

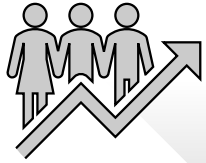


# Recommendations

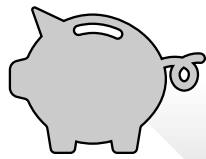
That Council:

1. Receive this report for discussion; and
2. Direct that Attachment 3 be held as confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2037 September 13.

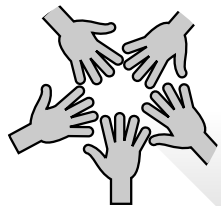
# Highlights



Administration is on track to present a 4-year plan and budget in November that aligns with Council's direction to keep expenditures in line with inflation plus population growth.



With household expenditures increasing an average of 7.4% in Alberta this year, Administration is working hard to maintain affordability by keeping the projected increase in city expenditures as low as possible.



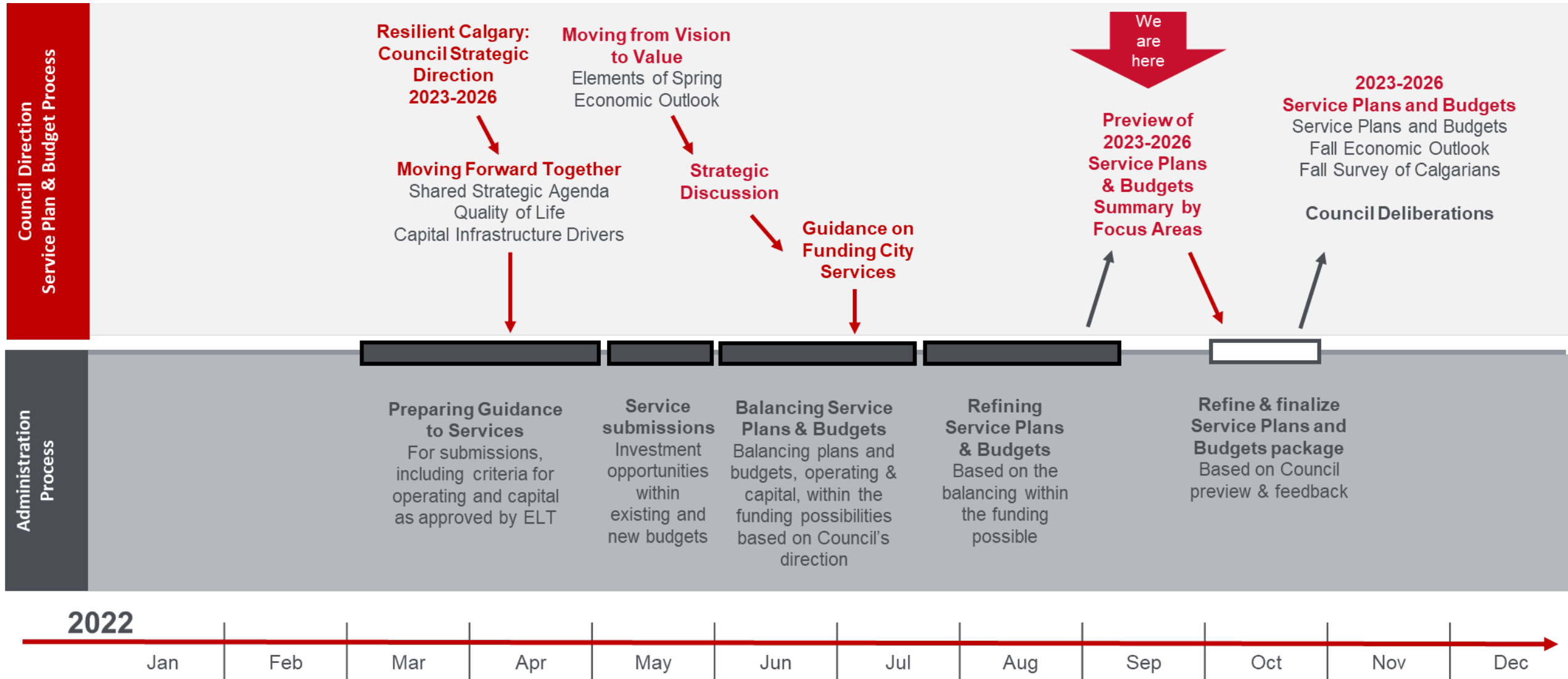
We will continue to deliver the services Calgarians rely on over the next four years, while investing in Calgary to make it an even better destination and great place to live, work, grow and raise a family.



While all 61 City services will be maintained in the 4-year cycle, some services will receive a higher level of investment than others. No service budget cuts are being recommended in his business cycle.

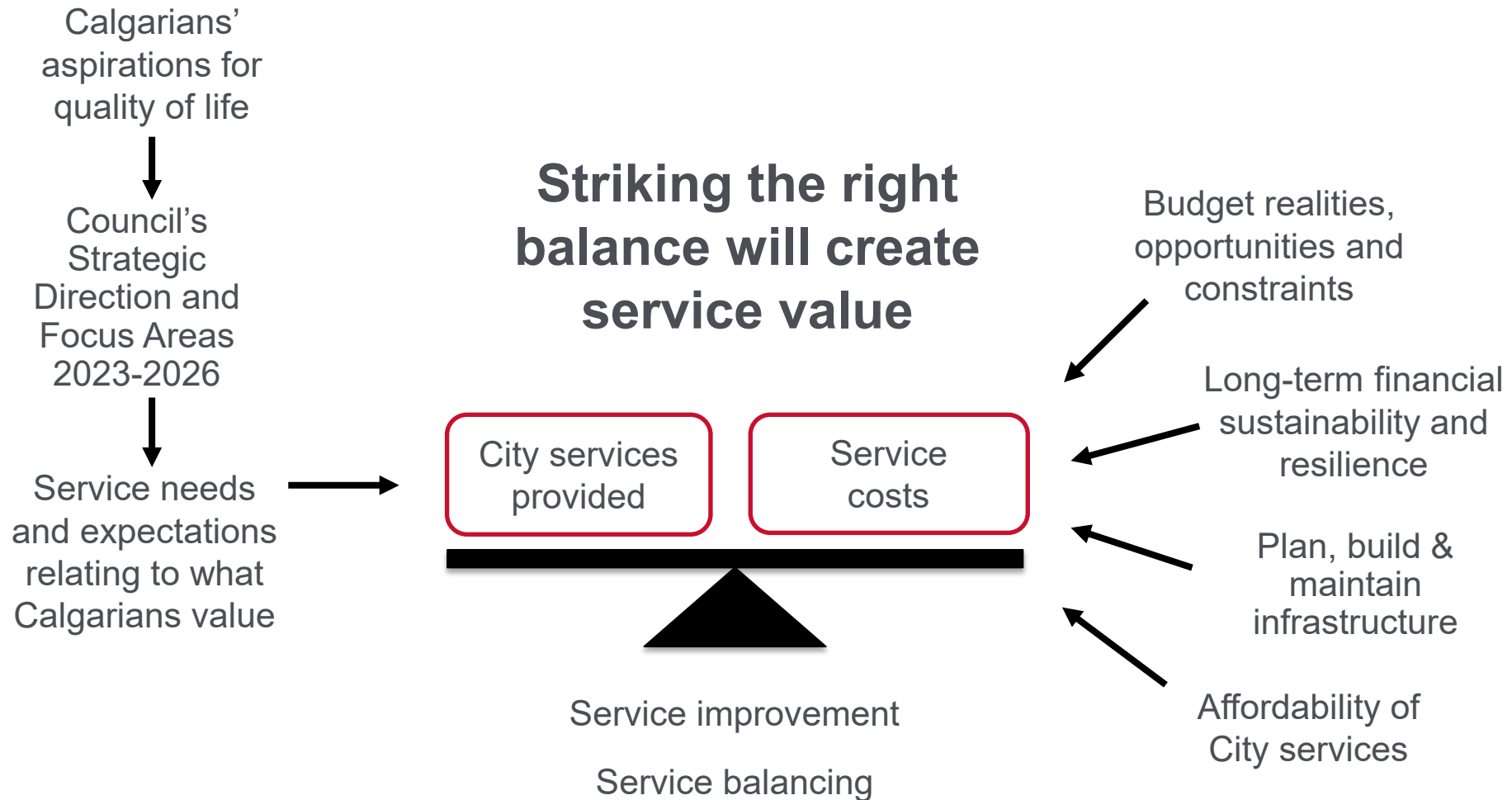


# The Journey to Develop Service Plans and Budgets





# Service value: balance between service delivery & service costs



# Administration will contribute to advancing each of Council's Foundations

- Everyone participates in a strong, diverse economy
- Remove barriers for business success, enabling businesses to start, grow and invest in our city
- Incredible destination and great place to live, work, grow and raise a family



- Take an active role in climate innovation
- Build climate resiliency to adapt to climate impacts
- Build green economy
- Do our part to limit global warming to 1.5 degrees
- Reduce emissions

- People of all backgrounds belong
- Community of people who support one another
- Vibrant, safe and secure place to live, work and play
- A city that does not tolerate hate, promotes community engagement & actively works to address systemic discrimination in all forms
- We live our commitment to reconciliation



# Administration will advance each Focus Area of our Shared Strategic Agenda



## Downtown revitalization

- Continue implementing the Downtown Strategy
- Invest in and enhance public safety
- Investments in placemaking and enhancing vibrancy



## Social equity

- Continue the Anti-Racism program
- Take action on Reconciliation
- Invest in affordable housing
- Provide accessible and equitable programs and services



## Land use and local area planning

- New Land Use Bylaw
- Launch additional Local Area Plans
- Harmonized and updated Calgary Plan

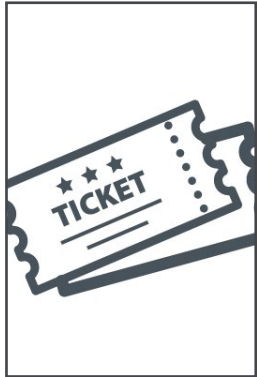


## Transit

- Modernize Transit fleet
- Improve service levels
- Enhance public safety
- Invest in BRT development



# Administration will advance each Focus Area of our Shared Strategic Agenda



## Hosting and hospitality

- Invest in promotion and marketing
- Invest in festivals and events
- Support our partners



## Global positioning and reputation

- Proactive communication
- Build relationships with Indigenous partners
- Investments in climate and innovation



## Modernizing government

- Continuous improvement
- Advocacy with other orders of government
- Investments in technology



## Rethink to Thrive

- Drive culture change
- Employee safety and wellness initiatives
- Risk management





# Administration is on track to keep expenditures in line with inflation plus population growth

Values in \$ millions

Funding Envelope	2022 Estimate	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Expenditures	\$4,192	\$4,364	\$4,526	\$4,697	\$4,863
<b>% Change in projected expenditures</b>		<b>4.1%</b>	<b>3.7%</b>	<b>3.8%</b>	<b>3.5%</b>
Non-Tax Revenues	(\$2,181)	(\$2,235)	(\$2,296)	(\$2,356)	(\$2,418)
<i>% Change in projected non-tax revenues</i>		2.5%	2.7%	2.6%	2.6%
Total Property Tax Revenues Required	(\$2,011)	(\$2,129)	(\$2,230)	(\$2,341)	(\$2,445)
<i>% Change in projected total property tax revenues required</i>		5.9%	4.7%	5.0%	4.4%
<i>% Change property tax from development &amp; redevelopment</i>		1.5%	1.4%	1.3%	1.2%
<i>% Change additional property tax required after development &amp; redevelopment</i>		4.4%	3.3%	3.7%	3.2%
<b>Comparison:</b> <i>Municipal Price Index (MPI) &amp; Population Growth</i>	5.1%	4.0%	3.6%	3.7%	3.5%



# With household expenditures increasing an average of 7.4% in Alberta this year, we are working hard to maintain affordability

Alberta Consumer Price Index Commodity	% Change 2021-2022
<b>All items</b>	<b>7.4%</b>
Energy	28.1%
Food	8.4%
Shelter	6.4%
Household operations, furnishings & equipment	4.6%
Transportation	15.5%
Recreation, education & reading	6.1%

Source: <https://economicdashboard.alberta.ca/ConsumerPriceIndexChange#type>



# Administration estimates over \$10 billion in capital investment in the next 5 years

<b>Total City Estimated Capital Budget 2023 – 2027+ (\$ millions)</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027+</b>	<b>Total</b>
Estimated New Capital	954	1,288	1,110	1,066	11	4,429
Previously Approved Capital	1,010	635	390	819	2,868	5,722
<b>Total Estimated Capital Budget</b>	<b>1,964</b>	<b>1,923</b>	<b>1,500</b>	<b>1,885</b>	<b>2,879</b>	<b>10,151</b>

\* Yearly allocations are preliminary and subject to change based on capital recast and on-going analysis.



# Some services will receive a higher level of investment than others, but no service budget cuts are recommended

Budget increases ABOVE inflation + population growth

- 21 services

Budget increases SIMILAR to inflation + population growth

- 10 services

Budget increases BELOW inflation + population growth

- 27 services

Budget decreases

- 0 services



# As assessment values increase, tax rates decrease correspondingly to collect the same tax revenue



Hypothetical  
Typical 2023  
Assessment  
Change



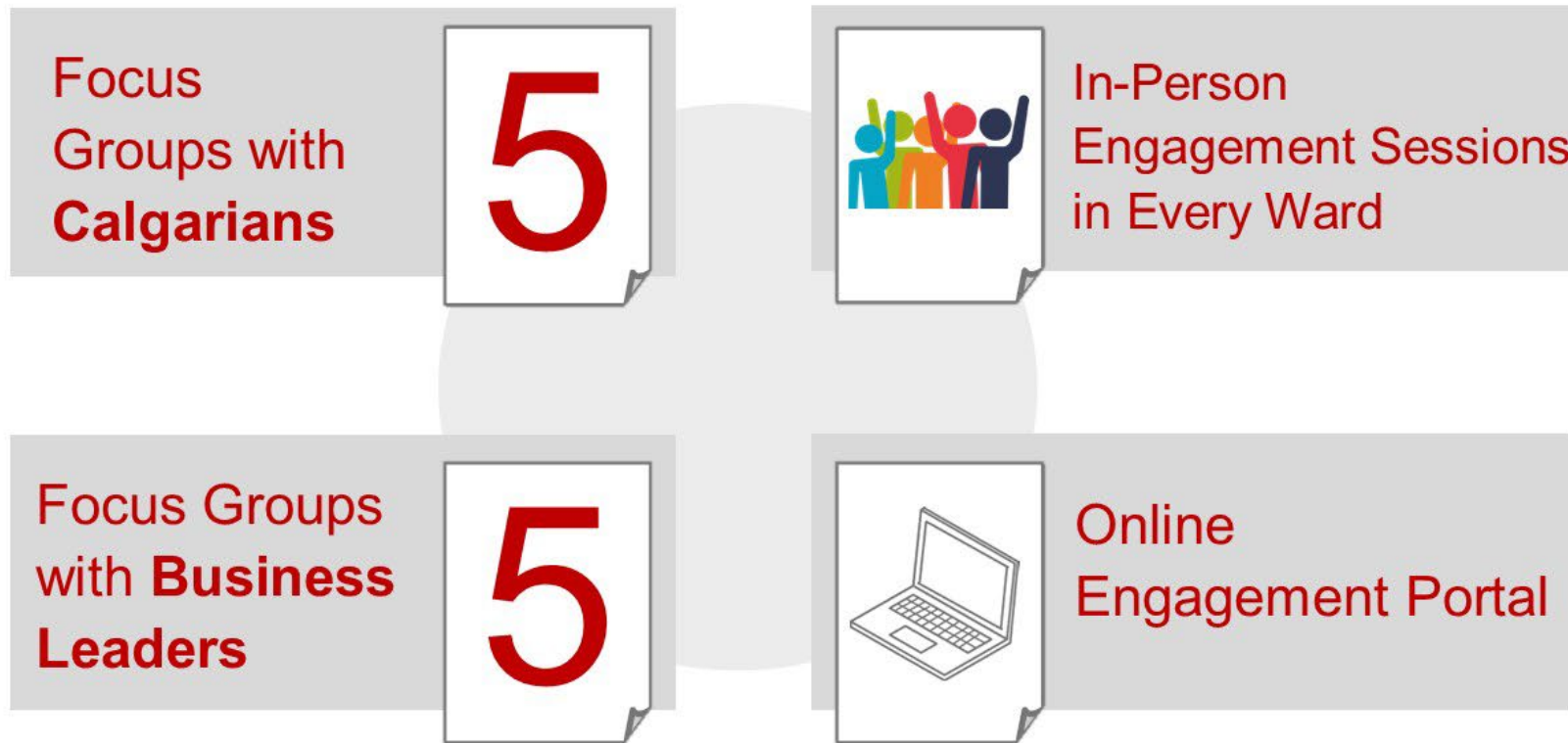
	2022 Actual	2023 Hypothetical*	% Change**
Residential Assessment	\$485,000	\$558,000	15%
Residential Municipal Tax Rate	0.0046950	0.0040808	-13%
<b>Residential Municipal Tax</b>	<b>\$2,277</b>	<b>\$2,277</b>	<b>0%</b>

\*2023 hypothetical figures illustrate the changes based on collecting the same amount of tax revenue as last year

\*\*Percentage change is illustrative only, and assumes all property types increase in value at the same rate, which is unlikely to be the case. Where properties increase by more or less than the average rate, tax changes will be correspondingly different.



# Calgarians will have the opportunity to provide further feedback this fall



# Recommendations

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