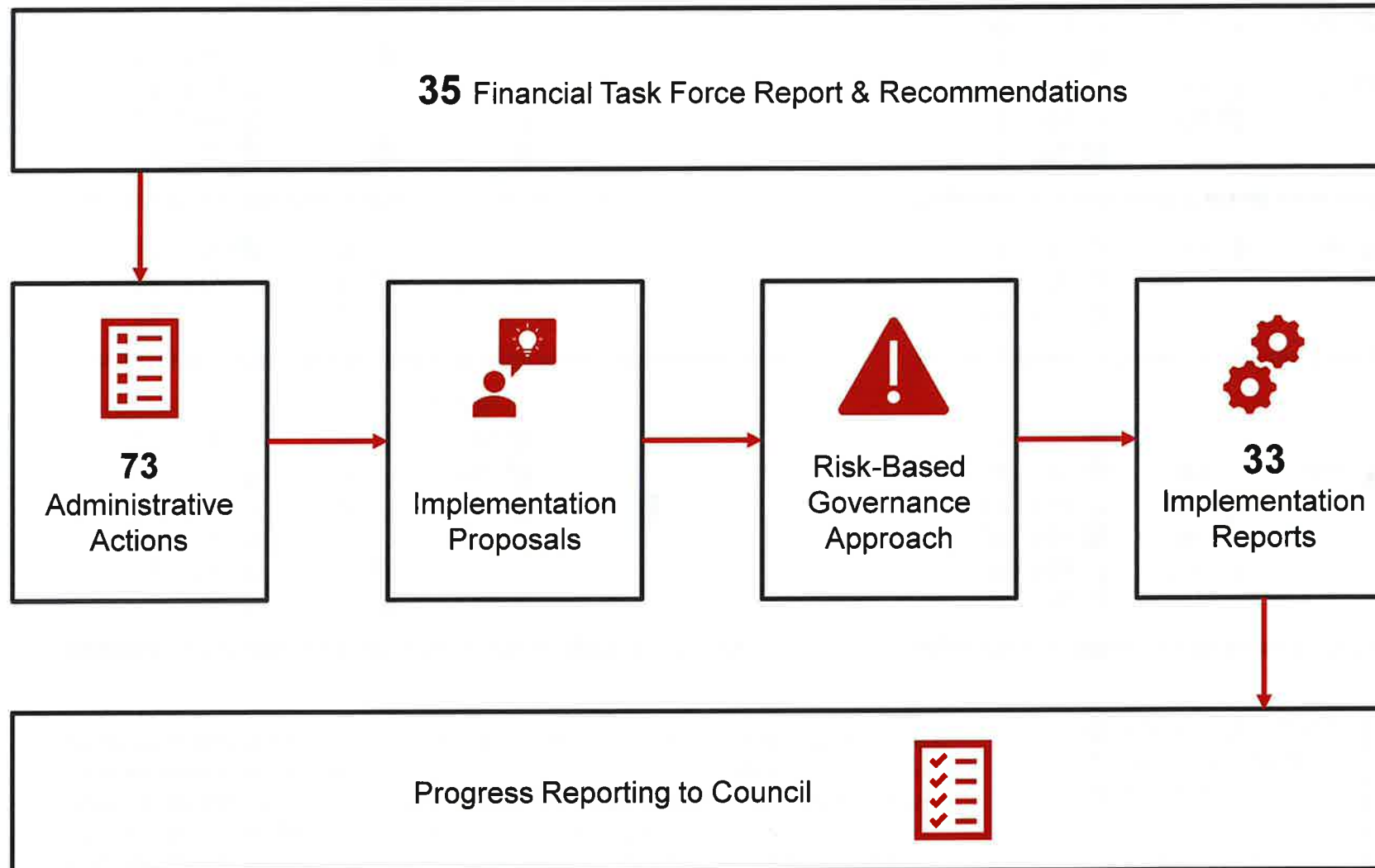
5 Preparing for Changes that would occur as the economy evolves



8 Working Better with Partners in Achieving Progress



Program Update



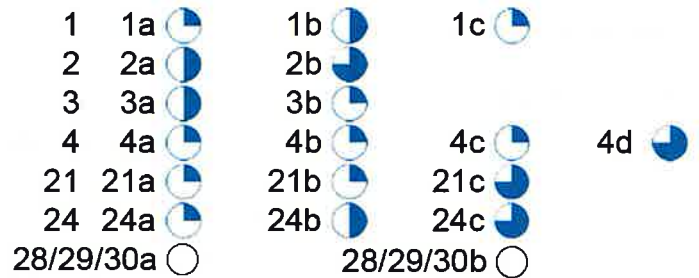


Overview of Administrative Action Progress

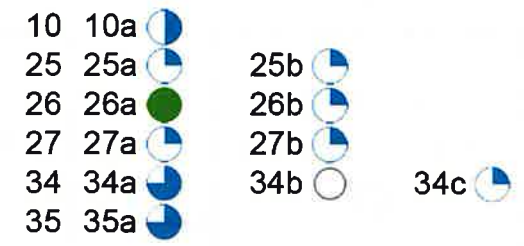
Administration is making progress on a number of the 73 actions and 35 recommendations across the 8 Financial Task Force themes. The table provides an overview of progress (whether there is not yet any information to report, or if the associated work is in the planning, installation, implementation, or benefits realization phase) and status (whether the associated work has been completed, is on schedule, is delayed, or has been cancelled). Details on specific projects are contained in the Implementation Reports in Attachment 2.

Phase		Status
○	Not reported	Cancelled
◐	Planning	Delayed
◑	Installation	On schedule
◒	Implementation	Completed
◓	Benefits Realization	

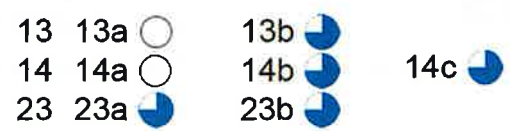
Responding to Calgary's Cyclical Economy using Existing Tools



Improving Tax Efficiency for Long-Term Fiscal Sustainability



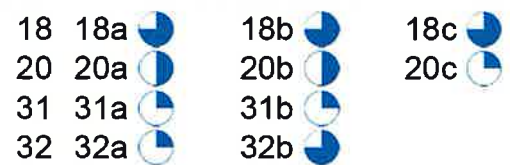
Improving the Understanding of Municipal Finance Circumstances



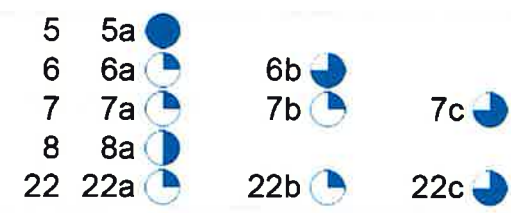
Bringing Property Taxation into the Twenty-First Century



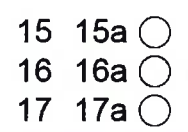
Making Calgary More Competitive, Livable and Attractive



Preparing for changes that would occur as the economy evolves



Supporting Regional Economic Development



Working Better with Partners in Achieving Progress





What's Next



- the delivery of The City's Long Range Financial Plan;



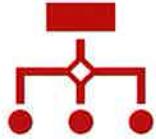
- recommendations on the TIPP program and potential changes to the TIPP bylaw



- a scoping report on the appropriate distribution of tax share between the residential and non-residential classes.



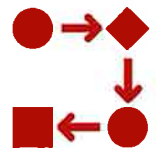
Why principles? Why now?



Addresses many of the Financial Task Force Recommendations



Opportunity to bring the principles into policy.



Inform the decision-making process.



Service Planning and Budgeting Principles

Current priorities on which the 2019-2022 service plans and budgets are built to deliver

A prosperous city

A city of safe and inspiring neighbourhoods

A city that moves

A healthy and green city

A well-run city

Accountable

Aspirational

Equitable

Integrated

Value for money

Underlying principles to guide the process



Principles, not priorities



Proposed principles about what a good process looks like.



Priorities to be set by next Council.



Service Planning and Budgeting Principles



Accountable

We focus on citizens by ensuring they can meaningfully engage and participate in budgetary choices. The City's service plan and budget documents are transparent, understandable, meaningful and available to all Calgarians. We measure and report on performance and service value and make adjustments as needed to meet expectations.



Aspirational

We identify and address the needs of Calgarians as expressed in our existing long-term plans, policies, strategies and priorities. We use the best available evidence, including medium and long-term forecasts, to create realistic multi-year service plans & budgets.



Equitable

We consider Calgarians' diverse needs, strengths and social realities, recognizing that different barriers exist for diverse individuals and groups, and delivering services in a way that all people have the opportunity to benefit equally.



Integrated

We use a cross-corporate approach to planning, managing and reporting that includes risk management and attention to the relationship between operating and capital investments, while proactively involving our partners.



Value for money

We responsibly invest public funds in City services for long-term benefits while continuously seeking efficiencies in order to maximize the value that Calgarians receive from their municipal government.



Practical implications of the principles

Principle	Implications on the Service Plan and Budget Process
Accountable	<ul style="list-style-type: none"> • Tax and user fee decisions should be easy to understand and communicate. • There need to be regular public updates on commitments and progress.
Aspirational	<ul style="list-style-type: none"> • Priorities should be set based on measurable population indicators • Priorities should be multi-year to allow the necessary time to direct resources and see results.
Equitable	<ul style="list-style-type: none"> • Services should consider specific demographics, population groups and under-served areas of the city.
Integrated	<ul style="list-style-type: none"> • Existing plans and policies including but not limited to <i>imagineCALGARY, the Municipal Development Plan and Calgary Transportation Plan, Rethink to Thrive, Calgary in the New Economy, the Long Range Financial Plan, the Climate Resilience Strategy, the Social Wellbeing Policy and the Resilient Calgary Strategy</i> inform the preparation of the service plans and budgets.
Value for money	<ul style="list-style-type: none"> • The number of priorities needs to align to budgetary realities including population growth and inflation and the long-term need for investment. • Balance the stability and predictability of service levels and the stability and predictability of property taxes and user fees.



Recommendations

That the Priorities and Finance Committee recommend that Council:

1. Endorse the planning and budget principles in Attachment 5 and direct Administration to:
 - a) use the principles in order to develop a decision-making framework for the 2023-2026 service plan and budget cycle;
 - b) include the principles in the next update to the *Multi-Year Business Planning and Budgeting Policy*.
2. Receive the remainder of the report for the corporate record.