

BRIEFING

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Item # 11.1

Corporate Planning and Financial Services Briefing to

Executive Committee

2023 July 18

ISC: UNRESTRICTED

EC2023-0619

Financial Task Force Implementation Program Final Update

PURPOSE OF BRIEFING

The [Financial Task Force](#) report and recommendations were delivered to Council in June 2020 ([C2020-0742](#)). There were 35 recommendations made by the Financial Task Force and Administration responded to the recommendations with 73 administrative action items. The expansive scope of the recommendations required a cross-corporate implementation program.

Council directed semi-annual reporting on the implementation of the Financial Task Force's recommendations. Due to the inter-related nature of the 73 administrative action items, Administration has been reporting on 35 implementation deliverables, which each may address multiple action items. After update reports in December 2020 ([PFC2020-1351](#)), June 2021 ([PFC2021-0796](#)), December 2021 ([EC2021-1597](#)), June 2022 ([EC2022-0652](#)) and December 2022 ([EC2022-1241](#)), this briefing is intended to provide final updates on Administration's implementation program. This marks the end of the regular centralized semi-annual reporting, but Administration will continue to advance Financial Task Force recommendations through departmental operations and future scheduled reports.

SUPPORTING INFORMATION

Overall Program Status

A one-page summary featuring the substance of each of the 35 implementation deliverables and progress made over the course of the implementation program has been included in Attachment 1. Of the 35 deliverables: 24 were completed as of the last update (2022 December 14), five have been completed since that time, and six have longer implementation timelines that extend into 2024 and beyond.

The five implementation deliverables completed since the last update include:

- 2023-2026 Service Plans and Budgets and the use of the approved budget principles, which will continue to be used as we make improvements to the budget process and the Multi-Year Business Planning and Budgeting Policy.
- The Financial Narrative has helped create more cohesive communication about The City's annual financial cycle and this work will continue to advance one of the Task Force's eight themes: Improving the understanding of municipal finance circumstances.
- TIPP Modernization through the successful implementation of changes to the TIPP Bylaw, eliminating the administration fee and lump sum payment. Enrolments are over 301,000 today, up from from 291,000 in May 2022. This increase is 50% higher than the same period in the previous year.
- Community Standards Cost and Value Study completed the third of three services, with a cost and value study of Calgary 911. This has helped to spearhead the incorporation of a business focus into the 911 service, with recent findings used in preparation for contract negotiations with regional partners.

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Continuing Implementation Timelines

The six implementation deliverables with longer timelines have all made progress through the implementation program since 2020, but Administration views this work as ongoing, and best continued by the relevant teams in operations through the appropriate committees of Council.

Three continuing deliverables will bring reports to the Executive Committee:

1. Municipal Finance White Paper (Corporate Planning & Financial Services, Q3 2023)
2. User Fees and Subsidies Policy Review (Corporate Planning & Financial Services, Q1 2024)
3. Taxation Policy (Corporate Planning & Financial Services, Q2 2024)

Three longer-term activities will continue to report through the Intergovernmental Affairs Committee:

4. Regional Economic Development (Planning and Development Services)
5. Regional Strategies (Planning and Development Services)
6. Provincial Engagement Plan (People, Innovation and Collaboration Services)

In addition to the six mentioned above, Administration is continuing work to consolidate a costing function within the Corporate Budget Office to support internal recoveries, user fee policy and service costing for reporting.

Implementation Program Governance

The program governance structure included a steering committee made up of the Chief Financial Officer, the General Manager of People, Innovation and Collaboration Services, the General Manager of Operational Services, the Director of Finance, and three external representatives from the Financial Task Force to independently confirm that The City's efforts and actions were consistent with the intent of the recommendations. Administration thanks the three external members – Dave Mewha, Dr. Rene Wells, and Mike Yuzwa – for their professional contributions and continued commitment to Calgary's fiscal sustainability.

The full list of recommendations and administrative actions are contained in Attachment 2. The report of the Financial Task Force can be found at calgary.ca/financialtaskforce.

ATTACHMENTS

1. Implementation Reports
2. Financial Task Force Recommendations and Administrative Actions