

Background and Previous Council Direction

Background

The 2023 Year-End Performance Report fulfills Council’s policy reporting requirement per the Multi-Year Business Planning and Budgeting Policy (CFO004) and supports the Transparency and Accountability Policy (CC039). It concludes performance reporting commitments for the first year of the 2023-2026 Service Plans and Budgets, which was approved in 2022 November (C2022-1051).

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2019 April 29	PFC2019-0401	<p>Multi-Year Business Planning and Budgeting Policy Council approved the updated Multi-Year Business Planning and Budgeting Policy (CFO004) and the Transparency and Accountability Policy (CC039) directing Administration to provide mid-year and year-end reports on The City’s performance relative to our approved Service Plans and Budgets.</p>
2022 November 8	<p>C2022-1051</p> <p>Council Minutes</p>	<p>2023-2026 Service Plans and Budgets Council approved the 2023-2026 Service Plans and Budgets, including a selection of community indicators to work towards positively influencing and additional community indicators to monitor.</p> <p>Formal Council direction included:</p> <p>Directed Administration to return to the 2022 December 13 Strategic Meeting of Council to engage in the creation of a process by which Council will provide guidance/direction to Administration to:</p> <ul style="list-style-type: none"> • Revisit the existing budget process to examine its merits and challenges, • Explore ways of ensuring that future budget documents better align with Council’s Plain Language Policy CS014, • Potentially reconstruct the 2024, 2025 and 2026 budgets with Administration to ensure future base operating and capital budgets include the investments necessary to advance Calgary as an increasingly equitable and accessible city - including but not limited to investments in housing, mobility, and transit – are embedded in future base operating and capital budgets; the reconstructed base budgets for future, and • Revisit operating and capital plans and priorities to ensure expeditious delivery of projects and programs that are rooted in the core values and policies of Council, including but not limited to truth and reconciliation, the 5A Network, low-income transit passes, improved transit frequency, affordable housing, mental health supports, and equity index maps.

		<ul style="list-style-type: none"> • Come back in Q1 2023 with further options regarding the residential/non-residential tax shares for 2023, including but not limited to: Shifting tax share from non-residential to residential taxpayers, advocacy with Federal and Provincial Governments, including increasing funding options and the municipal portion of payments that can be used to support the operating budget; and an examination of reserves and other funding sources which may be available to reduce property taxes on a one time basis in 2023.
<p>2023 April 25</p>	<p>EC2023-0272</p> <p>Council Minutes</p>	<p>Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal)</p> <p>Council’s Refined Strategic Direction (Attachment 1 EC2023-0272) highlights the top priorities for Administration to work on and intersects the results that Administration should aim to achieve.</p> <p>Formal Council direction relevant to this report included:</p> <ul style="list-style-type: none"> • Direct that Confidential Attachment 1 be held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be released publicly following Council approval at the Regular Meeting of Council on 2023 April 25.
<p>2023 November 7</p>	<p>C2023-1148</p> <p>Council Minutes</p>	<p>2023 November Adjustments to the 2023-2026 Service Plans and Budgets</p> <p>Council approved the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets.</p> <p>Formal direction relevant to this report included:</p> <ul style="list-style-type: none"> • Approve the recommended adjustments to the 2023-2026 Service Plans and Budgets in Attachment 5 and direct Administration to implement the budgetary changes and relevant performance measures necessary to effect those adjustments. Approve the funding recommendations in Attachment 5.
<p>2024 March 19</p>	<p>EC2024-0371</p> <p>Council Minutes</p>	<p>Notice of Motion: Managing the Costs Linked to Downloading of Provincial Responsibilities to Municipalities</p> <p>Formal direction relevant to this report included:</p> <ul style="list-style-type: none"> • To better understand The City of Calgary’s financial position and address the funding shortfall from the Government of Alberta, Council directs Administration to utilize the 2024 April 30 Regular Meeting of Council (following the submission of audited year-end financial statements to Audit Committee and the Year End Performance Report to Executive Committee) to bring the following information:

- a. An estimated update of the annual operating and capital provincial funding gap;
 - b. The amount of the ENMAX dividend for 2023, the timing of when it will be paid out, and the amount (if any) that is greater than the estimates from November 2023 that informed the 2024 approved budget;
 - c. The amount collected in Local Access Fees (LAF) for 2023, and the amount (if any) that is greater than the estimates from November 2023 that informed the approved 2024 budget; and
 - d. The amount of any 2023 positive operating variances by service, as well as the reasons for variances.
- In order to address The City of Calgary's funding shortfall from the Government of Alberta, Council directs Administration to prepare recommendations for the 2024 April 30 Regular Meeting of Council to:
 - a. Commit to reductions to the 2025 base budget correlated with services that have created efficiencies in the 2023 operating budget, or redeployment of the funds achieved through efficiencies; and
 - b. Direct any 2023 ENMAX dividend amount, additional 2023 LAF amounts collected, and any other 2023 positive variance not already committed in the 2024 budget to the Fiscal Stability Reserve, committing those funds to inflationary or market pressures on existing capital projects.

Bylaws, Regulations, Council Policies

Multi-Year Business Planning and Budgeting Policy (CFO004)

Section 5.6 Linking Plans, Budgets and Measures requires Administration to provide mid-year and year-end reports, so Council is informed about the performance of the Corporation in relation to approved business plans (including Council Priorities and performance targets) and budgets.

Transparency and Accountability Policy (CC039)

In the context of accountability reporting, this policy affirms The City's commitment for accountability and transparency to Calgarians by implementing various results-orientated tools to measure progress on achieving performance measures, service standards, goals, and Council's priorities. The City of Calgary is dedicated to producing performance information that measures how The City is doing in all areas it is responsible for, from financial reporting to service delivery.