

Calgary



CITY OF CALGARY  
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IN COUNCIL CHAMBER

OCT 11 2018

6.3

ITEM: C2018-1149

Distribution

CITY CLERK'S DEPARTMENT

C2018-1149  
PRESENTATION

# One Calgary: 2019-2022 Service Plans and Budgets

Special Meeting of Council

October 11, 2018



## October 11 Special Meeting of Council: Four items related to One Calgary 2019-2022

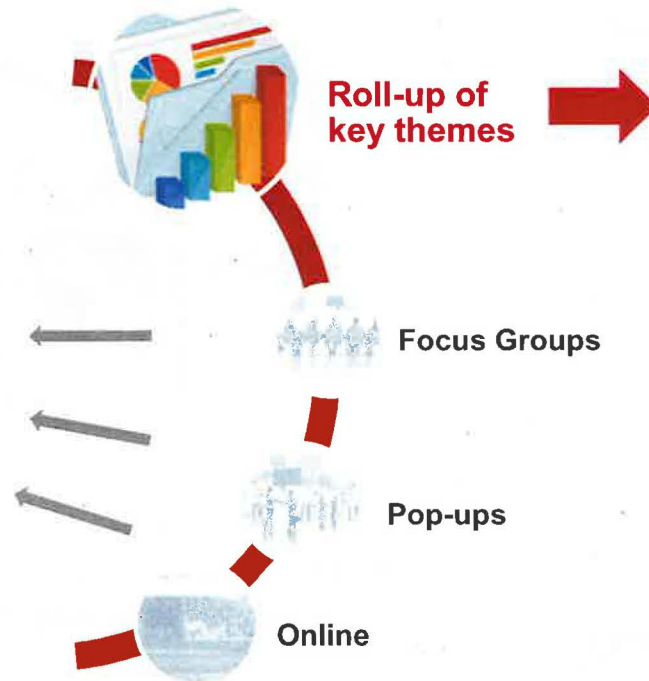
Item #	Report Title	Report #
6.1	<b>Citizen research and engagement findings</b>	C2018-1150
6.2	<b>Service plan preview feedback on enabling services</b>	C2018-1148
6.3	<b>Update prior to finalizing proposed service plans and budgets</b> <ol style="list-style-type: none"> <li>1. Current status of 2019-2022 service budgets (capital and operating) to support service plans</li> <li>2. Issues arising from September 04-25 service plan preview discussions</li> <li>3. Potential material unfunded investments (confidential)</li> </ol>	C2018-1149
7.1	<b>Preliminary 2019 property assessment update</b>	Verbal report (confidential)



## Item #6.1: Citizen research and engagement findings

Present to  
Council:  
**October 11**

In field: **October**  
  
Results  
presented:  
**November 14**



- Citizens' satisfaction with City services is high despite concerns with the economy
- The business community tends to be less satisfied with City services, and wants City policies and actions to support, not impede, their sustainability and growth
- There is continued demand from both citizens and businesses to receive communications in preferred channels and be accessible to all aspects of Calgary's diverse population
- Key priority areas for citizens include:
  - Public safety
  - Ease of transportation
  - Affordable housing and services
  - Investment in infrastructure and community, parks and open spaces, streets and sidewalks, city planning, and neighbourhood support and development
- Citizens evenly split between increasing taxes to maintain service levels and reducing/maintaining taxes by decreasing service levels

**ADMINISTRATION RECOMMENDATION:**  
That Council receive this report for information.



## Item #6.2: Service plan preview feedback on enabling services

**14 enabling services** presented on Sept. 25, concluding the service plan previews of all 61 services



### Outcome:

- Proposed service plans **largely meet expectations**
- Question raised about whether additional investment is needed to address potential risks associated with the **infrastructure gap**
- This has been added to the **consolidated list of items for potential additional investment** arising from all service plan previews – to be discussed together in Item #6.3

### ADMINISTRATION RECOMMENDATION:

That Council receive this report for information.



## **Item #6.3: Update prior to finalizing proposed service plans and budgets**

- 1. Current status of 2019-2022 service budgets (capital and operating) to support service plans**
2. Specific issues/services for potential additional investment
3. Potential material unfunded investments (confidential)

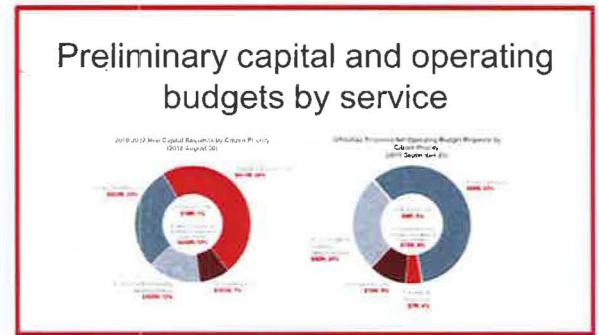


# Current status of 2019-2022 service budgets (capital and operating) to support service plans

September  
first two pages per service + direction of travel

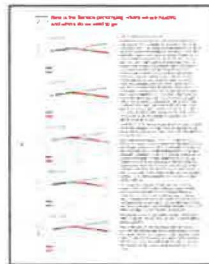


October



November

Complete service plans and budgets for all 61 services





# Capital at a Glance Presented to Council

September 25, 2018 (C2018-1080)

**48/61** services with a new 2019-2023+ capital budget request (*through 197 capital business cases*)

**\$7,500 M** total capital budget request for 2019-2023+

\$2,192M *proposed essential capital ask*  
\$ 149M *proposed current capital ask*  
\$ 43M *proposed enhanced capital ask*

**\$2,384M**

\$1,944M *essential capital funding shortfall*  
\$2,739M *current capital funding shortfall*  
\$ 468M *enhanced capital funding shortfall*  
**\$5,151M**

October 11, 2018 (C2018-1149)

**\$2,384M** total new capital budget request\*

\$2,192M *proposed essential capital ask*  
\$ 149M *proposed current capital ask*  
\$ 43M *proposed enhanced capital ask*

**\$ 447M** total capital budget request for Growth (actively developing & new communities)

**\$2,831M**

**\$2,052M** total previously approved

**\$4,883M** total capital investment 2019-2022

\*Refers to C2018- Attachment 1 for the total capital investment by service. Reflects a total capital ask as of August 30, 2018.



# Operating Overview

	2019	2020	2021	2022	Total
Indicative tax rate as approved – April 25, 2018	2.95% – 3.45%		2.5% – 3.0%		
Proposed combined tax rate	Top of range	Mid-range	Low end	Low end	
Remaining capacity (base) per proposed tax rate	-	Up to \$4.0 Million	Up to \$7.0 Million	Up to \$14.0 Million	Up to \$25.0 Million in base funding (or \$40.0 Million cumulative)
One-time funding Proposed	+\$21 Million	+28 Million	+18 Million	+15 Million	\$82 Million

- Service Plan and Budget Preview represents service levels that are within the approved indicative tax rate with some capacity for further investments in years 2020 to 2022.
- The impact of operating as a result of the new and previously approved capital has been incorporated into the service plans and budget
- One time funding proposed of \$82 million over the next four years:
  - One-time projects
  - Time to implement efficiency strategies/understand impacts of economic conditions
  - Higher maintenance (reduced capital)





## **Item #6.3: Update prior to finalizing proposed service plans and budgets**

1. Current status of 2019-2022 service budgets (capital and operating) to support service plans
- 2. Specific issues/services for potential additional investment**
3. Potential material unfunded investments (confidential)



## Specific issues/services for potential additional investment (Attachment 2, Page 2)

Issues raised during  
September 04-25  
Service Plan Previews  
or through previous  
discussions with  
Council

Issue Alphabetical Order	Service(s)	Type of Investment - Budget Impact (Capital/Operating)	New Investments Included in Proposed Budget (2019-2022)				
			Base	Operating One-time	Total	Capital	
1	Acceleration of improved corporate capacity & capability for an integrated new community, established area and industrial area strategy	Multiple Services	Operating/Capital	-	-	-	-
2	Affordable Housing	Affordable Housing	Operating/Capital	10.9	0.4	10.7	37.4
3	Better Citizen Engagement	Citizen Engagement and insights	Capital	-	-	-	-
4	Civic Partners (various issues)	Spans 8 services	Operating/Capital	20.5	0.7	21.2	58.8
5	Continue Main Streets implementation	City Planning and Policy, Streets, Sidewalks & Pathways	Operating/Capital	-	0.4	0.4	-
6	a. Crime, and crime prevention through policing - safety	Police Services	Operating/Capital	10.2	-	10.2	100.7
	b. Crime prevention through social development - safety	Neighbourhood Supports, Social Programs, Recreation Opportunities, Affordable Housing, Community Strategies	Operating/Capital	5.0	-	5.0	-
	c. Crime prevention through environmental design - safety	City Planning & Policy, Parks & Open Space, Arts & Culture	Operating/Capital	-	-	-	-
7	Infrastructure gap	Multiple Services	Capital	-	-	-	-
8	Integrated Civic Facilities Plan	Multiple Services	Operating/Capital	0.5	0.5	1.0	7.5
9	Maintain 4 car train service	Public Transit	Operating/Capital	-	-	-	-
10	Maintain/Enhance Tree Canopy	Urban Forestry	Operating/Capital	1.4	-	1.4	3.0
11	Pedestrian Strategy	Streets, Sidewalks & Pathways	Operating/Capital	0.8	9.0	15.8	-
12	a. Resolve more missing pedestrian and pathway links	Sidewalks & Pathways	Operating/Capital	4.3	-	4.3	-
	b. Resolve more missing streets links	Streets	Capital	-	-	-	-
13	Snow and Ice Control (SIC) - Enhanced sidewalks	Sidewalks & Pathways	Operating	-	9.0	9.0	-
14	Sustainable funding strategy for Low Income Transit	Public Transit	Operating	-	6.0	6.0	-

Information about  
what new investment  
is currently included in  
the proposed 2019-  
2022 service budgets

**Question for discussion:** for which items on this list would Council like to see additional information and options in November?

## **Item #6.3: Update prior to finalizing proposed service plans and budgets**

1. Current status of 2019-2022 service budgets (capital and operating) to support service plans
2. Specific issues/services for potential additional investment
- 3. Potential material unfunded investments (confidential)**



## Administration Recommendations

### Item 6.3: Update prior to finalizing proposed service plans and budgets (C2018-1149)

That Council:

1. Receive this report for information.
2. Direct Administration to include in the 2018 November 14 One Calgary report to Council advice on potential additional investments and financing required in regard to the issues identified on Page 2 of Attachment 2 to C2018-1149, or, if information is not yet available for any of the issues, a status update and date when the information will be provided.
3. Direct Administration to provide, by no later than 2018 Q4, a priority investment and financing plan for the potential material unfunded investments identified on page 15 of C2018-1149, or, if information is not yet available for any of the potential material unfunded investments, a status update and date when the information will be provided.