



Memo

2021 November 23

To: Mayor Gondek and Members of Council
From: Carla Male, Chief Financial Officer

Re: **2022 Adjustments to the One Calgary Service Plans and Budgets – Follow-up on Questions - 5**

Your Worship and Members of Council,

The One Calgary team is continuing to actively coordinate responses to your questions related to the 2022 Adjustments to the One Calgary Service Plans and Budgets. This is the fifth memo to address these questions. These memos will also be entered into the public record.

This memo addresses questions received via email on 2021 November 20 and 2021 November 21.

Please do not hesitate to contact me if you have any questions or concerns.

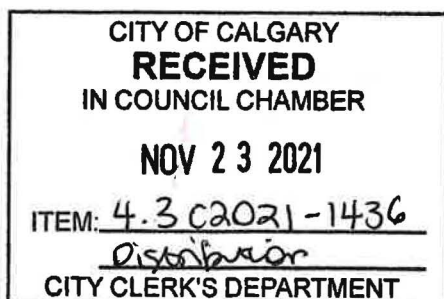
Sincerely,

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cc: Executive Leadership Team; Al Louie; City Clerk

Attachments:

1. Questions and Answers





Attachment 1: Questions and Answers

Questions on the Equity Action and Resourcing Plan (Administration's Proposal)

- 1. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)), with respect to the Equity Action and Resourcing Plan, there is a request for three annual \$1.948 million financial requests; one-time funding for 2022, 2023, and 2024. What are the staffing level requirements (i.e. limited term positions)? Will they be within one organizational unit? Is there a prospect for some or all of these one-time costs and positions to become base budget requests in 2025 or will this program be completed by 2024 without any sustaining initiative?**

This new investment opportunity includes 7.5 full-time equivalent positions to lead and develop the Equity program, work directly with services to embed equity decision-making into service delivery, and coordinate related training and communications. The Equity program will be led by an existing manager within the Corporation. The program currently falls within the Community Strategies service within Community Services.

We are proposing a phased approach to advancing organizational maturity related to equity and embedding it in all City services. The program's structure and longer-term funding needs could be revisited in next year's planning for the 2023-2026 service plans and budgets and no later than the 2025 Mid-Cycle Adjustments. There is also the option to move this program immediately into the base budget via approval of the [Council Proposed Investment](#) related to the Equity Action & Resourcing Plan and Youth Strategy in these 2022 Adjustments.

Separate from the funding for this particular program, there is potential to see equity-related investments in individual service lines added to the base budget as early as the 2023-2026 plan and budget cycle, or potentially through the 2025 Mid-Cycle Adjustments.

- 2. Can you provide an overview of the equity-related work already ongoing?**

If approved, the new funding will complement existing equity-focused work and teams across the organization. For example:

- Workforce diversity and inclusion work led by Human Resources.
- The Indigenous Relations Office's efforts to advance *White Goose Flying* and reconciliation.
- The Anti-Racism team's work to impact change in the community, our organization and public safety.
- Strategy and policy work undertaken by the Community Strategies service in Calgary Neighbourhoods.
- The work of our Resiliency team.
- Other equity-supporting initiatives being considered by service lines across the organization.



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With so many equity-related activities underway, we want to make sure this work is coordinated, measured, and reported, and that new opportunities are identified and seized. In addition, this investment will operationalize equity-focused decision making and investment across all our service lines.

3. Can you provide a bit more background on what led Council to direct Administration to pursue this?

In recent years, there has been a larger focus on moving our policies and strategies to a more holistic and intersectional approach to equitable service delivery while responding to the unique needs of specific equity deserving groups. While our approach to equity has been evolving, the COVID-19 pandemic highlighted the inequities that exist in our communities.

Reflecting on these inequities, Administration and Council acknowledged the need to make life better every day for everyone. Following a day-long Strategic Meeting of Council on 2021 June 28 discussing current inequities and our journey to more equitable outcomes, Administration was directed to bring forward an Equity Action and Resourcing Plan to the 2022 Adjustments ([C2021-0780](#)).

4. Is the proposal here to improve equity outcomes in an external sense (service delivery) or an internal sense (for the corporation) or both? If it's both, do we yet have a sense of how what the split would be?

The focus of this proposed investment is on embedding and operationalizing equity into all our service delivery, with particular attention on citizen-facing services but in coordination with work underway within our internal services. Aligning with the service planning and budgeting process, it is an integrated, transparent, and phased approach to advancing equity in our overall service delivery.

5. Within this proposal, how are equity considerations meant to be implemented? Is this a principle, a policy, a culture, a behaviour, an eligibility qualification/criteria, a disqualification (reverse discrimination), affirmative action, etc.?

Equity considerations in service delivery will be advanced through: tool development and making changes to city processes, increasing access to data and internal expertise, training more employees and leaders, ensuring capacity for coordination between similar initiatives, and creating aligned performance measures to track organizational performance.

6. Why is this proposal so expensive, the same amount, and repeated over three years?

The \$1.95 million annual budget includes two components:

- \$950 thousand will be invested in service delivery changes that result in equitable outcomes for all Calgarians. This provides seed funding to remove barriers to existing services with the intent that successful innovations would later be integrated into regular operations and resourced through services' plans and budgets. The use of a fund allows for flexible deployment of funding to respond quickly to emerging community needs as well as growing organizational maturity.



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- \$1 million for 7.5 full-time equivalent positions will coordinate current efforts across departments to build organizational maturity and advance equitable service delivery across The Corporation. These positions will support identification of barriers to service delivery in the next service plan and budget, develop Corporate measures of success, support the collection and analysis of equity-related data, and enhance training opportunities for employees.

The program is funded at the same level for three years to provide a stable foundation that will allow the program to attract skilled staff, execute program objectives, and gain organization-wide traction. Three years also bridges the program to the 2025 Mid-Cycle Adjustments, at which time the program could be integrated into The City's broader plans and budgets. As noted in Question 1 above, there are also other options for earlier integration.

Questions on the Equity Action and Resourcing Plan and Youth Strategy (Council's Proposal)

7. Within the [Council Proposed Investment](#) related to the Equity Action & Resourcing Plan and Youth Strategy, how do we define "youth?"

Youth can be defined by a variety of age categories. The Youth Strategy program would use an inclusive approach which defines youth to include ages 12-25, and which focuses on the transitional periods between grade school, post-secondary and employment.

8. What have been The City's main initiatives with youth to date? Has there been some work already going on in this area?

The City is already engaged in a variety of programs and services for youth, including:

- The Mayor's Youth Council, a partnership with Youth Central, which provides young people with an opportunity to effect change, represent youth in regard to issues that matter to them, and help create a city where the unique youth perspective contributes to a strong and sustainable community.
- The Youth Employment Centre, operated in partnership with the Government of Alberta, which offers free career and employment services to youth ages 15-24.
- Work with select boards, committees and commissions to integrate a youth voice into their work.
- Other youth programs and services including Calgary AfterSchool, City Hall School and various community-based programs.

Youth engagement sessions were held to determine the top ten issues of concern for youth. Issues which surfaced include: perceptions of Calgary, economic instability and employment diversification, disengagement and the feeling of not being heard, safer transit, and supports for mental health. This Council Proposed Investment would advance actions and initiatives aligned with the issues raised by youth in the engagement sessions.

9. What initiatives have youth advocated to The City for and what is the status of those asks? For example, post-secondary students have asked to be signatories on the UPass, but I believe that hasn't happened yet.



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With respect to the UPass, Administration held two meetings with post-secondary students' unions along with Councillors Davison and Gondek in 2021 May. We have committed to include students' unions in future discussions; however, since the school holds the liability, the contract is signed by their school. Since the UPass agreements were recently extended until 2023 August, negotiations have not yet begun and are scheduled to begin in the fall of 2022. At that time, it would be discussed what role students' unions should play in the negotiations.

As another example of youth advocacy, The City recently worked with the Mayor's Youth Council to advance the Free.Period pilot program, which provides free menstrual products at select City facilities.

Questions on Other New Investment Opportunities

- 1. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)) under the request for Government Relations, is it correct to assume this is one new base full-time equivalent position? Is this position a liaison between City Councillors and the Executive Leadership team?**

This proposed investment is for one base full-time equivalent investment within Government Relations to support anticipated additional demand associated with a new Mayor and Council and building relationships on behalf of the organization with the Government of Alberta and Government of Canada. We are seeing an increase in complexity, expectations and response speed on issues and opportunities with other orders of government, requiring increased resources to ensure we represent The City's interests appropriately.

Government Relations supports Council and Administration by identifying legislative, fiscal and policy changes that affect The City's operations and its ability to meet strategic goals. Government Relations supports the Intergovernmental Affairs (IGA) Committee, which facilitates dialogue and provides direction on regional, provincial and federal matters of interest to The City.

The Council Liaison position in the City Manager's Office is a six-month limited term to support a new Council due to the high turnover during this election. This position does not appear in the 2022 Adjustments and is not in the base budget.

- 2. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)) under the request for Executive Leadership Service Line Service Improvements, is it correct that this initiative includes three new base full-time equivalent positions? How does this relate to the previous Government Relations initiative? How are they coordinated/collaborated?**

There are four positions as part of this ask: three in the City Manager's Office, and one in Corporate Initiatives in the Chief Financial Officer's department. One of the three positions in the City Manager's Office will have responsibilities for Stakeholder Relations, which includes responding to citizen inquiries the City Manager receives as well as building strategic partnerships with our external counterparts such as the University of Calgary, ENMAX, SAIT,



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ATCO, and TELUS, among others. They will also create ongoing relationships with Ward staff to ensure that Council's needs continue to be met. This is distinct from the Council Liaison position, which is a six-month limited term.

- 3. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)) under the request for Innovation Flexible Partner Model Growth, are there any new base full-time equivalents in this initiative for \$905 thousand? Are these embedded with one organizational unit (i.e. shared service) and across several business units?**

This investment, which supports one leader for the Innovation and Futures Lab and five employees within Collaboration, Analytics and Innovation, is critical to support the Innovation pillar (and other pillars) of the Re-think to Thrive strategy – our guidepost to modernize our organization. This investment will develop the Innovation Lab, support design thinking throughout the organization, and encourage a future focused mindset that supports a culture of learning, failing fast and empowered decision making.

Additional investment and innovation resources in this group will help to build capacity and will begin with a focused pilot in Infrastructure Services, while ensuring that the limited resources we currently have can be leveraged to support any service within our organization. This investment will also help The City attract and retain employees with a specialized innovation skill set in a highly competitive industry and demonstrate The City's interest to modernize and transform our services and municipal government.

- 4. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)), the opportunity to Bolster Growth Funding and Investment is a request for six new full-time equivalent positions to support off-site levy and growth funding initiatives. Are these base funded long-term positions or is this better as multi-year one-time funded limited term positions for two to five years?**

Administration believes this service now requires permanent base funding. We expect the work demand to continue to increase and to include a sustainment and reporting element. Finally, the key to this work is to ensure staff knowledge continuity, which has been a drawback that we have seen in limited term positions in the past.

- 5. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)), with respect to the request for the Calgary Fire Department Officer Development Program, can this truly be achieved in one year (2022) for all operational leaders? Will this be provided to all operational leaders or targeted particularly for the young, new leaders?**

We will take the time to develop a robust, comprehensive, progressive, and relevant program for our staff. While we will endeavour to provide this training to as many as possible in 2022, this will likely need to continue into 2023. The full amount was included, understanding that the amount that can be spent in 2022 is uncertain and that we will bring an ask to carry forward the balance as part of the approval for the next cycle of service plans and budgets (2023-2026).



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If this investment is approved, we will target the training in 2022 to groups such as district chiefs, who we have been identified as having great influence and authority as well as the highest need for this kind of development. Our district chiefs currently receive no additional skills training in this important area as they transition from being captains to district chiefs.

- 6. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)), under the \$3.847 million request for the Realignment Initiative, how many new full-time equivalent positions are included? Are they exempt positions? Are there any limited term positions included in the one-time funding?**

There are 31 full-time equivalent positions included as part of this request. Further information about these positions will be provided to Council via a separate circulation.

- 7. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)), within the request for Finance Reporting and Analysis, are there any new base full-time equivalent positions in this initiative for \$1.07 million? Was this internal management reporting not done before?**

This proposed investment would include eight full-time equivalent positions within the Financial Support service line. The City's enabling services have participated in budget reductions in recent years and their current net budgets are below 2018 levels. At the same time, enabling services within the Corporate Planning and Financial Services department are now playing new strategic and catalytic roles, in addition to the traditional roles of custodian and steward. Internal financial reporting needs to evolve to allow The City to maximize the benefits from initiatives such as SAVE and the Realignment. While there is a substantial benefit to the organization from these new roles, it is important that they do not take away from operating our basic financial systems. The proposed new investment will help ensure that we have adequate resources to continue moving our financial reporting forward, so that our reports meet users' needs, inform decision making, and efficiently support the organization.

- 8. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)), within the request for the Long-Range Financial Plan Implementation Plan, are there any new limited term, one-time financed positions included? Is there an existing position within the base budget that can carry out this function?**

This investment would support one limited-term position for 2022 to develop an implementation program for the Long-Range Financial Plan, which came to the Executive Committee in early 2021 November ([C2021-2032](#)). This investment is needed so that we can maintain and monitor this plan more proactively than we have done in the past, as well as report on progress of the strategies and actions. Part of the program development will assess the need for additional long-term base budget funding for the program, to be included in the next service plan and budget cycle.

- 9. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)), there are four new base full-time equivalent positions under the**



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request for Tangible Capital Assets and Financial Support, for \$504 thousand. Are these embedded within one organizational unit (i.e. shared service) and across several business units? Was this Tangible Capital Asset financial support and analysis not done before?

This proposed investment will fund three positions within the Tangible Capital Asset team and one position within the Financial Strategy team. We have been working on this adoption of the Tangible Capital Asset accounting standards since 2009, and there have been a number of models. With centralization of this function into finance, we relied on a number of temporary positions, but we have found that permanent positions are needed to support the ongoing work and ensure resource stability in this high audit risk area.

10. In Administration's recommended New Operating Investment Opportunities ([C2021-1436 Attachment 5](#)), with respect to the request for the Elections Calgary Capacity Increase, there are three new base full-time equivalent positions in this initiative for \$400 thousand. As the next election is not until 2024, can this wait until then?

These full-time equivalent positions (FTEs) ensure capacity to effectively deliver on legislated and emerging responsibilities, as well as citizen expectations. Preparations for the general election occur over a four-year period and Elections Calgary must also be prepared to deliver on a by-election, petition or vote on a question at any time. Additional FTEs will also:

- Support initiatives to improve voter accessibility, inclusion, and engagement, including critical work with City and community partners.
- Build knowledge, experience, and capacity within the team and among its City service partners (e.g., Information Technology, Facilities Management, Supply and the Calgary Public Library).
- Support continuous improvement and innovation in the delivery of elections, including plans and practices envisioned in the [4-year election program](#) and the [recommendations of the City Auditor](#) on the election program.

To note, the budget for these three FTEs is expected to be partially recoverable from school boards, as 30 per cent of annual election readiness and general election event expenses are recovered from school boards (roughly 2/3 from the public board, 1/3 from the separate board). If a school board holds a by-election, all costs are borne by the school boards.

11. How much does The City spend on Occupational Health and Safety per full-time equivalent position today? With the proposed Employee Safety Investment & Long-Term Cost Reduction request ([C2021-1436 Attachment 5](#)), what is the per full-time equivalent position ratio? How does this compare with a similar type and size corporation?

The City's expenditures on Occupational Health and Safety per full-time equivalent are outlined in the table below:



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Current budget - \$/FTE	Adjusted 2022 budget - \$/FTE	Including full year impact of 2022 ask*
Approximately \$506/FTE	Approximately \$598/FTE	Approximately \$700/FTE

*This includes the incremental budget that is required in 2023 to top-up the budget for a full year for the 20 FTEs requested for 2022.

We are currently benchmarking against other municipalities and industries. Upon early review, it appears that The City of Calgary invests approximate only half of what the City of Edmonton invests in Employee Safety. For every dollar spent on safety, the organization (and taxpayers) save approximately eight times that that amount in expenses, including direct and indirect costs.

Questions on the Additional year one investment in the Resilient Roofing Rebate Program (RRRP)

As \$1.498 million of the \$2 million has already been rebated to 463 Group A rebate applicants (423 rebated, 40 pre-approved) and an additional \$0.25 million is required to fulfill the remaining Group A applicants plus \$3 million is required for the Group B applicants:

- 1. What mechanism is used to ensure more resilient roofing materials are used? Are these fire resistant or fire proof as well?**

The required Class 4 roofing materials are considered "impact resistant" and the applicant must provide invoices from the installers showing that Class 4 roofing materials were used. Once the application package is complete, the Rebate Administrator reviews the application package for compliance with the program. There was no focus on fire-related specifications with the required Class 4 roofing materials.

- 2. Is there an audit to ensure the rebate fulfills the desired intentions?**

Yes, all applications are reviewed by our Rebate Administrator. If the installation is not completed by a member of Alberta Allied Roofing Association (AARA) or Alberta Roofing Contractors Association (ARCA), there is a third-party inspection completed to ensure that the installation was completed as per the specifications of the roofing material and manufacturer.

- 3. As this has the intention to reduce the magnitude of future weather-related roof damage (and possibly fire related incidences), is there any mechanism for the insurance industry to be a part of this rebate program as this also has the effect of reducing future claims?**

There was no focus on fire-related specifications with the required Class 4 roofing materials. The insurance industry has done some advertising for our program but there is no mechanism for the insurance industry to be part of the program.