

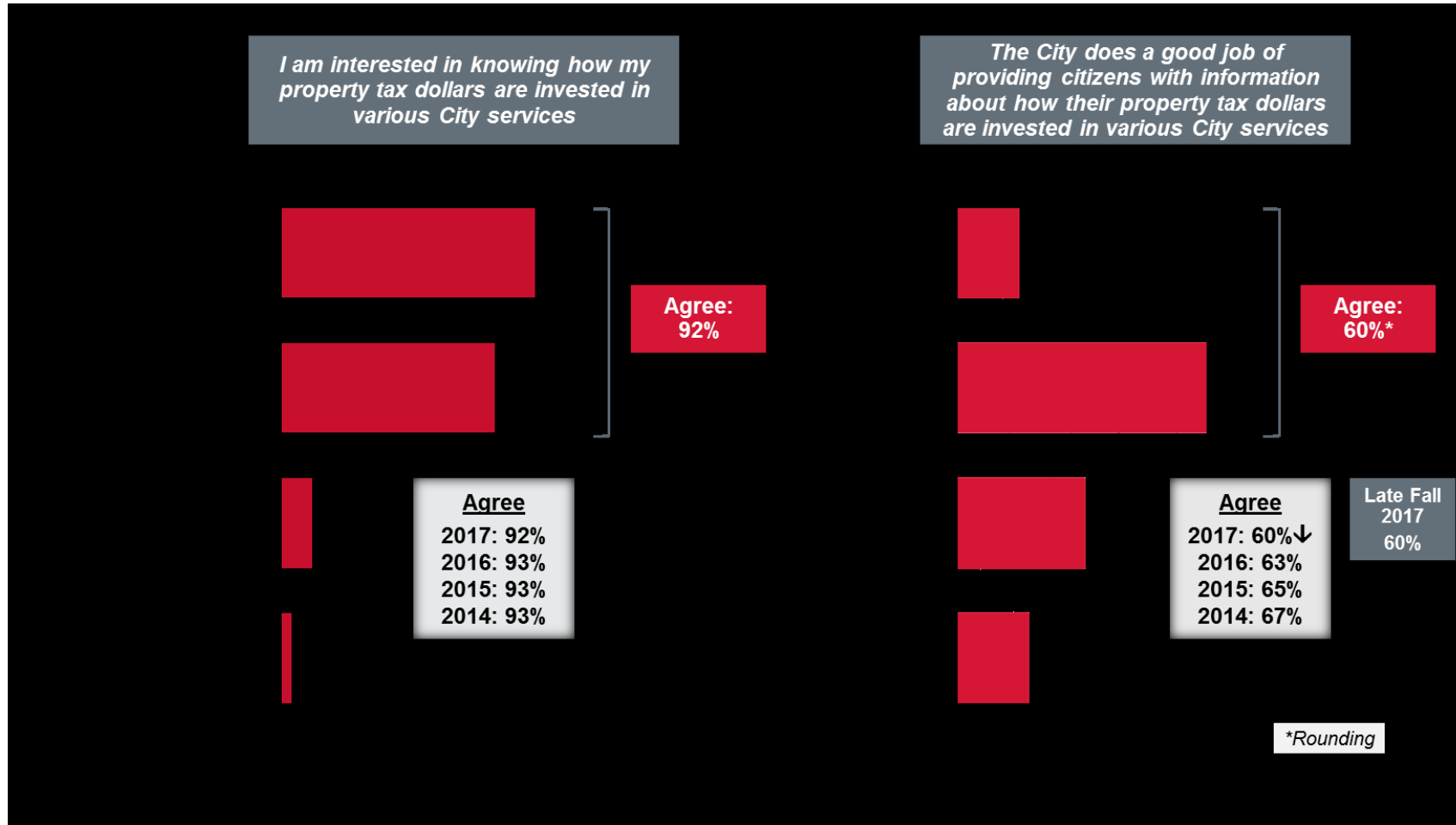
One Calgary – Service Plan Preview

Priorities & Finance Committee (PFC2018-0974)

September 4, 2018

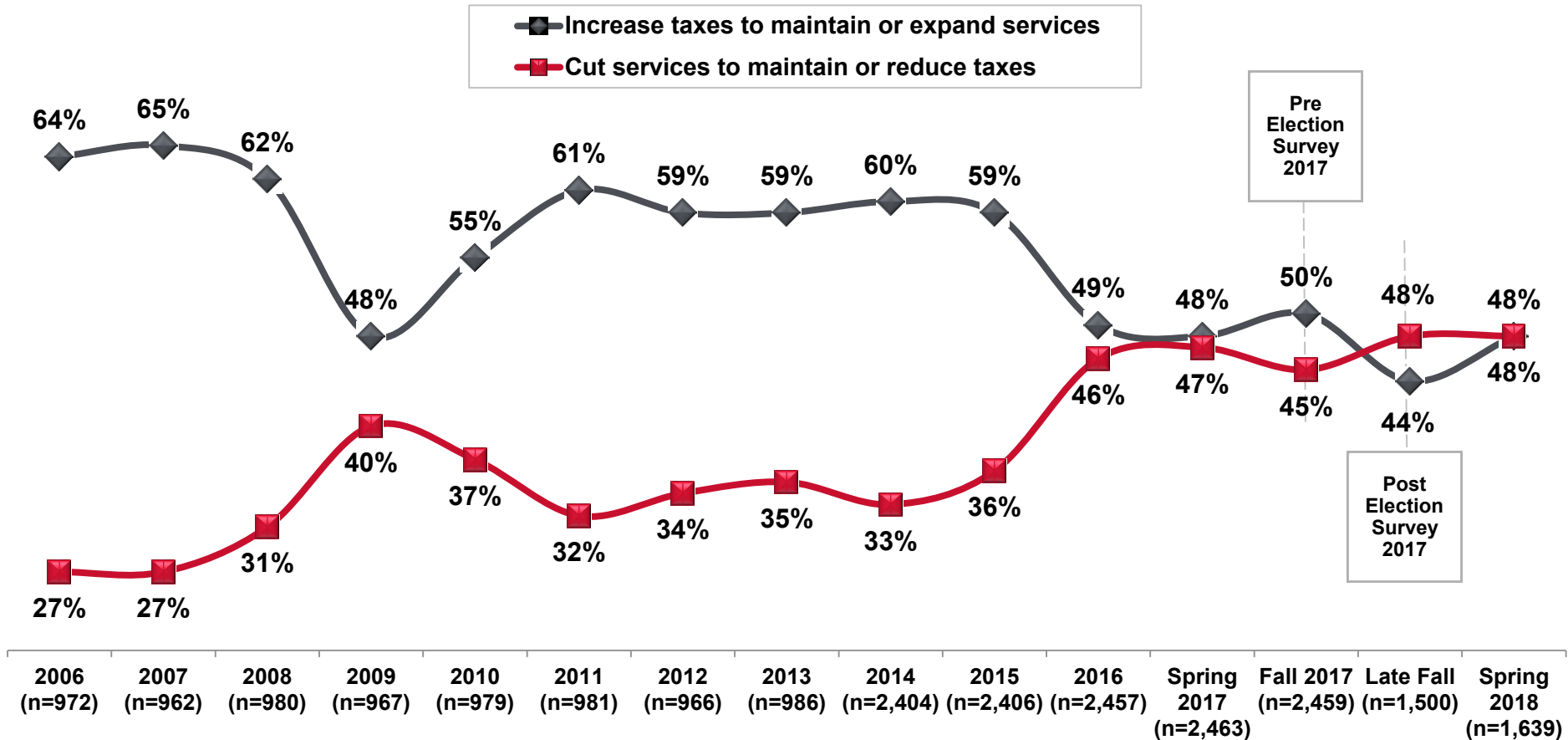


Increasing transparency for citizens





Tracking Balancing Taxation and Service Delivery Levels: Increase Taxes versus Cut Services



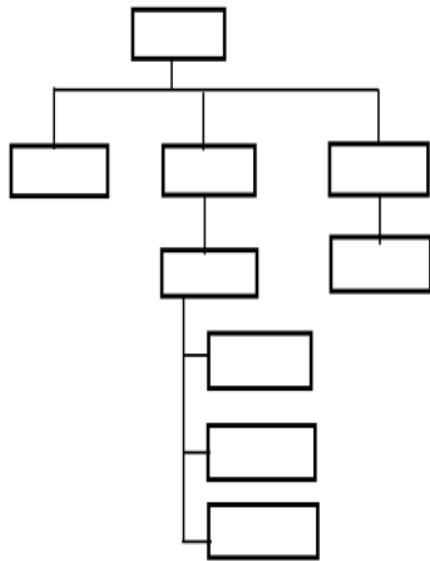
Municipal property taxes are the primary way to pay for services and programs provided by The City of Calgary. Due to the increased cost of maintaining current service levels and infrastructure, The City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like The City to pursue?

Base: Valid respondents

*Rounding

Focusing our plans and budgets on what matters most to citizens

Intentional shift in focus from **how** we do things and **who** does them, to **what** services citizens are receiving and **why**

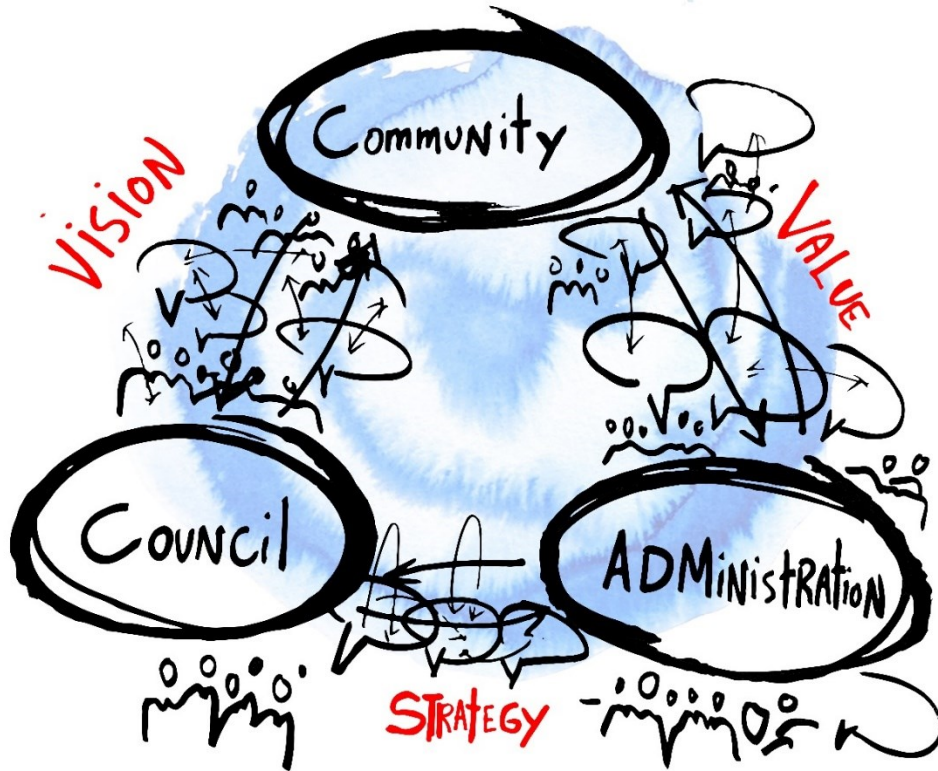


Organizational Focus:

E.g. Two business units: Roads, Parks

Service Focus:

E.g. One service: Sidewalks & Pathways

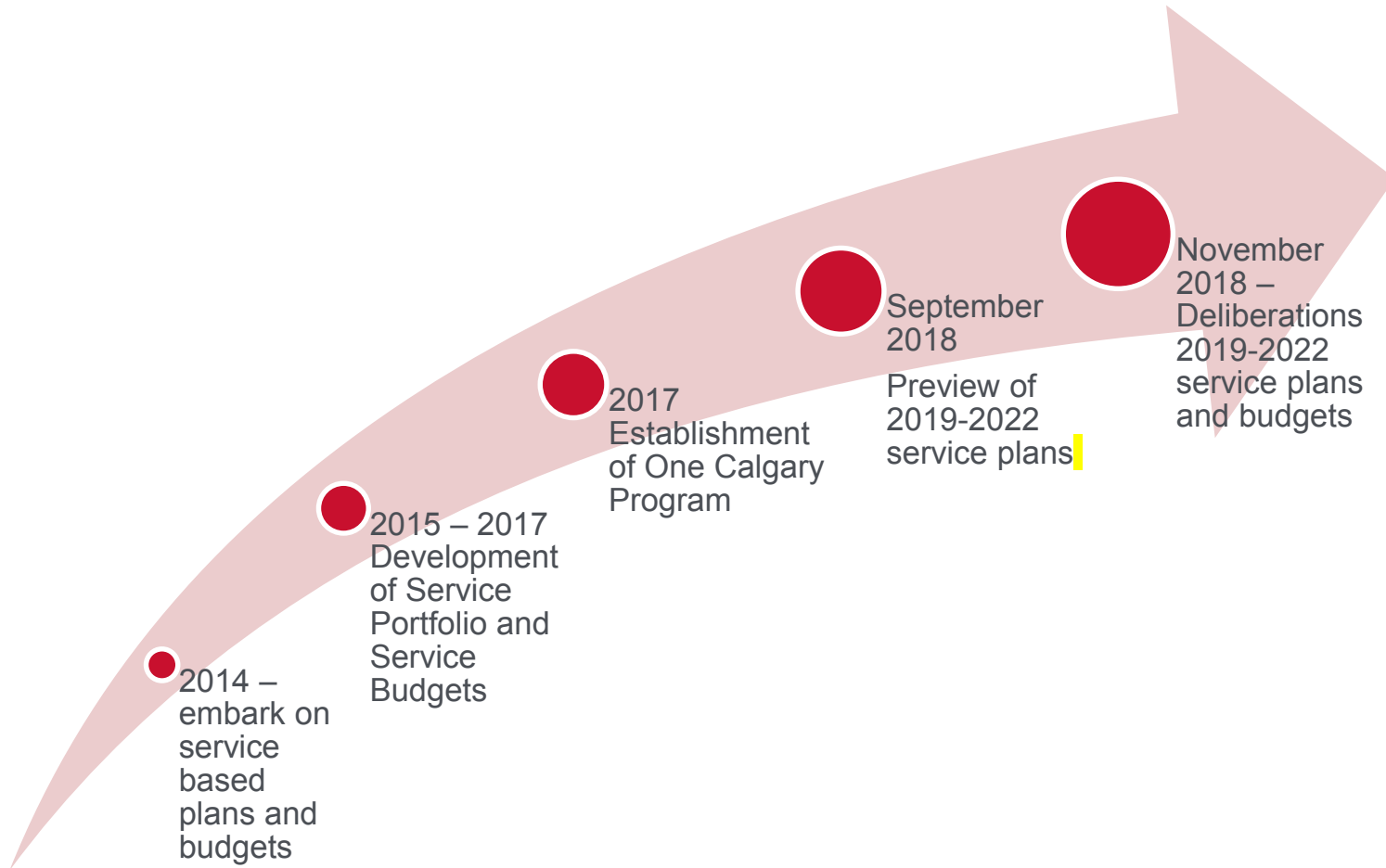


Three Conversations, One Calgary

Framework that will guide the
development of The City's Strategic
Plan for 2019-2022



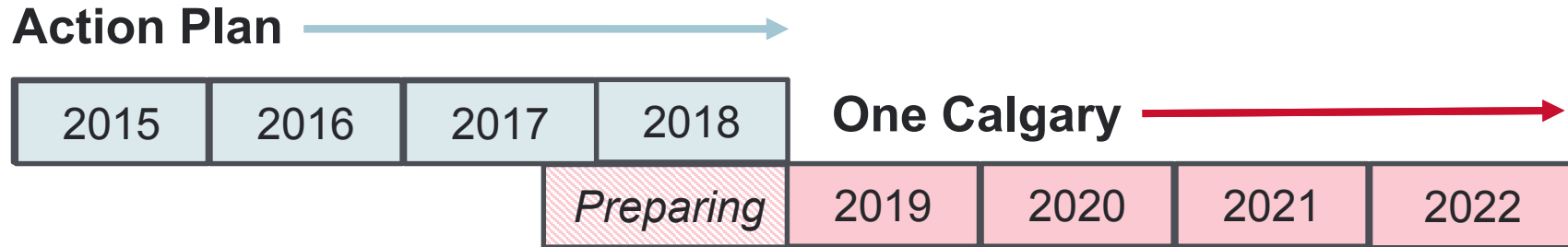
Journey to service-based plans and budgets





From Action Plan to One Calgary

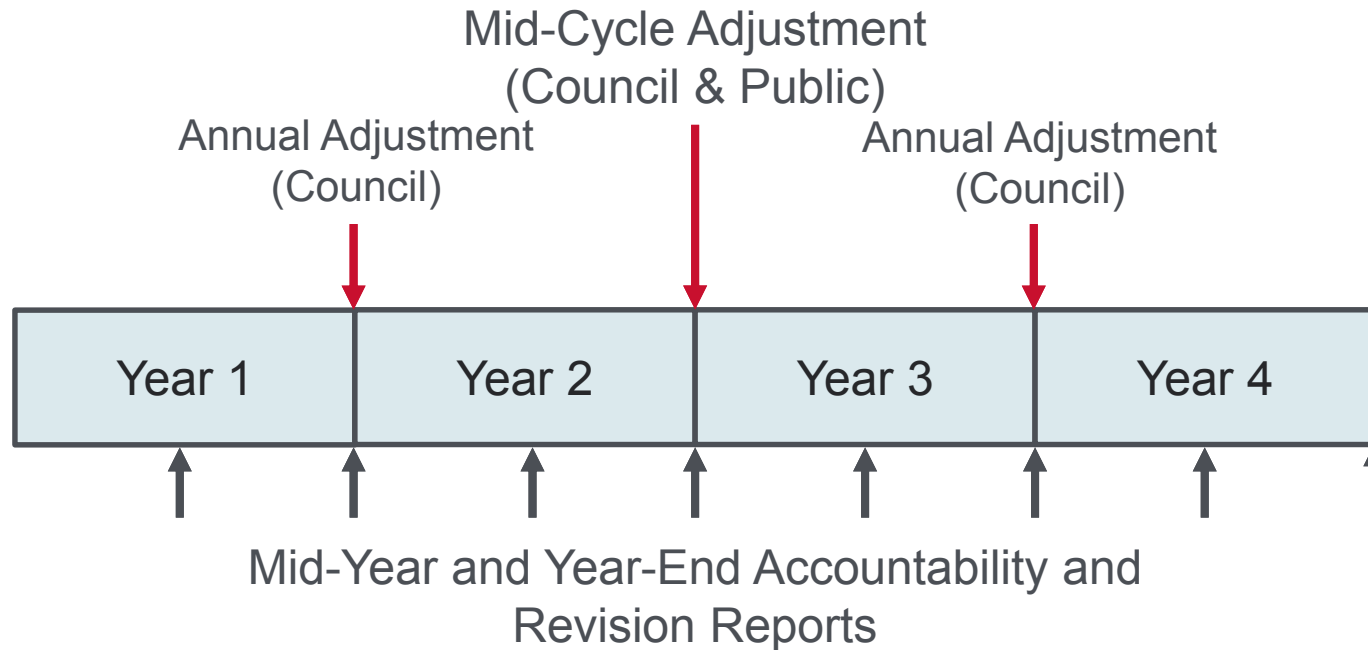
Moving to service-based plans and budgets



Multi-year budget cycle principles do not change

- Approval, monitoring, reporting, adjustment

The Four Year Cycle



Once plans & budgets approved, there are opportunities to make changes during:

- Annual adjustments
- Mid-Cycle adjustment
 - Review plans, revisit Council Priorities, engage citizens



Innovation Fund Update – Telling the Service Story on Calgary.ca



Project Phases

ONE

Service Plans and Budget 2019-2022

Budget engagement

Budget documents

April 2

COMPLETED

TWO

Our Strategy

The Story of One Calgary:

Why we're changing

How we're changing

June 18

COMPLETED

THREE

Our Services

Preview of service lines

August 28

COMPLETED

FOUR

Our Services

The story of our services

Service-line value dashboards

Tax breakdown tool

December

TO DO



Calgary.ca Service Pages



Our Services

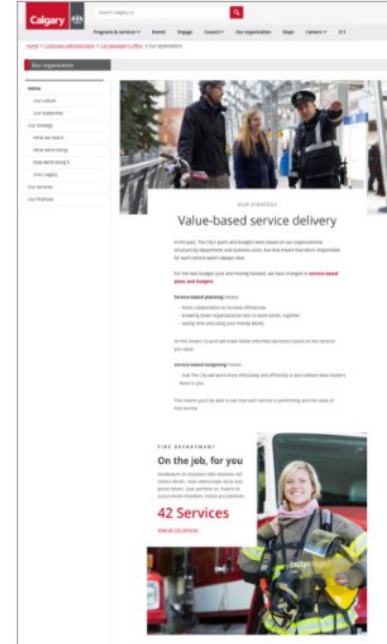
FIRE DEPARTMENT

On the job, for you

Vestibulum sit interdum nibh molestie, elit viverra donec, class ullamcorper lacus duis ipsum donec. Quis porttitor ut, mauris et, luctus morbi interdum, metus accusantium.

42 Services

[View all City services](#)



Highlighting our services



Viewing Service Lines



Our Services

Fusce dapibus, tellus ac cursus commodo, tortor mauris condimentum nibh, ut fermentum massa justo sit amet risus. Nullam id dolor id nibh. Lorem ipsum dolor sit amet, conset adpiscing elit. Integer nec odio. Praesent libero.

1 Select service categories

Service category:

2 Service line information

3 View service

<p>Affordable Housing</p> <p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer .</p> <p>Primary button ></p>	<p>Environment</p> <p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer .</p> <p>Primary button ></p>	<p>Water</p> <p>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sit amet, consectetur adipiscing elit integer .</p> <p>Primary button ></p>
<p>Transit</p> <p>Lorem ipsum dolor sit amet,</p>	<p>Roads</p> <p>Lorem ipsum dolor sit amet,</p>	<p>Recycling</p> <p>Lorem ipsum dolor sit amet,</p>



[Programs and services](#)
[Events](#)
[Engage](#)
[Council](#)
[Our Organization](#)
[Maps](#)
[Careers](#)
311

[Home](#) > [Corporate Administration](#) > [City Manager's Office](#) > [Fire & Emergency Response](#)

OUR ORGANIZATION

Home

- [Our culture](#)
- [Our leadership](#)
- [Our strategy](#)
- [What we heard](#)
- [What we're doing](#)
- [How we're doing it](#)
- [One Calgary](#)
- [Our services](#)
- [Our finances](#)

Fire & Emergency Response

Responds to fires, emergencies, accidents, hazards & specialized rescues

Back to Our services

Service description

Fire & Emergency Response addresses public safety and medical risks. We protect and reduce damage to property and the environment. We contribute to safe communities and adapt to ever-changing needs and risks, serviced by 41 fire stations, over 1,200 firefighters, and providing life-saving emergency assistance to 1.2 million Calgarians and visitors across 848 square kilometres. We handle fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues (water/aviation), calls for public service assistance, and fire prevention activities.

Most requested services

- [Calgary Fire Department](#)
- [Calgary Fire Stations](#)
- [Fire Bars and Advisories](#)
- [Fire Dept - Station Tour Requests](#)
- [Firefighter Recruitment](#)

- [Fire Dept - Station Tour Request](#)
- [Firefighter Recruitment](#)
- [Fire Dept - Incident Report](#)
- [Requests](#)
- [Fire Dept - Commendations / Thank You / Recognition](#)

What we heard

You've said you want safe public spaces and neighbourhoods, with maintaining or increasing current investment levels in Fire & Emergency Response. You've said our response time of 7.6 minutes is a reasonable time to respond. The vast majority of Calgarians say our service is important, and feel that this service is good value. You've said that Fire employees are courteous, professional, trustworthy and knowledgeable, and believe that interactions with Calgary Fire made you feel safe.

2018 Citizen Satisfaction Survey

[View survey result](#)

Council direction

Council has directed Fire & Emergency Response in several priorities:

- reduce risk and improve the safety of Calgarians (including seniors and the disabled)
- improve the protection and enhancement of heritage assets
- work with partners to address social issues impacting older Calgarians
- ensure all communities are complete
- shift our understanding and focus from how services are delivered to why services are delivered
- provide equitable access to services for all Calgarians

Have feedback about this service?

[Contact 311](#)



Marketing campaign

- One Calgary is developing a campaign to promote these new, more engaging tools and the information new available to citizens on Calgary.ca
- It will follow the release of the finalized 2019-2022 service plans and budgets and will be live December and January



Financial Overview and Update



Population growth will increase in 2019-2022, but still slower than before the downturn

Economic Projections (April 2018) Updated for 2018 Population numbers

Socio-Economic Indicator	2018	2019	2020	2021	2022	Trend
Population ¹ (000s)	1,259 1,267	1,272	1,285	1,303	1,323	↑
Population Growth (%)	0.9	1.0	1.1	1.4	1.4	↑
Housing Starts (000s)	4.4	4.1	5.9	8.0	9.6	↑
Unemployment Rate (%)	7.8	7.3	6.6	6.3	5.9	↓

1. Population for 2018 has been updated since April 2018 with the 2018 Census data. All projections above will be updated in the fall Economic Outlook.



The increasing cost of goods and services has an impact on the cost to deliver City services

Economic Projections (April 2018)

Socio-Economic Indicator	2018	2019	2020	2021	2022	Trend
Calgary Consumer Price Index (CPI)	2.0	2.0	2.0	1.8	2.2	Stable
Municipal Price Index (MPI) (%)	2.4	1.4	2.1	2.0	2.1	Stable
Natural Gas Price (\$Cdn/Gigajoule)	2.4	2.5	2.9	3.1	3.3	↑
Oil Prices - WTI (\$US/barrel)	58.7	57.9	59.7	61.1	62.1	↑
Oil Prices - WCS (\$US/barrel)	40.5	44	48	51.6	52.5	↑



Indicative Tax Rate Approved for 2019-2022 – Updated for Growth decisions since April 25, 2018

Proposed Rate Range Per Year	2019	2020-2022
Indicative Tax Rate Range without inflation	1.3% to 1.6%	1.3% to 1.6% per year
Indicative Tax Rate Range inflation	0.8% to 1%	0.8% to 1% per year
WRS Financial Policy change	(1.3%) base impact in 2019	---
Total Proposed Indicative Tax Rate Range without Growth	0.8% to 1.3%	2.1% to 2.6% per year
Indicative Rate for Actively Developing Communities *	1.4% base impact in 2019	0.4% per year
Indicative Rate for New Communities*	0.45% to 0.75% base impact in 2019	---
Total Proposed Indicative Tax Rate Range with Growth	2.65% to 3.45% 2.95%	2.5% to 3% per year

Indicative tax rate will focus on maintaining service levels as much as possible in services that are aligned to Council’s priorities

* Growth tax rate is based on July 30, 2018 Council decision



Budget constraints

- The approved indicative tax rate, along with our efficiencies and effectiveness strategies, allow for an operating budget that is mainly focused on maintaining current level of service for most of the services. Anything above this requires more investments decisions.
- Service level reductions in some services are required to balance within the indicative tax rate and some reductions are required in order to be redirected to higher priority services
- Some services will see an overall decrease in their operating budget over the next four years
- Significant Council commitments that have been already made that must be afforded in the non-inflation indicative tax rates (e.g. BRT, CADA, Main Streets impacted the investment decisions)
- Due to a constrained capital budget, not all essential capital asks can be funded. Infrastructure Calgary has worked with the organization to ensure the most essential capital investments are recommended (meet legislative, regulatory, public safety, critical infrastructure etc).



New Community Growth Strategy

Funding Direction for Approved New Communities (2019 -2022)*

Tax Rate Increase Approved	Up to 0.75% base increase in 2019
Water Utility Rate Increase Approved	Up to 0.5% annual increase
Additional Funding	Up to \$4 million in 2022 to fund the cost of capital
# of Communities Supported	14 communities
Total Infrastructure Capital Investment Supported	\$266 million
Tax-Funded City Share of Capital Investment Supported	\$40 million
Tax- Funded Operating Budget	\$14 million

*Approved at 2018 Jul 30 Combined Meeting of Council, “New Community Growth Strategy 2018 – Further Review and analysis Directed Through PFC2018-0678”, C2018-0900.

**Only the Direct Incremental Operating Costs are funded from the tax rate



27 Actively Developing Communities

Funding Direction for Actively Developing Communities (2019-2022)*

Indicative Tax Rate Approved	1.4% in 2019 0.4% per year, 2020 - 2022
# of Communities Supported	27 communities
Total Infrastructure Capital Investment Supported	\$119 million
Tax-Funded City Share of Capital Investment Supported	\$58 million
Tax- Funded Operating Budget	\$77 million

*Approved at 2018 Apr 25 Strategic Meeting of Council, “One Calgary: Setting Indicative Rates for 2019-2022”, C2018-0489.


** Only the Direct Incremental Operating Costs are funded from the tax rate



Unfunded Initiatives potentially impacting 2019-2022 plan and budget

Unfunded initiatives

- Affordable Housing (partial funding recommended)
- Arts Commons
- BMO Convention Centre
- Event Centre
- Fieldhouse
- Green Line (operating budget)
- 2026 Olympic and Paralympic Winter Games
- Snow and Ice Control – Enhanced Sidewalks
- Additional resources to support growth strategy review and update



Investment desires
beyond the set
indicative tax rate –
currently unfunded

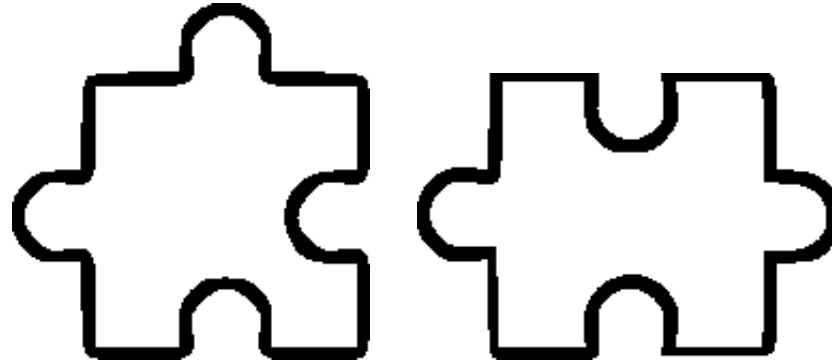


How do we respond to these funding challenges?

*e.g. Indicative Tax rate
approved April 25, 2018
Decision - November*

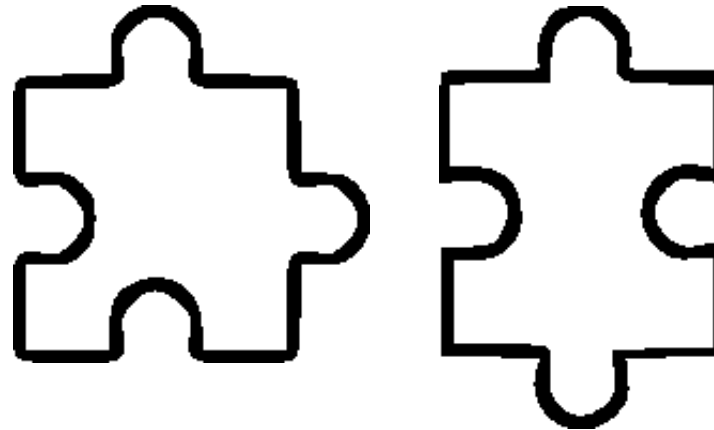
Council May 16

REVENUE TOOLS
within our control



Continued emphasis
on **EFFICIENCY**

GROWTH STRATEGY
decisions



SERVICE LEVEL
choices (+/-)

*Growth Strategy
approved July 31, 2018*

*Initial discussions – September
Decision - November*



One Calgary Approaches



Cross-corporate service plan strategies





- Build a resilient transportation network
- Build a more resilient and sustainable city
- Develop a dynamic and diversified economy
- Develop strategies to manage greenhouse gas emissions and reduce climate change risks and vulnerabilities
- Foster diversified communication and engagement with all Calgarians
- Increase accessibility to Transit for Calgarians
- Manage growth in a way that achieves the best possible social, environmental and economic outcomes within financial capacities
- Protect historic resources and promote arts and culture
- Provide sufficient supply of affordable housing
- Reduce corporate risks and strengthen safety and insurance
- Strengthen indigenous relations
- Support the delivery of City of Calgary services through enabling services



Capital budget

- Infrastructure Calgary introduced a new corporate capital investment management process that uses an **integrated and coordinated approach to capital planning, prioritization and funding.**
- Administration was proactive in assessing the essential nature of the capital investment ask to support service based delivery. Capital asks are segmented according to essential, current and enhanced.
- This approach helps coordinate and align investments by service, identify efficiencies and achieve economies of scale, **optimizing funding and value to citizens.**



The conversation with Council



Story arch September preview – November deliberations

