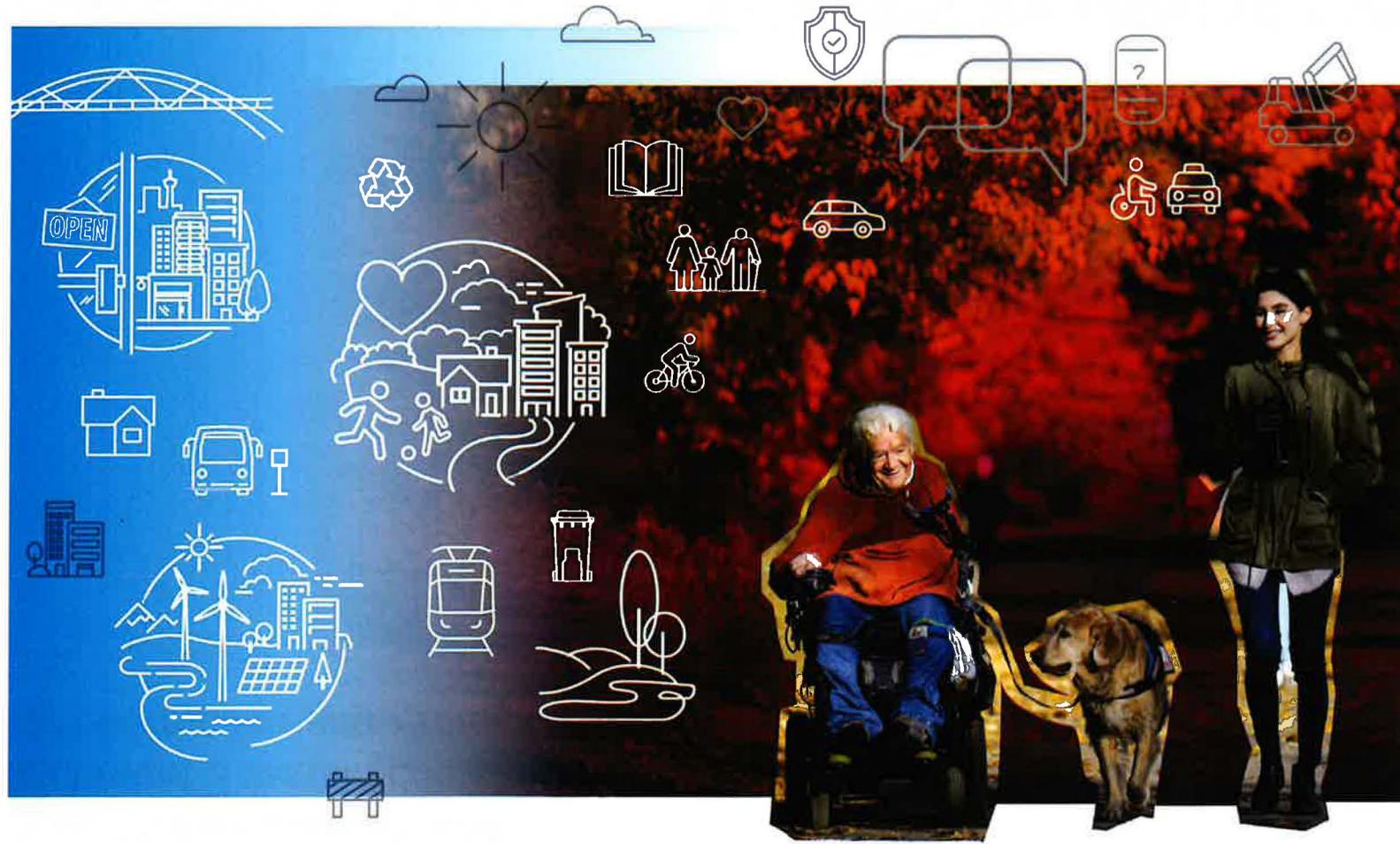




CITY OF CALGARY
RECEIVED
IN COUNCIL CHAMBER

SEP 14 2022

ITEM: 11.3.1 C2022-0942
Distribution
CITY CLERK'S DEPARTMENT



Preview of the 2023-2026 Service Plans and Budgets

2022 September 13 – Combined Meeting of Council



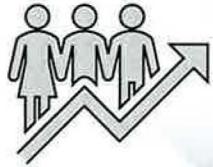
Recommendations

That Council:

1. Receive this report for discussion; and
2. Direct that Attachment 3 remain 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



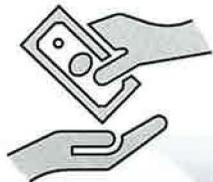
Spending in line with inflation plus population growth



Maintaining affordability by keeping expenditures low



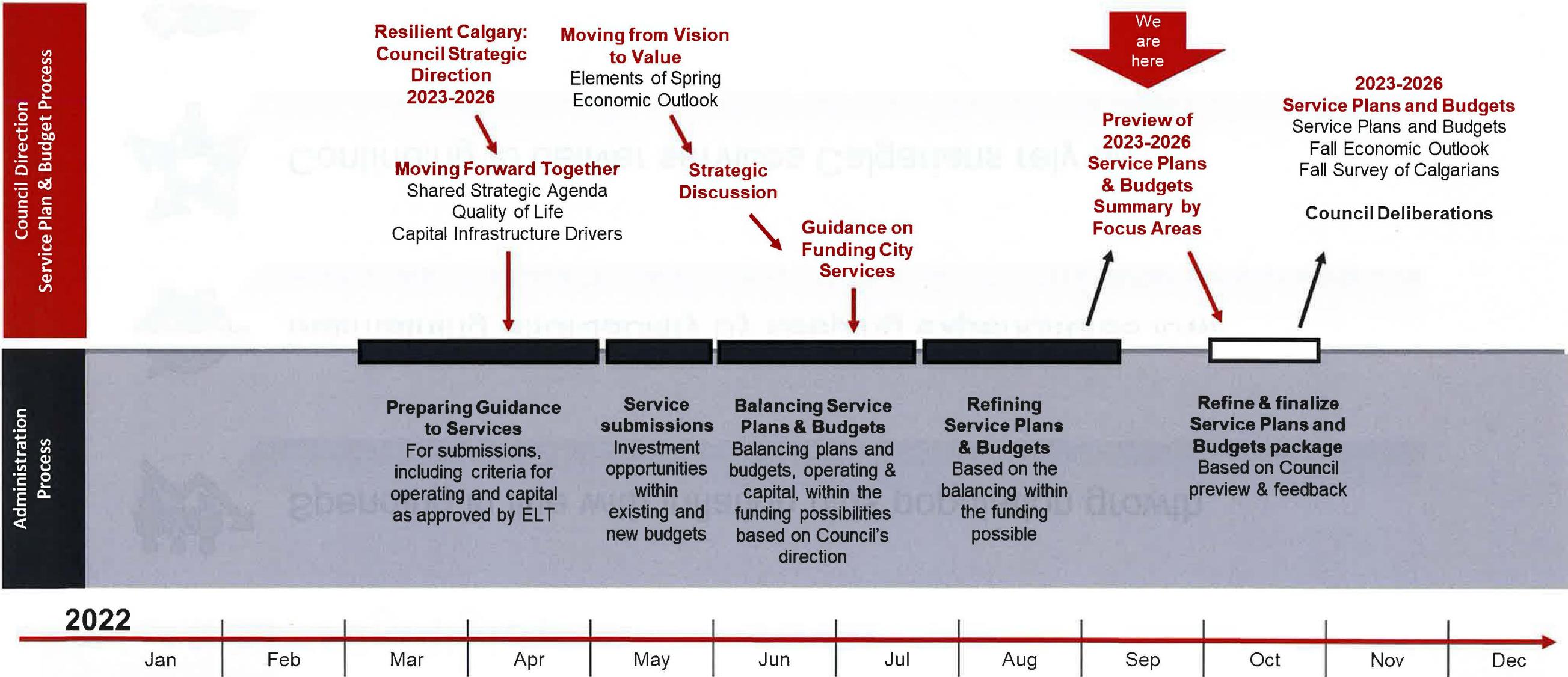
Continuing to deliver services Calgarians rely on



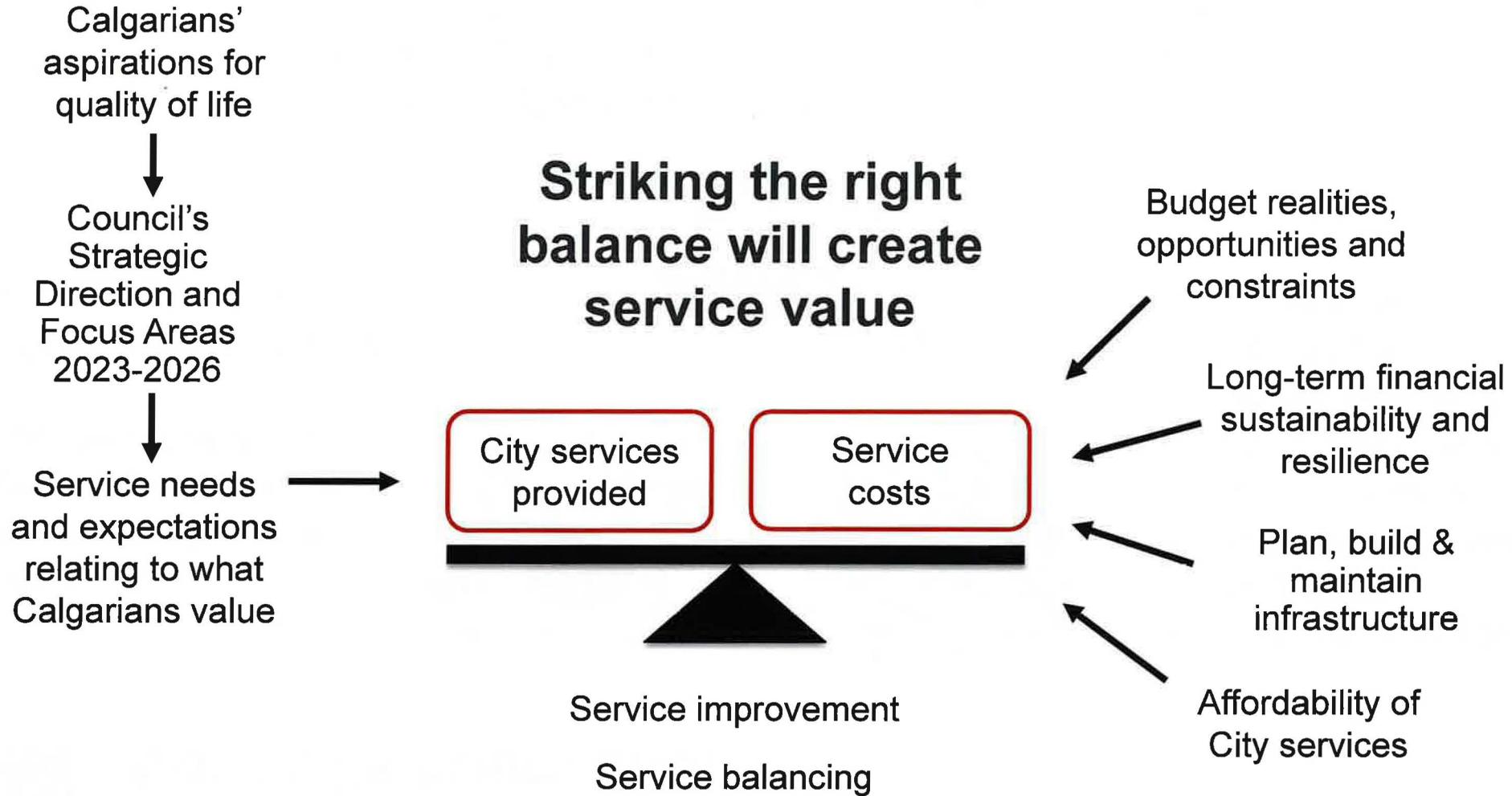
Prioritizing the service investments that matter most



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

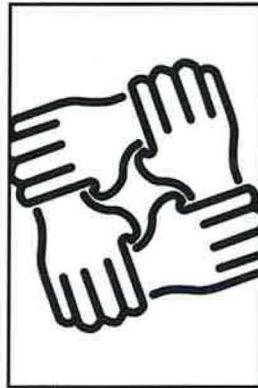


Administration will advance each Focus Area of our Shared Strategic Agenda



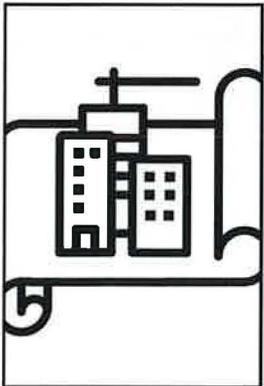
Downtown revitalization

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



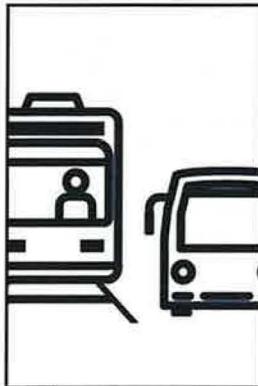
Social equity

- 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

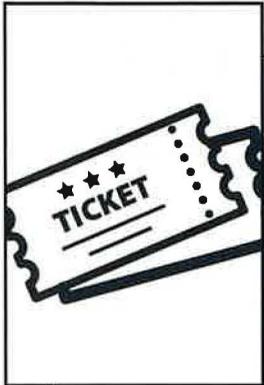


Transit

- 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



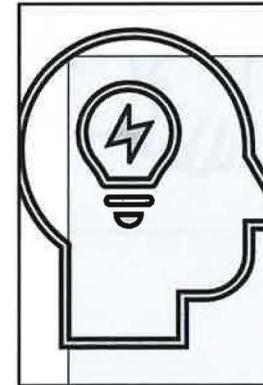
Global positioning and reputation

- 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
% Change in projected expenditures		4.1%	3.7%	3.8%	3.5%
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 & redevelopment</i>		1.5%	1.4%	1.3%	1.2%
<i>% Change additional property tax required after development & redevelopment</i>		4.4%	3.3%	3.7%	3.2%
Comparison: Municipal Price Index (MPI) & Population Growth	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
All items	7.4%
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

Total City Estimated Capital Budget 2023 – 2027+ (\$ millions)	2023	2024	2025	2026	2027+	Total
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
Total Estimated Capital Budget	1,964	1,923	1,500	1,885	2,879	10,151

* 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



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

*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

Focus
Groups with
Calgarians

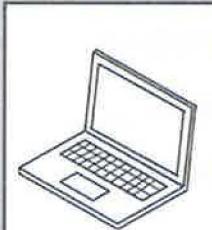
5



In-Person
Engagement Sessions
in Every Ward

Focus Groups
with **Business
Leaders**

5



Online
Engagement Portal



Recommendations

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