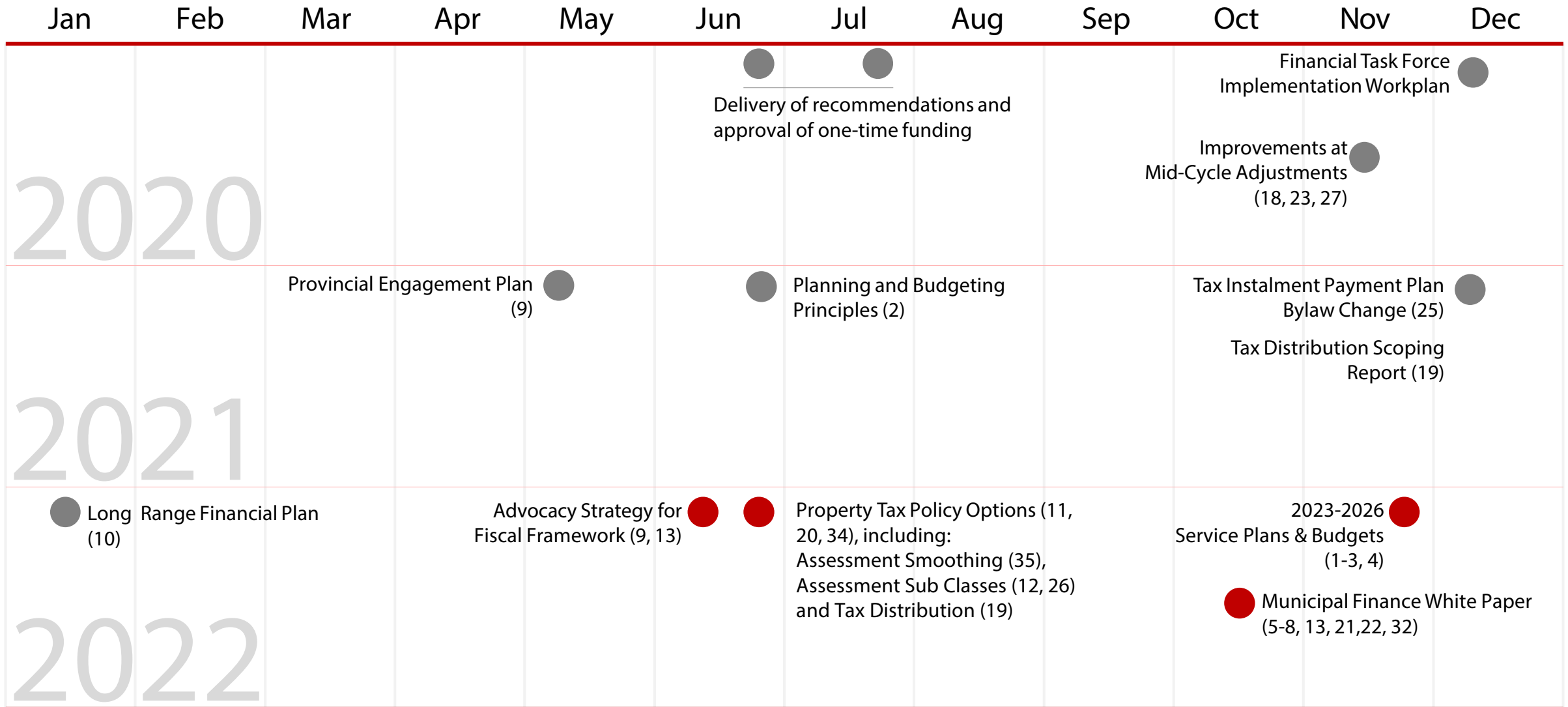


# Timeline of Financial Task Force Implementation Deliverables



**2023 and beyond:** Over the longer term there are three other programs that will make more progress after the close of the Financial Task Force Implementation Program in Q1 2023: (1) **the User Fee & Subsidies Policy Review and Implementation**; (2) **Enterprise Costing**; and (3) **Regional Strategies**.

## Details of Financial Task Force Implementation Deliverables

<b>Deliverable</b>	<b>Detail</b>	<b>Primary Themes</b>	<b>Primary FTF Recommendations</b>	<b>Delivery Date / Timeframe</b>
<b>Mid-Cycle Business Plan and Budget Adjustments</b>	The Mid-Cycle Adjustments process included some immediate improvements, including: some new comparative data in the Residential Property Tax and Utility Survey; additional communications content accompanying the 2020 October PFC report and Mid-Cycle Adjustments; and detailed Assessment information in 2020 October PFC Report and tax implications by property type as part of the Mid-Cycle Adjustments Presentation.	Improving understanding of municipal finance circumstances / Making Calgary more competitive, livable and attractive / Improving tax efficiency for long-term fiscal sustainability	<ul style="list-style-type: none"> <li>• Balance livability and tax competitiveness (#18)</li> <li>• Enhance ongoing communication approach (#23)</li> <li>• Generate high-quality information for the tax rate decision (#27)</li> </ul>	2020 November
<b>Provincial Engagement Plan</b>	Presented a gap analysis of the recommendations related to advocacy and identified where more work was required.	Working better with partners in achieving progress	<ul style="list-style-type: none"> <li>• Advocate for timely legislative change (#9)</li> </ul>	2021 May
<b>Planning and Budgeting Principles</b>	Council established set of principles to guide the decision-making process over multiple four-year cycles to inform general practice across all different aspects of planning and budgeting activities.	Responding to Calgary's cyclical economy using existing tools	<ul style="list-style-type: none"> <li>• Commit to a principles-based process. (#2)</li> </ul>	2021 June
<b>Tax Instalment Payment Plan Bylaw Change</b>	Council approved changes to the TIPP Bylaw to reduce barriers to program entry.	Improving tax efficiency for long-term fiscal sustainability	<ul style="list-style-type: none"> <li>• Motivate increase in TIPP uptake (#25)</li> </ul>	2021 December
<b>Tax Distribution Scoping Report</b>	A research report that outlined the considerations that come along with the redistribution of property tax among different classes.	Bringing property taxation into the twenty first century	<ul style="list-style-type: none"> <li>• Distribute tax responsibility appropriately (#19)</li> </ul>	2021 December
<b>Long Range Financial Plan</b>	The purpose of the Long Range Financial Plan (LRFP) is to support the achievement of The City's overarching goals of financial sustainability and resilience.	Improving tax efficiency for long-term fiscal sustainability	<ul style="list-style-type: none"> <li>• Focus on long-term fiscal sustainability (#10)</li> </ul>	2022 January
<b>Advocacy Strategy for the Fiscal Framework</b>	A report that lays out the next steps for the financial relationship between The City and the province.	Working better with partners in achieving progress	<ul style="list-style-type: none"> <li>• Advocate for timely legislative change (#9)</li> <li>• Investigate cost recovery with the province (#13)</li> </ul>	2022 June

<b>Tax Policy Options</b>	A report that clearly articulates The City's tax policy options. A set of reports that will respond to the Financial Task Force recommendations regarding assessment smoothing, assessment subclasses for non-residential and attempt to set a path forward on tax distribution.	Bringing property taxation into the twenty first century / Improving tax efficiency for long-term fiscal sustainability / Improving understanding of municipal finance circumstances	<ul style="list-style-type: none"> <li>• Use the guiding principles (#11)</li> <li>• Make subclass legislation usable (#12)</li> <li>• Distribute tax responsibility appropriately (#19)</li> <li>• Choose tax stability over volatility (#20)</li> <li>• Explore tax reform over one-time measures (#34)</li> <li>• Investigate multi-year property assessment averages to reduce volatility (#35)</li> </ul>	2022 June
<b>2023 – 2026 Service Plans and Budgets</b>	The service planning and budgeting process will integrate many of the recommendations from the Financial Task Force.	Responding to Calgary's cyclical economy using existing tools	<ul style="list-style-type: none"> <li>• Use evidence for decisions (#1-3)</li> <li>• Respond to Calgary's evolving economy (#4)</li> </ul>	2022 November
<b>Municipal Finance White Paper</b>	Provides a research paper that updates new developments / challenges / solutions in municipal finance in recent years. The report will provide theoretical foundations and empirical evidence for City Council and the province to make appropriate fiscal policy updates for Calgary.	Improving understanding of municipal finance circumstances	<ul style="list-style-type: none"> <li>• Manage the transition to the new economy (#5-8)</li> <li>• Investigate cost recovery with the province (#13)</li> <li>• Leverage untapped revenue potential (#21)</li> <li>• Identify revenue from the new economy (#22)</li> <li>• Employ countercyclical fiscal policy when appropriate (#32)</li> </ul>	2022 October
<b>User Fee &amp; Subsidies Policy Review</b>	The review will: (1) update the current User Fees and Subsidies Policy (and implementation tools) that follow best practice and advance quality of life results (societal benefits); (2) Create a fair, equitable and transparent cost recovery system for establishing and adjusting fees and charges; (3) Provide clarity and foster understanding of how and when fees are applied at The City; (4) Develop an implementation and sustainment plan to support the new policy.	Responding to Calgary's cyclical economy using existing tools / Working better with partners in achieving progress	<ul style="list-style-type: none"> <li>• Incorporate information from process changes into a review of user fee levies (#30)</li> </ul>	2023 Q2

<p><b>Regional Strategies</b></p>	<p>Many of the recommendations related to regional economic development and intermunicipal cooperation depend on negotiation, advocacy, and collaboration with neighbouring municipalities. The Calgary Metropolitan Region Board is focusing on regional economic development, exploring regional outcomes and establishing best practices. The City's participation in this requires an investment in terms of time and relationship building, and updates will continue to come to Council through the Intergovernmental Affairs Committee.</p>	<p>Supporting regional economic development</p>	<ul style="list-style-type: none"> <li>• Support regional economic development (#15-17)</li> </ul>	<p>2025</p>
<p><b>Enterprise Costing</b></p>	<p>Budget was approved for 2022 for permanent resources for a costing function within the Corporate Budget Office. The scope of work for the new unit is currently being defined and hiring resources will begin in Q3 2022.</p>	<p>Making Calgary more competitive, livable and attractive / Improving understanding of municipal finance circumstances</p>	<ul style="list-style-type: none"> <li>• Quantify the cost and value of services and distribution of benefits (#28)</li> <li>• Quantify the cost and value of services and distribution of benefits: incorporate findings into decision-making process for cost sharing arrangements with regional partners (#29)</li> </ul>	<p>Planning</p>