



Council's Fiscal Plan (CFP) Overview

- Overall, very good progress in achieving all priority areas of Council's Fiscal Plan.
- A few challenges in achieving the priority area of "Community" due to changes in external funding.
- For most priority areas, performance targets were met or exceeded – some temporary service impacts due to the flood.

OUR CITY
OUR BUDGET
OUR FUTURE 3

Corporate Summary of Major Events

- On June 20th, Calgary experienced a major flood. The effects of the flood were felt across the City and the work necessary to respond to the flood involved all departments.
- Notwithstanding this major event, many non-flood related achievements took place, including:
 - Council approval of a city-owned composting facility, which will facilitate the launch of the city-wide green cart program in 2017.
 - Progression on the design and construction of four recreation facilities in Calgary.
 - Development of Transforming Planning, a new planning system for Calgary.

OUR CITY
OUR BUDGET
OUR FUTURE 4

Year-End Report on Business Plans and Budgets

Emerging Challenges and Issues

- Provincial funding for affordable housing was directed to regeneration of existing stock rather than construction of new units, resulting in The City missing targets for number of new affordable housing units.
- An anticipated decrease in available provincial and federal funding for transportation for new/growth infrastructure.
- Flood recovery, flood resiliency and related projects will continue to be a focus for some areas throughout 2014.
- Increased demand for services, as a result of population growth and increased citizen expectations.
- Challenges associated with relying on property taxes to fund urban growth.

OUR CITY
OUR BUDGET
OUR FUTURE 5

Year-End Report on Business Plans and Budgets

Corporate Financial Results – Operating (unaudited)

The City of Calgary's 2013 year-end variance was \$8.2 million favourable, or 0.3% of the overall budget of \$3.1 billion, mainly due to the following:

- 1) favourable variances in Calgary Transit, Chief Financial Officer's Department and City Clerk's Office, somewhat offset by unfavourable variance in Roads, and
- 2) a net unfavourable variance in Common Revenues and Corporate Costs & Debt Servicing due to the flood.

(Note: a favourable variance in franchise fees of \$17.9 million is transferred to the Reserve for Future Capital, and a higher ENMAX dividend of \$20.2 million is transferred 50% to the ENMAX Legacy Parks Fund and 50% to the ENMAX Dividend Stabilization Reserve).

OUR CITY
OUR BUDGET
OUR FUTURE 6

Year-End Report on Business Plans and Budgets

Corporate Financial Results – Capital (unaudited)

- For the capital programs, 49.3% or \$1.145 billion of the \$2.324 billion 2013 total City capital budget was spent, compared to 55.9% for the same period in 2012, and 62.9% in 2011.
- The majority of the capital budget was dedicated to major projects across the Corporation in:
 - Transportation
 - Utilities
 - Community Services & Protective Services
 - Corporate Services

OUR CITY
OUR BUDGET
OUR FUTURE 7

Efficiency and Effectiveness

Productivity Gains

- Council set a target of \$45.0 million in productivity gains over the 2012-2014 period.
- The 2013 portion of \$13.0 million (29% of the three year total productivity gains) was achieved with no impact to service levels.
- Department sections provide more details on the efficiency and effectiveness achievements.

OUR CITY
OUR BUDGET
OUR FUTURE 8

2020 Sustainability Direction

- Provides a summary of the progress on the 2020 Sustainability Direction, The City's 10-year strategic plan towards imagineCALGARY long term goals.
- Demonstrates that 82.5% of all 2020 Sustainability Direction targets are on track.
- Provides an update on the goals and objectives including the current status, lead department(s) and a brief explanation of the progress towards achieving the objectives and targets.
- Additional information on the 2020 Sustainability Direction will be published on calgary.ca.

OUR CITY
OUR BUDGET
OUR FUTURE 9

Recommendation

That the Priorities and Finance Committee recommends that Council receive for information:

- 2013 Year-End Report on Business Plans and Budgets (Attachment 1), including Council's Fiscal Plan and an update on Efficiency and Effectiveness, and
- 2020 Sustainability Direction - 2013 Annual Report (Attachment 2).

OUR CITY
OUR BUDGET
OUR FUTURE 10