



**For Discussion by the Minister's Council on
Municipal Sustainability**

Revenues to Support Municipal Sustainability

City of Calgary
FOIP
000238
December 8, 2006

The City of Calgary

CMO-0238

Review of Work Completed

Economic Analysis

- 45 revenue options were reviewed using 9 different economic measures agreed upon by the Minister's Council.
- Options were further narrowed down to 25 and an additional 6 options were added.

Implications Table

- Taken from the perspective of the own source model with differences from the other models noted where possible.
- Identifies possible pieces of legislation that would need changing.
- Acknowledges concern of tax increase vs. provincial revenue decreases
- Notes administrative options or concerns (provincial vs. local collection)
→ Not a cost/benefit analysis.

Review of Work Completed cont'd

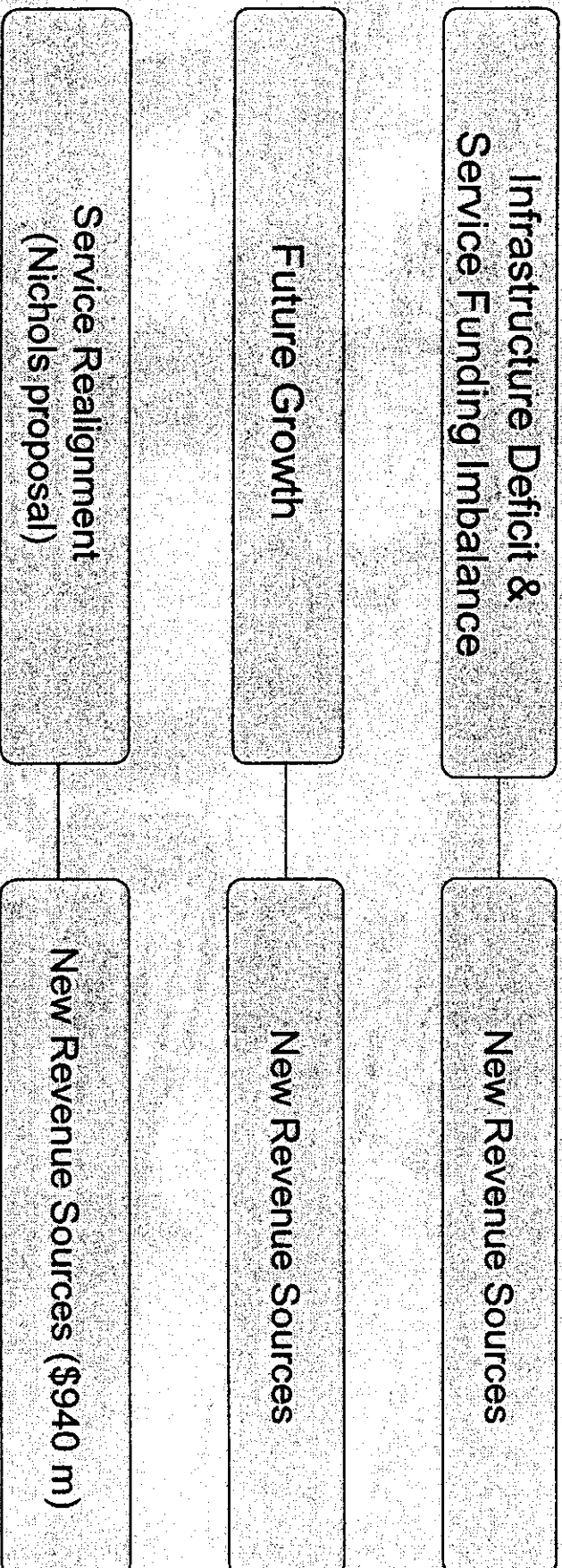
Further Data Collected

- Examines the tax base and revenue potential for the revenue options under own source and revenue sharing.
- Data is broken up into 8 economic regions across Alberta therefore the regional own source model is also covered in this data set.
- Assumptions needed to be made on how each of the tax bases were calculated.

Roles and Responsibilities (AUMA)

- Examined possibility of some service realignments with regards to water wastewater, parks and recreation, housing and transportation. (Nichols Proposal).
- Future growth, infrastructure deficit and service funding imbalance still need to be addressed.

Linking Revenues with Need



Addressing the Infrastructure Deficit & Service Funding Imbalance

Issues to consider

- Service funding imbalance includes areas of joint provincial/municipal responsibility(e.g. EMS, Police, FCSS) that require additional funding from the province.
- The infrastructure deficit will be different for each municipality.
- New revenues sources may have different potential yields for each municipality. Therefore, municipalities may need a few options of revenue sources.

**This page severed under Sections
22(1) and
24(1)(a)(b)&(c)**

For Discussion by the Minister's Council on
Municipal Sustainability

Addressing the Future Growth/ Long Term Operational Sustainability of Municipalities

Issues to consider

- Providing municipalities with revenues that will address their long term operational sustainability (future growth) is best addressed through access to revenues that grow with Alberta's economy.
- The impact and costs of economic growth are absorbed by municipalities. Therefore revenues that grow with the economy may be most appropriate for municipalities trying to address growth issues.

**This page covered under Sections
22(1) and
24(1)(a)(b)&(c)**

**This page severed under Sections
22(1) and
24(1)(a)(b)&(c)**

**This page severed under Sections
22(1) and
24(1)(a)(b)&(c)**

**This page severed under Sections
22(1) and
24(1)(a)(b)&(c)**