

Background and Previous Council Direction

Background

In 2022 November, Council approved the 2023-2026 Service Plans and Budgets, including community indicators, service performance measures, and associated operating and capital budgets.

In 2023 July, Council approved an amendment to the Municipal Development Plan, which included a process shift to ensure new community growth application approval is embedded within the Service Plans and Budgets process.

In 2024 February, Council approved the plan and schedule for the Mid-Cycle Adjustments, and directed that Administration find reasonable operating budget reductions to either reduce property taxes or allow for consideration of additional priority investments. Council directed the Administration to keep the property tax increase for 2025 and 2026 to existing properties within the approved property tax increase.

In 2024 May, Council directed Administration to consider the capital and operating investments needed to enable four new growth applications as part of Mid-Cycle Adjustments.

In 2024 June, Council directed Administration to return to the 2024 September 16 Strategic Meeting of Council with proposed metrics for measuring progress against Council priorities.

In 2024 September, Council directed Administration to return to the 2024 November 5 Mid-Cycle Budget adjustments with amendments to the proposed budget with updated information based on Council's decision around the Green Line Program.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2024 September 16	C2024-1048 C2024-1045	<p data-bbox="667 296 1427 394">Green Line LRT Phase 1 Project Wind Down Plan and Administration’s Recommendations for the Green Line Wind-Down, Costs and Consequences</p> <p data-bbox="391 405 667 438">Council Minutes</p> <p data-bbox="667 428 1427 459">Formal Council direction included:</p> <p data-bbox="667 506 1427 594">9.3.1. That the Green Line Board recommend that if Council approves the wind down of the approved Phase 1 Project (Lynnwood/Millican to Eau Claire), Council also:</p> <ol data-bbox="716 594 1427 1115" style="list-style-type: none"> 1. Accept the Council Report (C2024-1048) and confidential attachment for the Corporate Record; 2. Approve the transfer of the Green Line Program to City Administration by 2024 December 31; 3. Direct that the Closed Meeting discussions, presentation, and the Confidential Attachment be held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body) and 27 (Privileged Information) of the <i>Freedom of Information and Protection of Privacy Act</i>; and 4. Direct Administration to prepare and release Confidential Revised Attachment 7 to Report EC2024-0809, Green Line Governance, Corporate Risk and Financials (Verbal), from the 2024 July 30 Regular Meeting of Council. <p data-bbox="667 1157 1427 1188">9.3.2. Direct Administration to:</p> <ol data-bbox="764 1188 1427 1871" style="list-style-type: none"> a. Include the costs of Green Line Program wind down in the Mid-Cycle Adjustments so there is transparency for the public on costs associated with termination of the Program by the Government of Alberta; b. Return to Council by end of Q4 2024 with a legal opinion on how to transfer costs associated with wind down to the Government of Alberta, as their cancellation of the Green Line Program on 2024 September 3 triggered the termination of the project; c. Return to council with an option to consider first diverting any funds previously allocated to the Green Line towards presently unfunded Route Ahead priority public transit projects, provided any allocated funds remain following wind down; d. Draft a clear set of criteria by which the City of Calgary will consider engaging with the Government of Alberta on any future LRT project they propose to replace the Green Line Program; e. Report back by end of Q1 2025 on the heritage preservation options for Ogden Block in light of

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		<p>the Government of Alberta's termination of the Green Line project.</p> <p>5. Authorize the Green Line Board and City Administration to wind down the Program, given the project can no longer proceed as a result of the communication from the Province of Alberta dated 2024 September 3 (Attachment 2), to make all decisions necessary to carry out actions contained:</p> <ol style="list-style-type: none"> a. In the Green Line report C2024-1048, including preserving assets and information; b. In this report C2024-1045, with all activities to be carried out in a way that retains the highest value and benefit for Calgarians. <p>6. Direct Administration to preserve all current City funding sources and use the Green Line Stage 1 Program control Budget ID 869-000 to fund any interim, wind down and/or transfer costs until next steps and ultimate cost sharing is understood.</p>
<p>2024 September 16</p>	<p>C2024-0859</p> <p>Council Minutes</p>	<p>Preview of Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets</p> <p>Administration provided an early overview of what to expect in the proposed Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets. This was provided in September to allow for Calgarians thoughts to be heard and considered by Council, while preparing Council for November's budget deliberations.</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 2. Direct that the Revised Report, Distribution, Attachments 1, 5, 6, 8, and Revised Attachments 2, 3, 4 and Revised #2 Attachment 9 be released publicly when Council rises and reports; and 3. Direct that Confidential Attachment 7 and all other Attachments related to Confidential Report C2024-0859 be held confidential pursuant to Section 16 (Disclosure harmful to business interests of a third party) of the Freedom of Information and Protection of Privacy Act, to be reviewed no later than 2026 December 31; 4. Direct Administration to return to the 2024 November 5 Mid-Cycle Budget adjustments with amendments to the proposed budget with updated information based on Council's decision around the Green Line Program; and 5. Direct Administration to prepare a presentation on Calgary's population growth by the end of the year including: <ul style="list-style-type: none"> • Historical growth trends and forward-looking growth projections including interprovincial migration trends

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		<ul style="list-style-type: none"> • A breakdown of where the growth is coming from • Implications for city revenue and expenditures • Analysis of what federal and provincial decision making on temporary residents and immigration may mean for Calgary
2024 July 30	EC2024-0809 Council Minutes	<p>Green Line Governance, Corporate Risk and Financials</p> <p>Administration provided an update on 'Building the Core' from Eau Claire to Lynnwood/Millican as set out in EC2024-0871 and funding commitments from the Government of Canada and Government of Alberta.</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 2. Confirm direction to phase construction by "Building the Core" from Eau Claire to Lynnwood/Millican as set out in EC2024-0871. 3. To support "Building the Core," recognizing that, at a minimum, written confirmation of funding commitments from the Government of Canada and Government of Alberta are expected, including: <ul style="list-style-type: none"> • Grant Agreement Public Transit and Green Infrastructure Project amendments with respect to original funding continuation with a revised Phase 1 Program scope, and • Procurement waivers. <p>Approve the following, in reference to Attachment 4:</p> <ol style="list-style-type: none"> a) An increase in budget for Budget ID: 869-000 of \$503 million for the Green Line Stage 1 Program. b) Additional capital budget allocated to City service lines. The approved funding to be distributed to the appropriate budget identifier for the Services by the Chief Financial Officer: <ol style="list-style-type: none"> a. \$69 million for Public Transit Service b. \$121 million for Streets Service c. \$5 million for Waste & Recycling Service d. \$7 million for Planning & Development Services <p>for related increases to capital costs for a revised cost, including financing costs of \$451 million, for Building the Core of Green Line Stage 1 of \$6,248 million.</p> <ol style="list-style-type: none"> c) Increase in the incremental municipal funding consisting of the following sources:

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		<ol style="list-style-type: none"> 1. Incremental \$8 million per year in each year of 2025-2031, (to be funded through other reductions or efficiencies, other revenues, tax revenues, or any source) to be transferred to the Green Line Fund at the beginning of each year as part of the municipal funding for the Green Line program. This funding stream will build to the projected amount of Green Line program operating costs in 2032 and in the meantime, will provide capital to contribute to this project, as shown in Table 13 in Attachment 4; 2. Allocation of \$16 million in each year 2025-2031 in tax growth recognizing the increase in development and redevelopment of properties in Calgary in 2024; 3. \$208 million from the Reserve for Future Capital for capital cost escalations on existing capital projects per report C2024-0552 to be transferred to the Green Line Fund; 2. c) Increase in the incremental municipal funding consisting of the following sources: <ol style="list-style-type: none"> 4. Administration prioritizes 75% of any tax-supported operational savings, prior to unbudgeted transfers to reserves, in 2025 – 2031 for the Green Line Phase 1 Program, to be determined by the Chief Financial Officer and as required to address funding shortfalls, minimize financing costs and optimize cash flow for a total overall funding for Green Line Phase 1 of \$134 million in municipal funding for Green Line. 4. Revise the terms of the Major Capital Projects Reserve to include the Green Line Program with the purpose of providing a financial backstop if amount or timing of the funding from the Government of Alberta or the Government of Canada does not materialize according to the financial framework in this report, to the satisfaction of the Chief Financial Officer. 5. A transfer of \$4 million per year in each of 2024-2031 from the Public Transit operating budget to the Green Line Fund. 6. Direct Administration to brief Council annually on changes to the Financial Framework for Green Line Stage 1 Program. 7. Receive for information the financial strategy, updated Financial Framework in Attachment 4 and projected capital balances in Attachment 5. 8. Adopt Confidential Recommendations 7 and 8 contained in Confidential Report EC2024-0809.

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		<p>9. Direct that the Closed Meeting discussions, Report, and Attachments remain confidential pursuant to exceptions to disclosure Sections 23 (Local public body confidences), 24 (Advice from officials), 27 (Privileged Information), and 25 (Disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act, to be reviewed by 2031 December 31.</p>
2024 July 16	<p>C2024-0618</p> <p>Council Minutes</p>	<p>Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets</p> <p>Council received additional distributions on the supporting the Recommendation 1 from the Report which was deferred from Strategic Meeting on 2024 June 25.</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 1. Approve Confidential Recommendation 1 contained in Confidential Report C2024-0618;
2024 June 25	<p>C2024-0781</p> <p>Council Minutes</p>	<p>Financial Capacity Update</p> <p>Administration provided a confidential update on The City's financial sustainability risk, in particular its financial capacity to inform the discussions on mid-cycle adjustments and the municipal fiscal gap.</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 1. Receive the Confidential Presentation for the Corporate Record; and 2. Direct that the Confidential Presentation and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body), and 27 (Privileged information) of the Freedom of Information and Protection of Privacy Act, to be reviewed by 2028 December 31.
2024 June 25	<p>C2024-0618</p> <p>Council Minutes</p>	<p>Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets</p> <p>Administration provided a confidential update to Council about the savings and the investments being considered for the adjustments.</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 1. That Council postpone Confidential Recommendation 1 contained in Confidential Report C2024-0618, with guidance for Council discussion to be based on the outcomes of the 2024 June 25 facilitated session

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		<p>related to Item 6.1.2 Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets, C2024-0618, to the 2024 July 16 Public Hearing Meeting of Council, to be dealt with at 9:30 a.m. on 2024 July 17.</p> <ol style="list-style-type: none"> 2. Approve Confidential Recommendation 2 contained in Confidential Report C2024-0618; 3. Approve the capital re-cast in Revised Attachment 7 and capital relinquishments in Attachment 8; 4. Concurrent to the independent incident review that will address the 16th Avenue feeder main break, direct Administration to: <ol style="list-style-type: none"> a. prepare the budget required by Water Services to: <ol style="list-style-type: none"> i. upgrade technology, monitoring and modelling systems for treated water security and safety, beginning in the 2025 and 2026 budget years; ii. perform identified maintenance and undertake work on needed upgrades, beginning in the 2025 and 2026 budget years; and iii. clarify whether the funding source for the above work will be utility rates, water utility dividend, or an alternate funding source; 5. Leverage the findings of the independent incident review and ongoing review of infrastructure to build a comprehensive budget for the 4-year 2027 to 2030 budget cycle; 6. Approve Confidential Recommendation contained in Confidential Distribution 2 7. Approve Confidential Recommendation contained in Confidential Distribution 3; and 8. Direct that: <ol style="list-style-type: none"> a. the Closed Meeting Discussions, Confidential Report, Confidential Distributions, Confidential Recommendations 1 and 2, and Confidential Attachments 1, 2, 3, 4, 6, 9, 10, and 11 be held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed no later than 2026 December 31; and b. notwithstanding Recommendation 8a, that the Closed Meeting Discussions, Confidential Report, Confidential Distributions, Confidential Recommendations 1 and 2, and Confidential Attachments 1, 2, 3, 4, 6, 9, 10, and 11 be released to Corporate Planning and Performance, to be shared with Administration, only where required, to support next steps.
2024 June 25	C2024-0619 Council Minutes	<p>Municipal Fiscal Gap</p> <p>Administration provided an update on the municipal fiscal gap and the tools immediately available to The City to generate additional revenue if required.</p> <p>Formal Council direction included</p>

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		<p>That Council:</p> <ol style="list-style-type: none"> 1. Receive this report for the Corporate Record; 2. Direct that the Closed Meeting discussions, Confidential Report and Confidential Attachments, be held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed no later than 2026 December 31; and 3. Notwithstanding Recommendation 2, direct Administration to publicly release the Confidential Report and Confidential Attachments immediately following the 2024 June 25 Strategic Meeting of Council.
2024 June 18	EC2024-0691 Council Minutes	<p>Millennium Park Naming Sponsorship</p> <p>Administration provided updates regarding the agreement with the Cowboys to rename the Millennium Park including budget impacts.</p> <p>Formal Council direction included:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Adopt Confidential Recommendation 1 contained in Confidential Report C2024- 0691; and 2. Direct that the Closed Meeting discussions, Report, and Attachments be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 27 (Privileged Information) of the Freedom of Information and Protection of Privacy Act, to be reviewed by 2024 August 15.
2024 June 18	C2024-0505 Council Minutes	<p>2023 Public Member Appointments to Boards, Commissions and Committees</p> <p>That with respect to Report C2024-0505, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Direct Administration to include costs set out in the Confidential Attachment 1 for the services of a search consultant to support recruitment of Public Members for select Boards, Commissions and Committees in its submission to Mid-Cycle Adjustments to Service Plans and Budgets; and 2. Direct that Confidential Attachment 1 be held confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act, to be reviewed by 2029 June 18.
2024 May 28	Open Business Case IP2024-0565	<p>Open Business Case and Growth Applications.</p> <p>The Administration provided updates on the new Community Growth Applications being brought forward in alignment with</p>

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	GA2024-001 IP2024-0568	the redesigned system approved by the Council in July 2023 (IP2023-0559).
	GA2023-006 IP2024-0462	Formal Council direction included:
	GA2023-003 IP2024-0567	That Council: Direct Administration to continue working with the applicant on the next stages of the planning process including outline plan and land use applications to ensure that the application moves forward in a timely manner; and
	GA2023-001 IP2024-0566	<u>Council's above direction applies to the following Growth applications:</u>
	GA2023-004 IP2024-0461	<ul style="list-style-type: none"> • 2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9), IP2024-0565 • Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001, IP2024-0568 • Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003, IP2024-0567 • Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004, IP2024-0461 • Growth Application in the Glacier Ridge Area Structure Plan (Ward 2), GA2023-005, IP2024-0420
	GA2023-005 IP2024-0420	Direct Administration to consider the capital infrastructure and operating investments needed to enable the application alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.
	Council Minutes	<u>Council's above direction applies to the following Growth applications:</u>
		<ul style="list-style-type: none"> • 2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9), IP2024-0565 • Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001, IP2024-0568. • Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003, IP2024-0567 • Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004, IP2024-0461
		Direct Administration to continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the area.
		<u>Council's above direction applies to the following Growth applications:</u>
		<ul style="list-style-type: none"> • Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006, IP2024-0462 • Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001, IP2024-0566

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		<p>Direct Administration not to consider the capital and operating investments needed to enable this Growth Application (GA2023-006) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.</p> <p><u>Council's above direction applies to the following Growth applications:</u></p> <ul style="list-style-type: none"> • Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006, IP2024-0462 • Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001, IP2024-0566 <p>To provide continuity to existing development, direct Administration to collaborate with the developer proponents in Providence Growth Application area (GA2023-001) to initiate sanitary design in 2024, with design completion in 2025 to support a funding request for 2026 construction and completion;</p> <p><u>Council's above direction applies to the following Growth application:</u></p> <ul style="list-style-type: none"> • Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001, IP2024-0566 <p>Direct Administration, in collaboration with regional municipal partners to prioritize the North Water Servicing Option project with the objective to include the capital infrastructure and operating investments needed in the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets in order to expedite the project.</p> <p><u>Council's above direction applies to the following Growth application:</u></p> <ul style="list-style-type: none"> • Growth Application in the Glacier Ridge Area Structure Plan (Ward 2), GA2023-005, IP2024-0420
2024 May 28	C2024-0552 Council Minutes	<p>Understanding The City of Calgary's Financial Position and Funding Shortfall from the Province</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 1. Review the 2023 operating variances for recurring and non-recurring events and determine if 2025 base budgets can be reduced where recurring events causing efficiencies (or positive variances) continue into 2025;

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		<ol style="list-style-type: none"> 2. Commit to reductions to the 2025 base budgets correlated with services that have created efficiencies in the 2023 operating budget, or redeployment of the funds achieved through efficiencies; 3. Prepare identified reductions and efficiencies for Council's consideration during the 2024 November Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets; and 4. Commit the following transfers for capital cost escalations on existing capital projects: <ol style="list-style-type: none"> a. \$137.7 million as the uncommitted balance of the 2023 positive operating variance from the Fiscal Stability Reserve to the Reserve for Future Capital; b. \$35 million the 2023 ENMAX dividend variance from the Legacy Parks Reserve to the Reserve for Future Capital; and c. \$34.6 million for the 2023 Franchise Fee variance.
2024 May 28	EC2024-0624 Council Minutes	<p>Standing Budget Item: City-Wide Growth & Local Access Fee Developments (Verbal)</p> <p>Administration provided an update on the legislative changes on the Local Access Fee and committed to returning to the Council to integrate this work with Mid Cycle Adjustments work.</p> <p>Administration informed Executive Committee of the seven Growth Applications that were included in the May 15 Infrastructure Planning Committee IPC package.</p> <p>Formal Council direction included: That Council receive the presentation for the Corporate Record.</p>
2024 April 30	EC2024-0385 Council Minutes	<p>Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets Update (Verbal)</p> <p>Administration presented Council with a future focused financial outlook and informed Council of some emerging risks. This was to prepare Council for the decision-making to come in 2024 June 25.</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 1. Receive the confidential presentation for the Corporate Record; and 2. Direct that the Closed Meeting discussions and confidential presentation be held confidential to Section 24 (Advice from officials) of the <i>Freedom of</i>

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		<p><i>Information and Protection of Privacy Act, to be reviewed by 2029 December 31.</i></p>
<p>2024 March 19</p>	<p>EC2024-0037 Council Minutes</p>	<p>Board, Commission and Committee Public Member Remuneration and Expense Policy That with respect to Report EC2024-0037, the following be adopted: That Council:</p> <ol style="list-style-type: none"> 1. Endorse the proposed Council Policy on “Remuneration and Expenses for Public Members Serving on Council-Established Boards, Commissions and Committees” (Attachment 1), to be effective 2026 January 1, and direct Administration to return to the 2024 Organizational Meeting of Council with changes to lower indirect costs and to remove barriers associated with processing expense reimbursements; 2. Direct Administration to develop and present a budget submission to Mid-Cycle Adjustments to Service Plans and Budgets to support the direct and related administration costs of implementing the proposed Council Policy, with lower indirect costs and to remove barriers associated with processing expense reimbursements; and 3. Direct that Confidential Attachment 3B and Closed Meeting discussions remain confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the <i>Freedom of Information and Protection of Privacy Act</i>.
<p>2024 March 19</p>	<p>EC2024-0371 Council Minutes</p>	<p>Notice of Motion - Managing the Costs Linked to Downloading of Provincial Responsibilities to Municipalities</p> <p>Formal Council direction included: NOW THEREFORE BE IT RESOLVED THAT:</p> <ol style="list-style-type: none"> 2. 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: <ol style="list-style-type: none"> 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 2023 November that informed the 2024 approved budget;

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		<ul style="list-style-type: none"> c. The amount collected in Local Access Fees (LAF) for 2023, and the amount (if any) that is greater than the estimates from 2023 November 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. <p>3. 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:</p> <ul style="list-style-type: none"> 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.
2024 March 18	C2024-0251 Council Minutes	<p>Adopting a Quantity Only Model for Franchise Fees This report describes and recommends the Quantity Only methodology for calculating the electricity Local Access Fee (LAF).</p> <p>Formal Council direction included: That Council:</p> <ul style="list-style-type: none"> 1. Direct Administration to design and implement a revised methodology that aligns with the Quantity Only model, to transition The City in how it collects Local Access Fees from electricity and franchise fees from natural gas starting from 2027 January 01. 2. Direct Administration to seek all necessary approvals, including Alberta Utilities Commission (AUC) approvals, in order to implement a Quantity Only model for collecting franchise fees from electricity and natural gas. 3. Direct Administration to use the following design principles in designing a Quantity Only model: <ul style="list-style-type: none"> a. Build a model that will provide more stability and predictability than the current model in how much The City collects in revenue. b. Support affordability concerns of Calgarians and businesses.

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		<ul style="list-style-type: none"> c. Minimize shifts in proportions across user classes with the intent of not materially shifting the financial responsibility from one user class to another. d. Maintain and improve The City's financial sustainability ensuring The City continues to collect at a minimum the currently budgeted Local Access Fee and Franchise Fee amounts from both electricity and natural gas. e. Build a model that will continue to support both The City's operating and capital budgets. <p>4. Continue advocacy efforts aimed at other orders of government to secure necessary funding for infrastructure and capital investments in The City.</p> <p>5. Direct Administration to change the <i>Council Policy CFO003 Franchise Fee/MCAF Revenue Budgets and Variances</i> and develop a funding source, program and framework to support an annual amount of \$10 million in 2025 and 2026 for Energy Poverty and Affordability initiatives with funding from a portion of any potential positive variance collected from the Local Access Fee operating budget.</p>
2024 March 18	C2024-0239 Council Minutes	<p>Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets</p> <p>This report sought approval on strategic metrics that Administration will use to guide the development of Mid-Cycle Adjustments and monitor and report on.</p> <p>Formal Council direction included: That Council:</p> <ul style="list-style-type: none"> 1. Direct Administration to consult on the proposed metrics in Attachment 2 with Members of Council, to return to the 2024 June 25 Strategic Meeting of Council.

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<p>2024 February 27</p>	<p>EC2024-0111 Council Minutes</p>	<p>Strategic Approach to Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets Council discussed the plan and schedule as well as financial envelope for the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 1. Direct Administration to: <ol style="list-style-type: none"> a. keep the estimated property tax increase to existing taxpayers to no more than the 3.6% in 2025 (estimated at 5.5% for residential and 1.4% for non-residential) and 3.1% (estimated to result in a 5.0% increase for residential and 0.9% for non-residential taxpayers) in 2026 that Council has already approved; and b. find reasonable operating budget reductions to either reduce the property tax required or allow for consideration of select additional investments in priority areas. 1. Approve the plan, and the schedule for the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets on slide 5 of Attachment 3; 2. Direct that the Closed Meeting discussions, Confidential Report, Confidential Attachments and Confidential Distributions be held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed no later than 2026 December 31; 3. Direct that, notwithstanding recommendation 3, Administration publicly release the Confidential Report and Confidential Attachments 1, 3, 4, 5, and Confidential Distributions 1a and 1b; and 4. Direct that, notwithstanding recommendation 3, the Closed Meeting Discussions, Confidential Report, Confidential Attachments and Confidential Distributions be released to Corporate Planning and Performance, to be shared with Administration, only where required, to support next steps.
<p>2023 December 19</p>	<p>C2023-1296 Council Minutes</p>	<p>2024-2026 Service Plan Highlights and 2023 November Adjustments Debrief Council provided feedback on the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets.</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 1. Direct Administration to incorporate Council feedback from the 2023 December 19 Strategic Meeting of

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		<p>Council (C2023-1296) as set out in Confidential Distribution 1 regarding the Adjustments to the 2023-2026 Service Plans and Budgets in the development of a plan and schedule for the 2024 Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets;</p> <ol style="list-style-type: none"> 2. Direct Administration to publicly release Confidential Attachment 2 and Confidential Attachment 3 immediately following the 2023 December 19 Strategic Meeting of Council; 3. Direct that the Closed Meeting discussions, Confidential Report, Confidential Attachments, and Confidential Distribution 1 be held confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, to be reviewed no later than 2026 December 31; and <p>Direct that, notwithstanding Recommendation 3, the Confidential Attachments and Confidential Distribution 1 be released to Corporate Planning and Performance, to be shared with Administration, only where required, to support next steps.</p>
<p>2023 November 7</p>	<p>C2023-1148 Council Minutes</p>	<p>2023 November Adjustments to the 2023-2026 Service Plans and Budgets Council approved the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets.</p> <p>Formal Council direction included: That Council:</p> <ul style="list-style-type: none"> • Approve the recommendation to account for differential in physical growth (new or redevelopment) between residential and non-residential and shift the tax share from non-residential to residential by one per cent per year for the next three years (2024 impacts shown in Option B, in Attachment 3). • 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 affect those adjustments. Approve the funding recommendations in Attachment 5. • For the proposed User Fee and Rate changes in Revised Attachment 6: <ul style="list-style-type: none"> ▪ Approve the user fee changes in Revised Attachment 6A and Attachments 6B-6E; and, ▪ Give three readings to the bylaw in Attachment 6F. • Approve the Capital Budget Recast in Attachment 7. • Approve the Capital Budget Adjustments in Revised Attachment 8. • Approve the Operating Budget Adjustments with No Net Budget Impact for 2023 in Attachment 9.

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		<ul style="list-style-type: none"> • Approve the Carry Forward of One-time Operating Budget from 2023 to 2024 in Attachment 10. • Approve the contribution of Police Services' Community Safety Investment Framework 2023 favourable variance of up to \$7.5 million to the Calgary Police Service Court Fine Revenue Operating Reserve and a corresponding one-time budget increase in 2024 to be used to fund the Police Services 2024 Community Safety Investment Framework expenditures. • Authorize the Public Transit service to access funding in 2024 for the unspent portion of the previously approved \$32 million from the Fiscal Stability and Operating Budget Savings Account Merged Reserve (originally authorized as a recovery for 2023 only). • Approve the Performance Measures changes in Attachment 11. • For the Compost Expansion Borrowing Bylaw 11B2023 in Attachment 12: <ul style="list-style-type: none"> ▪ Give first reading to Bylaw 11B2023 (Attachment 12), being the proposed bylaw to repeal and replace Bylaw 11B2021 authorizing the increase of the amount of borrowing for the Project from the maximum amount of \$30 million to \$55.63 million; and, ▪ Withhold second and third readings until the advertising requirements set out in the Municipal Government Act, RSA 2000, c. M-26, have been met. • Transfer \$500,000 from the Council Innovation Fund to the Council Community Fund.
2023 October 24	EC2023-0817 Council Minutes	<p>2023 Public Member Appointments to Boards, Commissions and Committees</p> <p>That with respect to Report N2023-0817, the following Motion Arising be adopted: In accordance with Section 5.11.13 of the <i>Governance and Appointments of Boards, Commissions and Committees</i> Policy, the following Boards, Commissions and Committees will be supported by Administration and a third-party recruiter:</p> <ul style="list-style-type: none"> • Audit • Assessment Review Board • Calgary Police Commission • Calgary Planning Commission • Subdivision and Development Appeal Board
2023 September 26	EC2023-0827* Council Minutes	<p>Strategic Discussion on Building and Delivering on Plans and Budgets</p> <p>While the council report and presentation are held confidential, Council directed Administration to release the 30 new investment options to the public to support education leading up to the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets.</p> <p>Formal Council direction included:</p>

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		<p>That with respect to Confidential Report EC2023-0827, the following be adopted, after amendment: That Council:</p> <ul style="list-style-type: none"> • Direct Administration to further develop the investment items indicated in Confidential Distribution Revised Attachment 2 and include for Council’s consideration during the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets; • Direct Administration to publicly release the contents of Confidential Distribution Revised Attachment 2 and Confidential Distribution Revised Attachment 3, to support public education leading up to the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets; • Direct that the Closed Meeting discussions, Confidential Report and Confidential Attachments 1, 2, 3, 4 and 5, and Confidential Distribution Revised Presentation Attachment 5, be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; • Direct that, notwithstanding recommendation 3, the confidential documents listed in recommendation 3 above be released to Corporate Planning & Performance, to be shared with Administration, only where required, to support next steps.
2023 July 4	C2023-0633* Council Minutes	<p>Strategic Discussion on Building and Delivering on Plans and Budgets Discussion with Council to provide direction to Administration in preparation for 2023 November Adjustments to 2023-2026 Service Plans and Budgets. Report and presentation are held confidential.</p> <p>Formal Council direction included:</p> <ul style="list-style-type: none"> • Direct Administration to further develop the investment items indicated in Confidential Distribution 2 and include for Council’s consideration during the 2023 September 6 Executive Committee Meeting (leading up to the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets). • Direct that the Closed Meeting discussions, Confidential Report, Confidential Attachments and Confidential Distributions be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; and • Direct that, notwithstanding Recommendation 2, the Confidential Report, Confidential Attachments and Confidential Distributions be released to Corporate Planning and Performance, to be shared with Administration, only where required, to support next steps.

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2023 July 25	IP2023-0559 Council Minutes	<p>Citywide Growth Strategy: New Approach to Growth Applications</p> <p>Formal Council direction included:</p> <ul style="list-style-type: none"> • That Council receive an additional Public Submission for Item 7.3.1 Citywide Growth Strategy: New Approach to Growth Applications for the Corporate Record. • That with respect to Report IP2023-0559, the following be adopted: That Council: <ol style="list-style-type: none"> 1. Give three readings to Proposed Bylaw 47P2023 to amend the Municipal Development Plan (Attachment 2); 2. Give three readings to Proposed Bylaws 48P2023, 49P2023, 50P2023, 51P2023, 52P2023, 53P2023, 54P2023, 55P2023, 56P2023, 57P2023, 58P2023, and 59P2023 to amend each of the 12 Area Structure Plans (Attachments 12-23)
2023 June 6	EC2023-0447* Council Minutes	<p>Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal)</p> <p>Discussion with Council to provide direction to Administration in preparation for 2023 November Adjustments to 2023-2026 Service Plans and Budgets. Report and presentation are held confidential.</p> <p>Formal Council direction included:</p> <ul style="list-style-type: none"> • Direct that the Closed Meeting discussions, Confidential Report, Confidential Attachments and Confidential Distributions be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; • Direct that, notwithstanding recommendation 1, the Confidential Report, Confidential Attachments and Confidential Distributions be released to Corporate Planning and Performance, to be shared with Administration, only where required, to support next steps; • Reconsider in part Council’s decision from the 2022 December 13 Strategic Meeting of Council to “direct Administration to add a standing Agenda Item entitled ‘Budget Process Refinement’ to the Executive Committee, beginning in 2023, in accordance with section B.6(1) of the Procedure Bylaw 35M2017,” with respect to the 2023 July 18 Regular Meeting of Executive Committee; and <p>Direct that the Standing Item – Strategic Discussion on Building and Delivering on Plans and Budgets go directly to the July 4 Regular Meeting of Council as a Confidential Item in lieu of the 2023 July 18 Regular Meeting of Executive Committee.</p>
2023 June 6	EC2023-0273* Council Minutes	<p>Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal)</p> <p>Discussion with Council to provide direction to Administration in preparation for 2023 November Adjustments to 2023-2026 Service Plans and Budgets. Report and presentation are held confidential.</p>

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
		<p>Formal Council direction included that Council:</p> <ul style="list-style-type: none"> • Receive the confidential presentation and attachment for the Corporate Record; • Direct that the Closed Meeting discussions, presentation, and attachment be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; and • Direct that, notwithstanding recommendation 2, the confidential presentation and attachment be released to Corporate Planning & Performance, to be shared with Administration, only where required, to support next steps.
2023 June 06	EC2023-0608 Council Minutes	<p>Setting a Standard for Pavement Quality in Calgary Executive Committee brought forward a Notice of Motion on 'Setting a Standard for Pavement Quality in Calgary' on 2023 May 23. Administration discussed financial expenditures for the pavement asset is resulting in higher operating costs and more potholes in The City due to lack of capital funding, additional investments for street repairs, annual budget for pavement rehabilitation and the infrastructure funding gap.</p> <p>Formal Council direction included:</p> <ul style="list-style-type: none"> • Administration to review opportunities to allocate an appropriate funding increase for the surface overlay program to help reduce seasonal street repairs and improve mobility for all modes such as vehicles, bicycles, and transit buses. • Council direct Administration to report back through budget deliberations with a recommended Pavement Quality Index and minimum annual capital budget to achieve an established Pavement Quality Index for the City of Calgary.
2023 April 25	EC2023-0272* Council Minutes	<p>Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal) Discussion with Council to provide direction to Administration in preparation for 2023 November Adjustments to 2023-2026 Service Plans and Budgets. Report and presentation are held confidential.</p> <p>Formal Council direction included that Council:</p> <ul style="list-style-type: none"> • Receive the Corrected Confidential Presentation and Distribution entitled "Summary of Budget Process & Document Design Work Group Session 2 – 2023 April 13" for the Corporate Record; • Direct that the Closed Meeting discussions, Corrected Confidential Presentation and Distribution be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; • Direct that, notwithstanding Recommendation 2, the Corrected Confidential Presentation be released to Corporate Planning & Performance, to be shared with Administration, only where required, to support next steps;

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		<ul style="list-style-type: none"> • Approve Confidential Attachment 1; • Direct that Confidential Attachment 1 be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be released publicly following Council approval at the Regular Meeting of Council on 2023 April 25; and • Direct Administration to start developing proposals for any additional investments that Council would like to consider further in preparation for the Service Plans and Budgets Adjustments in 2023 November.
2023 April 25	EC2023-0271 Council Minutes	<p>Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal) Discussion with Council to provide direction to Administration in preparation for 2023 November Adjustments to 2023-2026 Service Plans and Budgets. Attachments 2 and 3 are held confidential.</p> <p>Formal Council direction included that Council:</p> <ul style="list-style-type: none"> • Receive the Updated Confidential Presentation and Confidential Distribution for the Corporate Record; • Direct that the Closed Meeting discussions, Updated Confidential Presentation, and Confidential Distribution be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; and • Direct that, notwithstanding Recommendation 2, the Updated Confidential Presentation and Confidential Distribution be released to Corporate Planning & Performance, to be shared with Administration, only where required, to support next steps.
2023 March 14	EC2023-0060* Council Minutes	<p>Strategic Discussion on Building and Delivering on Plans and Budgets (Verbal) Discussion with Council to provide direction to Administration in preparation for 2023 November Adjustments to 2023-2026 Service Plans and Budgets. Report and presentation are held confidential.</p> <p>Formal Council direction included that Council:</p> <ul style="list-style-type: none"> • Receive the confidential presentation and confidential distribution for the Corporate Record; • Direct that the Closed Meeting discussions, confidential presentation, and confidential distribution be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; and • Direct that, notwithstanding recommendation 2, the confidential distribution be released to the Executive Leadership Team to be further shared with Administration, only where required, to support next steps.

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2023 January 31	EC2023-0059* Meeting Minutes	<p>Budget Process Refinement (Verbal) Discussion with Council to provide direction to Administration in preparation for 2023 November Adjustments to 2023-2026 Service Plans and Budgets. Report and presentation are held confidential.</p> <p>Formal Council direction included:</p> <ul style="list-style-type: none"> • Receive the confidential attachments and presentation for the Corporate Record; and • Direct that the Closed Meeting discussions, confidential presentation, and attachments be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31.
2023 January 24	EC2022-1371 Council Minutes	<p>Notice of Motion - Establishment of a Remuneration and Expense Policy for Council - Established Boards, Commissions, and Committees</p> <p>Formal Council direction included: NOW THEREFORE BE IT RESOLVED THAT: Direct Administration to return to Executive Committee by Q1 2024 with an equitable remuneration and expense policy applying to all Council-established BCCs that have Public Members appointed by Council where The City is responsible for the payment of remuneration and expense which incorporates:</p> <ul style="list-style-type: none"> • A consideration of the unique mandates, terms of reference and legislated requirements that apply to tribunals and other BCCs; and • Best practices identified through a scan of remuneration and expense policies and practices for volunteer Public Members in comparable jurisdictions and organizations; and • Input from Boards, Commissions, and Committees on the draft policy, before it is presented to Council; <p>And further be it resolved, That Council directs Administration to return to Council through Executive Committee no later than Q2 2023 with a list of BCCs to be considered for disbandment.</p>
2022 December 13	C2022-1364* Council Minutes	<p>Strategic Look Back 2022 (Verbal) Council directed Administration to add a standing Agenda item entitled Budget Process Refinement to the Executive Committee beginning in 2023 in accordance with section B.6(a) of the Procedure Bylaw 35M2017. Additionally, directed that the Closed Meeting discussions, presentation, and distributions remain confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 3. Report and presentation are held confidential.</p>

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		<p>Formal Council direction included:</p> <ul style="list-style-type: none"> • Direct Administration to add a standing Agenda Item entitled “Budget Process Refinement” to the Executive Committee, beginning in 2023, in accordance with section B.6(a) of the Procedure Bylaw 35M2017; • Direct that the Closed Meeting discussions, presentation, and distributions remain confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; • Direct that document titled “Summary of Closed Meeting Discussions” be received for the Corporate Record as a confidential distribution and kept confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>, to be reviewed no later than 2023 December 31; and • Direct that notwithstanding recommendations 2 and 3, the confidential distribution document titled “Summary of Closed Confirmed Minutes 2022 December 13 Meeting Discussions” be forwarded to the 2023 January 31 Meeting of the Executive Committee, as a confidential attachment to Agenda Item entitled “Budget Process Refinement”, and be released to the Executive Leadership Team, to be further shared with Administration only where required to support next steps in the development of Service Plans and Budgets (2023-2026).
<p>2022 November 8</p>	<p>C2022-1051 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: 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

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		<p>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.</p> <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.
2022 March 29	C2022-0372* Council Minutes	<p>Resilient Calgary: Council's Strategic Direction, 2023-2026</p> <p>Council approved and directed the public release of “Resilient Calgary: Council's Strategic Direction, 2023-2026”</p> <p>Formal Council direction included: That Council:</p> <ol style="list-style-type: none"> 1. Approve Attachment 1, as amended “Resilient Calgary: Council’s Strategic Direction, 2023-2026.”; 2. Direct that the Revised Report and Attachment 1 as amended, be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i> until no later than 2022 April 1; and 3. Direct that the Closed Meeting discussions be held confidential pursuant to Section 24 (Advice from officials) of the <i>Freedom of Information and Protection of Privacy Act</i>.

Bylaws, Regulations, Council Policies

There are multiple policies that guide adjustments to the service plans and budgets, the most **relevant** are:

- [Budget Reporting Policies](#) CFO006
- [Multi-Year Business Planning and Budgeting Policy](#) CFO004
- [Transparency and Accountability Policy](#) CC039
- [User Fees Policy](#) CP2024-02